

PT 642: Practice Management in Physical Therapy (3 cr.)

Course Information

This syllabus describes the requirements and procedures for Practice Management in Physical Therapy. You are responsible for knowing this material, so please read it carefully. Any changes will be announced in class and via email/blackboard announcement. You will be responsible for any changes. Your continued enrollment in this course is your implicit agreement to abide by the requirements of this class.

About the Professor(s) & Contact Information

Name: Brittany R. Johnson, PT, DPT

Phone: (701)777-6389

Email: brittany.r.johnson@und.edu

Office Location: E332

Office Hours: See "Faculty" section in Blackboard

Name: Kevin O'Brien, PT, DPT, Cert. MDT

Phone: (701)777-3871

Email: kevin.obrien@und.edu

Office Location: E344

Office Hours: See "Faculty" section in Blackboard

Course Prerequisites: Registered in the Professional Physical Therapy curriculum.

Course Description & Objectives

This course provides an overview of physical therapy practice management fundamentals. This includes the study of organizations, strategic planning, human resources, fiscal management, communications, and medical, legal, and ethical issues, as they relate to physical therapy practice and improved healthcare outcomes. Prerequisite: Registered in Professional Physical Therapy Curriculum.

After successfully completing this course, you should be able to:

- 1) Discuss the U.S health delivery system and analyze future trends in health care considering health care policies and their potential impact on the healthcare environment and practice.
- 2) Utilize the components of professional development and be able to apply them to the development of a personal financial plan, resume, cover letter, career plan, and a personal leadership development plan.
- 3) Discuss and analyze the legal practice standards, including all federal, state and institutional regulations related to patient/client care and fiscal management considering all reimbursement models including direct reimbursement.
- 4) Incorporate professionalism/core values to promote effective communication with all stakeholders including patients/clients, family members, caregivers, practitioners, interprofessional team members, consumers, payers, and policymakers.
- 5) Identify the scope of their abilities and responsibilities and determine those components of the plan of care that may, or may not be directed to the physical therapist assistant (PTA) based on the needs of patient/client, PTA's ability, jurisdictional law, practice guidelines/policies/codes of ethics, and facility policies.
- 6) Discuss the security protections such as access control, data security and data encryption related to information management and information technology in clinical practice.

- 7) Utilize the tools of Health Care management to design, develop, and present a proposal for therapy program/service. The student will work as part of a team and will be expected to incorporate at least one example of utilizing health informatics (within one of the subsets (A-J) and expected to include:
- A. parameters to be considered to justify potential need for service.
 - B. vision statement for the program and how the program fits the philosophy and mission/vision of the facility
 - C. marketing and public relations plan
 - D. projected needs in space (following ADA guidelines), equipment, personnel, and budget
 - E. program details including services included and return on investment for the facility
 - F. program/departmental records. (May include referral mechanism, patient intake, progress report, risk management, grievance procedure, opinion surveys, outcome measures, maintenance schedule for equipment.)
 - G. personnel management system. (May include basic objectives, affirmative action/equal opportunity statements and policies, work assignment/supervisory responsibilities, work performance appraisal, personnel grievance procedure, and staff development policy and procedure.)
 - H. a mechanism for continuous quality improvement
 - I. a system for fiscal management to include:
 - 1. budget development, including fee schedule determination and justification.
 - 2. documentation of revenue, cash flow, and expenses.
 - 3. assessment of treatment and service outcomes.
 - J. a self-reflection (including your participation and contribution to the project) and assessment of each team member's participation and contribution to the project.
- 8) Discuss, compare and contrast the medicolegal implications of the practice of physical therapy including litigation terminology and procedures, fraud and abuse, negligence/malpractice, and risk management.

Materials – Text, Readings, & Supplementary Readings

Required Textbook/1 per group:

Business Fundamentals for the Rehabilitation Professional

Tammy Richmond, Dave Powers. 2nd ed.

ISBN 978-1-55642-883-8

Recommended Textbook(s):

Management and Supervisory Principles for Physical Therapists

Larry J. Nosse, Deborah G. Friberg. 3rd ed.

ISBN 978-0-7817-8132-9

Management in Physical Therapy Practices

Catherine G. Page. 2nd ed.

