

PRIVATE PRACTICE SECTION *PPS*



PRELIMINARY PROGRAM GUIDE FOR THE PPS ANNUAL CONFERENCE

As of July 1, 2018

COLORADO SPRINGS, CO | NOVEMBER 7-10

WEDNESDAY, NOVEMBER 7

8:30 AM – 8:00 PM

REGISTRATION OPEN – ATTENDEES AND EXHIBITORS

12:30 PM – 2:30 PM

ADMINISTRATORS CERTIFICATE PROGRAM

A01. **Business Operations** (Module 1 of 6)

Connie Zicarelli
Rehab Management Solutions

Attendees will be provided an overview of key areas necessary to ensure efficient and effective business operations of a PT practice, including licensure, Medicare certification, liability insurances, risk management, and taxes.

Upon completion of this course, the participant should be able to:

1. Analyze the primary needs of the practice's business operations.
2. Identify areas of threat and exposure as it relates to the business operations.
3. Develop a strategic plan for addressing and resolving identified needs, threats, and concerns.

1:00 PM – 5:00 PM

PRE-CONFERENCE SESSIONS *(Additional fees apply)*

W01. Payment and Reimbursement Update 2018

Janet Shelley, PT, DPT
Medical Billing Center

The PPS Payment Policy Committee will present updates on the most relevant payment and reimbursement topics for the private practice physical therapist. This session will include updates about Medicare regulations, coding changes, and updates regarding commercial payer activity and policies affecting therapy providers. The session will allow time for Q&A and will provide multiple resources to assist members with navigating the reimbursement landscape.

Upon completion of this course, the participant should be able to:

1. Review the current payment and reimbursement policies for major payers in the industry, including Medicare; Medicaid, and major commercial payers.
2. Define physical therapy coding and billing requirements.
3. Identify PPS resources on payment and reimbursement.

W02. Innovative Tools to Promote Employee Engagement and Increase Your Company's Success

Brian Gallagher, PT
MEG Business Management, LLC.

There has been a great shift in the key influencing factors not only in physical therapy but especially in the area of private practice. Many owners are feeling squeezed at both ends of the PT private practice management spectrum and require innovative systems that will integrate well into a practice structure that today's younger generation of PTs will relate to. This session will pull together the specific organizational structure that will enable your staff to feel the stability they desire along with the validation they thrive on for good long-term staff retention. Making money is still important, but it is no longer the primary factor in how you will attract and retain the leading members of our profession. Through better organizational structure and systems of operational efficiency, your staff will take greater pride in being a member of your team.

Upon completion of this course, the participant should be able to:

1. Implement a streamlined corporate structure that enhances efficiency resulting in greater productivity.
2. Know how to properly manage their staff by production instead of by personality
3. Gain agreement with their staff on units/visit, patients per day, timely documentation, and how to market themselves from within the office.

The PPS Annual Conference strives to provide the most current business management education available to Physical Therapists and their staff working in Private Practice. Conference speakers represent a wide variety of backgrounds, including practitioners, academics, researchers, and commercial vendors. While some of the educational content comes from proprietary sources, all information provided to attendees at the PPS Annual Conference is intended to be unbiased.

WEDNESDAY, NOVEMBER 7

1:00 PM – 5:00 PM

PRE-CONFERENCE SESSIONS CONTINUED *(Additional fees apply)*

W03. Turn Health-Facing: Applying a Population Health Management Framework in PT Practice

Mike Eisenhart, PT

Pro-Activity Associates LLC, Academy of Prevention and Health Promotion Therapies

Perry Burbaker

Academy of Prevention and Health Promotion Therapies

Alison Hartman

Academy of Prevention and Health Promotion Therapies

This session covers how to build a community-based prevention practice. In collaboration with the Academy of Prevention and Health Promotion Therapies (APHPT), the course explains the "why" behind such a practice style, as well as frame the "how" of turning an existing practice health-facing or creating one from the ground up. Content will be presented by consultants of the APHPT who will explore the systems that have been developed, tools that are often used, and utilize example case studies to help show the participants how to build a prevention and health promotion practice business model.

Upon completion of this course, the participant should be able to:

1. Implement prevention and health promotion practices into current practice setting including skills related to screening/measuring, assessing, and creating a health-focused plan as related to the major elements of health.
2. Implement basic prevention principles and practices within their communities at the primary, secondary, and tertiary level, and across all spectrums of the socio-ecological model.
3. Assimilate relevant information and data for potential stakeholders, understand and navigate relationships with employers and companies in the implementation of prevention and health promotion practices.

1:00 PM – 5:00 PM

PEER2PEER ACTIVITIES

2:45 PM – 4:45 PM

ADMINISTRATORS CERTIFICATE PROGRAM

A02. Marketing (Module 2 of 6)

Lynne Steffes, PT, DPT

Steffes & Associates Consulting Group

Marketing and Customer Service are key functions in a private practice clinic. Practice Administrators have an outstanding opportunity to impact practice development and growth through marketing knowledge and skill development.

Upon completion of this course, the participant should be able to:

1. Outline 3-5 key consumer concepts on how to meet or exceed their expectations through the practice personnel, culture, environment, and systems.
2. List 5 ways to activate great word-of-mouth marketing.
3. Identify 3-5 opportunities to reach out to referral sources.

