

**Private Practice: Strategies for Everyday Management** is a compilation of articles which appeared in *Physical Therapy Today* along with other resources and serves as an overview focusing on the various areas of successful practice management. This manual will help answer key questions about practice management for many physical therapists in private practice and those who aspire to become private practitioners.

*Impact* magazine, the Private Practice Section's premier publication covers relevant business topics, resources, issues and opportunities related to private practice. If you are not a PPS member, subscriptions are available by phoning 800-516-1167. As a PPS member you receive the 11 issue magazine as one of the many valued benefits from the section. Issues are archived on the section website at [www.ppsapta.org](http://www.ppsapta.org).

This manual represents one of several valuable resources available through the Private Practice Section (PPS) which supports, informs and develops best practices for the business professional and aspiring entrepreneur.

#### **DISCLAIMER**

The information contained herein is not intended to serve as legal or financial advice or guidance and does not create an attorney-client relationship or any professional relationship. The general information set forth herein should be not be used to replace seeking advice of professionals such as counsel. Hiring an attorney, accountant or other professional should not be based solely upon information set forth herein.

---

# Table of Contents

## Part 1. Introduction

- The Physical Therapist – Key Player in Tomorrow’s Health Care System .....7  
*Carolyn Corbin*

## Part 2. Marketing

- A Physical Therapists Guide to Marketing a Private Practice .....13  
*Joann Dohallow, PT*

- Marketing Gems ..... 18  
*Robert Schrupp, PT, MA*

## Part 3. Reimbursement / Payment

- Building Your Practice in the Managed Care Environment ..... 23  
*Robert I. Cantu, PT, MMSc, MBA*

- Joint Venturing with Hospitals: Is Opportunity Knocking? .....30  
*Craig Kopet, PT*

## Part 4. Customer Service

- Customer Service in Managed Care – Yes, Quality Still Counts for Something.....33  
*Eileen M. Ales, RN, MA*

## Part 5. Financial Management

- Establishing or Expanding Your Practice: Forecasting Your Initial Cash Needs... 38  
*W. Cary Deaton, CPA*

- Ten Commonly Asked Questions in Dealing with Accounts Receivable .....46  
*Thomas R. Merry*

- Running Your Practice by the Numbers.....57  
*W. Cary Deaton, CPA*

## **Part 6. Business Management**

Physical Therapists as Entrepreneurs .....	64
<i>Ronald McMullen, EdD and Keith Miller, PhD</i>	
The Challenges of Constant Change .....	69
<i>Linda L. McNeil, PT</i>	

## **Part 7. Personnel Management**

The Creation of the Instant Manager .....	75
<i>Linda L. McNeil, PT and Laurence B. Valant, MBA</i>	
Employee Satisfaction: The Bottom Line .....	79
<i>Linda L. McNeil, PT and Susan R. Gutterud, CFP</i>	
Sample Employee Handbook for a Physical Therapy Clinic.....	84

## **Part 8. Getting Started: Guidelines for the New Entrepreneur**

Commonly Asked Questions about Private Practice Physical Therapy .....	100
How Would you like to won Your Own Practice? .....	109
<i>Thomas P. Werner, PT, PhD</i>	
Physical Therapy Practice Planning .....	112
<i>Joseph T. Kastantin, CPA</i>	
Planning Your Financial Success .....	125
<i>Susan R. Gutterud, CFP</i>	
Choosing and Using Consultants Wisely .....	128
<i>Linda L. McNeil, PT and Kay Schaefer, PT</i>	

## **Part 9. List of Additional Sources** .....132

- The Consultants Bureau
- The National Lawyer Association
- National Society of Accountants
- The Federation of State Boards of Physical Therapy
- Medicare
- Centers for Medicare and Medicaid Services (CMS)
- American Physical Therapy Association (APTA)
- Private Practice Section, APTA (PPS)

## **PPS GUARANTEE**

If for any reason this publication does not meet your needs, please return it at once for a full refund.

## **ABOUT THE PUBLICATION**

All section publications are reviewed at regular intervals and are revised and augmented from time to time. Some of the articles used in this manual have been designated “Classic,” because they contain information that is so basic and important to the topic that they are timeless.

© Private Practice Section, APTA, October 1998; Rev. 2012