# Uintah Community Hospital Physical Therapy Clinic

Term Project PTA 1500

Charles Martin November 16, 2016

#### Reasons for existence:

The town of Uintah and the surrounding tri-county area is a community known for its farming and mining industries. Given the nature of the livelihood of (the people of) this community, there is a propensity for many work related accidents and injuries from being over worked. A local hospital has been beneficial in serving population of over 25,000 people. However, not all services are provided at the hospital, namely, physical therapy. It is a disadvantage to the members of this community that they have not had the privilege of receiving physical therapy without having to travel a considerable distance for their treatment. It is clear that this community is in need of the services for the following reasons:

- There is a greater potential for traumatic industrial and farming accidents, along with injuries that come from repetitive use.
- Within the town of Uintah and the surrounding tri-county area, there is a higher incidence
  of cerebrovascular accidents and diagnosis of rheumatic diseases compared to the
  national average.
- There has been no access to a physical therapy clinic or any services that we provide.

We feel that we can be a positive addition to the hospital and the community by creating a more convenient opportunity for patients to receive treatments to improve functional ability from injuries caused by disease or accident. Being the first physical therapy treatment facility in the area will give us an opportunity to reach out to the population and make a difference in the community that we will serve.

#### Mission Statement:

Improve functional ability and promote physical health through excellence in patient care, sound education and modern technique.

#### Philosophy and values:

By providing an environment that is warm, enjoyable and uplifting, we are providing all of our patients with an atmosphere that we believe promotes healing. High-quality care is our focus so that the healing process can begin and our patients can have the assurance that they will be our top priority. We are confident that we can progress our patients to recovery and help them set goals that will give them a sense of accomplishment and positive outcomes.

#### Values

- *Caring and Compassion*: We know that patients will have their own unique challenges throughout their healing process. By always acting in the best interest of the patient, we believe that they can achieve better functional outcomes.
- *Trust*: Fostering a relationship of trust between patient and clinician is of highest importance. Progress cannot be achieved when there is mistrust from either party. This can be achieved by fulfilling expectations and responsibilities.
- *Teamwork*: We believe in continual devotion to improving communication and collaborative effort in providing a high standard of care.
- *Respect*: We believe that every patient or care provider is important. Treatment is expected to be of high quality no matter their ethnic background, gender, or orientation.
- *Safety*: We believe that providing a safe and comfortable environment provides a healing atmosphere. When a patient feels they are safe, they can have their worries put at ease.
- *Growth and Knowledge*: We continually work to improve our methods of treatment through research and advancement in technology.
- *Energy and Excitement*: We believe that those that love their jobs enjoy coming to work. We strive to always provide a memorable experience to those that are under our care and those that we work with.

#### Goals:

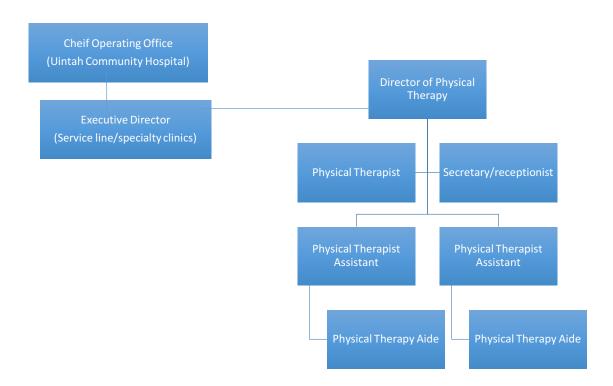
- Short Term
  - Use feedback from employees and patients to learn how to run a department or excellence.
  - Employees will be able to complete continuing education courses at discounted prices as long as they are attending those that would benefit the focus of the department.

 Continually encourage patients and keep a positive atmosphere during times where therapy is occurring.

# Long Term

Our long term goal is to provide a service to the community that is of exceptional quality and promotes continued visits. The desire for the department is to become a household name in the community. The clinic may start out small, but we would like be able to expand our facility and our clinic personnel to provide the needed physical therapy treatment. We would like our vision to be visible to the patients and other members of the community in which we are serving.

Organizational Structure of the physical therapy department: Within the Uintah Community Hospital.