ISBN 978-0-8036-4033-7

[Management in Physical Therapy Practices, 2e | F.A. Davis PT Collection | McGraw Hill Medical \(mhmedical.com\)](#)

Technical Requirements & Assistance

Whether you're taking courses in the classroom or online, it's important to have the right technology and equipment. Visit the [UND Technical Requirements](#) webpage for more information. Students are

expected to use their official UND email in the course. For technical assistance, please contact [UND Technical Support](#) at 701.777.2222. Visit the University Information Technologies (UIT) website for their hours, help documents and other resources.

Course Logistics

Access & Log in Information

This course was developed and will be facilitated utilizing Blackboard. To get started with the course, please go to: <http://blackboard.UND.edu> and log in with your NDUS.Identifier (Username and Password). If you do not know your NDUS Identifier or have forgotten your password, please visit [Your NDUS Account Webpage](#) on the [UIT website](#).

Outline of Content and Required/Recommended Readings

See attached course schedule.

Resources

UND cares about your success as a student. For more information, visit the [Student Resources Page](#) for additional information. Students have access to assistance from the [UND Writing Center](#), [Tutoring and Learning Services](#), [Testing Services](#), and more.

Students also have access to the UND Student Resource Site via Blackboard. It is recommended that you become familiar with the tools and tutorials within Blackboard to better equip you in navigating the course and [Educational Technology](#) including Yuja, VoiceThread, Discussion Boards, Riipen, Smart Thinking, Proctoring, etc.

Instructor Responsibilities and Feedback

The instructor will provide feedback on all assignments and group activities by Wednesday of the following week unless otherwise noted.

The instructor will be available during appointed Office Hours to answer questions, provide feedback, and offer advice.

Assessment & Grading

This course is made up of a series of assignments and assessments to assist you in achieving the course learning objectives/outcomes.

Assessments

In this course your learning will be assessed via the following assignments and coursework:

- Business Project and Presentation
- Personal Financial Planning Assignment
- Resume/Cover Letter/LinkedIn Profile
- Compensation/Benefits Presentations
- DATA Self-Assessment
- Mock Interviews/Peer Resume Review
- Social Media/Marketing Assignment

Exams

You will NOT have examinations in this class.

Grading Scale

Grading Scale		Breakdown	
A	100% to 90%	Business Project and Presentation	50%
B	89% to 80%	Personal Financial Planning Assignment	15%
C	79% to 76%	Resume/Cover Letter/LinkedIn Profile	10%
	↓76 =	Compensation/Benefits Presentations	10%
Unsatisfactory		DATA Self-Analysis	5%
		Mock Interviews/Peer Resume Review	5%
		Social Media/Marketing Assignment	5%

For more information on grading review [UND Grading Policies](#).

Course Evaluation

At midterm you will be asked to participate in an SGID administered by TTaDA along with a Qualtrics survey so that changes may be implemented for the remainder of the semester as necessary. Near the end of the semester, you will be asked to complete an online course evaluation form (SEFI). Your feedback on the course is extremely valuable to me. I read my students' comments carefully and use them to improve the course the next time I teach it.

- When the time comes, please let me know which aspects of the course helped you learn—and which aspects might be modified to help future students learn more effectively.
- Please note that the course evaluations are anonymous and that I won't see the results until after the grades for the course are submitted, allowing you to provide honest and constructive feedback.
- Throughout the semester if you have concerns or feedback, please reach out to schedule a time to discuss

Course Policies

Assignment and Late Work Policy

Due dates for each assignment or activity will be posted in Blackboard and are listed on the Course Schedule. All assignments must be submitted by the due date and time posted in the course. All times are posted in the Central Time Zone. Failure to submit all required documents with an assignment will result in forfeiture of the grade for that assignment.

The acceptance of late assignments is at the discretion of the instructor. If extenuating circumstances arise, it is your responsibility to you contact the instructor prior the due date and request an extension. All requirements for this course must be completed during the course dates.

Class Participation

Class attendance is expected 100% of the time. Students must first attempt to notify the instructor by phone or in person for any absences. The student must also contact the instructor directly through e-mail or written documentation for any absences.

Make up work: If an absence is anticipated, make up work should be completed prior to the absence. If an absence is unanticipated, arrangements for make-up work must be made by the student within three days of the student's return to classes. Students may be assigned additional coursework for all absences. Students will not be allowed to make-up in-class quizzes/projects due to an absence.

