



EVIDENCE
IN MOTION

Executive Program in Private Practice Management



Curricula Overview

EIM Exec101 Management and Strategy

Course Description

In order to thrive in a competitive environment of physical therapy practice, a company needs a clear strategic planning process, market analysis, quality improvement plan and a solidified business plan. It is imperative that PT practices learn the skills of organizational development, strengths based management principles, teambuilding, and their effective execution.

The course is essentially divided into 2 distinct parts: Strategy and Strength Based Management. Our goal of the Executive Management Course is that our participants are equipped to have sustained competitive advantage in the PT marketplace. We are convinced that this only occurs through sound, fundamental planning and execution. Strategic planning by its nature is methodical-we hope to provide systems and processes that will make this smoother. We will likewise provide key elements of an execution culture and an emphasis on getting your team to focus on their strengths.

Course Objectives

At the end of the course the student will be able to or will have completed:

- SWOT, VRIO analysis, relevance/differentiation analysis (strength, weaknesses, opportunities, threats) customized to their PT practice
- Application of Porter's 5 Force theory to their PT practice
- Identification of applicable strategies that can be put into use including cost, leadership, product differentiation, niche, game theory, blue ocean

- Strategic plan including mission, vision and goals utilizing a strategic planning process, business game plan development
- Define their approach to execution intelligence
- Monitor clinical and business performance
- Strength Based Management principles, plan, and implementation
- Define management and communication style, culture, and teambuilding skills.

Course Outline

Week	Topic
Onsite	Lectures: Finding your source of strategic competitive analysis. Strategic planning process.
1	Completion of SWOT, VRIO, Porter, Quadrant analysis
2	How competitive forces shape strategy
3	Game Theory and Blue Ocean as a strategy
4	Summary Strategy and Business Game Plan including key result areas and core strategies
5	Execution Intelligence. Identify, define, and implement culture of execution.
6	Strength Based Management and employee engagement
7	Utilize Strength based systems for communication, culture building, and teambuilding opportunities
8	Bringing strategy, planning, execution, and team member engagement together

EIM Exec102 Leadership and Entrepreneurship

Course Description

This course will provide you the skills and understanding to lead your organization to its vision and strategic objectives. You will improve your ability to get results, take advantage of the right opportunities and lead your organization in challenging times. You will understand and implement the entrepreneurial and leadership principles that will allow you to leverage the other content in this certificate program.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Understand the difference and impact between leadership, management and being a clinician.
- Identified your Unique Strength(s) as a leader and learn how to leverage them
- Apply a results oriented time management system
- Delegate, coach, grow new leaders within their organization, identify career tracks and opportunities, explore servant leadership and being a role model vs a coach
- Identify, rate and share vision and opportunities for growth, networking
- Deal with diversity and change, become an active listener, conflict resolution

- Further define management and communication style, culture, and teambuilding skills
- Perform a self-assessment of leadership style.

Course Outline

Week	Topic
1	Leadership via your unique strengths Self-assessment of leadership/communication style and core values, areas for change.
2	Delegation, coaching/mentoring, growing new leaders. Identify and analyze opportunities for growth, career tracks, how to network.
3	Historical Leadership Diversity and change, how to be an active listener, team problem solving.
4	The E-Myth overview Entrepreneurial mindset versus the manager and the technician.
5	Entrepreneurial time management-maximizing results (vs time and effort). Recap/Overview

EIM Exec103 Financial Analysis and Performance

Course Description

This course presents managerial finance concepts and performance analysis techniques specific to physical therapy. Participants will learn how to read and use financial statements and performance analysis techniques to monitor and improve the financial and productivity aspects of their physical therapy practice.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Review/understand critical financial statements (income statement [Profit & Loss], balance sheet, statement of cash flows), financial ratios, address cash flow issues/managing expenses, understand time value of money
- Review/understand key metrics/dashboards for monitoring performance, productivity and reducing the likelihood of fraud
- Establish financial policies and procedures regarding all aspects of clinic operation including co-pay collection, handling cash, monthly reporting, and internal controls
- Evaluate accounts receivable issues
- Developing and implementing a budget plan
- Review staff incentive plans
- Practice valuation parameters and succession planning
- Evaluate software related to financial management and productivity
- Practice using financial/productivity tools to assist in decision making.