5:15 PM – 8:00 PM

OPENING SESSION WITH AWARDS AND PRESIDENT'S RECEPTION GALA

THURSDAY, NOVEMBER 8

7:00 AM – 6:00 PM

REGISTRATION OPEN – ATTENDEES AND EXHIBITORS

7:30 AM – 10:30 AM

BREAKFAST WITH KEYNOTE, GENERAL BUSINESS MEETING, AND CANDIDATES' SPEECHES

KEYNOTE: CAREY LOHRENZ

T00. Keynote: Lessons in Leadership from the U.S Navy's First Female F-14 Fighter Pilot

Carey Lohrenz



U.S. Navy F-14 Fighter Pilot Carey Lohrenz teaches four fundamentals that helped her win in the cockpit and can help your team win in business: Be a Catalyst, Be Tenacious, Be Committed to Excellence, and Be Resilient. Her highly popular leadership keynote will challenge, inform, and inspire your team to move to higher levels of performance in these difficult economic times. Lohrenz offers bottom line expertise with clear, realistic takeaway items for audiences that can produce both short-term and life changing results.

Lohrenz is highly sought after as a business consultant and speaker who has traveled the world delivering her high-energy keynotes on leadership and developing a Culture of Learning. She is author of the book Fearless Leadership: High Performance Lessons from the Flight Deck and she has been invited to share her experiences and expertise on CNN, MSNBC, NBC, CBS, and NPR.

10:45 AM – 12:45 PM

ADMINISTRATORS CERTIFICATE PROGRAM

A03. Human Resources (Module 3 of 6)

Diane McCutcheon

DM Business Management Consulting

This administrators training session will focus on the essential human resource functions most private practices perform on a regular basis. This session will outline the value of attracting and retaining a productive workforce, new employee orientation and the significance of job descriptions, setting standards of performance, and performance reviews. The session will discuss how maintaining an efficient operation will improve your bottom line, why effective leadership is necessary to motivate and lead a successful team, various ways to keep lines of communication open, and company policies and procedures and other HR functions designed to keep your practice legally compliant.

Upon completion of this course, the participant should be able to:

1. Describe the importance of Human Resource's role with regards to meeting compliance requirements, maintaining superior operational efficiency, and attracting and retaining a productive workforce.
2. Explain why training and development is essential to sustaining high levels of productivity and implement an orientation program in your clinic.
3. Explain why every practice must present strong leadership and continually improve the culture and practice image by implementing systems of accountability.

THURSDAY, NOVEMBER 8

11:00 AM – 12:30 PM

CONCURRENT SESSIONS



T01. The Relationship Between Cash Practices and Medicare (NEW! Buzz Session)

Moderator: Rick Gawenda, PT
Gawenda Seminars and Consulting, Inc.

Panelists

Kara Gainer, JD
American Physical Therapy Association

Mary Daulong, PT
Business & Clinical Management Services, Inc.

Gwen Simons, PT, JD
Simons & Associates Law, P.A.

There is more than one point of view on treating Medicare patients on a cash basis. This session will feature a panel of subject-matter-experts who will discuss their viewpoints and explain their positions while offering vetted resources and references based on applicable laws that the audience may consider when starting a cash-based practice. Topics to be deliberated include the difference between “opting out of Medicare” and “not enrolling in Medicare,” the difference between being a Medicare participating or non-participating provider, as well as whether a claim submission is mandated under Medicare or you can possibly collect cash from a Medicare beneficiary.

After having an opportunity to ask questions or discuss “what if” scenarios, participants will be able to draw their own conclusions at the end of the session. This session is not intended to provide individualized legal advice or consultation, but to equip the audience with a more well-rounded understanding of the available options and the potential risks to them and their practices.

T02. Revenue Cycle Management Blunders—and How to Fix Them

John Wallace, PT, MS
WebPT

While one denied claim might not sound off your billing alarm bells, it should. That’s because even one denial can indicate a much larger issue that—if not addressed quickly enough—can lead to a flood of lost revenue and wasted resources. According to the Medical Group Management Association, the average cost to rework a denied or rejected claim is about \$25. So, if you receive 100 denials in a month, you’re spending \$2,500 extra just to collect the money you’ve already earned. Fortunately, there are simple, proven, and affordable ways to not only clean up your claims and improve your first-pass acceptance rate, but also reinforce your whole revenue cycle management system, so you’re actually collecting the money you’ve earned.

Upon completion of this course, the participant should be able to:

1. Describe the difference between claim rejections and denials.
2. Create clear and comprehensive payment policy and procedural documents.
3. Implement processes for identifying workflow and coding errors that repeatedly lead to claim denials.

T03. Efficacy of a Workplace Injury Prevention Program: Improving Community Alliances & Health

Stephanie Weyrauch, PT, DPT
RehabAuthority

Alicia Backer, PTA
RehabAuthority

Kim Rosendahl, PT, MPT
RehabAuthority

Employee healthcare is a significant expense for businesses in the United States. Companies spend an average of \$14,000/year/employee on healthcare, or 8 percent of the average annual operating budget. This expense provides a unique opportunity for physical therapists. Forming strategic alliances with local businesses can be beneficial for increasing the customer base of your private practice, improving community health, and decreasing healthcare costs of corporate customers. Our private practice in rural Minnesota developed a workplace injury prevention program for a \$2 billion company in our community and collected data examining the program’s efficacy. Through this program, we reduced overall reported accident/injury incidents 7-19 percent (depending on activity type) and total annual OSHA recordable incidents 24 percent.

Upon completion of this course, the participant should be able to:

1. Identify businesses in your community that may benefit from an injury prevention program
2. Develop effective workplace injury prevention programs tailored to individual corporate customer needs
3. Utilize data collected from workplace injury prevention programs for efficacy analysis as well as future marketing purposes

THURSDAY, NOVEMBER 8

11:00 AM – 12:30 PM

CONCURRENT SESSIONS CONTINUED

T04. Eight Free, Easy Online Tools to Supercharge Social Media Posts

Heather Chavin, MA

CareConnections Outcomes System

Advanced Administrators Course

What should I post? In the world of social media, do you find yourself either “winging it” or worse yet, burying your head in the sand? Why not take an evidence-based approach and let the data point the way? Even those with only basic social media and web skills can use data to identify popular post topics, write effective headlines and determine which of your posts are performing best so you can publish more on the topic or use them for paid social.

