

**MINDING YOUR BUSINESS:
BUSINESS LEADERSHIP SKILLS
IN PHYSICAL THERAPY**

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**ACAPT STUDENT LEADERSHIP DEVELOPMENT
STUDENT REPRESENTATIVES**

Darren Joffe, SPT,
Temple University

Lauren Petrisin, SPT
University of Central Arkansas

ChoosePT

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WHY ARE YOU HERE?

This session aims to discuss some of the hottest topics in **business leadership skills**, including **negotiation skills** related to contracts, **knowing and marketing your value** as a new graduate, **understanding costs** associated as a new graduate in the workforce, understanding **non-compete** clauses, **managing conflict** in the workforce, effective **marketing** through storytelling, and **understanding billing and coding** prior to entering practice.

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BUSINESS LEADERSHIP SKILLS

- Negotiation Skills
- Knowing and Marketing Your Value
- Understanding Costs/Financials as a New Graduate

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WHY AM I HERE?

2018 AMERICAN COUNCIL OF ACADEMIC PHYSICAL THERAPY (ACAPT) STUDENT LEADERSHIP DEVELOPMENT (SLD) SURVEY

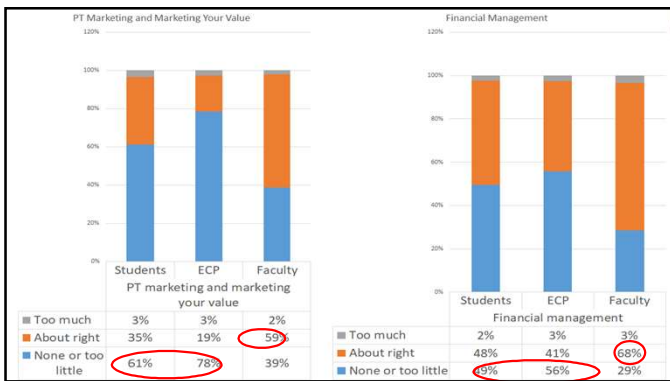
- 152 Faculty Respondents
 - Over half reported teaching leadership content
- 380 Student and Early Career Respondents (267 Students, 111 EC, 2 NA)
 - 77% reported previous leadership experience
 - 92% are APTA members



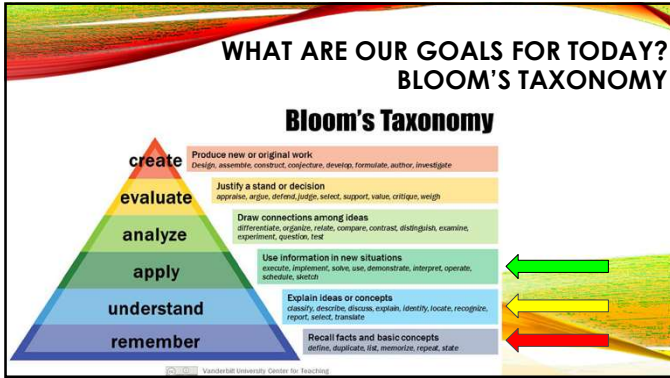
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NEGOTIATION SKILLS

- Having a negotiation mindset
- Understanding key financial drivers
- Knowing your intangible adds
- Making the sell

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NEGOTIATION MINDSET

"I will approach negotiation as a necessity to express my value. I will confidently negotiate my value that I bring."

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OUTCOMES OF NEGOTIATION

- They accept your offer
- They counter your offer
- They deny your offer
- In any case, you've gained valuable information
- Employers are prepared to negotiate!



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KNOWING AND MARKETING YOUR VALUE



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KEY FINANCIAL DRIVERS

- Business Perspective:
 - Productivity, Charges, Accuracy, Denials
- Employee Perspective:
 - Leadership, Culture, Easy to Manage, Growth, Experience
- Customer Perspective:
 - Patient stories and testimonials, Social Media, Growth of referralsources
- Service Perspective:
 - Clinical Excellence and Delivery, Outcomes

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BUSINESS DRIVERS


- Productivity: How productive are you in a day?
- Charges: Are you entering all charges, and doing so accurately?
- Denials: Is your documentation accurate and free of error?
- Are you able to bring creative ideas to simplify problems related to any of the above?



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HOW MUCH WILL YOU PRODUCE?

- Think about how to calculate how much revenue you will produce:
 - How many patients will you see a day?
 - What will the average revenue be?
 - How much will you work a week? A Month?



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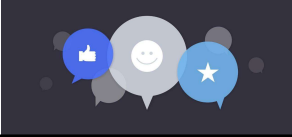
EMPLOYEE DRIVERS

- Leadership: What leadership traits do you bring that will benefit the employer?
- Culture: How do you fit into the existing culture?
- Management: Will you be easy to manage in the culture?
- Growth: What is your projected growth? How will you help the business in the future?
- Experience: What current work or life experiences lend yourself to this job?