Course Outline

Week	Topic
Onsite	Intro to Financial Analysis and Performance, Benchmarking
1-2	Financial statements (income statement [profit & loss], balance sheet, cash flow statement), managerial vs. tax accounting, chart of accounts, accounting principles, PT Benchmark Excel
3	Financial ratios, Cash flow strategies, time value of money
4	Budgeting, forecasting
5	Financial policies and procedures, fraud prevention, cash flow management
6	Compensation and incentive plans
7	Performance reporting, key metrics/dashboards, over time comparisons, PT Dashboard, PT Scorecards - Discuss PT Benchmark
8	Practice valuation and succession planning
	Projects: PT Benchmark, PT Budget, PT Dashboard, PT Scorecards (OPBP)

EIM Exec104 Organizational Development and HR

Course Description

This course delivers to attendee's, concept, content and application of human resource management (HRM) principles that can bring their practice in-line with contemporary human resource operations and management. Specific topics include: HR as strategic partner, PT and employee development, elements of compensation with specific detail of incentive and gain sharing plans, hiring, retention, performance development systems, and use of various tools for conflict resolution.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Human resources policy and procedure manual including hiring/orientation checklist and employee manual/benefits description, required staff training to meet compliance guidelines
- Review/analysis of employee benefits package
- Hiring package including plan on staff recruitment and retention (internal marketing)
- Customized bonus and incentive plans, best places to work program
- Performance review and appraisal systems, personality assessments
- Conflict resolution strategy

Course Outline

Week	Topic
1	The role of HR, work force planning and employment
2	Job descriptions, recruiting, hiring strategies/licensure verification, retention, termination
3	Staff development/coaching, delegation, performance reviews, opportunities/growth tracks
4	Benefits management, documentation and records retention
5	Employee manual, employee orientation, accountability, conflict resolution, and communication strategies Compensation strategy/negotiation, incentives/bonus
6	Overview, complete HR P&P, employee manual, orientation checklist

EIM Exec105 Marketing and PR

Course Description

This course provides important decision-making framework for positioning & branding your practice. Participants will develop sound marketing, public relations & customer service plans, tools & strategies along with the requisite skills to implement them for their practice.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Annual and quarterly marketing, advertising and public relations plans including market research/competitive analysis, budgets/forecasting, pricing, marketing mix
- Framework for branding and collateral development, identify market position, how to buy media/advertising and what to spend, e-marketing strategies and plan
- Identify key referral development sources
- Customer Service Program including how to monitor customer satisfaction, alumni program, community service
- Conduct a successful sales call for all referral sources
- How to capitalize on word of mouth marketing
- Develop marketing rep incentive plans and marketing reps first 100 day plan
- Evaluation of physical plant as it relates to the customer experience.

Course Outline

Week	Topic
Onsite	<u>Establishing your Marketing Team</u> - roles & goals. Hiring, compensation & incentives. <u>The Marketing Manual for your Practice, Sales Strategies, tools & techniques.</u> KNOW your Market and its Trends! Presentation on <u>Consumers of HealthCare- Analyzing Market Demographics</u> ; Understanding Consumer & Market Trends; Anticipating Consumer Needs. (Lynn Steffes) Review of Collaterals that WORK!
1	<u>Evidenced Based Branding & Positioning- Market & Sales Forecasting-</u> Larry Benz
2	<u>Consumer Marketing Strategies, Customer Service, The Customer Experience, Creating & Measuring; Planning & Execution-</u> . Customer Retention. (Larry Benz & Lynn Steffes)
3	<u>Internal Marketing Opportunities: Power of Word of Mouth Marketing; Cross Referrals; Internal Marketing Planning & Execution; Leveraging Relationships.</u> (Lynn Steffes)
4	<u>Referral Source Marketing- MD's/CAM Providers.</u> Outline marketing planning & budgeting. (Lynn Steffes, PT President/Consultant Steffes & Associates.
5-6	<u>External Marketing Opportunities & Public Relations Strategies:</u> advertising, collateral development. <u>Media Marketing-</u> Presentation on Media Marketing- Planning & Selection- Lynn Steffes Preparation: researching target, assembling collaterals, referral source development, physicians, payors, employers, case managers, businesses
7	<u>E-tools for marketing:</u> Lecture and Sample Reviews
8	Develop Targeted Marketing Plan

EIM Exec106 Technology

Course Description

This course is designed to assist the attendee in navigating the myriad ways that technology can enhance the productivity and efficiency of their physical therapy practice. Through exposure to platforms that cross all operating functions, an analysis and needs assessment based approach will help guide and assure that investment in technology is cost effective and based on sound rational objectives.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Technology needs assessment and IT plan to include support and backup, cost, network administration, evaluate host versus outsource, security

- Evaluate billing/collection and accounting software, scrubbers, 3rd party clearinghouses, electronic banking and scanning
- Evaluate applications for the following: scheduling, marketing, contact management, social media, EMR
- Review/evaluate applications for staff training, performance review (wiki), patient education, exercise instruction
- Website evaluation and selection of clinical outcomes platform.