You will learn how to easily make engaging graphics with text overlay using free tools and royalty-free graphics, publish them optimized for each social media outlet, and keep yourself and your team on track by building a content calendar based on free templates. This is an interactive presentation filled with case illustrations, sample post evaluations and comparisons, and attendee participation. Come ready to share and bring your mobile device.

Upon completion of this course, the participant should be able to:

1. Determine effective content topics by researching popular search terms and articles in your specialty area and create custom multimedia posts optimized by social media channel
2. Build a schedule for posting and promoting content using templates and automate post timing and distribution
3. Perform basic analysis of post performance and make real-time adjustments to your schedule

T05. Money Isn't Everything: Entrepreneurial Ways to Increase Employee Engagement

Brian Hartz, MPT, DPT

HARTZ Physical Therapy

Managing employees and maximizing efficiency is paramount to having a successful practice. Are your employees, both clinical and administrative, giving 100 percent effort in building the success of the practice? Could they be doing more? Is it challenging to attract outstanding talent to your practice or do you struggle with staff turnover? Is your financial incentive plan not producing the results you had hoped? This course is designed to help the practice owner increase employee engagement, promote internal marketing, increase employee satisfaction, increase community impact and clinic exposure, and have unparalleled employee retention and ability to attract new employees. A detailed outline of successful alternatives to traditional cash-based incentives for your employees will be provided.

Upon completion of this course, the participant should be able to:

1. Identify alternative opportunities to incentivize staff to promote employee engagement
2. Identify limitations associated with traditional team building activities
3. Implement effective forms of feedback for all employees, clinical and administrative taking into consideration differences between millennials, Gen X, and baby boomer employees.

12:30 PM – 6:00 PM

EXHIBIT HALL OPEN

12:30 PM – 2:30 PM

LUNCH WITH EXHIBITORS

1:30 PM – 4:00 PM

ADMINISTRATORS CERTIFICATE PROGRAM

A04. Legal Compliance (Module 4 of 6)

Paul Welk, PT, JD

Tucker Arensberg

Legal compliance is a concept that touches on numerous areas of private practice management and administration. The risks associated with failing to comply with legal requirements can be significant. The purpose of this session is to review certain legal compliance topics across a broad range of issues that affect private practices on a daily basis, paying particular attention to the areas of fraud and abuse, practice compliance plans, and the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”). Upon completion of this session, participants will be able to identify certain key legal compliance issues within physical therapy private practice so that these issues can be adequately addressed in a manner that supports an environment of compliance.

Upon completion of this course, the participant should be able to:

1. Demonstrate general understanding of HIPAA Privacy and Security Rules, the HITECH Act, and the HIPAA Omnibus Rule.
2. Demonstrate general understanding of the concept of fraud and abuse.
3. Identify key practical situations to avoid from both a HIPAA and fraud and abuse perspective.

THURSDAY, NOVEMBER 8

2:30 PM – 4:00 PM

CONCURRENT SESSIONS



T06. International Perspectives on Private Practice Physical Therapy (NEW! Buzz Session)

TBD

The International Private Practice Therapy Association will host a session exploring how private practice in the physical therapy profession differs internationally. Panelists will represent a cross-section of countries and continents to ensure a wide array of viewpoints. The session is designed to facilitate discussion with the audience who will have an opportunity to ask questions of the panelists.

T07. Emerging Payment and Practice Issues

Heather Smith, PT, MPH

American Physical Therapy Association

Janet Shelley, PT, DPT

Medical Billing Center

Every practice owner or manager strives to stay informed regarding practice opportunities or payment policies that will impact their clinic's bottom line. This session will detail the proposed/emerging 2019 changes on the horizon that will affect physical therapy. Issues such as: Merit Based Incentive Payment System (MIPS). What is MIPS and when are physical therapists mandated to participate? How can physical therapists participate in telehealth? Where in the process is the development of a CPT code that will describe the intervention of dry needling? This session will also foreshadow subsequent annual conference sessions that discuss the increasingly popular models of treating out of network or for cash and highlight resources for value based payment and contracting models.

Upon completion of this course, the participant should be able to:

- Name the 4 reporting categories of the Merit Based Incentive Payment System (MIPS).
- Report effective date physical therapists are required to participate in MIPS and the threshold for participation.
- Identify PPS Section Resources for Value Based Payment and Contracting and Out of Network/Cash Based Treatment Models.
- Describe scenarios for proper payment of telehealth and dry needling services.

T08. Private Practice and Business Education: Implementing SMART

Laurence N. Benz, PT, DPT, MBA

Confluent Health

Advanced Administrators Course

The presentation will focus on implementing SMART business practices for PTs. SMART is Strategy, Marketing, Administrative, Results, and Training concepts that have distilled traditional academic content to practical implementation. There has never been a time where information, education, and opportunities to obtain business advice has ever been greater. However, how much and what information is most relative to a PT private practice owner? In 2009, the PPS entered into a strategic relationship with Evidence in Motion to launch the Executive Program in Private Practice Management (EPPM), a 12 month MBA-style blended educational program aimed at equipping exclusively private practice owners with content related to business, practice management, marketing, strategy, accounting, and business development as well as an option for a post professional doctorate in physical therapy (DPT). The first cohort launched in January 2009 and is currently in its eleventh cohort with over 500 graduates encompassing over 1800 locations. Benchmark data has consistently shown that graduates of the program have exceeded averages in revenues and margin compared to non-graduates. This presentation will focus on what content, information, techniques, and tools add the most value to a PT practice.