#### **Target population**

Based on the information we have gathered about those who have been using physical therapy outside of the tri-county area and from the referrals that have been sent from the physicians at Uintah Community hospital, we are going to assume that at least 7-8% of the population would benefit from the use of physical therapy. This includes both the inpatient and outpatient service lines. This would account for 1,750 - 2,000 individuals each year.

The focus of the Physical therapy department will be based on the needs of the community. Functional deficits are seen primarily with patients who have experienced a cerebrovascular accident or who are suffering from rheumatic diseases. Cerebrovascular accidents and rheumatic diseases are slightly higher within our community than the national average. Nearly three-quarters of all strokes occur to people over 65 years old. The risk of stroke doubles each decade after 55(stroke). Rheumatic diseases affect joints and muscles from either wear and tear or from problems from the immune system. Rheumatic diseases account for a large majority of disability among the aging population (rheumatology). Another problem that we want to focus on are with those who come to be seen for musculoskeletal injuries from overuse or by accidental occurrence.

Each of the prior issues have a tendency to be manifest in the adult population, for this reason and for the time being physical therapy will be the focus of those who are older than 18 years of age. As the physical therapy department becomes more established, we may work towards expanding the age range or types of physical therapy that we will focus on.

# Physical Therapy to be delivered:

#### Focus (neurological, orthopedic, hand rehabilitation, geriatric and acute)

- Neurodevelopmental treatment
- Constraint-induced movement therapy
- Locomotor and gait training
- PNF stretching
- Motor/postural control, motor learning
- Cognitive training
- Strengthening
- Manual therapy

- Range of motion exercises
- Transfer exercises
- Patient and care giver education
- Equipment training
- Balance exercises
- Physical Agents
  - o Superficial heat (Hot packs, Paraffin), Deep Heat (Ultrasound)
  - Cold (ice massage, ice packs, cold compresses)
  - Electrical stimulation
  - Massage and traction

# **Funding**

In their excitement for the new physical therapy department, the board of trusties (will use) some of the profits gain in the recent year to set aside \$40,000 dollars to assist in getting the materials and equipment needed to run the department. Our new Director of Physical Therapy has gathered the support of some of the local businesses (in promoting) the new addition to the hospital. A 5k run was set up to get members of the community out so they could enjoy a race and get information about the new physical therapy department at the hospital. Not only did this provide an additional \$25,000, but it let people in the Uintah area know that they would now have access to physical therapy.

#### Materials needed for the Department

- Office Supplies
  - o Phones
  - o Printer/Fax/Copier
  - Laptop computers
  - Office chairs
  - Storage cabinets
  - o Shredder
- Disposable supplies
  - o Tape (Compression, Kinesiology, Athletic)
  - o Gowns
  - o Towels (large, wash clothes)
  - o Oil
  - Cleaning Solutions, Antibacterial gel

- Ultrasound Gel
- o Electrodes for E-Stim device
- Non latex gloves
- o Pillows/Pillowcases
- Clinical Equipment
  - o Goniometers, Inclinometers, Dexterity tests
  - o Treatment tables (3)
  - o Stools (3) for therapist
  - Step Equipment
  - o Treadmill
  - Stationary bike
  - o Thera-tubing/Thera band
  - o Low weight dumbbells/ Free weights
  - o Physio ball/ Therapy balls
  - o medicine balls
  - o Pulleys
  - o Tape measures
  - o Foam rollers/wedges
  - o Walkers/canes
  - o Railing/bars
  - o Ultrasound
  - Heat packs/ Cold packs
  - o Electrical stimulation machine
  - o Paraffin bath
  - Hydrocollator
  - Iontophoresis machine
- Items costing over (\$5000)
  - o Pilates rehab equipment with Trapeze table (\$12,900)

#### Personnel

The physical therapy department will be staffing for both outpatient treatment as well as inpatient treatment. As such, the following personnel will be needed to keep the department running. A Director of Physical Therapy who will be in charge of the day to day operations of the department including hiring, and financial operations including budgets. There will be one full time Physical Therapist who will be responsible for the examination, evaluation and diagnosis of patients to receive treatment within the department. They will be responsible for both inpatient and outpatient treatments. One full time and one part-time (may be full time as work load increases) physical therapy assistant who will be in charge of interventional treatment of each patient seen as inpatient and in the outpatient clinic. There will be two part-time Physical Therapy Aides who will help the outpatient clinic run smoothly. There will be one

Secretary/Receptionist who will be in charge of carrying out work for both the clinic and maintaining a schedule for patients to be seen, as well as greeting patients and making sure patient information and insurance information is correct. Because the department is going to be within and a part of the hospital, billing for services and technical support will be run through (hospital departments on its payroll).