Course Outline

Week	Topic
1	Technology needs assessment tools, collaborative tools, EMR
2	Applications for staff training, performance review, patient education/instruction, Web 2.0

EIM Exec107 Legal

Course Description

This course provides the physical therapist with foundational information to legal and administrative decision making processes regarding issues often encountered in clinical practice. Specific topics include business formation, payor contract analysis, claims appeals strategies, HIPAA and HITECH compliance, Medicare Fraud and Abuse/Compliance and public policy issues that affect PT Practice.

Course Objectives

At the end of the course the student will be able to:

- Assess and choose the best type of business form (LLC, S-corp, C-corp or sole proprietor) for various types of businesses
- Analyze payor contracts and identify terms clauses and terms that may put the practice at risk
- Find the relevant state laws that affect your practice
- Understand how to use Federal claims and appeals rules to fight unnecessary pre-authorization requirements and denials
- Understand and apply Stark and Antikickback laws to your practice
- Understand the HIPAA privacy and security rules and new requirements under the HITECH Act
- Know what written policies and procedures are required for your practice

Course Outline

Week	Topic
1	Choice of Business Form (S or C-Corporation, Sole Proprietor, LLC) for business growth and management
1-2	Medicare Fraud and Abuse, HIPAA Privacy and Security, Essential Policies and Procedures (Self-paced study)
2	How to find relevant state laws, Federal Claims and External Appeals Rules and how to use them
Onsite	Payor issues and Payor Contract Analysis

EIM Exec108 Business Development and Succession Planning

Course Description

The purpose of this course is to equip the practice manager with skills to make rational and objective decisions regarding internal program expansion and/or business expansion through additional clinic or related business development. Teams will work together to develop a business proposal that will be presented in a class onsite Business Plan competition. Key topics will include the development of a “functional” business plan and succession planning to include adding partners, ESOP, recapitalization, and other potential methods.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Utilize technology to collaborate with others.
- Create and evaluate a business plan for internal service expansion and external site expansion to include market assessment, pro-forma, rationale, cost, corporate entity, staffing and marketing/sales/PR integration.
- Create or revise a succession plan and be familiar with the issues surrounding business succession.

Course Outline

Week	Topic
1	Internal vs external, needs and market assessment (demographics), corporate structure
2	Financial analysis/proforma development, financing, program cost assessment/reimbursement/sustaining
3	Due diligence, competencies assessment, sales/market integration, referral analysis, practice valuation, implications for practice
4	Business Plan Development
5	Business Plan Development
6-8	Succession planning, finalize business plan
Onsite	Capstone Onsite Intensive-Present Business Plans with team

Postprofessional DPT Option Curricula

(must take all 4 courses in addition to Exec 101-108)

EIM Exec109 Evidence-based Practice

Course Description

The purpose of this course is to improve the participant's understanding and use of evidence-based practice, to include the ability to ask clinically relevant questions, find and interpret the evidence, and apply this evidence to clinical practice. Ultimately, the goal of this course is to develop consumers and users of clinical research that will improve the quality and impact of the participant's clinical practice on the patients they serve. This course is entirely self-paced and online.

Course Objectives

At the end of the course the student will be able to or will have completed:

- Define EBP and discuss its philosophy and fundamental principles.
- Construct a well-built clinical question.
- Search the literature using available search portals, engines and databases effectively and efficiently.
- Critically appraise articles dealing with Intervention or Therapy for validity.
- Discuss the application of current best evidence into clinical practice.
- Discuss evaluation of your performance.
- Identify key EBP resources and aides.

Course Outline

Modules	Topic
1	Getting to know EBP
2	Asking clinical questions
3	Tracking down the evidence
4	Critical appraisal
5	Applying the evidence
6	Appraising your performance
7	Closing thoughts on EBP and quiz

EIM Exec R107 Essentials of Musculoskeletal Imaging

Course Description

Many patients with orthopedic disorders have had some form of diagnostic imaging, yet they routinely have limited knowledge of how their diagnostic imaging results relate to their current problem. What should physical therapists know about diagnostic imaging (i.e., plain film radiography, magnetic resonance imaging, bone scans, and computed tomography) to facilitate appropriate patient education and management, as well as maximize outcomes? This course will provide physical therapists with an understanding of diagnostic imaging principles that can be immediately integrated into their clinical practice. The indications and diagnostic utility for different imaging procedures for the spine and extremities will be described. Common pathologies seen on different diagnostic imaging modalities will be discussed. Through the use of interactive patient case examples, the evidence for the appropriate use of diagnostic imaging will be provided, as well as how to place imaged pathology into the appropriate clinical context to assist with the evidence-based evaluation and management of the patient. An emphasis of this course will be on clinical decision making principles in an outpatient, direct access physical therapy setting. However, the principles presented will be applicable to any clinical setting.