Upon completion of this course, the participant should be able to:

1. Outline the key SMART subjects in a traditional business management
2. Identify the content areas that a large cohort of PT private practice owners and peers found most impactful.
3. Communicate to stakeholders including personnel clarity around implementation of business strategy, marketing, administration, metrics, and training

THURSDAY, NOVEMBER 8

2:30 PM – 4:00 PM

CONCURRENT SESSIONS CONTINUED

T09. How to Leverage Loyal Patients to Improve Revenue

Michelle Babcock, PT, MSPT
Spooner Physical Therapy

Scott Hebert, PT, DPT
Strive Labs

Ryan Klepps, PT, DPT
Strive Labs

Most physical therapy professionals understand the value of happy, loyal patients—especially given that a patient’s attitude toward, and relationship with, his or her provider can majorly impact that patient’s treatment outcome. But, how do you know if your patients are actually happy and loyal? With Net Promoter Score® (NPS®) tracking, you’ll know who is and who isn’t—as well as what to do about it. When implemented correctly and consistently, NPS tracking can help physical therapy professionals tap into a wealth of actionable data they can use to improve the patient experience, ensure better outcomes, minimize patient dropout, and increase patient volume. This session will be a lecture-format presentation with an interactive case study evaluation of a clinic that implemented NPS with great success.

Upon completion of this course, the participant should be able to:

1. Discuss the important distinction between satisfaction and loyalty.
2. Employ Net Promoter Score tracking in your own practices to identify their Promoters, Passives, and Detractors.
3. Apply strategies for leveraging Promoters to assist in generating word-of-mouth referrals and improving revenue.

T10. Metrics, Dashboards and Data, OH MY? How to Navigate the Yellow Brick Road of Private Practice

Christopher Albanese, PT, MS
Access Physical Therapy & Wellness

Jimmy McKay, PT, DPT
Fox Rehabilitation

Stephen Albanese, PT, DPT
Access Physical Therapy & Wellness

“Big data” is a buzzword that you hear every day. Many industries have used available data to revolutionize their business concepts. Healthcare is also becoming increasingly data-driven, both in terms of outcomes and financial metrics. If you’ve ever opened the “reports” section of your EMR, or looked into financial statements you’re your accountant, you might wonder where to even begin. You know you need to use your data better, but there’s barely enough time to do everything else you have to do as a private practice owner. This session will include interactive components where you’ll decide which metrics you should track in your individual clinic and how to best communicate the importance of data and dashboards to your team.

Upon completion of this course, the participant should be able to:

1. Describe the major areas where a typical practice collects data and articulate how to extract this data from an EMR Program or financial records.
2. Define the term “Key Performance Indicator” (KPI) and justify to your team the reasons for using data and/or dashboards to help achieve the goals of your practice.
3. Design a personal action in a SMART goal format that will allow attendees to build a dashboard customized for their clinic.

T11. New Hire Mentorship: Bridging the Academia-to-Clinical-Practice Divide

Brett Windsor, PT, MPA
ATI Physical Therapy

There is currently a large, acknowledged, ‘practice gap’ between the DPT academic setting and the private practice employment setting. With the ever-increasing complexity and pace of private practice, and the current imbalance between supply and demand in the employment market place, it has never been more important to provide strong, effective mentorship to new hire clinicians. Mentorship must successfully orient clinicians to the workplace culture, immediately develop essential operational skills, and develop short- to medium- career development plans to facilitate strong engagement and a shift to the role of life-long reflective learners. ATI Physical Therapy has developed an extremely successful new hire mentorship program from pilot phase to a fully scaled national implementation which has now over ‘graduated’ over 500 new clinical hires with excellent operational and engagement outcomes. Course participants will learn the outline of the 12-week, 6-module mentorship programs and develop an understanding of the methods used to achieve scale. Participants will also learn how to measure program outcomes and data showing an operational lift from all mentorship program participants.

Upon completion of this course, the participant should be able to:

1. Upon completion of this course, you will be able to immediately develop and implement a 12-week new hire pilot mentorship program in your practice.
2. Create a system to measure the outcomes of a mentorship program and quantify the impact on the business.
3. Discuss effective strategies to scale a mentorship program and train mentors to ensure a consistent, yet individualized platform.

4:00 PM – 6:00 PM

RECEPTION WITH EXHIBITORS

FRIDAY, NOVEMBER 9

7:30 AM – 5:00 PM

REGISTRATION OPEN – ATTENDEES AND EXHIBITORS

7:30 AM – 2:00 PM

EXHIBIT HALL OPEN

7:30 AM – 8:30 AM

CONTINENTAL BREAKFAST IN EXHIBIT HALL

8:30 AM – 10:00 AM

 **SOLUTION ROOMS (NEW!)**

Marketing

Marketing and PR Committee volunteers or other speakers to facilitate multiple roundtables, each on the following topics:

- Blogs
- Podcasts
- Social Media
- Building Relationships with Physicians
- Community/Neighborhood Outreach, and more

PPS Benefits and Resources

Committee members or staff to facilitate multiple roundtables, each on the following topics:

- Key Contact Program
- Peer to Peer Program
- Fit Factor Tool
- New PPS website
- Monthly Marketing Toolkit
- 99 Marketing Ideas, and more

Practice Issues by Lifespan

Unstructured networking roundtables with conversation starters at each table

- Startup (pair with Old Timers)
- 1-3 Years
- 3+Years
- Multi-Site
- Single-Site
- Exit Strategies

Niche/Specialty Practices

Unstructured networking roundtables with conversation starters at each table

- Telehealth
- Bike Fit
- Peds
- Pelvic Health
- Scoliosis, and more

Starting a Consulting Side Hustle

Tips and advice

FRIDAY, NOVEMBER 9

9:45 AM – 11:45 AM

ADMINISTRATORS CERTIFICATE PROGRAM

A05. Business and Financial Management (Module 5 of 6)

Christopher Albanese, PT, MS
Access Physical Therapy & Wellness

Stephen Albanese, PT, DPT
Access Physical Therapy & Wellness

Management of finance and understanding business metrics in private practice is the foundation from which managers and owners are able to provide the resources necessary to maintain and grow the clinical operations of their practice. Poor financial management can lead to the demise of even the most visionary clinics, while even a basic foothold on the concepts of financial management can allow practices to remain in operation for many years. The concepts contained in this section pertain to the understanding of basic financial operations and metrics found within private practice clinics, a prerequisite to the making of sound decisions.

