

October 2019

Impact

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Private Practice
Section of the
American Physical
Therapy Association

EMR Comparison Issue
SEE PAGES 96-103



MONEY BALL

IN MEMORIAM

On June 8, 2019, our profession unexpectedly lost an up-and-coming star: Jimmy Olayos, PT, DPT. Jimmy was a vibrant leader, had an incredible ability to relate to people, a disarming personality and had the rare combination of natural leadership ability, sensitivity, and thoughtfulness.

At 31 years old, Jimmy was already making a tremendous impact on his community. He teamed up with Brooklyn Borough President Eric Adams to fight the opioid crisis; he volunteered nights and weekends to teach youth athletes injury prevention techniques, and was a featured lecturer in the SPEAR Future Leaders Program, helping to coach and refine many of the physical therapy leaders of tomorrow, and was a SPEAR regional director.

Jimmy always had a smile on his face and was always there to lend a helping hand. He was a loving husband, son,

brother, and friend who will be deeply missed by all the lives he has touched.

The following article is one of Jimmy's recent contributions to the physical therapy profession. He finalized this article the week of his passing. It perfectly encapsulates his sincerity and concern for everyone he met. This inspiring article is one piece of Jimmy's important legacy, and we are proud to share it with you and the entire physical therapy community about which he cared so deeply.

— Dan Rootenberg, CEO of SPEAR Physical Therapy



Jimmy Olayos, PT, DPT

What Moves Us?

By Jimmy Olayos, PT, DPT

HOW WELL DO WE MOTIVATE OUR TEAMS AND patients to achieve more? Do we know the intrinsic and extrinsic drivers of high performance in our teams and patients? Do we know the intrinsic and extrinsic drivers of our own performance?

These are difficult questions to answer as health care professionals. Motivation comes in many forms and can be delivered in many ways. Focusing our attention on the two vital components of what motivates us is key when driving results from ourselves and the colleagues and patients we work with every day. We should also focus on having an understanding of the difference between motivating and inspiring. Internal and external motivation are fostered by the individual and our surroundings, respectively. Both have a significant impact on who we become in our careers and personal lives.

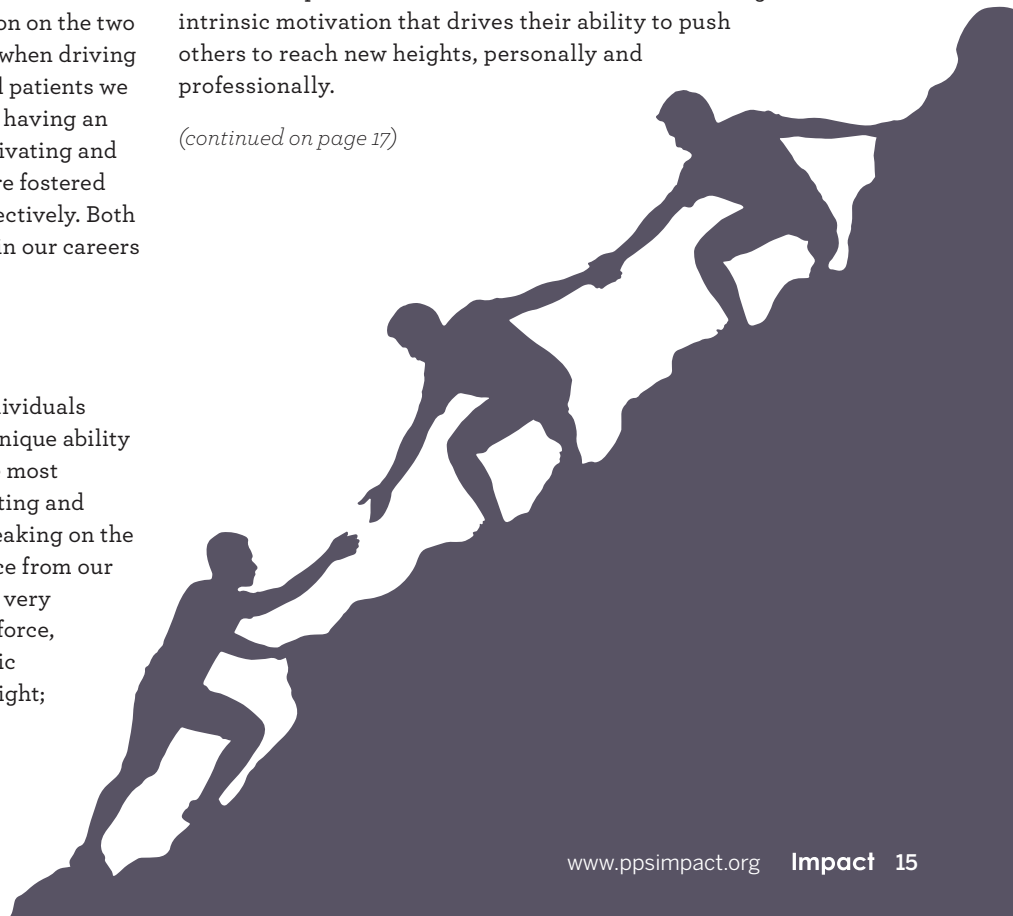
MOTIVATION VS. INSPIRATION: WHAT'S THE DIFFERENCE?

