

**University of Texas at El Paso
College of Health Sciences
Physical Therapy Program**

PT 5340: Management and Finance in Physical Therapy

Spring 2018

Credit Hours: 3

Contact Hours: 45 (16 weeks including final)

Schedule: *See attached*

Instructor: Dr. Rhonda A. Manning, PT, DPT, PCS

Office: 307

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Email: rajeske@utep.edu

Office Hours: Monday and Wednesday 9:30 to 10:00 a.m. and by appointment

Course Description:

Management theory and fiscal discipline relevant to healthcare delivery as it relates to physical therapy are presented. Alternate means and sources of healthcare delivery are assessed, as well as administrative factors that impact care giving. Concepts and strategies applicable to the marketing and management of physical therapy practice are discussed. The principles and ethics underlying effective conflict resolution are emphasized.

Course Objectives:

Upon completion of this course, the student will be able to:

1. Explain the organizational structure at a place of employment, as well as one's own position within the organizational hierarchy. (PT MACS #24)
2. Participate in successful negotiation and conflict management, and evaluate underlying causes of workplace conflict. (PT MACS-#3)
3. Demonstrate methods to manage multiple tasks in a work day including 1) direct patient care, 2) indirect patient care including case management 3) documentation and 4) other duties as assigned. (PT MACS #5)
4. Cultivate an accountable management style that incorporates 1) effective use of human resources including PTA direction and supervision, 2) maximizing productivity, 3) identification of risk management issues, and 4) adherence to practice guidelines, legal statutes, and ethical standards. (PT MACS #6; CAPTE 7D28, 7D37)
5. Explain how third party payment systems or lack thereof impact the patient prognosis and continuum of care. (PT MACS #23; CAPTE 7D23, 7D42)
6. Formulate a private practice plan that includes a: mission/vision, marketing plan, and business plan with a budget reflecting anticipated costs, revenues, and profit for a physical therapy practice as key components while investigating regulatory and legal guidelines governing the practice. (PT MACS #24)

7. Analyze and interpret financial terms, conditions, and implications of insurance contracts. (PT MACS #24; 7D42)
8. Identify marketing and public relation principles as they relate to the PT practice. (PT MACS # 24; CAPTE 7D43)
9. Demonstrate appropriate direction and supervision of the PTA and/or PT technician in case scenarios. (PT MACS #22; CAPTE 7D25, 7D29)
10. Compare and contrast business and clinical ethics with respect to standards of practice and APTA core values. (PT MACS - #1)
11. Explain health care delivery systems and various practice settings for physical therapy patient and practice management. (PT MACS #2, 23)
12. Assess federal statutes and health care policies pertaining to the practice of physical therapy and their impact on the healthcare environment and practice. (CAPTE 7D41)
13. Identify appropriate reporting agencies with regard to HIPAA, patient privacy, and fraud/waste/abuse laws. (PT MACS #7; CAPTE 7D2,3)

Required Texts:

Bodenheimer T, Grumbach K. eds. *Understanding Health Policy: A Clinical Approach, 7e* New York, NY: McGraw-Hill. <http://0-accessphysiotherapy.mhmedical.com.lib.utep.edu/content.aspx?bookid=1790§ionid=121191116>. Accessed January 06, 2019.

Page CG. eds. *Management in Physical Therapy Practices, 2e* New York, NY: McGraw-Hill; . <http://0-fadavispt.mhmedical.com.lib.utep.edu/content.aspx?bookid=1936§ionid=141075059>. Accessed January 10, 2019

APTA Membership to access online readings and complete the online course:

“Leading the Team: A practical guide to working with PTAs.”

You all need APTA Membership to get free access to online readings and complete the online course. Otherwise the cost is \$68 to non-members. You will earn 2 CCUs for the course.

Recommended/Reference Texts:

Ledlow, GR & Coppola, MN. *Leadership for Health Professionals: Theory, Skills, and Applications*. Jones & Bartlett Learning. Sudbury, MA. 2010. (ISBN: 9780763781514)

Nicholson, SK. *The Physical Therapist’s Business Practice and Legal Guide*. Jones and Bartlett Publishers. Sudbury, MA. 2008. (ISBN-10: 0763740691)

Nosse and Friberg. *Managerial and Supervisory Principles for Physical Therapy*. Lippincott Williams & Wilkins. Philadelphia, PA; 2010. (ISBN 13: 978-0-7817-8132-9)

Hack, L & Hillyer, RW. *Business Skills in Physical Therapy: Defining Your Business*. APTA. Alexandria, VA. 2003. (ISBN: 978-1-931369-09-1)

Methods of Instruction:

Lecture, discussion, and active learning exercises including designing a PT practice business plan.