Upon completion of this course, the participant should be able to:

1. Interpret common financial statements, including the balance sheet, income statement, and statement of cash flow.
2. Analyze metrics used to manage the operations of a PT practice.
3. Evaluate a set of financial projections for PT practice

10:15 AM – 11:45 AM

CONCURRENT SESSIONS

F01. Physical Therapy Practice Ownership: Emerging Models (NEW! Buzz Session)

Moderator: Laurence Benz, PT, DPT
Confluent Health, LLC

Panelists

TBD

The last several years the fragmented physical therapy profession has migrated from public company, hospital, and individual private practice ownership to significant private equity investment with more than 2,000 PT clinics in the U.S. owned by private equity-backed companies. Since the Private Practice Section does not discriminate clinic ownership in its membership, it now finds many of its members working for middle market and large market equity firms. It's time for the Section to have a frank discussion about private equity including: Is this good or bad for the profession? What other options are there including non-profit partnerships and ESOPs? What are the advantages and disadvantages, pros and cons of public, private equity, non-profit, ESOP, and individual "PT only" ownership of clinics? Can PPS co-exist with the vast make-up of members from an individual PT in a cash only practice to a PT practice that is part of a public company?

F02. Navigating Value-Based Payment: What You Need to Know

Kara R. Gainer, JD
American Physical Therapy Association

Heather Smith, PT, MPH
American Physical Therapy Association

Reimbursement is shifting to value-based payment with both the US Department of Health and Human Services (HHS) and private payers committing to aggressive timelines to move from fee-for-service payment systems toward those that reward physical therapists and other health care providers for improved patient outcomes. Data is the currency of the future that will enable physical therapists to survive and thrive in this developing value-based payment environment. Physical therapists will need to leverage their data to visualize their value, improve care, and define the future. Through the use of registries, physical therapists will be able to benchmark against their peers, drive decision making, improve clinical outcomes, create opportunities and maximize payment. Additionally, it is important for physical therapists to understand how quality reporting goes hand in hand with value. It is important that physical therapists understand the interrelationship between quality reporting and value-based programs, and how it supports the triple aim. This session will provide attendees with knowledge and strategies that they can use to assess the value of care they provide to patients and position their practices for participation in value-based payment models going forward.

Upon completion of this course, the participant should be able to:

1. Describe what constitutes value and the role of quality measures in demonstrating value.
2. Describe what physical therapists need if they are to effectively participate in value-based payment models.
3. Describe how changes in payment structure will impact reimbursement for physical therapy.

10:15 AM – 11:45 AM

CONCURRENT SESSIONS CONTINUED

F03. Balance Your Budget with Balance/Fall Prevention Programming

Marilyn Moffat, PT, DPT, PhD, DSc, FAPTA
New York University

Losing balance leads to falls. Studies indicate that 130 risk factors contribute to falls, including reduced muscle strength, poor balance, lower extremity weakness, slow reaction time, impaired cognition, impaired vision, and impaired mobility – all of which should be managed by PTs, who can play a key role in fall prevention. By adding balance and fall programming into your practice, you can promote the wellness portion of your practice and increase potential for cash-based services. This session will include risk factors for falls, ideas for community screening activities, specific balance tests and measures, evidence-based balance and strength interventions, components of group balance classes, and information for free fall prevention materials. Equipment, personnel needs, and marketing strategies will also be discussed.

Upon completion of this course, the participant should be able to:

1. Describe the incidence of falls and its relation to balance disorders.
2. Choose reliable tests and measures to examine person with balance disorders and at risk of falls and appropriate, evidence-based exercise interventions to enhance balance and decrease fall risk.
3. Articulate equipment, space, personnel, and marketing needs to promote programming for patients/clients with balance impairments and at risk of falls.

F04. The Content Rules: A PT's 7-Step Guide to Content Marketing That Works

Tannus Quatre, PT, MBA
Vantage Clinical Solutions

Advanced Administrators Course

If there were a marketing method you could use in your PT clinic that cost less, generated more leads, and converted more customers than traditional marketing, would you use it? If that method actually put smaller PT clinics at an advantage compared to their behemoth competitors, could that help you compete? If marketing could actually be fun and rewarding while providing value to your community outside the walls of your PT clinic, would you want to partake? That's what this session is about. The method is called content marketing and it works.

We'll cover what content marketing is, why it works, and how to implement a FUN and EFFECTIVE content marketing strategy in your PT clinic.

Upon completion of this course, the participant should be able to:

1. Find content that will engage your community
2. Attach your clinic's brand to "moving vehicles"
3. Reduce, reuse, and recycle – it's the key to cost containment

F05. Maximize Your Time: Implementing Effective Productivity Principles in Your Practice

J.C. Bender, PT
MOTION PT Group

A common complaint of many private practice owners is "there are not enough hours in the day!" In addition to the daily responsibilities of being an entrepreneur, the amount of information overload we receive in this digital age can seem overwhelming. It has never been more important to have personal organization systems in place to effectively deal with all of the input that comes our way. This session will discuss personal productivity principles the private practitioner can implement immediately to become more efficient in less time. This session will provide strategies on how to build a personal organization system, whether paper-based, electronic, or a hybrid. By utilizing certain tools and best practices, private practice owners will be able to create clarity around defining projects and their associated tasks. Participants will also learn how to quickly manage email, digital communications and calendars successfully while creating a competitive advantage for themselves.