The following is a more in depth look at job responsibilities and descriptions for the personnel in the Physical Therapy Department:

# Job Descriptions

Job Title: Director of Physical Therapy

Job Type: Full time salaried employee

Job summary:

The Director of Physical Therapy will work alongside hospital administration and their own staff to plan, administer, organize and manage the delivery of therapy services in this hospital. They will provide budget and financial goals along with measurable quality assurance measures that will be in line with the philosophies of the hospital. The director will be a leader for their department and will work closely with the physical therapy staff to manage the day-to day operations within the unit.

#### Qualifications:

- Graduate of a CAPTE- accredited program and a current state Physical Therapy Licensure.
- Ten years of experience in the field of Physical Therapy, preference given to those with some management experience.
- Experience with excel, budgeting programs and Microsoft office
- Current CPR certification
- Master's degree of equivalent

# Job Responsibilities:

• Ensures that the mission statement and values of the department are provided to patients by staff.

- Provides department staff with current opportunities for continuing education opportunities.
- Guarantees departmental compliance with all state regulatory laws and state practice act requirements.
- Shoulders responsibility for daily staging and utilization, and utilizes input from therapists in considering the requirements of the clinic and recommendations from an interdisciplinary team of specialists.
- Attends meetings with hospital administration staff to go over recommended changes and to receive input on the current status of the hospital.
- Develops department budget with expense and revenue reports.
- Interview available candidates, and orients and evaluates departmental employees.
- Works with therapists in care conferences and goes over RL's (report and learn) concerns to avoid future mistakes in the department.

#### Skills:

- Exceptional interpersonal skills with professional staff, employees, patients and caregivers
- Excellent computer and communication skills.
- Able to provide clinical experience and up to date evidence based practice.
- Desire to create a positive environment for staff and patients.

Immediate Supervisor: Executive director of service line and specialty clinics

Job Title: Physical Therapist

Job Type: Full time (salaried employee)

Job summary:

Under the general direction of the Director of Physical Therapy, the therapist is responsible for evaluating and implementing physical therapy to patients with neurological and musculoskeletal injuries. Works with patients with acute or chronic physical limitations using techniques to help alleviate pain, restore physical functionality and facilitate independence. Educates patients and staff on therapies given.

#### **Oualifications:**

• Doctorate degree from an CAPTE-accredited school of Physical Therapy

- Current licensure to practice in the state applying for
- BLS health provider within one month of hire
- 1 year of experience in an Acute hospital setting
- Demonstrates ability to effectively communicate with others

# Job Responsibilities:

- Keep up to date with evidence based practice
- Provide general supervision to Physical Therapist Assistants and on site supervision to Physical Therapy Aides.
- Adhere to the standards described in the APTA's Code of Ethics
- Evaluates and assesses a patient's abilities and limitations
- Based on the referral, evaluation and examination, PT will establish a diagnosis and plan
  of treatment.
- Work alongside the patient to create realistic and obtainable goals.
- Using appropriate techniques and procedures within the scope of practice, implements therapy that will progress patients towards their goals
- Assesses and reevaluates patient throughout course of treatment for needed alterations in their therapy regime.
- Documents patient notes properly and neatly as promptly as possible, per hospital policy.
- Attends rounds with interdisciplinary group of professionals while on inpatient care.
- Consults with other professionals when underlining issues are not being fixed through therapy for other forms of care.
- Educates patient and/ or caregivers about the diagnosis from the evaluation and examinations. Explains well the meaning of the diagnosis and why and which treatments will be done. Education also done for home exercises.
- May assist in providing educational training to students.
- Provides quarterly in service training to staff and community.
- Participates in creating Quality Assurance measures that will provide a safe and effective work environment.
- Maintains current requirements of state for licensure (CEUs).

# Skills/knowledge

- Able to lift 100 pounds, pulling, twisting, standing, bending and support up to 250 pounds.
- Able to stand and be moving for most of the work period
- Respond quickly to adverse situations with patients.
- Must be proficient at arraigning decisions and carrying out a treatment program to meet the needs of each patient.
- Work well with other areas of the health care team to provide a dynamic experience for patients.
- Demonstrates effective communication skills.

