



NEVADA PHYSICAL  
THERAPY BOARD

**STRATEGIC PLAN**

2022 - 2025

November 4, 2022

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Healthy Infrastructure . Stewardship . Governance.

# About Us

## EXECUTIVE SUMMARY

The Nevada Physical Therapy Board is a five-member board appointed by the Governor. Three board members must be licensed physical therapists. One member must be a licensed physical therapist assistant. One member must be a public member who does not have an association with physical therapy.

### Created by what authority:

- NRS 640.050. The first Board was appointed by Governor Charles Russell in November 1955, to be effective January 1, 1956.

### Authority to adopt regulations (NRS) and citations (NAC):

- NRS 640.050

### Duties of the Board:

- Enforce the provisions of NRS 640 and regulations adopted by the Board;
- Prepare and maintain a record of its proceedings , including any administrative proceedings;
- Investigate complaints received by the Board against any person registered pursuant to NRS 640; or unauthorized practice of physical therapy;
- Prosecute disciplinary matters as needed.



- JENNIFER NASH - PT, DPT, NCS  
Board Chair  
Term: 11/01/2021 to 10/31/2024  
11/01/2018 to 10/31/2021
- KATHERINE JOINES - PT, DPT  
Vice-Chair  
Term: 11/01/2020 to 10/31/2023
- LAURA CERAME - PTA  
Secretary/Treasurer  
Term: 11/01/2020 to 10/31/2023  
03/17/2020 to 10/31/2020
- JESSIE FISHER - PT, MPT, MBA  
Board Member  
Term: 11/01/2021 to 10/31/2024
- AARON STEVENS  
Board Member  
Term: 11/01/2021 to 10/31/2024



# Board Members

FIVE-MEMBER BOARD  
(pursuant to NRS 640.030)



# Personnel

## BOARD OFFICE

### BOARD STAFF:

- Charles D. Harvey - MPA, Executive Director
- Muriel Morin-Mendes - Licensing Coordinator
- April Ramirez - Board Operations Support Specialist
- Deborah Dieter - PT, Board Investigator, part-time
- Chad Bible - PT, Inspector, part-time/intermittent
- Wendy Johnson - PT Inspector, part-time/intermittent

### BOARD LEGAL COUNSEL:

- State of Nevada Attorney General's Office

### BOARD LOBBYIST:

- Neena Laxalt - Lobbyist

### BOARD OFFICE LOCATION:

- 3291 N. Buffalo Dr., Suite 100, Las Vegas, NV 89129

### DAYS / HOURS OF OPERATION:

- Monday - Friday, 8:30 am - 4:00 pm

# Strategic Planning Process Overview

WHAT DO WE WANT TO  
ACHIEVE?



# 5- STEP STRATEGIC PLANNING PROCESS

DEVELOP STRATEGIC VISION	CONDUCT GAP ANALYSIS	GOAL DEVELOPMENT	MONITOR PROGRESS	REVIEW AND UPDATE
<ul style="list-style-type: none"> <li>Articulate mission, vision and values</li> </ul>	<ul style="list-style-type: none"> <li>Determine issues using a SWOT analysis</li> </ul>	<ul style="list-style-type: none"> <li>Define initiatives and priorities</li> </ul>	<ul style="list-style-type: none"> <li>Manage initiatives/ projects, goals, resources, timelines, milestones</li> </ul>	<ul style="list-style-type: none"> <li>Review and update goals and progress annually</li> </ul>
<ul style="list-style-type: none"> <li>Identify strategic objectives for short and long term</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate technology</li> </ul>	<ul style="list-style-type: none"> <li>Define SMART goals</li> </ul>	<ul style="list-style-type: none"> <li>Understand impacts of decisions</li> </ul>	<ul style="list-style-type: none"> <li>Repeat the process every 3 - 5 years or as needed</li> </ul>
	<ul style="list-style-type: none"> <li>Obtain customer feedback, wants, needs and demands</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategies to reach each goal</li> </ul>	<ul style="list-style-type: none"> <li>Communicate priorities, progress and change</li> </ul>	
	<ul style="list-style-type: none"> <li>Assess workforce deficits</li> </ul>	<ul style="list-style-type: none"> <li>Determine key performance indicators for each goals</li> </ul>		

# VISION

The Nevada Physical Therapy Board will be the leader in public protection through the promotion of safety, competence, and access to care.



# MISSION

The Nevada Physical Therapy Board protects and promotes the health and safety of Nevadans by pursuing the highest quality of physical therapy practice through education, communication, legislation, licensing, regulation, and enforcement.



# About Us

## WHY DO WE EXIST?



# STATUTORY OBJECTIVE

License and regulate the practice of physical therapy to protect the safety and well-being of the public.

