



CURRICULA OVERVIEW

EIM Exec101 Management and Strategy: Course Syllabus

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 60 min 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. 60 minute 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 Syllabus

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, identify areas for change.
2	Delegation, coaching/mentoring, growing new leaders. Identify and analyze opportunities for growth, career tracks, how to network. Diversity and change, how to be an active listener, team problem solving.
3	Entrepreneurial mindset versus the manager and the technician. Entrepreneurial time management-maximizing results (vs time and effort).

EIM Exec103 Financial Analysis and Performance: Course Syllabus

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 (P&L, balance sheet, statement of cash flow), strategies and financial ratios, address cash flow issues/managing expenses, understand time value of money
- Audit/report performance, key metrics/dashboards, productivity/capacity, comparisons, fraud prevention

- Establish financial policies and procedures regarding all aspects of clinic operation including co-pay collection, handling cash, monthly reporting, and internal controls.
- Evaluate coding, billing, payor contracting, collections, delinquent accounts receivable, contractual adjustments, and aging of receivables.
- Developing a budgeting plan and staff incentive plans
- Practice valuation parameters, succession planning
- Evaluate software related to financial management and productivity

Course Outline

Week	Topic
1	Financial statements (P&L, balance sheet, cash flow stmt), financial ratios, chart of accounts, cash flow strategies, time value of money, managerial vs. tax accounting
2	Financial statements (P&L, balance sheet, cash flow stmt), financial ratios, chart of accounts, cash flow strategies, time value of money, managerial vs. tax accounting
3	Coding, payor contracts
4	Billing and collections, software issues
5	Financial policies and procedures, fraud prevention, cash flow management
6	Performance reporting, key metrics/dashboards, over time comparisons
7	Staff incentive plans
8	Practice valuation and selling
Onsite	Presentations: budgeting, financial case analysis

EIM Exec104 Organizational Development and HR: Course Syllabus

Course Description

This course delivers to attendees both 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 employment law, PT and employee credentialing, 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) and generational checklist
- 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	Employment law, corporate legal structure
2	Job descriptions, recruiting, hiring strategies/licensure verification, retention, termination, conflict resolution, and communication strategies
3	Staff development/coaching, delegation, performance reviews, accountability, opportunities/growth tracks, effective meeting strategy
4	Compensation strategy/negotiation, incentives/bonus, employee benefits
5	Employee manual
6	Employee orientation, Compliance, Fraud and Abuse, HIPAA, OSHA, Diversity
7	Using outside resources/consultants, best places to work programs
8	Complete HR P&P, employee manual, orientation checklist,

EIM Exec105 Marketing and PR: Course Syllabus

Course Description

This course is designed to elevate the role of marketing in an outpatient physical therapy practice. The course will provide an 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. A comprehensive and customized marketing and deployment plan will be the end product of this course that will be taught by industry leaders.

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 and operating strategy, 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
- 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, word of mouth marketing
- Develop marketing rep incentive plans and marketing reps first 100 day plan
- Evaluation of physical plant, "experience" audit

Course Outline

Week	Topic
1	Why market OP physical therapy services?, features and benefits, evaluation of physical plant
2	Market research, competitive analyses, marketing mix/referral source identification, pricing
3	Referral source development, physicians, payors, employers, case managers, businesses
4	Sales techniques, tools, frequently asked questions/overcoming objections
5	Consumer Marketing Strategies, The Power of Word of Mouth Marketing, Customer service, retention, PR.
6	Branding, advertising, collateral development, E-tools for marketing
7	Planning and budgeting, reports, compliance
8	Presentation of marketing plans

EIM Exec106 Technology: Course Syllabus

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.

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, communication (phone/email/chat/newsletters), marketing, contact management, social media, telephony, SEO/advertising/Ezine, productivity, EMR
- Review/evaluate applications for staff credentialing, training, continuing education, performance review (wiki), patient education, exercise instruction
- Website evaluation and selection of clinical outcomes platform.

Course Outline

Week	Topic
1	Technology needs assessment tools, plan framework, budget
2	What tools are available for operations support, marketing and communications, EMR
3	Applications for staff credentialing, training, CE, performance review, patient education/instruction
4	Website evaluation and clinical outcomes platform

EIM Exec107 Legal: Course Syllabus

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, the legal aspects of documentation; informed consent; compliance, choosing legal counsel, and managed care issues affecting an independent practice.

Course Objectives

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

- Assessment of business formation, understand buy/sell agreements, legal implications related to succession planning, evaluate employee agreements
- Compliance plan and regulatory requirements checklist
- Chart peer auditing and practice audit in preparation for Medicare site visit
- Understand payor contract terms, how to choose legal counsel

Course Outline

Week	Topic
1	Business formation (including PTIP vs Rehab Agency) requirements, organizational structure, employee/non-compete agreements, partner issues/succession planning
2	Medicare compliance, avoiding fraud and abuse, chart and practice audits, HIPAA, CMS 25 supplier standards (for DME/HME), MSDS, OSHA
3	Develop/evaluate compliance plan, P&P, and develop regulatory checklist
4	Accrediting bodies, payor contracts, how to choose legal counsel, real estate

EIM Exec108 Business Development and Succession Planning: Course Syllabus

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. 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:

- Business plan for internal service expansion and external site expansion to include market assessment, proforma, rational, cost, corporate entity, staffing, marketing/sales/PR integration.
- Succession plan.

Course Outline

Week	Topic
1	Technology needs assessment tools, plan framework, budget
2	What tools are available for operations support, marketing and communications, EMR
3	Applications for staff credentialing, training, CE, performance review, patient education/instruction
4	Website evaluation and clinical outcomes platform
Onsite	Capstone Onsite Intensive

EIM Exec109 Evidence Based Practice (tDPT option only)

Course Description

If asked, most physical therapists and other health care providers would acknowledge that they want to provide their patients with the most effective and highest quality care available. Although we would certainly expect this altruistic attitude of others as well as ourselves, the unfortunate reality is that most patients don't receive the care they need. How can the gap between what our patients need versus what they actually receive be bridged? The answer is evidence-based practice (EBP). This multi-level course is designed for physical therapists who need a basic introduction to the principles of EBP as well as those who want to "take it to the next level" and improve their current EBP knowledge and skill-set.

Course Objectives

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

- EBP concepts and clinical integration
- How to sustain a culture and company focus on EBP for clinical and business practices.

Course Outline

Week	Topic
1	EBP "nuts and bolts" and online course
2	Integration in HR, orientation, mentoring/coaching
3	Integration project
4	Integration project and presentation