Course Objectives

- Engage in the diagnostic process using musculoskeletal imaging procedures when appropriate to establish differential diagnoses across systems and across the lifespan.
- Determine the most appropriate musculoskeletal imaging procedure according to the patient/client presentation and the current best evidence for diagnosis.
- Determine the most appropriate radiographic views according to patient/client presentation, current best evidence for diagnosis, and current best evidence for reducing ionizing radiation exposure.
- Describe a systematic approach to the analysis of plain film radiography, magnetic resonance imaging, bone scans, and computed tomography and determine the relevance of visualized pathology to clinical decision-making.

- Use evidence-based diagnostic imaging procedures as appropriate to help determine the patient/client who would benefit from physical therapy interventions and the patient/client who requires referral for medical services.
- Review diagnostic test studies on musculoskeletal imaging according to evidence-based criteria for validity, including an explanation of radiographic clinical decision rules for orthopedic pathology related to the spine and extremities.
- Understand basic concepts of musculoskeletal image acquisition and interpretation.
- Recognize the appearance of normal anatomy and common pathology on musculoskeletal images to facilitate diagnostic accuracy and appropriate intervention strategies and forces.
- Effectively educate patients and clients regarding their diagnostic imaging results.
- Formulate an enhanced working vocabulary of diagnostic and musculoskeletal imaging terminology and appropriately communicate with other medical professionals using the language of diagnostic imaging.

Course Outline

Week	Topic
1	Introduction to diagnostic imaging
2	Cervical spine
3	Upper extremity
4	Lumbar and thoracic spine
5	Hip and pelvis
6	Knee, foot and ankle

EIM Exec R108 Medical Screening

Course Description

APTA Vision 2020 envisions physical therapists as autonomous providers of musculoskeletal care. Screening for conditions not amenable to treatment by a physical therapist or that requires consultation/referral to other providers is a key skill. This distance learning course is intended to complement entry-level education on medical screening by presenting a pragmatic approach to a review of symptoms and incorporating the latest evidence on yellow and red flags. Current evidence is presented where available. In addition to red flags, participants will learn how to use evidence-based questionnaires to aid screening for depression and fear-avoidance behaviors.

Course Objectives

- Utilize a medical screening form to guide a review of systems across the life span.
- Recognize red flags for potentially serious conditions not amenable to treatment by a physical therapist or that require referral to other providers.

- Recognize potentially serious conditions that can mimic musculoskeletal conditions.
- Recognize yellow flags: such as depression or fear avoidance and incorporate these findings into clinical decision-making.
- Communicate effectively with referring providers regarding signs/symptoms suggestive of non-musculoskeletal disorders or conditions potentially needing referral or consultation with medical providers.
- Demonstrate clinical decision making skills, including clinical reasoning, clinical judgment, and reflective practice.

Course Outline

Week	Topic
1	Introduction to Medical Screening & Physical Therapy Diagnosis
2	General health screening, depression screening, & advanced practice roles for physical therapists/physiotherapists
3	Cardiovascular, Pulmonary, and Hematology System Screening
4	Gastrointestinal System Screen and Oncologic Signs & Symptoms
5	Urinary, Renal, & Reproductive System Screening
6	Endocrine and Metabolic System Screening & Patient Care Integration

EIM Exec R110 Pharmacology

Course Description

This four-week course is intended to complement entry-level education on pharmacology and clinical lab testing. The first three modules focus on the clinical application of key pharmacology principles in an outpatient musculoskeletal physical therapy setting. Basic concepts of pharmacokinetics and pharmacotherapeutics are covered, followed by a specific focus on medications commonly prescribed for pain control, cardiovascular disorders, diabetes, and pulmonary disorders. Discussion of these broad categories of drugs will cover clinical application, intended therapeutic effects, and potential adverse effects. Finally, we will provide a brief overview of commonly used nutraceuticals and nutritional supplements. The final module provides an overview of a core set of clinical lab tests that physical therapists should understand and be confident suggesting to medical providers or ordering themselves (based on the physical therapist's practice act or credentials). The clinical lab tests discussed include basic biochemistry, immunology, hematology, & microbiology tests.

Course Objectives

- Understand the basics of pharmacokinetic and pharmacotherapeutic principles and how they impact our patients.

- Identify indications for common classes of drugs, as well as their intended therapeutic actions, potential side effects, and potential implications for physical therapy practice.
- Use information on therapeutic actions, potential side effects, and implications for PT practice in planning and modifying patient plans of care.
- Use selected web-based resources on pharmacology.
- Understand key indications for requesting selected clinical lab tests, as well as the ranges for normal test results.
- Understand potential reasons for abnormal clinical lab tests, and identify a plan of action once an abnormal clinical lab test is identified.

Course Outline

Week	Topic
1	Pharmacokinetics and Management of Pain and Inflammation
2	Cardiovascular Medications
3	Diabetes and Pulmonary Medications
4	Clinical Lab Tests