

University of Wisconsin-Madison  
College of Letters and Science  
Department of Communication Sciences & Disorders

**CSD 865: Practice Management**  
2 credits - Spring 2020

Instructor: Brian Taylor, AuD  
Class Time:  
Location: Remote eLearning  
Office: 466 Goodnight Hall and H4/710E University Hospital  
Office Hours: By appointment.  
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Required Text: Taylor, B., Audiology Practice Management, Thieme; 3rd edition, (2019)

Optional Text: None

**CATALOG DESCRIPTION**

Course Description:

This course will examine business and professional issues related to audiology. Business topics include practice management, staffing, marketing, and reimbursement. Professional issues include ethics, licensing requirements and scope of practice, insurance credentialing, business liability and malpractice issues, infection control, and best practice guidelines.

**A CLOSER LOOK**

This course will broadly introduce, and then focus in detail on business matters pertinent to the practice of audiology in a variety of employment settings. Because the timing of this course in the curriculum coincides with clinical experiences, students are expected to relate class topics and activities with field experience whenever possible.

Some aspects of the course will focus on important business aspects that affect every audiologist, regardless of their particular workplace setting. Government regulations, budgeting, marketing, and quality improvement affect the entrepreneurial privately-owned audiology practice and those owned by a healthcare or hospital system, a hearing instrument dispensing network, a physician practice, or a non-profit entity such as a university clinic or public school. This course is expected to evolve during the semester based on the interests of the students. Details of reading assignments, class projects, and guest speakers may change. Every effort will be made to update any changes via email and email attachments.



## EDUCATIONAL OBJECTIVES

ASHA Skills to be gained in this class

<b>Knowledge assessed through written examinations and project assessments.</b>				
The student will...	ASHA Ref	Level: I/D/M*	Other Ref (note)	Level I/D/M
Identify professional codes of ethics and credentialing	B1	M		
Identify infectious/contagious diseases and universal precautions	B12	M		
Describe health care and educational delivery systems	B17	M		
Describe supervisory processes and procedures	B19	M		
Identify laws, regulations, policies, and management practices relevant to the profession of audiology	B20	M		
Maintain records in a manner consistent with legal and professional standards	E16/D15	M		
Identify appropriate documentation for treatment procedures and results	E15	M		

In addition

- The student will be able to recall relevant issues in audiology regarding business practices and professional issues.
- The student will be able to design and implement a business plan and/or strategic plan

## PREREQUISITES

Graduate standing in communicative disorders. It is expected that students are currently engaged in clinical practicum beyond observation and beginning practice.

## FORMAT

Class meetings will be conducted remotely on an e-learning platform and devoted to lectures, discussions of projects, and in-class small-group work. These are intended to complement assigned readings and activities. You are encouraged to ask questions and participate in class discussions, and to connect this course to other elements of your professional education.

## Trade Publications and Trade Web Sites

If you do not already do so, you are encouraged to subscribe or otherwise access trade publications and Web sites that address the practice of audiology. All of these are supported by advertising and are free to subscribers. The published articles are generally not peer-reviewed and should be read with that in mind. They are not indexed by information retrieval services such as PubMed (Medline), PsychInfo, or ERIC.

Hearing Health Care and Technology Matters (HHTM) blog  
The Hearing Journal: <http://hearingjournal.com>

The Hearing Review: <http://www.hearingreview.com/>

Audiology Online Web Site: <http://www.audiologyonline.com/>

## Professional Organizations

Web site URLs for the two primary professional organizations for audiology are noted below. Increasingly, such organizations emphasize practice management issues. Full use of these sites requires membership, or membership in NSHLA or NAFDA.

American Academy of Audiology: <http://www.audiology.org/index.php>

American Speech Language Hearing Association: <http://www.asha.org/>

Academy of Doctors of Audiology: <http://www.audiologist.org/> - This organization is particularly popular with Private Practice Audiologists:

## Government Resources

FirstGov (search engine): <http://www.firstgov.gov>

U.S. Small Business Administration: <http://www.sba.gov/>

WI Business Forms: [http://www.wisconsin.gov/state/core/business\\_forms.html](http://www.wisconsin.gov/state/core/business_forms.html)

WI Dept. of Safety and Professional Services: <http://dsps.wi.gov/Home>

WI Build Your Business: <http://www.wisconsin.gov/state/byb/>

WI Dept of Financial Institutions (set up a LLC):

<https://www.wdfi.org/corporations/quickstart/llc/intropage.asp>

WI search business records: <http://www.wdfi.org/apps/cris/>

Internal Revenue Service Business Center:

<http://www.irs.gov/businesses/index.html>

Center for Medicaid and Medicare Services (CMS): <http://www.cms.hhs.gov/>

HIPAA: [http://www.cms.hhs.gov/HIPAAGenInfo/01\\_Overview.asp](http://www.cms.hhs.gov/HIPAAGenInfo/01_Overview.asp)

ADA: <http://www.usdoj.gov/crt/ada/adahom1.htm>

## **GENERAL COURSE POLICIES**

You are accountable for assigned readings and written and oral material presented during class sessions. Late assignments will not be accepted without adequate prior arrangements.