To accomplish its mission, the Nevada Physical Therapy Board does the following:

- Promote legal and ethical standards of professional conduct;
- Ensure that applicants meet the necessary education, examination, and experience qualifications to obtain licensure;
- Promote access to care through expeditious licensing of physical therapists and physical therapist assistants;
- Ensure licensee compliance with continuing competency requirements to maintain licensure;
- Investigate complaints on physical therapists, physical therapist assistants, and unlicensed physical therapy practices;
- Proceed with disciplinary action and issues citations when appropriate;
- Conduct outreach activities to provide the public, licensees, and potential licensees the most comprehensive and current information.



The Nevada Physical Therapy Board targeted four priorities in 2020 to enhance effectiveness and efficiency and improve the quality of services provided. These priorities included:

# Previous Strategic Plan & Goals

## PRIORITIES IDENTIFIED IN 2020

1. Ensure applicants meet minimum qualifications for licensure.
2. Continuously improve the licensing/renewal process.
3. Protect the health and safety of consumers through effective enforcement of the laws and regulations governing the practice of physical therapy.
4. Ensure the statutes, regulations, policies, and procedures strengthen and support the Board's mission.

S

Strengths

W

Weaknesses

# WOT Analysis

NEVADA PHYSICAL THERAPY BOARD

O

Opportunities

T

Threats



# SWOT ANALYSIS: STRENGTHS

## What are we good at?

- Dedicated Board Members & Low Staff Turnover
- Effective Leadership, Employees & Support Team
- Relationships: FSBPT | APTA NV | Other Jurisdictions
- Diverse Board Membership & Staff
- Collaborative Efforts w/other State Boards and Agencies

(Cont'd)

- Customer Service / Responsiveness to the Public
- Lobbyist Involvement
- National Involvement
- Public Image
- Fiscal Management



# SWOT ANALYSIS: WEAKNESSES

## What are we not good at?

- Technology: Hardware / Licensing Database / Software / Records Management
- Paper Intensive Licensing Process
- Policies/Rules/Regulations

(Cont'd)

- Representation in Rural Areas
- Lack of Attorney Support
- Hearing/Disciplinary Process

# SWOT ANALYSIS: OPPORTUNITIES

## Where do we see possibilities?

- Licensure Compact (Portability)
- Technological Improvements to Licensing System
- Inspection / Enforcement Activities
- Policies/Rules/Regulations
- Board Onboard Training/DAG Training (Videos)
- Diversity, Equity and Inclusion ( DEI)

(Cont'd)

- Exam, Licensure & Disciplinary Database (ELDD) Rating
- Increased Outreach Efforts / Social Media
- More Attorney Engagement
- Hearing/Disciplinary Process
- Model Board Action Guidelines

# SWOT ANALYSIS: THREATS

What do we see as potentially harmful?

• Natural & Emergency Events (COVID-19 Pandemic)
• Changes in State or Federal Law
• Things that make Headlines/Hot Topics
• Time / Costs to Prosecute
• Litigation

(Cont'd)

• Board / Staff Turnover - Potential for Loss of Knowledge & Experience
• Anti-Regulatory Environment
• Unforeseen Expenses
• Decline in Licenses (Revenue)
• Data Security

# Agency Goals

WHAT DO WE WANT  
ACCOMPLISH?