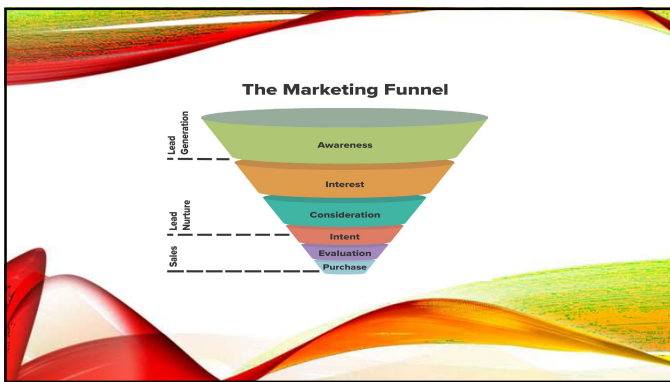
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CUSTOMER DRIVERS







- Patient Stories: What are your patients saying about you and your skills?
- Social Media: How will you utilize social media for customer growth?
- Growth of referrals: How will you plan to grow your referral source based on practice type, geography, specialty, etc.?



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| <p>Digital Advertising</p>  <p>Google Ads</p> <p>Blog or Website Design</p>  | <p>Customer Relationship Management</p>  <p>Social Media</p>  | <p>Analytics</p>  <p>Google Analytics</p> <p>Accounting or Finance</p>  |
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SERVICE DRIVERS

- Clinical Excellence: How do you demonstrate clinical excellence?
- Delivery of Care: How do you measure your productivity and delivery of care?
- Outcomes: How do you measure your outcomes? How do your outcomes stack up against others?
- How do these traits seek to set you apart AND improve my business?


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WORKSHOP #1: WHAT'S YOUR VALUE?

- Write down value statements that describe the unique value you will bring to an employer, considering the drivers previously mentioned:
 - Business, Employee, Customer, and Service
- Example: Employee Driver: "I bring leadership background and working as part of a team based on my experience in ..."
- Include both tangible and intangible values that you bring.
- Share this list with someone next to you.

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UNDERSTANDING COSTS

What does your employer pay for you as an employee?

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TIPS FOR CONSIDERING SALARIES

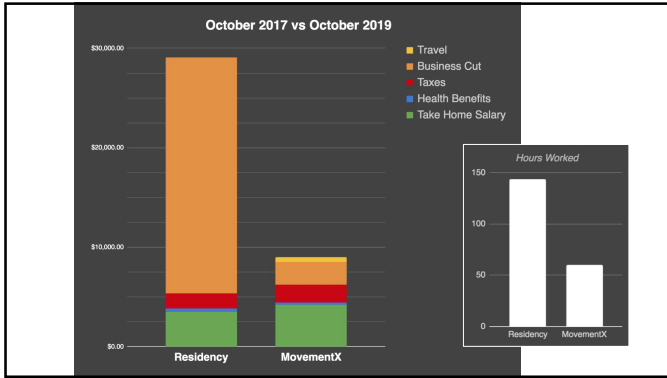
- Compare all benefits, not just salary
- Know your needs: you don't need every benefit!
- Start now—plan for retirement/time off
- Think about your location, potential growth, stability, etc.
- Watch for non-compete clauses

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NEGOTIATION AND COSTS

- If negotiating benefits or higher salary, explain how you will offset costs of the employer (more work days, higher productivity, etc.)
- Have a negotiation mindset
 - "I will approach negotiation as a necessity to express my value. I will confidently negotiate my value that I bring."
- Know your value and stick to it
- Track your work and bonuses/salaries/raises to use for future negotiations

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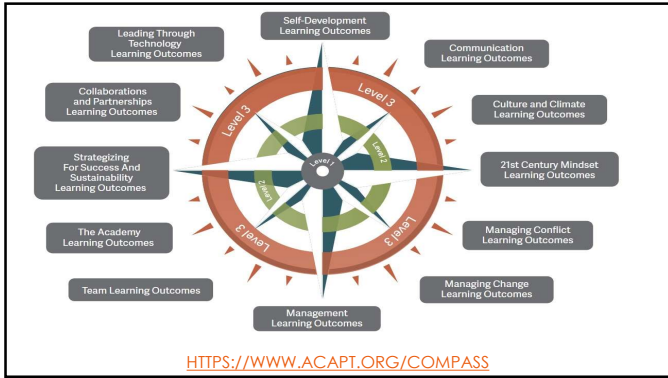


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WORKSHOP #2: NEGOTIATE!

- Using your previously-created list of values you bring, negotiate your salary and benefits.
- Turn to the other partner (not the one you shared with before), and role-play a negotiation.
- Use your values and the key drivers to negotiate with your partner.

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RESOURCES

- ACAPT Compass: <https://www.acapt.org/compass>
- Private Practice Section: <https://ppsapta.org/>
- APTA Billing and Coding Resources: <http://www.apta.org/Payment/CodingBilling/>
- APTA Career Resources: <http://www.apta.org/CareerManagement/>
- APTA Workforce Data: <http://www.apta.org/WorkforceData/>
- WebPT Blog: <https://www.webpt.com/blog/>
- UpDoc Media: <https://www.updocmedia.com/>

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