If you observe religious holidays that conflict with course activities and wish to reschedule assignments for that reason, please notify the instructor no later than three weeks after the beginning of the semester.

Accommodations for students with documented disabilities can be arranged with the assistance of the McBurney Center (608-263-2741) on the Madison campus, or with the assistance of Disability Services (715-346-3365) on the Stevens Point Campus. If you require such services, you must contact the instructor within the first three weeks of the semester to discuss your needs.

Except for specifically assigned group work, it is expected that all work submitted for grading or evaluation will be solely the work of the individual who submits it.

Questions or concerns about course activities, policies, assignments (or anything else) should be referred to the instructor.

## **GRADING**

The grade you earn in this course will be calculated out of 100 total possible points and will be based on: 1) Big Picture in-class/group project (30 points possible); 2) Practice Foundations in-class/group project (30 points possible); and 3) completion of a case study (40 points possible).

**In-class/group projects (60 points possible):** Our two in-class/group projects will provide an opportunity for students to synthesize, apply, and discuss the content we have reviewed over the course of our Big Picture and Practice Foundations learning phases. The final class of each of these two learning phases will be devoted to the group project. At the beginning of the group project classes, the instructor will assign group members, review project details, and provide grading criteria. Students may use any resources they wish throughout the project (notes, class slides, Google, etc.)-consider this a variant of an open-book exam. Together, the two in-class/group projects will account for 60% of the total course grade.

The **case study (40 points possible)** will challenge you to integrate what you have learned throughout the course by incorporating each of the three learning phases into the project. More detailed information will be provided within the first few weeks of the start of our class.

## EVALUATION STANDARDS

The following standards will be used for assignments and course grades. All grades will be awarded based upon the percentage score earned. Grades will be assigned based upon the home campus of the student using the table below:

<b>UW-Madison</b>	<b>UW-Stevens Point</b>
A: 100-92	A: 100-92
AB: 88-91.9	A-: 90-91.9
B: 82-87.9	B+: 88-89.9
BC: 78-81.9	B: 82-87.9
C: 72-77.9	B-: 80-81.9
CD: 68-71.9	C+: 78-79.9
<b>UW-Madison</b>	<b>UW-Stevens Point</b>
D: 60-67.9	C: 72-77.9
F: <60	C-: 70-71.9
	D+: 68-69.9
	D: 60-67.9
	F: <60

## Course Overview (Subject to Change)

<b>Class #</b>	<b>Week</b>	<b>Learning Phase</b>	<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
1	January 24	Big Picture	Contemporary Issues in Audiology: A Study in Contrasts	1. Franck, et al NEJM, 2020 2. Wilink, et al Health Affairs, 2020 3. Bernstein Report, 2018 4. Irace, et al 2020	
2	January 31	Big Picture	Who is a Customer? What is Value?	1. Edwards, 2020 2 Service Profit Chain article	

3	Feb 7	Big Picture	The Business Engine: Strategy, Revenue, Profit and Costs	Chapter 1 of Audiology Practice Management, 3 <sup>rd</sup> edition	
4	Feb 14	Foundational Aspects	Business Analytics, Administration & Ethics	Chapter 2 of Audiology Practice Management, 3 <sup>rd</sup> edition	Project #1  Strategic Plan  Involving a Contemporary Issue
5	Feb 21	Foundational Aspects	Accounting and Human Resources	Chapters 3 and 4 of Audiology Practice Management, 3 <sup>rd</sup> Edition	
6	Feb 28	Foundational Aspects	Quality Improvement & Infection Control	Chapters 5 and 8 of Audiology Practice Management, 3 <sup>rd</sup> Edition	
7	Mar 7	Foundational Aspects	Credentialing, Coding, Payment and Pricing	Chapters 9 and 10 of Audiology Practice Management, 3 <sup>rd</sup> edition	

8	Mar 14	Foundational Aspects	Report Writing And Documentation	Chapters 7 and 13 of Audiology Practice Management, 3 <sup>rd</sup> Edition	Project #2  Marketing or Business Plan
9	Mar 21	Case Studies – Private Practice		TBD	
10	Apr 4	Case Studies – Medical Center		TBD	
11	Apr 11	Case Studies - Franchise/Retail		TBD	
12	Apr 18	Case Studies – Buying Group/Manufacturer		TBD	
13	Apr 25	Case Studies – Remote/Co		TBD	Project #3  Completed Case Study