

MANAGEMENT 5530: Physician Practice Management
University of North Texas
College of Business Administration
Fall 2019 (8 week session)

THIS IS AN 8 WEEK COURSE THAT MEETS THE FIRST EIGHT WEEKS OF THE SEMESTER – AUGUST 26 to OCTOBER 18

INSTRUCTOR: DR. MARK DAVIS, Professor and Chair of Management

OFFICE: BLB 207

EMAIL: MARK.DAVIS@UNT.EDU PHONE: 940-565-3142

OFFICE HOURS: (Contact my assistant Mrs. Melody Pratt for an appointment at Melody.Pratt@unt.edu)

Check course Announcements regularly for communication from the instructor throughout the semester.

COURSE ACCESS:

Access the course at <http://ecampus.unt.edu>

- Login using your EUID and password under “Course Login” □ Click “MGMT 5530” from the list of courses
- You will need Acrobat Reader and RealPlayer for this course

COURSE 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

COURSE TEXTBOOK

Wolper, L. F. Physician Practice Management: Essential Operational and Financial Knowledge. 2nd Edition.

OVERVIEW OF COURSE REQUIREMENTS

In this course, students will be required to complete two exams. They will also be required to complete weekly learning modules that present the course content for that week. Students are responsible for reading the textbook and any supplemental material presented in the course module. Modules include discussion questions. Students are required to answer discussion questions within the discussion forum following the directions provided. Students must also complete module quizzes each week. Students will develop a presentation on a clinic practice topic to share with other students through PowerPoint slides. They will also provide discussion comments on other students' presentations.

LEARNING MODULES. Students will complete 7 Learning Modules during the semester. The schedule of Module Assignments can be found on the last page of your syllabus. Modules consist of textbook readings, *Profnotes*, Quiz, and weekly discussion postings that support the content of the modules. *Profnotes* are designed to complement as well as supplement the module readings. The module grade will be based on quizzes and discussion postings. Students must complete the assignments for each module DURING THE WEEK IN WHICH IT WAS ASSIGNED. All quizzes and discussion forum participation that are required in the modules are due by Sunday at 11:59pm at the end of the week in which they were assigned. For example, Module #1 is assigned on Monday, August 27 and the associated quiz and discussion postings are due by Sunday, September 2 by 11:59pm. Please carefully read the instructions in each module.

MODULE QUIZZES. Each module will include a **5-question quiz** over content from the textbook reading covered in the module. Students will have thirty minutes to answer the five questions. Each question is worth one point, for a total of five possible points on the quiz.

DISCUSSION POSTINGS. Each Module includes supplementary articles, videos, or audio files that are accompanied by two discussion question topics. The set of questions for each topic are part of the Module assignment. Students must post comments and responses that address the questions and promote in-depth discussion of each topic. Student responses to the discussion questions for each topic are worth 5

points. With one exception, each module has a total of 10 possible discussion points. The last module, Module #7 Marketing & Information Systems will only have one discussion question topic, which is worth 5 points.

EXAMS. The course includes two exams. Exams will be administered online. Students will have a **26-hour window** to access exams starting at **7pm** on the day they are assigned (**Wednesday**) and ending at **9pm** the following day (**Thursday**). Once a student has accessed the exam, the student will only have a limited time to complete the exam. Exams consist of multiple choice, matching, and true-false questions. Exam questions are derived from all content areas of the course modules: textbook readings, profnotes, PowerPoint slides, and discussion forum.

Makeup exams will only be offered for absences in accordance with university policy AND when the instructor is notified prior to the scheduled exam. Failure to take an exam without prior notice of an excused absence will result in a grade of zero for the exam. It is the student's responsibility to coordinate a date and time with the instructor for any make-up exam.

Students are responsible for taking exams in a location with a reliable computer and internet connection. If there is no computer at home, students are encouraged to find one in a local library or on the UNT campus.

CONTEMPORARY ISSUES PROJECT. Online student presentations will cover a contemporary issue in practice (or clinic) management. A list of suggested topics can be found in the Project Information area on the course homepage. Students may choose a topic that is not on the list. These presentations should be composed in PowerPoint with slides that highlight the main points of your topic. ***The notes section below each slide should reflect what would be said in a live presentation to the class.*** Presentations should consist of about 11-13 slides. The last slide should include references used for the presentation. Instructions for completing this assignment can be found by clicking on the Project Instructions link on the course home page. Students will be graded on originality (information from outside the course), analytical thinking about the issue, and the clarity and creativity in how the ideas are presented. Please note, these are visual, NOT oral presentations. ***All PowerPoint presentations are due by 11:59 pm on October 6th.***

DISCUSSION OF PRESENTATIONS. Students are required to post comments on the presentations of two classmates. These posts should address thoughts or questions about the issue covered in the presentation. Each post will be graded on a scale from 15 based on quality and analytical thinking, for a total of 10 possible points.