Upon completion of this session, participants should be able to:

1. Create or enhance your personal organization system using a variety of tools
2. Effectively manage their email inbox and calendar
3. Define and contextualize projects and action items with greater clarity

FRIDAY, NOVEMBER 9

10:15 AM – 11:45 AM

CONCURRENT SESSIONS CONTINUED

F06: Strategic Growth: Big Data, Cash Cows, & Mangy Dogs

Steve Stalzer, PT, MBA
8150 Advisors

John Dearing, CFA
Capstone Strategic

Emily Bagby
8150 Advisors

Strategic growth leverages operational strengths and mitigates critical weaknesses to achieve growth and improve overall health of the organization. Participants will learn how to use a systematic approach to assess and prioritize market segments by service line and referral source and how to prioritize opportunities. Accelerating the success of new clinics is largely dependent upon having an effective strategy in place prior to opening the doors. Choosing the best location requires knowledge of market demographics and referral patterns and relations. Market research and an effective marketing strategy improves the likelihood of a successful new location and provides the foundation for a marketing plan that launches prior to opening the doors. We will cover strategies to accelerate existing clinic growth including how to strengthen existing referral relations, how to build new referral relations, how to accelerate patient referrals, and how to effectively market directly to consumers. We will also cover strategic growth through acquisitions and health system partnerships.

Upon completion of this session, participants should be able to:

1. List essential strategies to grow existing clinics
2. Describe keys to success in opening new clinics
3. Describe strategies to access, approach, and integrate acquisitions and health system partnerships

11:45 AM – 2:00 PM

LUNCH WITH EXHIBITORS

2:00 PM – 5:00 PM

ADMINISTRATORS CERTIFICATE PROGRAM

A06. Billing and Coding (Module 6 of 6)

Rick Gawenda, PT
Gawenda Seminars & Consulting, Inc.

Understanding coding, billing, and payment is critical to the financial success of a physical therapy practice. This session will discuss the new physical and occupational therapy evaluation codes that went into effect in 2017, use of the Advance Beneficiary Notice of Non-Coverage for outpatient therapy services, Medicare therapy cap and therapy cap exception process, and the difference between being a participating provider and a nonparticipating provider in the Medicare program. The session will also define some of the more commonly used CPT codes by PTs and PTAs and provide examples of interventions that are included within each CPT code. Codes to be discussed include manual electrical stimulation, home TENS unit instruction, therapeutic exercise, neuromuscular reeducation, aquatic therapy, therapeutic activities, wheelchair management, orthotic management and training, orthotic and prosthetic checkout, prosthetic training, and physical performance test and measurement. The session will define the "8-minute rule" and provide billing scenarios teaching participants how to bill correctly based on the insurance carrier policy. Lastly, the session will review the difference between maintenance therapy and rehabilitative therapy as well as the Merit-Based Incentive Payment System and its impact on physical therapists in private practice.

Upon completion of this course, the participant should be able to:

1. Describe how to select the appropriate CPT code based upon interventions provided.
2. Describe when to issue an advance beneficiary notice of noncoverage (ABN) and be able to accurately complete the ABN form.
3. Describe the Merit-Based Incentive Payment System (MIPS) and its impact on physical therapists in private practice.

FRIDAY, NOVEMBER 9

2:00 PM – 3:30 PM

CONCURRENT SESSIONS

F07. Humanitarian Work: What You Should Know (NEW! Buzz Session)

TBD

Humanitarian work is a new and exciting area in which private practitioners are starting to explore. This session will involve discussion about opportunities and potential pitfalls when considering humanitarian work as an individual or as a clinic. The experiences will focus on projects done outside the United States.

F08. Milliman Data - PT Value Project

TBD

This session will present findings and action plans from the Milliman Project.

F09. Should You Add Wellness Coaching Services to Your PT Practice?

Jessica Drummond, PT
Integrative Women's Health Institute

Adding wellness coaching services as a revenue stream for your physical therapy practice can seem like a simple way to increase revenue and provide better service to your patients and community. But how is this done? What tools do you need to set up a health coaching program? Should you offer a group program or individual? Should your program be in person or virtual? In this session we'll discuss coaching delivery models, using coaching programs as a marketing tool for your physical therapy services, and how to gain health coaching skills or hire skilled health coaches. We'll also discuss how virtual and group coaching models can add leveraged revenue streams to an existing practice, especially with a focus on a specific niche market. Finally, we'll consider the research on cost-effectiveness and efficacy of health coaching, especially if integrated with skilled physical therapy intervention.

Upon completion of this course, the participant should be able to:

1. Identify the key skills involved in providing effective and cost-effective wellness coaching.
2. Distinguish between specific health coaching models—individual, group, in person, or virtual—and the benefits and risks of each model.
3. Have the skills to analyze wellness coaching tools, apps, and platforms to help you to build your in person or virtual wellness practice.

F010. Sell Me This Pen! A Proven Ethical System to Never Fear Face-to-Face Selling Again

Biagio Mazza, PT, DPT, MPT
Elite Physical Therapy & Integrative Health

Do any of the following describe you: Frustrated about having to “sell” to referral sources? Anxious when you come face to face with a potential “buyer”? Irritated that you didn't go to school for THIS? Like it or not, you are in sales. In fact, at least 40 percent of your day is spent selling. Think about the encounters you experience over your day—kids, spouses, co-workers, neighbors. Why not have a system in mind to help navigate all your day to day interactions? This class gives you a communication framework to create ethical influence over everyone you chose to do business with.