Participation and presence in class are paramount for students to learn the material and be successful. Students are required to login regularly to Blackboard. Students are also required to participate in all class activities such as discussions, discussion boards, and blogs.

University of North Dakota Policies & Resources

Academic Integrity

Academic integrity is a serious matter, and any deviations from appropriate behavior will be dealt with strongly. At the discretion of the professor, situations of concern may be dealt with as a scholastic matter or a disciplinary matter.

As a scholastic matter, the professor has the discretion to determine appropriate penalties for the student's workload or grade, but the situation may be resolved without involving many individuals. An alternative is to treat the situation as a disciplinary matter, which can result in suspension from the University, or have lesser penalties. Be aware that I view this as a very serious matter and will have little tolerance and/or sympathy for questionable practices. A student who attempts to obtain credit for work that is not their own (whether that be on a paper, quiz, homework assignment, exam, etc.) will likely receive a failing grade for that item of work, and at the professor's discretion, may also receive a failing grade in the course. For more information read the [Code of Student Life](#).

Accessibility Statement

The University of North Dakota is committed to providing equal access to students with documented disabilities. To ensure access to this class and your program, please contact [Accessibility for Students](#) to engage in a confidential discussion about accommodations for the classroom and clinical settings. Accommodations are not provided retroactively. Students are encouraged to register with Accessibility for Students at the start of their program.

More information can be obtained by email, UND.accessibilityforstudents@UND.edu, or by phone at 701.777.2664.

Religious Accommodations

UND offers religious accommodations, which are reasonable changes in the academic environment that enable a student to practice or observe a sincerely held religious belief without undue hardship on the University. Examples include time for prayer or the ability to attend religious events or observe a religious holiday. To request an accommodation, complete the [student religious accommodation request form](#). If you have any questions, you may contact the [Equal Opportunity & Title IX Office](#).

Pregnancy Adjustments

Students who need assistance with academic adjustments related to pregnancy or childbirth may contact the Equal Opportunity & Title IX Office or Academic Affairs to learn about your options. Additional information and services may be found at [Pregnancy Resources](#).

Resolution of Problems

Should a problem occur, you should speak to your instructor first. If the problem is not resolved by speaking with your instructor, refer to the college grievance policy by contacting the department chair or the dean's office. [SMHS Student Academic Grievance and Appeal Policy](#). Should the problem persist after taking these initial steps, you have the right to go to the provost next, and then to the president.

Notice of Nondiscrimination

It is the policy of the University of North Dakota that no person shall be discriminated against because of race, religion, age, color, gender, disability, national origin, creed, sexual orientation, gender identity, genetic information, marital status, veteran's status, or political belief or affiliation and the equal opportunity and access to facilities shall be available to all. Concerns regarding Title IX, Title VI, Title VII, ADA, and Section 504 may be addressed to Donna Smith, Assistant Vice President for Equal Opportunity & Title IX and Title IX/ADA Coordinator, 102 Twamley Hall, 701.777.4171, UND.EO.TitleIX@UND.edu or the Office for Civil Rights, U.S. Dept. of Education, 230 S. Dearborn St., 37th Floor, Chicago, IL 60604 or any other federal agency.

Reporting of Discrimination, Harassment, or Sexual Misconduct

If you or a friend has experienced sexual misconduct, such as sexual harassment, sexual assault, domestic violence, dating violence, or stalking, please contact the [Equal Opportunity & Title IX Office](#) or UND's Title IX Coordinator, Donna Smith, for assistance: 701.777.4171; donna.smith@UND.edu; or visit the [Title IX webpage](#). You may also contact the Equal Opportunity & Title IX office if you or a friend has experienced discrimination or harassment based on a protected class, such as race, color, national origin, religion, sex, age, disability, sexual orientation, gender identity, genetic information, pregnancy, marital or parental status, veteran's status, or political belief or affiliation.

Faculty Reporting Obligations Regarding Discrimination, Harassment, or Sexual Misconduct

It is important for students to understand that faculty are required to share with UND's Title IX Coordinator any incidents of sexual misconduct or of discrimination or harassment based on a protected class that they become aware of, even if those incidents occurred in the past or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow UND to provide resources to help the student continue to be successful at UND. If you have been impacted by discrimination, harassment, or sexual misconduct, you can find information about confidential support services on the [Equal Opportunity & Title IX webpage](#).

