

Knowing the truth is fairly useless;

Feeling it is profound;

Living it makes all the difference.

- David Deida, *Blue Truth* (2005)



The Future of Physical Therapy



Who is this guy?

- '81 Army Baylor grad MPT
- Ortho/Sports Med PPS
- Sr. Yoga Therapist
- Advisor to IAYT
- SYTAR Moderator
- Author/Teacher
- Dr. of TLC
- 3 yrs in the Valley
- 2 Clinics

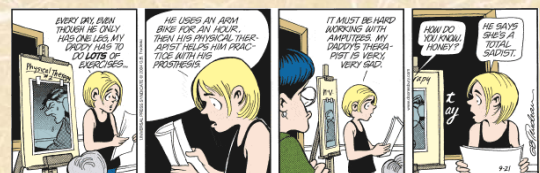


The Clinics



Some resources...don't tell!

- All the references
- All the pictures
- This PowerPoint...you get the picture...
- So go easy on the note taking and just jump into the process...makes for a better story. Your bones will remember.



*“Not everything that matters can be counted
and not everything that can be counted
matters.”*

— Albert Einstein

A question of hubris...

- Modern science is unable to observe or account for over 95% of the expected observable universe. (See dark matter, dark energy, etc.)
- Less than 2% of the human nervous system has unmitigated, direct contact with the environment (the myth of objectivity).
- The Search for the Holy Grail...or “How EBM got Skewed”

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The Mantra of the Future:

- “**I don’t know** ...but let’s work together to see what serves you best today.”

Clinical Dilemmas... Demands of the Clinic

- Query Patient Load
- Documentation
- Reimbursement/Outcomes
- Diversity/Complexity
- Research/Personal Health

Cultural/Demographic Tsunami’s

- Aging
- Diversity
- Population shifts
- Complexity and shared context
- Consumer market shift

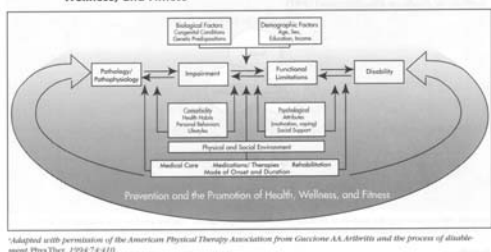
Reimbursement/Outcomes/ “Competition”

- What are the trends?
- YRx, MT, Chiropractics, Feldenkrais, ATC's, Personal Trainers, etc.
- What can we learn from them?
- What effect will the ease of technology have on our intellectual knowledge capital?

Relationship to The Guide for Physical Therapy.

- A Work or Frame of Reference in Progress
- Utilizing the *Guide* (The Guide 2001; 81) in such a manner conforms to its stated purpose:
 - The Guide to Physical Therapist Practice is an evolving document that will be systematically revised as the physical therapy professions knowledge base, scientific literature, and outcomes research develop and as examination intervention strategies change. The Guide is the structure on which scientific evidence will be fastened, and, in turn, the *evidence will reshape the structure* [italics added]. (p. 25)

Figure 4. An Expanded Disablement Model, Showing Interactions Among Individual and Environmental Factors, Prevention, and the Promotion of Health, Wellness, and Fitness*



*Adapted with permission of the American Physical Therapy Association from Giaccone AA, Arthritis and the process of disablement. Phys Ther. 1994;74:416.

Quoting from the Good Book

The Guide (The Guide, 2001) elaborates on the uncertainty and loss of linear causality that this expanded model describes in clinical practice. Three examples are (emphasis mine):

- *The origin of some impairments is often unclear.* Poor posture, for example is neither a disease nor a pathological state; however, the muscle shortening and capsular tightness associated with poor posture are still clinically significant (p. 22).

– Functional limitations... The division of the basic activities of daily living and instrumental activities of daily living ... to "successful performance of complex physical functional activities, such as personal hygiene and housekeeping, typically requires integration of *cognitive and affective abilities* as well as physical ones (p. 22).

– Disability... *Changing the expectations* of the patient, family or caregiver and social context... *may help to diminish disability as much as* supplying the patient with the system devices or *increasing the patient's physical ability* to use them (p.31).



Business challenges and Ethics...

- Limited financial accessibility to services
- Decreasing margins of profitability
- The cumulative effects of increased stress
- Loss of the health benefits of increased social isolation
- Increasing flood of information and transdisciplinary research
- Autonomy of practice

Ethics: School Expectations to Reality

- What did we dream, envision or expect to be doing?
- What are we telling kids now?

Future Management Philosophy

"What is most systemic is most local. ... We may not be able to change the larger systems overnight, but we can commit to the continual development of awareness and the capacity to choose. That's why personal cultivation is so important."

