

SYLLABUS
MGMT 5530 PHYSICIAN PRACTICE MANAGEMENT
FALL 2016

INSTRUCTOR:	Dr. Mark A. Davis
OFFICE:	379B BLB
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EMAIL	mark.davis@unt.edu
CONF HOURS:	Tuesdays 9:30 - 12:30pm (or by appointment)

OBJECTIVES

This course examines theory, methods, and best practices applicable to the management of medical groups. Topics include history of physician practice, organization forms, financial analysis and management, human resource management, marketing and health assessment, management of information technology, legal and regulatory compliance issues, and risk management.

After successful completion of the course students should be able to:

- Articulate the primary functions and activities of practice managers
- Describe the preparation and management of budgets to achieve practice goals
- Explain the revenue cycle and develop policies and procedures for increasing revenues
- Evaluate the costs that impact practice performance
- Understand the tasks and activities associated with the human resource function
- Conduct an information system needs analysis
- Formulate marketing plans that address the mission and goals of the practice
- Develop a compliance plan to mitigate risk exposure to the practice
- Understand federal, state, and local laws pertinent to practice management
- Outline an effective physician compensation plan
- Conduct an operational assessment of a physician practice organization
- Discuss the history and evolution of medical group practice and organization

REQUIRED TEXT

Wolper, L. F. (2013). *Physician Practice Management: Essential Operational and Financial Knowledge*. Jones and Bartlett Learning, Burlington, MA.

INSTRUCTIONAL DESIGN

Learning Modules: The course consists of 12 learning modules. Each module includes *readings, profnotes, power point slides, audio/visual presentations, online discussion, assignment, and quiz.*

Readings: The readings are drawn primarily from the course textbook (*Physician Practice Management: Essential Operational and Financial Knowledge 2nd Edition* by Lawrence F. Wolper). Additional readings may be provided by the instructor.

Profnotes: *Profnotes* are designed to complement as well as supplement the module readings.

Online Discussion: The discussion forum is a vital component of each module. For each module the instructor will post one or more questions designed to stimulate class discussion. You must post comments and responses that address the questions and promote in-depth discussion of module content. The minimum effort required to earn a “satisfactory” score for discussion is 3 substantive posts on 2 or more days while the module is available. Please see the file “Important Course Information” for a detailed description of the expectations for class discussion.

Assignments: Module assignments are intended to help students actively process (e.g., analyze, synthesize, and evaluate) module content. *Individual assignments must be completed with no outside assistance from other persons. However, collaboration with classmates is appropriate and expected with team assignments.* All module assignments will be clearly identified as either *individual- or team-based*. You (or your team representative) must submit completed assignments no later than 5pm of the closing date for active learning modules. Please note that the weight of each assignment may vary in terms of point value.

Quizzes: Each module quiz consists of 20-30 items designed to assess declarative and procedural knowledge of the module content. ***Quiz items are derived from readings, profnotes, power point slides, audio/visual presentations, and assignments.*** Item format is largely, but not limited to, multiple-choice, true-false, and matching. Fill-in-the-blank and short-answer essay items may also appear. Depending upon the number and nature of the items, you will have between 30 to 45 minutes to complete each quiz. All quizzes are open book/open notes. You must complete (*submit your responses to*) the module quiz **no later than 5pm of the closing date** for an active learning module (*no exceptions*). **Failure to meet quiz deadlines will result in a quiz score of ‘0’.**

SPECIAL NOTE ON MODULE QUIZZES: Students will be able to attempt each module quiz TWICE! For Module 1 and Module 2, the higher of your two attempts will be recorded as the final quiz grade. For ALL remaining quizzes (Module 3 – Module 12), the average of your two attempts will be recorded as the final quiz grade.

Course Paper: Each student will identify and research a problem or issue related to physician practice management. The topic of your research must be approved by the instructor. Alternatively, students may opt to select from a list of preapproved topics provided by the instructor. After researching the topic, the student will write a course paper describing the nature of the problem, its implications for practice management, and potential strategies and tactics for addressing it. Please see the course handout entitled “Writing Your Course Paper” for specific details and guidelines.

USE OF PLAGIARISM DETECTION SERVICE

Written assignments in this course may be provided to an internet-based plagiarism detection service that is not affiliated with the University of North Texas. To maintain student privacy, a confidential code number will be used in lieu of your name, student number, or personal identification when using the service.