Upon completion of this course, the participant should be able to:

1. Define the A.B.C.s of Selling
2. List the 10 communication pitfalls to conducting any sales meeting.
3. Describe a 7-step system for any sales interaction.

2:00 PM – 3:30 PM

CONCURRENT SESSIONS CONTINUED

F11. Leadership: Cultivating Your Leaders of Tomorrow

Dan Rootenberg, PT, DPT
SPEAR Physical Therapy)

JeMe M. Cioppa-Mosca, PT
Hospital for Special Surgery

Are leaders born or made? To grow your organization, do you grow your people or do you hire a superstar? Once a leader is in place, how do you sustain that positive trajectory? A strong culture propels an organization towards sustainable excellence and creates an environment where people are excited about coming to work. In the U.S., only one-third of the work force is engaged at work. Strong leadership and mentorship are needed to create a team committed to the mission and purpose of the organization and for employees to feel a sense of pride for their place of employment. Why is something so important so difficult to create and sustain? This program will draw on the philosophy and experience of two leading physical therapy organizations that focus on culture and leadership development to transform their businesses. Through lecture, examples, interactive small group discussion, and evidence from the literature, participants will gain practical and concrete examples of best practices on how to define and create culture with strategies that can easily be implemented to begin building an engaged and motivated team.

Upon completion of this course, the participant should be able to:

1. Discuss the role of leadership and its link to culture in an organization.
2. Describe 3-5 hiring, orientation and/or mentorship strategies that lead to actively engaged employees.
3. Identify 2-3 structural and process components of a creating workplace culture that values leadership and development.

F12. Medicare, Maintenance & Medical Necessity: What All Outpatient Therapists Need to Know

Robbie B. Leonard, PT, DPT
8150 Advisors

Advanced Administrators Course

Do you understand when a patient qualifies for maintenance therapy under the Medicare regulation? Does your documentation support medical necessity for your Medicare patients? Two of the most commonly misunderstood concepts in the Medicare Program are maintenance and medical necessity. Attend this course to gain an understanding of Medicare's coverage of maintenance services and how to ensure that documentation supports medical necessity for all patients. This course will break down these topics systematically and provide participants with strategies to ensure that Medicare regulations are followed in the clinic. Participants will learn how to document specifically for maintenance patients and will learn how to distinguish in documentation the differences between patients that have benefits under the restorative regulation versus those who have benefits under the maintenance regulation.

Upon completion of this course, the participant should be able to:

1. Outline the Medicare coverage of maintenance services for outpatient therapy and identify patients that meet this criterion.
2. Document medical necessity specifically for patients under the Medicare maintenance criteria versus patients under the restorative criteria for outpatient therapy.
3. Delineate between skilled and unskilled care under the Medicare coverage criteria.

4:00 PM – 5:30 PM

CONCURRENT SESSIONS

F13. Collecting and Using Outcomes (NEW! Buzz Session)

TBD

Physical Therapists have been encouraged to collect outcomes to demonstrate their value and ability to help manage the total cost of care. Are any of those collecting outcomes successfully using this information to improve contracts or win business? This session will consist of a panel of members who will share their experiences with each of the major outcomes collection systems, including their successes and failures, and encourage the members of the audience to do the same.

F14. How California Keeps Winning on Payment: The Align Networks Lawsuit Case Study

Paul Gaspar, DPT
Independent Physical Therapists of California

In many areas of the country, PTs have been suffering from declining payment and reduced patient access to their quality services. It has been difficult for independent practices to make progress in the payment arena because our practices are fragmented and we fear being accused of illegal 'collusion.' However, with the help of PPS, California physical therapists have compiled multiple payment victories during the last five years by using a comprehensive payment approach, including regulatory, public relations, and legal strategies. Because PTs do not often enter into courtroom battles, the presentation will focus on CA PTs' victory in the recent federal lawsuit against One Call and Align Networks. The attendee will learn about the trials and tribulations of a fierce legal battle, what was won, and what it took to win.

Upon completion of this course, the participant should be able to:

1. Describe the three vital components of an effective local and/or state payment advocacy strategy.
2. Understand the nature of the Unfair Competition Lawsuit filed by iPTCA against One Call and Align Networks on March 15, 2017, in federal court, San Diego California.
3. Describe how PTs and their patients won the One Call settlement, as well as what impacts it may have on the physical therapy in CA and beyond.

4:00 PM – 5:30 PM

CONCURRENT SESSIONS CONTINUED

F15. Value-based Care – the New Business Metrics

Chris Hoekstra, PT, DPT, MBI
Therapeutic Associates, Inc

Rich Katz
Therapeutic Associates, Inc/
Northwest Rehab Alliance

Great practices are proactive, not reactive. Don't just let Medicare and MIPS set your bar for the transition to for fee-for-value reimbursement. Private payers are already testing various pay-for-performance models. This is your chance to be proactive and design FFV approaches using the right evidence to take to payers rather than react to a payer's concept of value payment. Learn approaches that qualify for incentive payments under MIPS or other government programs, and strengthen your position to achieve desired quality and profit in a FFV value relationship. You will review current reimbursement updates and Medicare and insurance changes in the market appreciate the mindsets of the various stakeholders to understand the metrics of value to them.

Upon completion of this course, participants will be able to:

1. Distinguish between fee-for-service and fee-for-value reimbursement models and articulate the primary interest of the payers.
2. Evaluate your current metrics and identify additional metrics to track.
3. Articulate the characteristics that contribute to workflow adherence by staff and practitioners.