Immediate supervisor: Director of Physical Therapy

# Job Title: Physical Therapist Assistant

Job type: Full time or Part time position (Hourly pay)

Job Summary:

Performs physical therapy treatments under the general supervision of a Licensed Physical Therapist to include teaching the patient basic skills and ensuring successful functioning at home and in their community. Treatment will align with plan of care established by the Physical Therapist.

# Qualifications:

- Completion of an accredited two-year Physical Therapy Assistant program and must pass licensure test.
- Must pass State Physical Therapy Law and Rule Examination.
- Able to read and communicate well in the English language.
- Must obtain Basic Life Support card within one month of hire.
- Able to demonstrate the ability to perform essential functions of the job as outlined.

# Job Responsibilities

- Reviews patient evaluation with therapist for any clarification needed in treatment.
- Implements the therapy program as outlined in the plan of care to begin patient rehabilitation.
- Collect data statistics and patient responses to treatment.

• Completes documentation on patient notes properly and neatly as promptly as possible,

per hospital policy.

• Assists physical therapist when needed for complex procedures

• Trains patient's ambulatory skills through strengthening and stretching exercises to

improve their functional activity.

• Instructs patients on how to care for and use assistive devices such as: braces,

wheelchairs, crutches, canes and walkers.

• Communicates clearly with the treatment team and passes along information to

supervising Physical Therapist when there are any untoward effects from treatment or

when reevaluation of plan of care is needed.

• Directs activity of the aides.

• Supervises student PTAs

• Maintain and upgrade treatment skills.

Skills:

• Able to lift 100 pounds, pulling, twisting, standing, bending and support up to 250

pounds.

• Able to stand and be moving for most of the work period

• Respond quickly to adverse situations with patients.

• Must be proficient at arraigning decisions and carrying out a treatment program to meet

the needs of each patient.

• Work well with other areas of the health care team to provide a dynamic experience for

patients.

• Demonstrates effective communication skills.

Reports to: Supervising Physical Therapist

Job Title: Physical Therapy Aide

Job Type: Part time (hourly)

Job Summary:

Responsible for assisting both the physical therapist and assistants in preparing patients to

receive quality care, through transportation and keeping and maintaining an organized

department.

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Qualifications:

High school diploma

• Complete upon hire, department aid training requirements

• Basic Life support health care provider card within one month of hire

• No prior aide experience is required

Job Responsibilities

• Organize each room with necessary equipment based on the individual patient's needs.

• Disinfect each room after each patient therapy session and prior to closing.

Assist in transporting patients from each area of the department. Aides are to help

patients walk, push in wheelchairs or assist in standing or sitting.

Keep an active inventory list and communicate with secretary to make sure supplies are

consistently stocked.

• Straighten furniture and maintain equipment, making sure that no hazards are present.

• Be proactive and motivated to make sure patient care is done smoothly and the clinic

stays organized during clinic hours.

Skills:

• Work under minimal supervision to perform job duties

• Lift 100 pounds and support up to 250 pounds.

• Able to stand and be moving for most of the work period

• Great time management and able to adapt to a fast paced schedule.

• Effective communication skills.

Reports to: PTs, PTAs and Director of Physical Therapy

Job Title: Receptionist/Secretary

Job Status: Full Time (Hourly)

Job Summary:

Provides general office support for the patients of the Physical Therapy Department.

Works at front desk and greets patients, takes phone calls and documents messages. Schedules

appropriately for patients and also maintains a calendar for the Director of the department

Qualifications:

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High School Diploma

• One year of secretarial/ customer service experience preferred.

• Medical Terminology departmental training within one month of hire

• Proficient in keyboard and Microsoft office.

# Job Requirements:

• Greets each patient and verifies patient identification and insurance.

• Distributes appropriate paperwork for patients to fill out.

• Answers phone calls in a timely manner.

• Delivers messages and schedules patients.

• Delivers and processes incoming and outgoing mail.

• Maintains patient documents and scans into electrical files

• Answers questions in regard to the clinic and who can be seen

 Maintains schedule for the clinic and for meetings and conferences the clinicians are attending.

Reports to: Director of Physical Therapy.