Methods of Evaluation:

Exam #1	15%
Exam #2	15%
Exam #3	15%
Final Exam	30%
Business Plan and Presentation	20%
Homework as assigned	5%

UTEP DOCTOR OF PHYSICAL THERAPY PROGRAM GRADING SCALE

The following letter grade scale is used for the UTEP Physical Therapy Program:

Letter Grade Scale Numerical Grade Scale

A 90-100

B 80-89

C 75-79

F <75

*If you get a grade below an 80% on any exam, you are required to arrange a meeting with Dr. Manning and work out study strategies to improve your performance.

*During exams no one is permitted to leave the classroom unless permitted under CASS modifications. Take care of all personal issues prior to class time.

*Timeliness matters. In that spirit, any late assignment will **NOT** be graded and the student will receive a grade of zero (0) on that assignment. The professor reserves the right to permit make-up opportunities to students at her discretion.

Course Content:

Management theory, organizational behavior, negotiation and conflict management, risk management, time management and productivity, basic principles of accounting and finance, fiscal data, public relations, marketing, reimbursement, documentation, legal structures and laws affecting PT practice.

Course and Program Policy:

See PT Program Handbook for all policies on exams, electronic device use, dress code, attendance, and scholastic dishonesty. Your instructors encourage you to periodically review all handbook policies, but in light of past experiences, **particularly direct you to review the policies on cheating, accumulated knowledge, generic abilities, attendance, and the disclaimer that the syllabus is subject to change.**

*Electronic usage is prohibited during class time unless **EXPRESSLY** stated by the instructor.

Please make appropriate preparations for class participation. The professor may ask you to leave class if the use of electronics is in violation of this policy. If asked to leave you will be considered absent for that class period and any quiz or homework given and collected during that absence will receive a grade of zero (0).

As all program faculty do, I believe that students should demonstrate their commitment to the profession and respect for faculty, guest speakers, and colleagues by attending all classes/labs, and arriving to class on time. I am expected to be at class/labs as scheduled and to be on time; I expect the same from you. I work hard to prepare for classes/labs, and to make them productive active-learning opportunities; I expect you to do your part by being prepared and regularly participating. I do NOT give credit for this...I expect it. Failure to arrive to class prepared and on time, and to not participate actively, and to fail to demonstrate professional behaviors may result in deductions to your final semester grade.

However, congruent with one's ability to request excused time off in the work setting, I permit **ONE excused absence of a single class* or lab period per course per semester** for *any* reason. In order for your first absence to be excused, you must meet the expectation described further down. HOWEVER (with very rare exception [e.g., documented serious illness or emergency] that will be considered on a case by case basis) there will be NO accommodations offered for missed class/lab time. Specifically I will NOT offer the opportunity to make up in-class quizzes or written examinations, either in advance or after the scheduled class, or provide individual tutoring for missed content. Additionally late work caused by your absence will not be accepted. You should make prior arrangements with a classmate to find out what you missed, turn in any work, and/or pick up any hand-outs. (***NOTE: Single class is defined as 1.5 hours**).

In order to be excused for your **first** missed class or lab, you must do the following:

- Email me at rajeske@utep.edu at least 2 hours in advance if you will not be attending class or lab. I do not require you to give me a reason, but I expect notice in WRITING BY EMAIL. A phone call from you or message from one of your classmates is not acceptable.

If you miss a second (or more) class or lab for any reason, it will be considered unexcused unless it is due to documented illness or emergency. In these cases, you should email me and then arrange a meeting with me upon your return to school to discuss why you missed class. Documentation will be required for any additional absence (eg, doctor's note documenting illness or treatment). I will notify you after our meeting and review of your documentation whether or not the absence will be considered excused or unexcused.

Missing 50% or more of a class or lab will be considered an absence. For each incident of an unexcused absence, 5% will be deducted from your final semester grade.

TARDINESS:

I use the clock on the computer to determine when class should start. If you expect to arrive late (eg, doctor's appointment), you should notify me in writing by email in at least 2 hours in

advance. If you are consistently late for any reasons, I will contact you by email and/or request you to meet with me to discuss the problem. Each subsequent incidence of tardiness may result in 1% deduction from your final semester grade.

PARTICIPATION and PROFESSIONAL BEHAVIORS:

I expect you to arrive to class and lab prepared and to actively participate while not being disruptive. If you are consistently ill-prepared, not actively participating, and/or being disruptive, I will contact you by email and/or request you to meet with me to discuss the problem. Each subsequent incidence of poor preparation, poor participation, and/or disruption may result in 1% deduction from your final semester grade.

If you are observed working on non-class related materials, you will be asked to leave class. This will count as an unexcused absence.

Special Accommodations (ADA):

“If you have or suspect a disability and need accommodations, you should contact CASS (Center for Accommodations and Support Services at 747-5148.” You can also e-mail the office at cass@utep.edu or go by Room 106, Union Building East. For additional information, visit the CASS website at www.utep.edu/cass/. Any accommodations must be made prior to testing or class.