F16. Direct-to-Consumer PT: Re-engineering Practice to Meet Consumer-Based Values

Jennifer M. Gamboa, PT, DPT
Body Dynamics Inc

Jenna M. Calo, PT, DPT
Body Dynamics Inc.

Patrick Suarez, PT, DPT
Body Dynamics, Inc.

Market forces are turning patients into activist healthcare consumers and there is significant increase in competition among providers to draw patients upstream, including a growing number of large scale retail clinics. Consumers are also trading lower premiums for higher deductibles and there has been an explosion of telehealth. At first blush, convenience and affordability are driving patient choices, along with highest value of care, availability of comprehensive care, and superior patient access and experience. A more nuanced understanding of consumer needs, preferences, and values, however, highlights key drivers for which direct-to-consumer physical therapy models are ideally positioned to address. We will share 5 key insights into consumer behavior and discuss the critical attributes necessary to design direct-to-consumer value-based solutions for each key behavior. In addition, we will share our own direct-to-consumer strategies based on more than 20 years of experience in a fully cash-based retail model.

Upon completion of this course, participants will be able to:

1. Describe five key attributes of consumer-driven healthcare, evaluate your current organization's consumer responsiveness, and assess opportunities for proactive consumer engagement.
2. Describe existing direct-to-consumer care delivery models and discuss its application across the socioeconomic spectrum.
3. Assess the utility of specific operational strategies to deliver direct-to-consumer, consumer-value driven PT across a spectrum of practice settings.

F17. I Know Who You Are, I Saw What You Did: What Your Practice & Employees Are Posting Is in Violation

Nancy J. Beckley, MS, MBA
Nancy Beckley & Associates LLC

Wade Meyer, PT, DPT, MJ
ATI Physical Therapy

Advanced Administrators Course

Social media policies are necessary as "What Happens on Facebook, Stays on Facebook Forever!" This session will review how postings/pages on Facebook are likely to lead to violations of HIPAA, State privacy laws, or worse yet, investigations on coding and billing. We will discuss how coding and billing practices may constitute obligations under the False Claims Act or trigger the need for a formal self-disclosure. Acting upon potential fake news posted on Facebook, in the absence of a compliance program with a social media policy may be used against you in audit and investigations. Do you know what your employees are posting? Are you in trouble? What your employees are posting may be in violation of federal health care laws, privacy laws, defamation of character, and may subject your practice to false claims act liability.

Upon completion of this course, participants will be able to:

1. Understand how to develop a social media policy that is applicable to your practice and to address employee behavior, outside of work, in relation to your code of conduct.
2. Demonstrate knowledge of applicable federal health care laws (enforcement) which may be violated via your practice's social media sites as well as employee postings.
3. Understand the importance of the HIPAA Privacy Rule, the 18 PHI elements and how impermissible disclosures and breaches can be prevented and mitigated.

FRIDAY, NOVEMBER 9

4:00 PM – 5:30 PM

CONCURRENT SESSIONS CONTINUED

F18: Sellers' Perspectives in Successful Private Equity Partnerships: Key Considerations

Franklin Rooks, PT, JD, MBA

Law Office of Franklin J. Rooks Jr., Esq.

Brad Hancock, PT

Pivot Physical Therapy

Mike Cooper, BS, BA

Shore Capital Partners

In managing their respective businesses, there comes a time where the practitioner is faced with critical decisions such as obtaining financial capital for continued growth, or identifying an exit strategy. This course offers an introduction to physical therapy practice acquisitions through private equity transactions featuring physical therapists who have been involved in multiple private equity transactions on the "sell side" and private equity investors who have been involved in transactions on the "buy side." This session discusses important practical considerations involved in the diligence process in which both buyers and sellers engage in evaluating a potential partnership through acquisition. Included in this discussion is an explanation of the different types of private equity buyers, valuation methods used in determining the enterprise value of a private practice, the post-acquisition private equity/practitioner relationship, and the management metrics used by private equity companies in measuring the performance of the physical therapy practice. These management metrics are also essential tools for private practitioners who would be well-served by implementing these in operating their own practices, independent of any relationship with a private equity company.

Upon completion of this course, participants will be able to:

1. Understand that private equity transactions are an alternative to traditional banking institution financing, and that there are two types of acquisition partners – financial partners (private equity) and strategic partners.
2. Understand how private equity transactions are valued using a multiple of the practice's earnings (EBITDA multiple method).
3. Understand the typical private equity investment horizon (5 years) and what that means for private practice owners' management of the practice, goals of the partnership

7:00 PM – 10:00 PM

CLOSING CELEBRATION

SATURDAY, NOVEMBER 10

8:00 AM – 10:30 AM

CLOSING BREAKFAST WITH KEYNOTE: BEST-SELLING CO-AUTHOR OF #1 NATIONAL BEST SELLER: *THE FOUR DISCIPLINES OF EXECUTION*

8:00 AM – 10:30 AM

KEYNOTE: CHRIS MCCHESENEY

T00. Keynote: Lessons in Leadership from the U.S Navy's first female F-14 Fighter Pilot

Chris McChesney



How do you find the power to execute your most important goals in the face of competing priorities and distractions? Chris McChesney joins us at PPS to introduce The Four Disciplines of Execution - 4DX methodology - a system that has been a driving force for change in Fortune 500 companies around the globe for more than a decade. McChesney's engaging message is designed to help you narrow your focus and lay the groundwork required to accomplish your most important goals.

In addition to his consultant work on the Four Disciplines of Execution, McChesney was the Publicist for Stephen R. Covey's *7 Habits of Highly Effective People*, and he is currently the Co-managing Director of Franklin Covey's Southeast Region. Through a successful career of continuous growth, he has maintained a single focus: to help organizations get results through improved execution.