#### **Scheduling**

The Physical Therapy Department will have two roles within the Uintah Community Hospital. Both will be within the hospital. One will be to provide service for patients who have been admitted to inpatient service, and the other will be within an outpatient setting. Below are department hours and daily clinic staff schedules.

# **Physical Therapy Department Hours**

♦ Monday through Friday: 8:00 AM – 6:00 PM (Inpatient 9-12:00 PM)

❖ Saturday 9:00 AM − 1:00 PM (Inpatient Only/No new pts)

❖ Sunday On call (rotating weeks)

# **Staff Schedules:**

Title	Shi	Hours	
Director of PT	Monday – Friday	8AM-3:30PM	40 hours per week
Physical Therapist	Monday – Friday	9 AM-5:00 PM	40 hours per week
PTA (Full Time)	Monday – Thursday	8 AM -6:00 PM	40 Hours per week
PTA (Part Time)	Thursday – Friday	8AM -6:00 PM	24 Hours per week
	Saturday	9 AM -1:00 PM	
PT Aide (Full Time)	Tuesday – Friday	8 AM – 6:00 PM	40 Hours per week
PT Aide (Part Time)	Monday, Thursday	8 AM – 6:00 PM	24 Hours per week
	Saturday	9 AM – 1:00 PM	
Receptionist	Monday – Friday	9 AM – 5:30 PM	40 hours per week

Schedules will be set; time off from work will need to be scheduled per request. Coverage and overtime will be based on need of the clinic. If schedules need to be altered in any way, communication at least through email must be sent to immediate supervisor and receive approval. Schedules are entered by the secretary as a hard copy on to computer then sent out through email to each employee who then accepts the calendar and it will be transferred to a calendar app on their phones. (Hard copy will be printed and left in the break room).

The hospital already has a computer system set up that allows access to both inpatient and outpatient service lines. A program within the system allows for electronic records to be entered and stored. The receptionist will have access to be able to program the Physical therapists and physical therapist assistants working schedule. Each new patient and reevaluation will be allowed 1 hour with the Physical therapist. Each subsequent visit will be 30 minutes. Each visit with a PTA will be scheduled for 30 minute increments. Time is put into each schedule for inpatient work along with a 30-minute lunch. Once the patients have been scheduled that time slot will be locked into the schedule. Twenty-four hours' notice will need to be given to put in a patient for that time.

#### **Financial Statement**

**Operating Budget:** (day to day expenses)

**Capital Budget:** (items purchased that will maintain itself over a long period of time **Indirect Costs:** This will be related to the cost for the 2500 sq. ft. that will be used by the department to provide a clinic space for the patients. Rent is listed at a price of \$15/per sq foot. Additional costs will be added to provide that cost to keep it running (utilities, housekeeping,

marketing)

ITEM	-		COST
0	o Director of Physical Therapy (salary)		
0	o Physical Therapist (salary)		\$67,000
0	<ul> <li>Physical Therapist Assistant (hourly @ \$21.00)</li> </ul>		
0	<ul> <li>Physical Therapist Assistant (hourly @ \$21.00/ 24 hours/wk)</li> </ul>		\$25,000
0	o Physical Therapy Aide X2 (hourly part-time @ \$9.00/ 24 hours/wk)		\$22,000
0	o Secretary (hourly full time @ \$11.00		\$21,000
0	Benefits (to full time employees = $\sim 30\%$ of cost.		\$61,050
0	Liability/malpractice insurance		\$5,000
0	Expendable supplies (small and office equipment, office supplies		\$20,000
0	Capital Budget: Pilates rehab equipment with Trapeze table (will need to pay for training on use of the equipment or repairs)		
	Total Dire	ct Cost	\$326,950
0	Indirect Costs (Housekeeping/Rent/Utilities) (rate 60% of	of direct cost)	\$196,170
		Total annual cost of clinic	\$523,120

# **Expected Revenue**

There are two expected sources for incoming revenue to the Physical Therapy Clinic. One source would be from inpatient treatment the other from the outpatient clinic.

o Inpatient revenue: Since there will be a day in which physical therapy will not be available. 365 days in a year − 52 (Sundays) = 313 days where patients will be seen by one of the clinicians of physical therapy. There are about 21 patients that come into the hospital each day. We anticipate that at least 8 of these patients a day would benefit from receiving therapy. The average cost of each inpatient PT consultation is \$85. So, \$85 X 8 (patients) X 313 days of service X 2 for PT/PTA team = \$425,680 expected revenue.