# GOAL SETTING

**S**PECIFIC  
**M**EASURABLE  
**A**TTAINABLE  
**R**ELEVANT  
**T**IME-BOUND



# AGENCY GOALS

1

Improve Access to Care

2

Update Current Regulations

3

Update Technology Processes

4

Improve Board Member Training

# GOAL 1: IMPROVE ACCESS TO CARE

## OBJECTIVE:

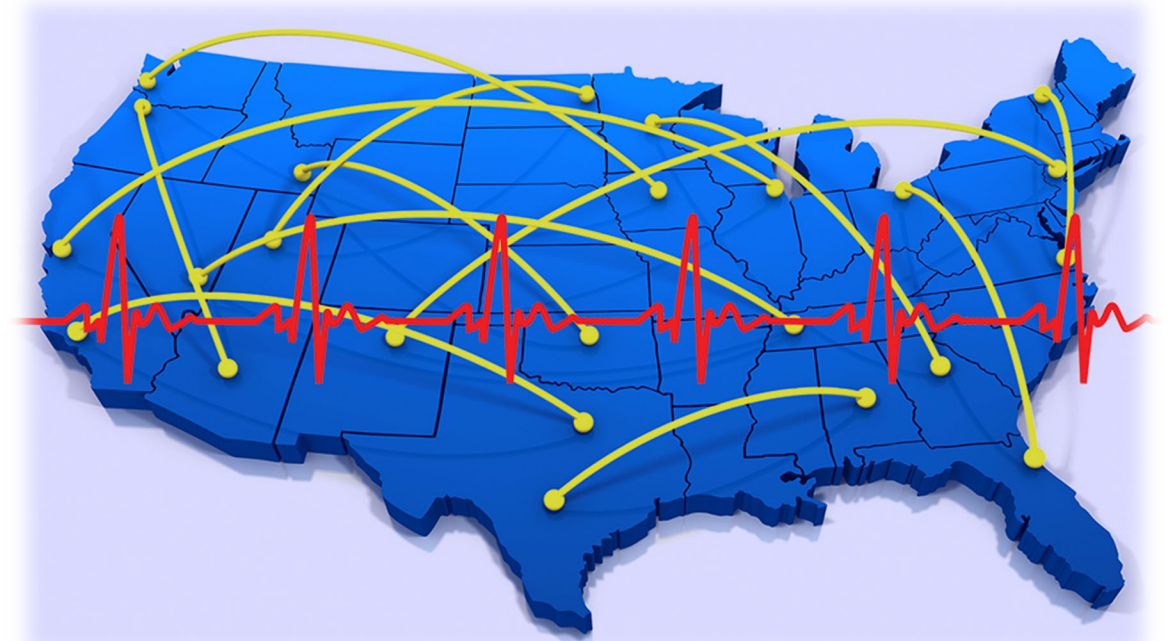
- Become a PT Compact State
- Increase DEI Initiatives

## STRATEGIES:

1. Get compact conversation in front of state legislators for approval.
2. Determine PT Compact Fee.
3. Implement DEI Assistance Program.

## MEASURES:

1. Open process by which applicants can easily submit compact applications.
2. Number of compact privileges approved.
3. Number of DEI scholarships granted.



# GOAL 2: UPDATE CURRENT REGULATIONS

## OBJECTIVE:

- Ensure that statutes, regulations, policies, and procedures strengthen and support the Board's mission.

## STRATEGY:

1. Consistent communication with the Legislative Counsel Bureau (LCB).

## MEASURE:

1. Codify proposed changes to Chapter 640 of the Nevada Administrative Code (LCB R124-21).
2. Hold Public Hearing.
3. Adopt Regulations.
4. Community Outreach.



# GOAL 3: UPDATE TECHNOLOGY PROCESSES

## OBJECTIVE:

- Streamline Application Process
- Improve compliance monitoring of continuing competence

## STRATEGIES:

1. Implement new licensing software with Thentia.
2. Create user friendly continuing competence unit (CCU) search function.

## MEASURES:

1. Launch new online application process
2. Include Nevada Jurisprudence Assessment Module (JAM) in online application process
3. Improve Electronic Licensing Disciplinary Database (ELDD) Consumer Protection Rating





# GOAL 4: INCREASE BOARD MEMBER TRAINING

## OBJECTIVE:

- Improve Board Member Competency

## STRATEGIES:

1. Model Board Action Guidelines
2. Attorney General Training (6 videos)
3. Legislative Training
4. FSBPT New Board Member Training
5. Discuss Board Assessment Resource (BAR) at future meetings.
6. Make presentations available online.

## MEASURES:

1. Review and implement Model Board Action Guidelines
2. Number of Members completing Attorney General training videos (6 videos)
3. Number of Members completing Legislative Training
4. Number of Members attending FSBPT New Board Member Training





# Monitor Progress

HOW DO WE MEASURE SUCCESS?

# PERFORMANCE MEASURES

## ACCESS TO CARE

- Join PT Compact
- # of PT Compact privileges approved
- # of DEI scholarships awarded

## REGULATIONS

- Codify changes to Chapter 640 of Nevada Administrative Code
- Conduct public hearing
- Consider public comment
- Adopt regulations
- Outreach & education

## TECHNOLOGY

- Launch new online application & renewal process
- Include Jurisprudence Assessment Module (JAM) in online application process
- Improve ELDD Consumer Protection Rating

## TRAINING

- Review, approve & implement Model Board Action Guidelines
- # of Board Members completing Attorney General training videos
- # of Members completing legislative training
- # of Members attending FSBPT New Board Member Training

# Board Financials

BOARD FISCAL YEAR

July 1 - June 30





# FISCAL STEWARDSHIP

Care, conservancy, planning, attention, upkeep and management of financial resources.

## Board Funding

- The Board is funded solely through fees collected for licensure and regulation of physical therapists and physical therapist assistants. No funding is received from the State's general fund. All fees charged by the Board are listed on the Board website, [http://ptboard.nv.gov/Licensure/Fee\\_Schedule/](http://ptboard.nv.gov/Licensure/Fee_Schedule/).

## Deposit of Fees & Expenses

- All fees collected by the Board must be deposited in banks, credit unions, or savings and loans in the State of Nevada.
- All expenses are paid from the revenues collected. Administrative fines are deposited in the State General Fund.