The ability to inspire others is a rare trait. Individuals throughout history who have possessed the unique ability to inspire others to achieve have proven to be most effective when implementing change. Motivating and inspiring can seem interchangeable when speaking on the most important factors in driving performance from our patients and colleagues; however, the two are very different. Motivation is said to be a “pulling” force, coming from our “motive” to achieve a specific goal. An example is our motivation to lose weight; the motive is pounds lost, which in turn pulls us to the gym to exercise and pulls us to the produce aisle for healthier food options.

INSPIRATION IS EXTERNAL

Inspiration comes from a good book, a song, a speaker, and other outside influences that “push” us to succeed. Interestingly, the combination of motivation (intrinsic and extrinsic) and inspiration make for a powerful duo. One cannot inspire without being motivated. Individuals who can inspire others have taken time to establish high intrinsic motivation that drives their ability to push others to reach new heights, personally and professionally.

(continued on page 17)



WHAT IS INTRINSIC MOTIVATION?

Intrinsic motivation is our willingness to strive for a goal for our own satisfaction or development. In physical therapy, our intrinsic motivator may be the well-being of our patients, rooted in our need to help others. Intrinsic motivation may also manifest in our willingness to be there for our teams, channeling the need to help others to the leadership and management arena. Individuals with high intrinsic motivation are also said to possess a high internal “locus of control,” a concept that caters to our belief that our successes and failures as clinicians and managers originate with our own actions and decisions.

WHAT IS EXTRINSIC MOTIVATION?

Extrinsic motivation is tied to monetary rewards, outside feedback, and the need to please others. Extrinsic motivation is fostered at a young age by our parents. In early development, children who are constantly rewarded for good behavior develop a need for external rewards and praise to keep them motivated. The need to be motivated by external influencers is not an indicator of low performance; it simply indicates a need for balance between intrinsic and extrinsic motivation to continue to develop.

HOW CAN WE BALANCE THE TWO?

Every afternoon, neighborhood children played baseball in a lot in between two housing complexes. An elderly man, living next to the lot, became annoyed by all the yelling and commotion coming from the baseball game. The man developed a plan to stop the children from using the lot to play baseball. One day, the man told the children that he would pay them \$5 each for every day they came to play baseball in the lot. Although skeptical, the children accepted the offer and played every day, collecting \$5 each. After a few days, the man told the children that he could no longer afford to pay them \$5 but could afford \$1 per child per game. The children reluctantly agreed to the offer and continued to play on. A few more days passed, and the man told the children he could no longer pay them at all to play baseball in the lot. The children responded by refusing to play if they were not going to be paid. The children never returned to play baseball in that lot.

This story is a great example of how individuals can quickly transition from being driven by internal motivators to focusing on external influences. The children went from playing “for the love

of the game” to playing for external rewards. It is found that if we focus too much on the external motivators that drive performance, performance will suffer; and it is much more difficult to transition from performance based on external influence to performance based on internal influence. Rather, our focus should remain on developing intrinsic motivation in our teams and patients. When an individual truly wants to achieve a goal for themselves, the road to achievement is much smoother. Supplementing an individual’s intrinsic motivation with occasional extrinsic reward is beneficial. Extrinsic rewards can come in the form of social outings, themed dress-down days, staff lunches, etc. Extrinsic motivation can also come in the form of performance-based bonuses, increased paid time off, promotions, salary increases. None of these extrinsic motivators can take the place of a team member’s innate ability to pursue goals that align with their own values.

