

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

CSD 865: Practice Management
2 credits - Spring 2023

Instructor: Brian Taylor, AuD
Class Time:
Location: Remote eLearning
Office: 466 Goodnight Hall and H4/710E University Hospital
Office Hours: By appointment.
Phone/Text: 952-393-3163
Email: brian.taylor.aud@gmail.com

Required Text: Taylor, B., Audiology Practice Management, Thieme; 3rd edition, (2019)

And other references/readings are posted on Canvas

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

Knowledge assessed through written examinations and project assessments.				
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

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

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) creation of a strategic plan (45 points), 2.) creation of a business plan or case study (45 points) and 3.) class participation in weekly discussions (10 points)

Creation of strategic plan (45 points possible): The aim of this assignment is to integrate the concepts and principles covered in the first 4 to 6 weeks of the course and apply this information into a real world management scenario. More details on this assignment will be provided in the first weeks of the course.

The **case study or business plan (45 points possible)** will challenge you to integrate what you have learned throughout the course. More detailed information on this assignment will be provided after spring break.

Class participation (10 points possible) is a valuable way to exchange ideas about topics covered during the course and ensure that students are applying concepts and principles from this course into their daily work as student-clinicians.

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:

UW-Madison	UW-Stevens Point
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
UW-Madison	UW-Stevens Point

D: 60-67.9	C: 72-77.9
F: <60	C-: 70-71.9
	D+: 68-69.9
	D: 60-67.9
	F: <60

**The next page a week-by-week
summary of the 2023 course**

Class #	Week	Learning Phase	Topic	Readings	Assignments
1	Jan 23	Audiology as a Business: The Big Picture	Hot Topics in the Business of Audiology	No readings this week	
2	Jan 30	Audiology as a Business: The Big Picture	Who is a customer? What do they value? What is a business model?	Boisvert et al article Edwards article Bray video	
3	Feb 6	Audiology as a Business: The Big Picture	The Business Engine: Revenue, Profits, Costs	Chapter 1 of required textbook	
4	Feb 13	Foundational Aspects of Practice Management	Business Analytics and Intelligence (Marketing)	Chapter 2 of text	
5	Feb 20	Foundational Aspects of Practice Management	Profit and Loss (P/L): Common Terms & KPIs	Chapter 4 of text	
6	Feb 27	Foundational Aspects of Practice Management	Managing the P/L and KPIs	Watch Valente video	
7	Mar 6	Foundational Aspects of Practice Management	Quality Improvement & Infection Control	Chapters 5 and 8 of text (Spring break no lecture)	Project #1 Creating a Strategic Plan
8	Mar 13	Foundational Aspects of Practice Management	Report Writing and Documentation	Chapter 7 and 13 of text (spring break no lecture)	
9	Mar 20	Foundational Aspects of Practice Management	Credentialing, Coding, Third Party Billing	Chapter 9 of text	
10	Mar 27	Foundational Aspects of Practice Management	Ethics	Palmer article	
11	Apr 3	Case Studies	Medical Practices	Readings to be determined (tbd)	
12	Apr 10	Case Studies	Private Practices	Readings tbd	
13	Apr 17	Nuts and Bolts of a Business Plan	Sharing experiences	Readings tbd	
14	Apr 24	Nuts and Bolts of Being an Audiology Director/Manager	Sharing experiences	Readings tbd	
15	May 1	Review/Present Your Own Case Study			Project #2 Completed Case Study or Business Plan

Student Requirements:

You must complete all of the following in order to pass this course:

Attendance

You are required to attend class and arrive on time and prepared to begin. Any unexcused absences may result in a failing grade for the course. Excused absences will be granted for reasons such as illness/injury, family emergency or major event, travel to a professional conference, etc.

Participation

In small, graduate courses such as this one, learning takes place in an interactive format. Class participation will be graded on a 10 point scale. Assessment of each student's participation is at the discretion and opinion of the instructor.

Academic Policies

Privacy of Student Records & the Use of Audio Recorded Lectures Statement

View [more information about FERPA](#).

Lecture materials and recordings for this course are protected intellectual property at UW-Madison. Students in this course may use the materials and recordings for their personal use related to participation in this class. Students may also take notes solely for their personal use. If a lecture is not already recorded, you are not authorized to record my lectures without my permission unless you are considered by the university to be a qualified student with a disability requiring accommodation. [Regent Policy Document 4-1] Students may not copy or have lecture materials and recordings outside of class, including posting on internet sites or selling to commercial entities. Students are also prohibited from providing or selling their personal notes to anyone else or being paid for taking notes by any person or commercial firm without the instructor's express written permission. Unauthorized use of these copyrighted lecture materials and recordings constitutes copyright infringement and may be addressed under the university's policies, UWS Chapters 14 and 17, governing student academic and non-academic misconduct.

Course Evaluations

Students will be provided with an opportunity to evaluate this course and your learning experience. Student participation is an integral component of this course, and your confidential feedback is important to me. I strongly encourage you to participate in the course evaluation.

Digital Course Evaluation (AEFIS)

UW-Madison uses a digital course evaluation survey tool called [AEFIS](#). For this course, you will receive an official email two weeks prior to the end of the semester, notifying you that your course evaluation is available. In the email you will receive a link to log into the course evaluation with your NetID. Evaluations are anonymous. Your participation is an integral component of this course, and your feedback is important to me. I strongly encourage you to participate in the course evaluation.

Students' Rules, [Rights & Responsibilities](#)

Diversity & Inclusion Statement

[Diversity](#) is a source of strength, creativity, and innovation for UW-Madison. We value the contributions of each person and respect the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. We commit ourselves to the pursuit of excellence in teaching, research, outreach, and diversity as inextricably linked goals. The University of Wisconsin-Madison fulfills its public mission by

creating a welcoming and inclusive community for people from every background – people who as students, faculty, and staff serve Wisconsin and the world.

Academic Integrity Statement

By virtue of enrollment, each student agrees to uphold the high academic standards of the University of Wisconsin-Madison; academic misconduct is behavior that negatively impacts the integrity of the institution. Cheating, fabrication, plagiarism, unauthorized collaboration, and helping others commit these previously listed acts are examples of misconduct which may result in disciplinary action. Examples of disciplinary action include, but is not limited to, failure on the assignment/course, written reprimand, disciplinary probation, suspension, or expulsion.

Accommodations for Students with Disabilities Statement

The University of Wisconsin-Madison supports the right of all enrolled students to a full and equal educational opportunity. The Americans with Disabilities Act (ADA), Wisconsin State Statute (36.12), and UW-Madison policy (Faculty Document 1071) require that students with disabilities be reasonably accommodated in instruction and campus life. Reasonable accommodations for students with disabilities is a shared faculty and student responsibility. Students are expected to inform faculty [me] of their need for instructional accommodations by the end of the third week of the semester, or as soon as possible after a disability has been incurred or recognized. Faculty [I], will work either directly with the student [you] or in coordination with the McBurney Center to identify and provide reasonable instructional accommodations. Disability information, including instructional accommodations as part of a student's educational record, is confidential and protected under FERPA. (See: [McBurney Disability Resource Center](#))

[Academic Calendar & Religious Observances](#)