- Outpatient Revenue: Patients that are seen in the outpatient clinic will also be paying for their services received. Many insurances limit the number of times that a person may be seen for coverage of care. That number averages about 10 times per year. We anticipate that there will be on average, 14 patients seen in our clinic each day. Each charge for each physical therapy appointment will be \$85. Our outpatient revenue will be as follows. \$85 X 14 (patient visits daily) X 253 (days in outpatient clinic) = \$301,070
- Total of inpatient and outpatient revenue: \$726,750 + money raised from 5k event and donation from the board of directors, total will = \$791,750
- We will factor in money lost from patient no shows each month, uncollected bills and difference in insurance allowables. 237,525

Break down of annual revenues		
Inpatient Revenue	\$425,680	
Outpatient Revenue	\$301,070	
Money Donated	\$65,000	
Total Operating revenue	\$791,750	
Estimated no-show revenue lost -10%	(\$79175)	
Uncollectible Billing -10%	(\$79175)	
Difference in insurance allowable -10%	(\$79175)	
Total Expected Revenue	\$554,225	

# **Policies and Procedures**

# **Table of Contents**

- Mission Statement and Values of the Department
- Employee relations to the organization
- Organizational chart
- Health Requirements
- Licensure and certification requirements
- Disaster plans (fire, earthquake, power loss, dangerous person, threats)
- Infection control and PPE
- Safety and Equipment policies
- HIPPA and Confidentiality
- Disposal of PHI
- Cleaning policy

- Proper use of Equipment
- Continuing education requirements
- Patient appointments
- CAP and OSHA requirements
- Equal Opportunity and Nondiscrimination Clause
- Sexual Harassment
- Retirement
- Corrective action and termination policy
- Americans with Disabilities Act
- Employee Grievances
- Code of Ethics
- Background checks
- Leave of Absence (Sick leave: long and short term)
- Holiday pay
- Vacation Policy
- Insurance Program
- Patient Safety policies (while performing therapies)
- Documentation guidelines
- Clinical Records
- Employee job descriptions
- Promotion guidelines
- Performance evaluations (also information on individual employee goals)
- Dress code
- Patient Safety policies
- Patient care Policies
  - Scope of Services offered
  - o Admission and discharge criteria
  - Physicians orders
  - o Education to patients and caregivers
  - o Plan of care
  - o Emergency management and procedures for patients, families and caregivers
  - o Physician verbal, phone and fax orders.

#### **Dress Code:**

As an employee of the physical therapy department, it is expected that you maintain a professional image while working within the hospital or clinic. It is important that while working here that you portray an image of confidence while still allowing for accommodations for job requirements to be fulfilled.

Hair & jewelry: hair must be neat and clean. While working with patients, long hair must be pulled back to avoid patient contact. No unnatural hair colors will be acceptable. Facial hair is to be short and well maintained; a clean shaved appearance is suggested. Limit to two earrings per ear. Absolutely no facial piercings to be worn while treating patients. Fingernails should also be cut short at all times.

Tops: Men: Button down collared shirts or pull-over shirts with collars that are conservative in color. Navy blue polos will be available with Hospital and department name embroidered in a 2"x2" square on the front left portion of the shirt.

Women: Tops that are profession and allow for some comfort while providing therapy. Blouse or pull-over polo shirt should fit appropriately and not be revealing. Dresses should not be worn.

Bottoms: Tailored slacks or pants that are free from a worn appearance. Pants should fit well and not sag, and be free from holes. In clinic, scrub bottoms are acceptable.

Shoes: comfortable leather shoes or closed toed athletic shoes. Shoes should not have bright colors or eccentric designs. Dark or neutral colors are best.

Tattoos: should be covered at all times. Long sleeved shirts are acceptable to cover tattoos.

Employee Badges: Identification badges should be worn at all times. Patients as well as other hospital employees should easily be able to identify who you are and which department you work for. This will also give you access to certain areas of the hospital for security reasons.