HOW TO IMPROVE INTRINSIC MOTIVATION

Focus on developing internal rewards. Achieving a goal is not an easy task; achieving a goal and reminding ourselves of our progress along the way is even more difficult. Weight loss is a great example of a long-term goal that is difficult to achieve without constant reinforcement that we are on the right track. We can’t be afraid to look back to see how far we’ve come in our pursuits. Keep a journal, take photos, leave subtle reminders that we can achieve what we’ve set out to accomplish.

(continued on page 19)



WHAT MOVES US, continued from page 17

Give truthful, specific, and positive feedback to yourself when seeking more intrinsic motivation. "I'm doing well" may not be enough. "I'm doing well, because I lost 30 pounds, 8 more pounds than my goal for 2018!" Specificity in how we give ourselves feedback attaches positive thinking to our trajectory when working toward a goal. Humans are motivated by reward, and rewarding ourselves is something that is missed often. Too much time is spent finding the external reward when, in fact, the external reward comes if we are motivated from the inside-out.

We cannot motivate without high intrinsic motivation, and we cannot have high intrinsic motivation without having our own goals established.

HOW DO WE UTILIZE THESE CONCEPTS WITH OUR TEAMS?

Physical and occupational therapists are in a unique position when we speak about motivating ourselves and others. It is one of the few career paths where motivation tactics can combine patient care, leadership, and management all at once. Therapists must leverage both intrinsic and extrinsic motivation when interacting with patients. Patients tend to be intrinsically motivated by their own goals of pain relief, return-to-work, or return-to-sport. Extrinsically, patients can be motivated by positive feedback from their therapist, an acknowledgment from their child or spouse regarding their functional improvement, or simply a reward for "graduating" from therapy treatment. Therapists possess a high internal "locus of control," rarely looking outside themselves when things do not go right with patient care.

The same holds true for therapists transitioning into leadership and management roles. Intrinsic motivation to help others can translate into effective leadership. The best motivators are those who truly believe that they can have a significant impact on those they interact with. The belief that a positive impact can be made begins with the leader's belief in themselves and their purpose in the role.

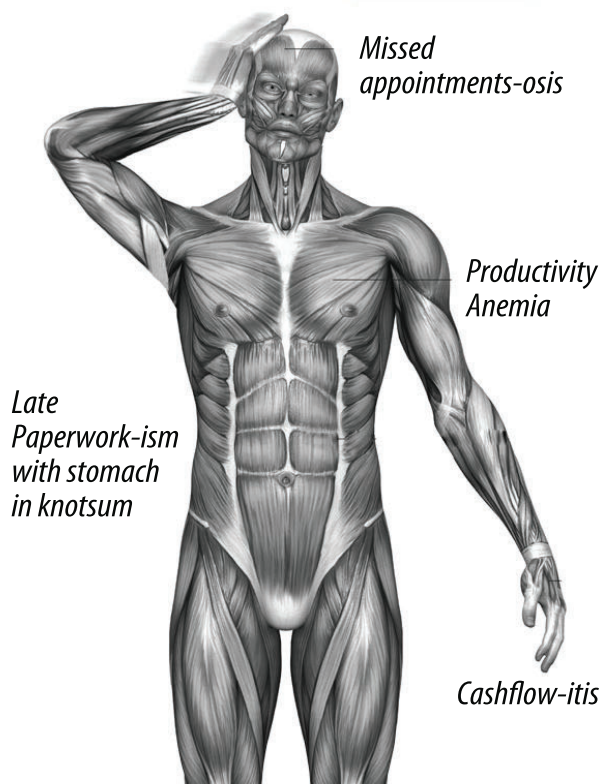
We cannot motivate without high intrinsic motivation, and we cannot have high intrinsic motivation without having our own goals established. **1**

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