

## **PT 522: ADMINISTRATION in PHYSICAL THERAPY**

**DESCRIPTION:** Lecture/discussion, and seminar formats used to explore concepts in administration procedures as applied to physical therapy and the health care delivery system.

### **DEPARTMENT OF PHYSICAL THERAPY**

**INSTRUCTORS:** Sue Jenó, PT, PhD, Emily Henneman, PT, DPT

**CREDIT HOURS:** Three (3) credit hours

**CLOCK HOURS:** Lecture, discussion, & small group activities in a virtual format  
Wednesday and Friday 1-3pm

### **BEHAVIORAL OBJECTIVES:**

Building on objectives of previous courses including clinical education by the end of this course the student will 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.

**COURSE PREREQUISITES:** Registered in Professional Physical Therapy curriculum

**TEACHING METHODS AND CURRICULUM PRACTICE MODEL:** Teaching methods in this course include lecture, seminar, small group activities and discussion. The above objectives contribute to the Practice Model Component, primarily administration and secondarily communication, education, and clinical practice.

**METHODS FOR EVALUATION:** Written examinations may include true/false, multiple choice, short answer, and/or essay questions. To answer both multiple choice and written questions you will need to draw from previous coursework and clinical information. Two exams, final and projects/assignments all must be completed with a minimum score of 76%. See grading criteria below. Please note 30% of your grade is a group project putting together a business plan for a project (guidelines for project are posted in Black Board). You will be asked to select your top three program choices and will be placed in a small group to complete the project. Some of the components will be worked on in class as the information is being presented.

**OUTLINE OF CONTENT AND REQUIRED/RECOMMENDED READINGS:**  
See attached course schedule

**ATTENDANCE:** 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/EXAMINATIONS:** If an absence is anticipated, make up examinations should be completed *prior* to the absence. If an absence is unanticipated, arrangements for make-up examinations 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.

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### GRADING

10% - Budget Project	90-100 = A
15% - Exam I	80- 89 = B
30% - Class Presentation and Project Includes Peer Review	76- 79 = C
15% - Exam II	↓76 = Unsatisfactory
15% - Final Exam	
05% - Resume and Cover letter assignments	
08% - Other assignments	
02% - Attendance and Participation	

\*Short projects will be assigned throughout the semester related to resumes/cover letters, supervisory skills and professional development, financial management, and reimbursement. **Failure to submit all required documents with an assignment will result in forfeiture of the grade for that assignment.**

Assignment Due Dates – See schedule

**ACADEMIC INTEGRITY:** In accordance with the rules concerning scholastic dishonesty in the *Code of Student Life\** at the University of North Dakota, I affirm that I understand these rules and I agree to comply with them.

I will not:

- a) receive any additional information or assistance for any exam other than what was provided during class or approved tutor sessions
- b) copy from another student's test
- c) collaborate with or seek aid from another student who may have previously taken the exam
- d) knowingly use, buy, sell, steal, or solicit in whole or in part the contents of any exam
- e) bribe another person to obtain information about any exam

**DISABILITY ACCESS STATEMENT:** Contact me, Sue Jenó (office 777-3662, email [susan.jeno@und.edu](mailto:susan.jeno@und.edu) or visit Rm E352 UND SMHS) to request disability accommodations, discuss medical information, or plan for an emergency evacuation. To get confidential guidance and support for disability accommodation requests, students are expected to register with DSS at [www.UND.edu/disability-services/](http://www.UND.edu/disability-services/), 180 McCannel Hall, or 701.777.3425.

**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, Director of Equal Employment Opportunity/Affirmative Action and Title IX Coordinator, 401 Twamley Hall, 701.777.4171, [und.affirmativeactionoffice@UND.edu](mailto:und.affirmativeactionoffice@UND.edu) or the Office for Civil Rights, U.S. Dept. of Education, 500 West Madison, Suite 1475, Chicago, IL 60611 or any other federal agency.

**REPORTING SEXUAL VIOLENCE:** If you or a friend has experienced sexual violence, such as sexual assault, domestic violence, dating violence or stalking, or sex-based harassment, please contact UND's Title IX Coordinator, Donna Smith, for assistance: 701.777.4171; [donna.smith@UND.edu](mailto:donna.smith@UND.edu) or go to [UND.edu/affirmative-action/title-ix](http://UND.edu/affirmative-action/title-ix).

**FACULTY REPORTING OBLIGATIONS REGARDING SEXUAL VIOLENCE:** It is important for students to understand that faculty are required to share with UND's Title IX Coordinator any incidents of sexual violence 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 the victim of sexual violence, you can find information about confidential support services at [UND.edu/affirmative-action/title-ix](http://UND.edu/affirmative-action/title-ix).

### **Ensure Accessibility**

To comply with the latest accessibility guidelines, documents posted online, including, but not limited to, Adobe PDF files, Microsoft Word documents, Microsoft PowerPoint presentations, and online flipbooks, must be screen-reader friendly.

For directions on how to make your syllabus and other course materials accessible, go to Blackboard > Services > Atomic Learning > Creating an Accessible Syllabus (for technical assistance with Atomic Learning, contact UND Tech Support at [UND.edu/tech-support](http://UND.edu/tech-support)).