# **Quality Assurance**

As a new department we would like to receive constant feedback from both employees and our patient with how we are doing. Quality assurance methods will give us the needed information that we would like so that we can implement any corrective actions and work towards having a smooth running department. To give us an idea of how we are doing with the services that we provided to our patients and how our personnel feel they are being supported, we will be using surveys or questionnaires. Patient surveys will be given to patients through the form of email. In the email, patients will be informed that all information will be submitted anonymously to get an optimal return of the surveys. Each quarter the surveys will be compiled by the Secretary and reviewed by the Director of Physical Therapy. Quarterly reports will be reviewed in staff meetings as a way to implement any corrective actions to correct any mistakes. If changes in policy need to be made or if changes in the way QA surveys are written or delivered need to be changed, then that can take place. These meetings will be recorded and changes will be expected to take place shortly after the meeting takes place. Things that are done well will be highlighted and those that do well will be encouraged to give ideas on how others can follow such behavior.

Questionnaires given to personnel will be a way to measure how each person is doing in relation to their job responsibilities and how they get along with those in the department. It will also be a way to find what changes they feel are necessary and what goals they will be working towards for the next year and if they attained the goals set last year. The questionnaire will be reviewed during yearly performance evaluations. Any changes that need to occur within the department or with the personnel themselves will be worked towards to create a great work environment

# **Services Provided**

Patient Survey						
(Please rate the follow question/ post comments)	Excelle	ExcellentPoor				
O Quality of the therapy services you received.	5	4	3	2		1
Comments:						
O Understanding of the goals set up with the	5	4	3	2	1	
therapist.						
Comments:						
O Questions and concerns were answered	5	4	3	2	1	
easily enough to understand.						
Comments:						
O Time in clinic was not spent waiting	5	4	3	2	1	
Comments:						
o Improvements in your condition have been	5	4	3	2	1	
made						
Comments:						
O You felt that the treatment was tailored to	5	4	3	2	1	
fit your specific needs.						
Comments:						
O You would recommend our facility to	5	4	3	2	1	
those you know?						
Comments:						
<ul> <li>Please fill free to leave any comment or co</li> </ul>	ncern in t	he spac	e provi	ded be	low.	
Your comments are used to help us improve as your treatment team. All Answers						
will be anonymous.						
Comments:						

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# Personnel

Supervisor's Signature:

		rtment – Performance Evaluation erapist Assistant
G: Goo NI: Nee	Scale:  eds expectations. Always doing more than ed. Completes work assignments at or above eds Improvement. At or below average expecceptable. Consistently performing at low le	the expected amount eted performance level
1.	Reviews patient evaluation for each patien	t with supervising PT:
2.	Follows protocol when implementing thera	apy interventions:
3.	Keen awareness to patient response to trea	tment and responds appropriately:
4.	Documents patient's therapy session in a ti	mely and detailed manner:
5.	Is available and willing to assist physical the	nerapist when needed:
6.	1 0	gh detailed information for completion of at home
7. 8.	exercises: Communicates clearly with patient what the achieving goals: Works well under the direction of the Physical Communicates clearly with patient what the achieving goals:	erapy will be for the day and assists patient in
9.	Supervises and directs activity of the Phys.	
	Communicates with team clearly:	can riciapy and statemen.
Em	aployee concerns and comments:	
Em	aployee Goals for the upcoming year:	
1. 2. 3.		
Employ	vee Signature:	Date:

Date:

#### The Next Five Years

Starting a Physical Therapy Department in Uintah has been a major accomplishment. As we have worked together with hospital administration we have high hopes of being able to sustain the department here at the Hospital. Within the next five years we hope to be able to expand our clinic not only in size of the facility, but also in personnel. We would like to be able to see a more diverse population of patients beyond adults with Neurological or musculoskeletal limitations. We would love to add an Aquatic center for patients to be able to continue their therapy and eventually specialize in Aquatic Physical Therapy. There are many benefits that this type of therapy provides. This extends especially to an aging population where the benefits of this therapy is even greater. However, current funds are not available to be able to provide for such therapy. The space needed will be factored into future budgeting plans and as we begin to create a profit through our services. We would also like to offer massage therapy within the clinic. Expanding our patient outreach is very important to us, and while providing home health is not where we believe we will be at in five years, we would like to have a strong influence in the community through marketing our department throughout the tri-county area.

#### References

- Lecture notes chapters ten-thirteen compiled for PTA 1500 Practice Issues for the PTA, Diana Ploeger.
- 2. Textbook: Introduction to Physical Therapy, Michael A. Pagliarulo.
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