Discussion posts for the presentations are due by 11:59 pm on October 16th.

EVALUATION OF COURSE PERFORMANCE:

GRADE WEIGHTS:

Exam 1	100 points
Exam 2	100 points
Modules	
Module Discussion Postings	65 points
Module Quizzes	35 points
Contemporary Issues Project	
Student Presentations	90 points
Discussion of Presentations	10 points

Total Possible Points	400 points

Grade	Sum of Course Points
A	360-400
B	320-359
C	280-319
D	240-279
F	Below 240

CLASS SCHEDULE.

Note: This is a flexible course schedule. The instructor reserves the right to change this schedule.

Date	Activities	Text Reading
Aug 26	Module #1: Medical Group Practice – History and Organizing Concepts (15 pts)	Ch. 1 & 2
Sept 2	Module #2: Organization, Accounting Principles and Budgeting (15 pts)	Ch. 8 & 9

Sept 9	Module #3: Financial Management and Benchmarking (15 pts)	Ch 10 & 11
Sept 16	Exam 1 [Sept 18] Chapters 1, 2, 8-11 Module #4: Physician and Nursing Roles (15 pts)	Ch 3 & 4
Sept 23	Module #5: Human Resource Management & Physician Compensation (15 pts)	Ch 5 & 16
Sept 30	Module #6: Legal & Regulatory Issues (15 pts) Presentations Due Oct 6th	Ch 14, 17 (pp. 489-497), 20
Oct 7	Module #7: Marketing & Information Systems (10 pts)	Ch. 6 & 12
Oct 14	Exam 2 [Oct 16] Chapters 3-6, 12, 14, 16, 20 Presentation Discussion Posts due Oct 16 (10 pts)	

COURSE ASSISTANCE:

At times, access to the course may be down due to server problems. The UNT CLEAR office will make students aware of such “downtime” whether expected or unexpected. Please see the UNT ecampus main access page (ecampus.unt.edu) for announcements.

Canvas functionality issues: If you have difficulty accessing the course, please contact the Student Support Staff at helpdesk@unt.edu, phone: (940) 565-2324, in person: 130 Sage Hall. Support Desk Hours: M-Th, 8am-midnight; F, 8am-8pm; Sat, 9am-5pm; Sun, 8am- midnight. If you have access to the course, but are still having problems with the functionality, please view the “Frequently asked questions” link to review frequently asked questions about using Canvas. You may also contact the support staff with other questions regarding functionality.

Contact Instructor: If you cannot locate the answer or if you need additional information, contact your instructor using email. You may also contact your instructor when you have questions concerning assignments (accessing, using, submitting, grading, etc.)

STUDENTS WITH DISABILITIES:

The College of Business complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with a disability. If you have an established disability as defined by the Americans with Disabilities Act and would like to request an accommodation, please see me as soon as possible. My office hours and

office number are noted above. University policy requires that within the first week of class students notify their instructor that accommodations will be needed.

Special Note about Canvas. Canvas is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Canvas complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and those using assistive technologies, such as screen readers, to fully use the software.

RESEARCH PARTICIPATION

You may have opportunities during the semester to serve as a research subject and earn extra credit toward the course grade. You may choose not to participate and an alternative means of earning extra credit will be made available to you.

POLICY ON CHEATING:

Students are responsible for the textbook chapters outlined in this syllabus and for the course content reviewed on Canvas.

Students are expected to uphold University rules and standards of scholastic honesty and integrity. Cheating or other academic misconduct will not be tolerated. Violations will be subject to disciplinary action. Cheating includes collaboration on any assignments that will be graded on an individual basis. It also includes plagiarism, unauthorized preparation of notes for use on exams, looking at another student's examination answers, or requesting or passing information during an examination. Students who become aware of suspicious activities are asked to promptly notify the professor so that immediate corrective action can be taken. Please refer to the University's policy on academic integrity:
<http://vpaa.unt.edu/academicintegrity.htm>

NOTICE TO F1 VISA HOLDERS. For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].

University of North Texas Compliance: To comply with immigration regulations, an F1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following: (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course. (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose. F-1 Visa holders will be required to attend weekly scheduled office visits throughout the term.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.