**UND CARES RESPONSE TEAM:** The [UND Cares Response Team](#) is available to assist with incidents involving UND students 24 hours a day, seven days a week. They respond to incidents such as major accidents, missing students, sickness that interferes with attending classes, death, suicidal ideations, situations involving self-harm, psychological trauma and sexual violence. Contact directly at 701.777.2664 during regular business hours OR 701.777.3491 after hours. ***If problems occur, students are required to work through channels of communication to resolve the problem before going to the chair or dean. The channel is student, instructor, chair, associate dean health sciences, and dean.***

**PT 522: ADMINISTRATION IN PHYSICAL THERAPY**  
**COURSE CONTENT SCHEDULE: Tuesday and Thursday 10am-Noon**  
**FACULTY: Sue Jenó PT, PhD, Emily Henneman, PT, DPT**

**Unit I**

Jan. 11	Course Introduction/Health Care Systems <ul style="list-style-type: none"> <li>• Introduction to Group Project &amp; Portfolio – project planning</li> <li>• Financial assignment</li> <li>• Getting Started</li> <li>• Project management getting started.</li> </ul> <b>**Chart of spending accounts due</b>	Sue
Jan 13	Overview of the Business of Healthcare Delivery <ul style="list-style-type: none"> <li>• Healthcare worldwide – Commonwealth Report</li> <li>• Quality Chasm/Triple Aim</li> <li>• Current issues in health care</li> </ul>	Sue
Jan. 18	Social Determinants of Health <ul style="list-style-type: none"> <li>• Health Disparities</li> </ul>	Sue
Jan. 20	Conflict Resolution	Cindy
Jan. 25	Personal Marketing <b>**Bring copy of your resume with you to class – marked up version from class to be submitted into blackboard by 5pm.</b>	Mary Feller, Career Services
Jan. 27	Getting Started <ul style="list-style-type: none"> <li>• Mission, Vision, Values</li> <li>• Business Name</li> </ul>	Emily
Feb 1	Business Structure/Human Resources <ul style="list-style-type: none"> <li>• Job description</li> <li>• Performance Appraisal</li> <li>• Policies and Procedures</li> <li>• Tax status, legal/org structure</li> </ul>	Emily
Feb. 3	<b>UNIT 1 EXAM</b> <b>**January budget analysis due</b>	

**Unit II**

Feb 8	Financial Management Accounting principles/economics <ul style="list-style-type: none"> <li>• Budget development</li> <li>• Financial analysis/statements</li> <li>• Revenue management</li> </ul>	Sue
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Feb 10	Total Quality Management <ul style="list-style-type: none"> <li>• Concepts/principles</li> <li>• Measurement tools</li> <li>• Applying outcome information - accountability – clinical, financial</li> <li>• Customer Satisfaction</li> </ul>	Sue
Feb. 15	Physical Therapy Delivery Models	Emily
Feb 17	Informatics/Management of big data sets	Mary Jane Rivard
Feb. 22	Review of Reimbursement <ul style="list-style-type: none"> <li>• Past, Present and what is on the Horizon</li> <li>• APTA Outcomes Registry</li> </ul> <b>**First Draft of Professional Resume Due</b>	Tyler Burcham, APTA ND Reimbursement Chair
Feb. 24	Marketing	Dan Johnson
March 1	Personal Marketing/Branding	Nicole Letofsky
March 3	Distilling your message – 3MT <b>**February budget analysis due</b>	Matt Gilmore
March 8	Leadership	Sue/Emily/Cindy
March 10	<b>UNIT II EXAM</b>	
March 14-18	<b><i>SPRING BREAK</i></b>	
	<b>UNIT III</b>	
March 22	PT/PTA Delegation	Justin Berry
March 24	Legal Concepts – Legal Process <ul style="list-style-type: none"> <li>• Legal Actions</li> <li>• Negligence/malpractice</li> </ul> <b>**Second draft of Professional Resume and Cover Letter Due</b>	Sue
March 29	Legal Concepts <ul style="list-style-type: none"> <li>• Understanding the legal system</li> <li>• Regulations</li> </ul>	Sue
March 31	Risk Management <ul style="list-style-type: none"> <li>• General concepts</li> <li>• Exposure to risk</li> <li>• Managing risk</li> <li>• <b>Fraud and Abuse Test</b></li> </ul>	Sue

April 5	Project Work <b>**March budget analysis due</b>	
April 7	Project – Presentation - Poster Design	
April 12	CLASS PRESENTATIONS	
April 14	CLASS PRESENTATIONS	
April 19	Professional Development <ul style="list-style-type: none"> <li>▪ Residencies</li> <li>▪ Continuing Competence</li> <li>▪ Contracts</li> </ul>	Jeremy O’Keefe
April 21	Frank Low Poster Presentation	
April 26	Peer Review	TBD
April 28	Managing up-Managing down	Sue
TBD	<b>FINAL EXAM</b> <b>**April budget analysis and final paper due</b>	

*Please note dates are subject to change due to guest speakers needing to adjust schedule. You will be notified of change ASAP*

***\*\*\*Professional dress is expected for every guest lecture.***

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Recommended Texts: Richmond T, Powers D. Business Fundamentals for the Rehabilitation Professional 2<sup>nd</sup> ed. Thorofare, NJ. Slack Inc. 2009.

Nosse LJ, Friberg DG. Managerial & Supervisory Principles of Physical Therapists 3<sup>rd</sup> Ed. Philadelphia, PA. Lippincott Williams & Wilkins; 2010.

Page C. Management in Physical Therapy Practices. Philadelphia, PA. F.A. Davis; 2015

All Written Exams will be taken using ExamSoft. Please make sure you have the appropriate technology to take the exam. If you do not have the appropriate technology, please check out a computer from the library that is compatible with ExamSoft.

**\*\*All items to be turned in are due at 10am, prior to the start of class.**