SCHEDULE OF LEARNING MODULES

Active Date	Close Date	Learning Module	Readings
Aug 29	Sept 9	1. History of Medical Group Practice	Ch. 1, Appendices (pp. 12-41)
Sept 9	Sept 21	2. Organization and Operation of Medical Groups	Ch. 2, 3, 8
Sept 21	Oct 3	3. Accounting and Budgeting for Practice Managers	Ch. 8 (pp. 237-238), 9, 10
Oct 3	Oct 17	4. Managing Practice Revenue	Ch 2 (pp. 61-63), Ch. 10 (pp. 290-292)
Oct 3	Oct 17	5. Managing Practice Costs	Ch. 8 (pp. 237-238) Ch. 11 (pp. 325-326)
Oct 3	Oct 17	6. Performance Benchmarking	Ch. 11
Oct 17	Oct 24	7. Human Resources Management	Ch. 4, 5
Oct 24	Oct 31	8. Physician Compensation	Ch 16
Oct 31	Nov 7	9. Information Systems	Ch. 12
Nov 7	Nov 14	10. Marketing Physician Practice	Ch. 6
Nov 14	Nov 25	11. Legal and Regulatory Issues	Ch. 14, 17 (pp. 489-497), 20
Nov 25	Dec 9	12. Achieving Compliance	Ch. 13, 17 (pp. 497-506), 18

IMPORTANT DUE DATES

MONDAY OCTOBER 3 (5PM): COURSE PAPER TOPIC

MONDAY OCTOBER 31 (5PM): COURSE PAPER OUTLINE

MONDAY DECEMBER 5 (5PM): COURSE PAPER

EVALUATION

Online Quizzes	35%
Discussion	10%
Assignments	20%
Course Paper	35%
Total	100%

To earn a **grade of B** one must attain an average of 80% for all components of assessment combined (i.e., quizzes, assignments, final exam). Averages below 79.5% will be assigned a grade of C (or lower).

To earn a **grade of A** one must attain an average of 90% for all components of assessment combined (i.e., quizzes, assignments, final exam). Averages below 89.5% will be assigned a grade of B (or lower).

CONFERENCE HOURS

I encourage you to stop in or call during office hours to talk about any problems or suggestions you may have concerning the course or just things in general. If the scheduled hours are inconvenient, feel free to schedule an appointment. You can also reach me through email at mark.davis@unt.edu.

RESEARCH PARTICIPATION

I make my classes available to faculty members and graduate students from the College of Business Administration who conduct research. As such, students may have opportunities to serve as a research subject and earn extra credit toward the course grade. Usually this will involve completing a survey or questionnaire. Students may choose not to participate and an alternative means of earning extra credit will be made available.

ACCOMMODATION FOR DISABILITY

The College of Business Administration complies with the Americans with Disabilities Act (ADA) in making reasonable accommodation for qualified students with a disability. If you have an established disability as defined in the ADA and would like to request an accommodation, please contact me as soon as possible, but no later than the second week of the semester.

ACHIEVING SUCCESS

UNT endeavors to offer you a high-quality education and to provide a supportive environment to help you lean and grow. And, *as a faculty member, I am committed to helping you be successful as a student.* Here's how to succeed at UNT: Show up. Find support. Take control. Be prepared. Get involved. Be persistent.

To learn more about campus resources and information on how you can achieve success, go to succeed.unt.edu.

ACADEMIC INTEGRITY

UNT College of Business Student Ethics Statement

As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another's thoughts or words without proper attribution (plagiarism) or using works in violation of copyright laws. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

While engaged in on-line coursework, I will respect the privacy of other students taking online courses and the integrity of the computer systems and other users' data. I will comply with the copyright protection of licensed computer software. I will not intentionally obstruct, disrupt, or interfere with the teaching and learning that occurs on the website dedicated to this course through computer "hacking" or in any other manner.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

Student Standards of Academic Integrity

http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

Code of Student Conduct and Discipline

http://conduct.unt.edu/sites/default/files/pdf/code_of_student_conduct.pdf

Computer Use Policy

https://policy.unt.edu/sites/default/files/untpolicy/3.10_ComputerUsePolicy_Nov05_0.pdf