

Business

Integrated Dermatology adjusts quickly to COVID



“We remain focused on making our practices a safe place for patients and staff,” says Jeffrey Queen, CEO and cofounder of Integrated Dermatology, the nation’s largest private dermatology practice.

As CEO of Integrated Dermatology, Jeffrey Queen has faced new challenges during the ongoing COVID-19 pandemic as he led efforts to prepare and support the company’s physician partners. Headquartered in Boca Raton, Integrated Dermatology is the nation’s largest private dermatology practice.

“When the pandemic originally hit, our entire leadership team met and came up with a plan for the crisis that was immediately communicated to the rest of the company. First and foremost was to protect all our partners, providers and patients. Next we focused on the financial health of each practice. The majority of our practices remained open for emergency procedures.” Queen said.

“Today we are finding our practices in suburban areas are at full capacity, while in the metropolitan areas we are still less than pre-pandemic volume but moving back to full volume as conditions improve,” Queen said. “We remain focused on making our practices a safe place for patients and staff.”

Integrated Dermatology took every step necessary to relieve its doctors from dealing directly with government programs and created detailed financial projections to help steer their practices through the pandemic and thrive on the other side, Queen said. It secured SBA Paycheck Protection Program loans for each practice.

The physicians’ offices have transitioned to more online scheduling, registration and the ability for telederm (video) dermatology visits. Patients can also check in from their vehicles to avoid spending time in waiting rooms.

It also launched a virtual telehealth platform so dermatologists could continue to see and treat patients safely.

Integrated Dermatology assisted and supported temporary office closures, counseling each doctor on this difficult decision. It developed and is helping implement reopening plans based on Centers for Disease Control and American Academy of Dermatology guidelines.

Queen doesn’t believe the pandemic will have a significant long-term impact on medical dermatology. “Once a vaccine with efficacy is distributed, I believe dermatology will quickly return to pre-pandemic normal,” Queen said.

Name: Jeffrey Queen

Age: 60

Job title: CEO and co-Founder, Integrated Dermatology

Hometown and where you live now: Longmeadow, Mass.; Boca Raton

Family: Wife, Marissa, and sons, Jason and Jared

Education: Bachelor’s degree in sales management from Ithaca College

Career: My brother Andrew Queen and I founded Integrated Dermatology in 2004 and I have served as CEO since the inception. Previously, Andrew and I founded Health Watch Inc., a provider of home medical alert systems. We grew the company to the second largest medical alert system in the United States.

About your company: Integrated Dermatology is the largest private dermatology practice in the U.S. with practices in over 25 states.

First paying job and what you learned from it: My first job was hammering 5-foot wooden spools that held industrial wire cables. Sometimes, the assembly line would slow down and the owner’s son would join the line. He worked harder and faster than everyone and soon the line

was at peak efficiency. That taught me to lead by example and always strive to work harder, longer and more thoughtfully.

First break in business: Meeting one of my mentors, Lester Schner. Lester, who opened Ernst & Young's Florida practice and had been the CFO of Revlon, was beyond brilliant and very instrumental in the growth of my career. I believe mentors can add tremendous value to a young person's career.

How your business has changed: The dermatology specialty is consolidating. From the beginning, we knew we needed to scale the business to provide the best service to our patients and our dermatologists. We remain the practice of choice for new residents looking for their first opportunity in dermatology. The scale that we achieved allows us to provide the best services to our practices and partner dermatologists.

What are some of the biggest challenges? Today, our biggest challenge is the safety of our dermatologists, providers, staff and patients in a COVID-19 world. That's our top priority.

Best business book that you have read: I'm an avid reader and one of my favorites is "Delivering Happiness" by Tony Hsieh, CEO of Zappos. I also enjoy "Good to Great" by Jim Collins, "Measure What Matters" by John Doerr, and "The Checklist Manifest" by Atul Gawande.

Best piece of business advice you have received: Actively listen and empathize with your team and partners.

What you tell young people about your business: We do incredible things. Our doctors detect and cure cancer. You can feel good every day when you go home. Also, even though we're a 16-year-old company, we prioritize fresh ideas and creativity, like a startup.

Many successful people learn from failure. Do you have a failure you can share and what you learned from it? Previously, my biggest failure had been my inability to say no and avoid chasing "shiny things" as they would distract me from my core goals. Now, I say no to hundreds of shiny things, so I can say yes to the things that are most important.

What do you see ahead for Palm Beach County? Like so many, I moved to Palm Beach County from the Northeast for the quality of life. This is a wonderful place to work and call home and I think the future is incredibly bright for the region.

Power lunch spot: The Grille on Congress in Boca Raton.

Where would we find you when you are not at the office? Snow skiing with my family or bicycling down A1A.

Favorite smartphone app: Outlook because I use it more than anything else, and iMessage to communicate with my family.

What is the most important trait you look for when hiring? Integrity.