– Peter Senge, *Presence (2004)*, author of *The 5th Discipline*, Senior lecturer MIT Sloan School of Management.

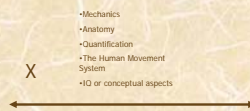
4-DPT™

Four Dimensional Physical Therapy

Traditional Rehabilitation

Focused on (X) :

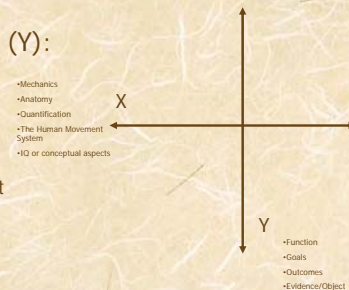
- Mechanics
- Anatomy
- Quantification
- The Human Movement System
- IQ or conceptual aspects



Traditional Rehabilitation (cont'd)

Emphasizing (Y):

- Function
- Goals
- Outcomes
- Evidence/Object



Which would lead to...

- Quality of Life (QOL)
- Health
- Prevention
- Wellness

Future Rehabilitation

Inclusive of (Z):

- E- IQ
- Quality
- Value/ Spirit
- Meaning/ History/ Cultures
- Relational

Future (cont'd)

All of which are modified across time (T):

- Past
- Future
- Present

Which allows...

The inclusion of:

- Dynamic Systems Theory
- Chaos Theory
- Quantum Theory

How does this affect practice?

- Calls for new perspectives
- Calls for new skills
- Calls for new delivery systems

Rethinking Patient Interaction and Education Models

- One-on-one AND Group Facilitation
- Evaluation Process
- Home “Exercises”
- History Taking: Stressors and Fears

Lab Time...

"Transitioning to a new worldview has the potential to be disorienting, frightening and uncomfortable."

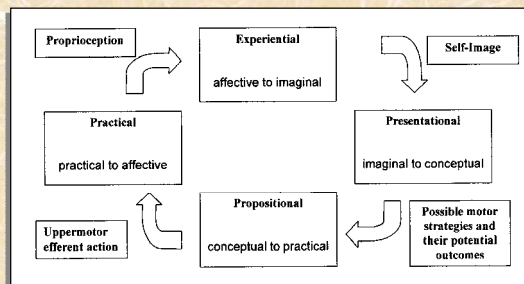
-Taylor, 2001

4 Ways of Knowing

- *Experiential*
- *Presentational*
- *Propositional*
- *Practical*

"We learn more profoundly about our world's when we are more interested in enhancing them with excellence of action than learning about them."

A Motor Systems Analogy of the 4-ways of Knowing



Loops, Attractors, Bifurcations, Oh MY!

- Dissipative structures
- Autopoiesis
- Open systems
- Far from equilibrium
- Potentialities

Goal:

...helping patients become more aware of the context of their problematic understandings and beliefs, more critically reflective of their assumptions and those of others, more fully and freely engaged in discourse, and more effective in taking action on the reflective judgments.

Future Practice Consulting

The Future Management Model will be an integral part of the clinical approach of PT. No longer can a break in integrity between patient practice, personal practice and administrative practice be overlooked. In order for PT to "work", those systems of the "behind the scenes" are acknowledged and addressed as equal, interdependent facets of the entire practice. To ignore or overlook these issues will only confound any attempts at implementation of future model at the patient level.

Categories for Consideration

- **Organizational Dynamics/relationships:** admin policies, incentivizing and response-ability.
- **Business Development:** market devt, tracking, sustaining growth, and next actions.
- **Sustainable Community Relations:** weaving mission and business without burnout.

Guiding Principles

- **View:** long-term and sustainable actions
- **Impact:** small, significant actions (perturbations) generate ripples of system influence
- **Perspective:** From the client's perspective to gain greater impact...service model
- **Goal:** Discover what the client needs (form relationship) and build fluidity in relationship.
- **Seek:** leverage points to serve (small actions generating depth of relationship)

*The future model is authentic, sustainable,
supportive interaction.*

*"I am spiritual all the time...
I am a physical therapist time to time."*

- Paraphrased from Swami Pranavananda Brahmendra Avadutta

Summary

"Empowered with a new framework, the profession can continue to engage in an expanded dialog so that, "The Guide is the structure on which scientific evidence will be fastened, and, in turn, the evidence will reshape the structure (The Guide, 2001, p. 25)." As the evidence for the new paradigm continues to be incorporated by physical therapy, the very structure and domain of both the theory and the practice will be transformed."

--Taylor, 2001

Re-member...

*"To regain our full humanity, we have to regain our experience of connectedness with the entire web of life. This reconnecting, **religio** in Latin, is the very essence of the spiritual grounding of the deep ecology."*

-- Fritjof Capra (The Web of Life, 1996, p.296)

Let's Talk...