## Systems, Controls, and Legal Compliance

- The Board has established and maintains adequate controls over its programs and administrative functions, and continues to evaluate and, where necessary, modify existing controls and establish new processes and procedures, to provide a reasonable assurance that we are accountable for our resources.

## Independent Financial Review

- The Board receives an annual financial audit by an independent certified public accountant in accordance with NRS 218G.400.
- The audit report is filed with the State Legislative Auditor and the Chief of the Budget Division by Dec 1<sup>st</sup> each year.



# Public Protection

## LICENSURE, OVERSIGHT & REPORTING



# COMPLAINTS, INVESTIGATIONS & DISCIPLINE

The Nevada Physical Therapy Board investigates complaints and conducts inspections to determine compliance. The complaint process is a critical tool in addressing issues concerning inadequate or incompetent treatment, misconduct or other violations of the laws and rules governing physical therapy. The Board investigates each complaint and takes appropriate action when a violation of the practice act has occurred. The Board takes disciplinary action in order to protect the public by insuring that only properly qualified and ethical individuals practice physical therapy.

## REPORTING & ENFORCEMENT

- Board disciplinary actions are considered public information. Therefore, disciplinary actions may be reported on state databases, newsletters and websites.
- The Board also reports disciplinary actions to the FSBPT Exam, Licensure, and Disciplinary Database (ELDD) and the National Practitioner Data Bank (NPDB).
- Participation in the ELDD and NPDB helps ensure the Board is aware of what their licensees are doing outside of their state. The FSBPT notifies all jurisdictions of disciplinary records associated with a licensee (existing license or open score transfer).



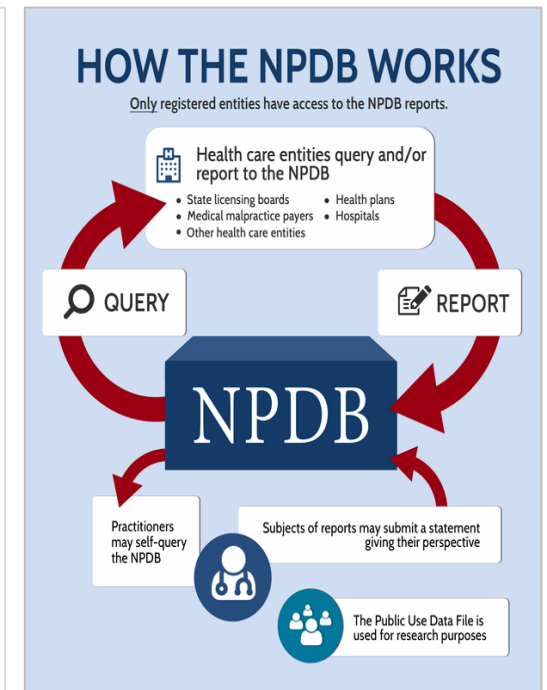
**CPR- Time to Resuscitate the ELDD!!**

**"CPR: Consumer Protection Rating"**

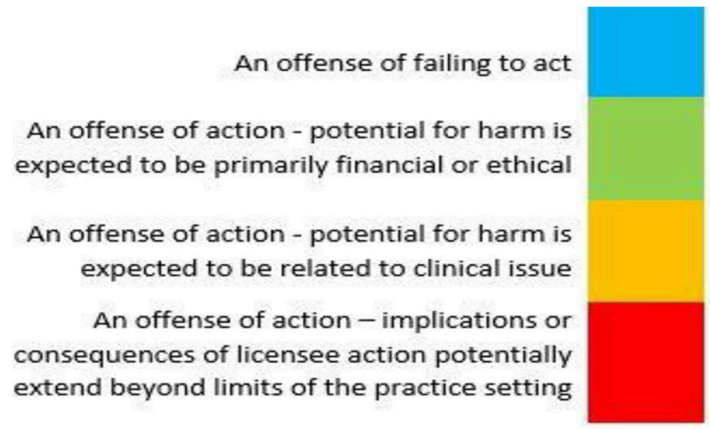
- Action oriented
- Speaks to mandate for public protection
- Refers back to language present in regulations in all jurisdictions

What does this look like?

- Stoplight: Color-based visual; easily understood



# MODEL BOARD ACTION GUIDELINES



	Type I		Type II		Type III	
	ed	Multiple	Isolated	Multiple	Isolated	Multiple
A		B	1 & A	2 & A	2 & A	2 & B
1 & A		2 & A	2 & B	3 & B	3 & B	3 & C
1 & B		2 & B	2 & C	3 & C	3 & C	4 & C
2 & C		2 & C	3 & B	3 & C	3 & C	4 & C

**Isolated-** means one incident occurring one time  
**Multiple-** means more than one incident of the same violation (either same patient or different patients)

Ensuring uniform, objective, reproducible processes in the application of remediation or disciplinary action.

# NEVADA PHYSICAL THERAPY BOARD

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