Health and Safety

UND is committed to maintaining a safe learning environment while providing quality learning experiences for our students. As such, UND asks students and instructors to be flexible when necessary to promote a safe environment for learning. Please do not attend an in-person class or lab if you are feeling ill or if you have been directed by health professionals to quarantine or isolate. If you are not able to attend class or lab, please notify your instructor as soon as possible and discuss options for making up any missed work in order to ensure your ability to succeed in the course. If you will have an extended absence due to serious illness or other uncontrollable circumstances, you may request an absence notification through the [Office of Community Standards](#). If they may need to cancel class or temporarily move your course to online delivery to ensure that you are able to complete the course successfully. Instructors may require students to wear masks in the classroom or in the laboratory as a preventative measure designed to facilitate uninterrupted classroom engagement and to facilitate health and safety in the classroom. If your instructor does require masks in class or in a laboratory, you are expected to comply with that request.

UND also strongly encourages all members of the University community, including students, to get vaccinated, seek out testing when needed, and model positive behavior both on- and off-campus to foster a healthy and safe learning environment for all students. Individuals who would like to discuss disability accommodations regarding masks should contact Accessibility for Students at 701.777.2664 or UND.accessibilityforstudents@UND.edu. Individuals who are unable to wear a mask due to a sincerely held religious belief should contact the UND Equal Opportunity and Title IX Office at 701.777.4171 or UND.EO.TitleIX@UND.edu.

UND Cares Program

How to Seek Help When in Distress

We know that while college is a wonderful time for most students, however, some students may struggle or have issues that arise. You may experience students in distress on campus, in your classroom, in your home, and within residence halls. Distressed students may initially seek assistance from faculty, staff members, their parents, and other students. In addition to the support we can provide to each other, there are also professional support services available to students through the Dean of Students and University Counseling Center. Both staffs are available to consult with you about getting help or providing a friend with the help that he or she may need. For more additional information, please visit the [UND Cares Program Webpage](#).

Land Acknowledgement Statement

Today, the University of North Dakota rests on the ancestral lands of the Pembina and Red Lake Bands of Ojibwe and the Dakota Oyate - presently existing as composite parts of the Red Lake, Turtle Mountain, White Earth Bands, and the Dakota Tribes of Minnesota and North Dakota. We acknowledge the people who resided here for generations and recognize that the spirit of the Ojibwe and Oyate people permeate this land. As a university community, we will continue to build upon our relations with the First Nations of the State of North Dakota - the

Mandan, Hidatsa, and Arikara Nation, Sisseton-Wahpeton Oyate Nation, Spirit Lake Nation, Standing Rock Sioux Tribe, and Turtle Mountain Band of Chippewa Indians.

Additional Resources

It is my goal to foster an environment of mutual respect in which everyone feels comfortable voicing their opinions, sharing their stories, and learning about potentially heavy or personally relevant material. If, at any point, you feel like the information covered in this class elicits thoughts, feelings, or concerns that you would like to discuss further, don't hesitate to reach out to me, or the [UND Counseling Center](#) (701-777-2127).

Further, if you experience extenuating circumstances, sexual violence, identity-based harm, or any other personal crisis during the semester, don't hesitate to reach out to me so we can provide academic assistance and help you in this course, and put you in contact with the appropriate resources and services (if needed).

- [UND Care Team](#): 701-777-2664 (8:00 AM to 4:30 PM M-F) or 701-777-3491 (evenings and weekends)
- [UND Campus Police](#): 701-777-3491 · UND Student Health: 701-777-4500
- [UND Title IX Resources](#)
- [Abuse and Rape Crisis Hotline \(CVIC\)](#): 701-746-8900 (24 hours)
- [Grand Forks Police Department](#): 701-787-8000 (24 hours)
- [Emergency Room](#): 701-780-5280
- [UND Student Diversity and Inclusion](#): 701-777-6985
- [Food For Thought Pantry](#): (Wilkerson Commons Room 169; 701-777-4200)
- [National Suicide Prevention Lifeline](#): (1-800-273-8255)