



NEVADA PHYSICAL
THERAPY BOARD

STRATEGIC PLAN

2025 - 2028

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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 members must be licensed physical therapists, one member must be a licensed physical therapist assistant, and one member must be a public member who has no association with the practice of physical therapy.

Creation and authority:

- Created by NRS 640.050. The first Board was appointed by Governor Charles Russell in November 1955, effective January 1, 1956.
- Authority to adopt regulations is granted under NRS 640.050, with implementing regulations contained in Nevada Administrative Code (NAC) Chapter 640.

Duties of the Board:

- Enforce the provisions of NRS 640 and regulations adopted by the Board.
- Prepare and maintain records of its proceedings, including administrative proceedings.
- Investigate complaints against any person licensed under NRS 640, as well as alleged unauthorized practice of physical therapy;
- Prosecute disciplinary matters as needed to protect the public.

- MICHAEL LAYMON - PT, DSC, OCS
Board Chair
Term: 11/01/2023 to 10/31/2026
- REGINA MCDADE - PTA
Vice-Chair
Term: 12/01/2023 to 11/30/2026
- ANITA WAGNER – PUBLIC MEMBER
Secretary/Treasurer
Term: 11/01/2024 to 10/31/2027
- LOUIS HILLEGASS III - PT, MHA
Board Member
Term: 11/01/2024 to 10/31/2027
- JOSEPH INDRIERI, DPT, MSPT
Board Member
Term: 11/01/2024 to 10/31/2027



Board Members

FIVE-MEMBER BOARD
(pursuant to NRS 640.030)



Personnel

BOARD OFFICE

BOARD STAFF:

- Charles D. Harvey - MPA, Executive Director
- Jennifer De Rose - Licensing Coordinator
- Deanna Irby - Board Operations Support Specialist
- Deborah Dieter, PT - Board Investigator/Clinical Advisor

BOARD LEGAL COUNSEL:

- Joseph Ostunio, Deputy Attorney General
Nevada Attorney General's Office

GOVERNMENT RELATIONS:

- Tri-Strategies

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



Continuing Competence is the ongoing possession and application of knowledge, skills, and abilities for physical therapists and physical therapist assistants, aligned with public health, welfare, safety, scope of practice, and setting.

The Nevada Physical Therapy Board uses an Advisory Committee to evaluate courses, training, and activities based on approved criteria.

Requirements (15 hours annually) are detailed in Nevada Administrative Code Chapter 640.

ACCC MEMBERS:

- Krysta Boyd, PT, ACCC Chair
- Meghan Pefley, PT, Member
- Gina McDade, PT, Board Liaison
- Dennis Gutierrez, PT, Member
- Nicole Lopes, PT, Member

Strategic Planning Process Overview

WHAT DO WE WANT TO
ACHIEVE?



Listening • Learning • Leading
A Framework for Regulatory Excellence

2025 - 2028
Strategic Plan

5- STEP STRATEGIC PLANNING PROCESS

DEVELOP STRATEGIC VISION	CONDUCT GAP ANALYSIS	GOAL DEVELOPMENT	MONITOR PROGRESS	REVIEW AND UPDATE
• Articulate mission, vision and values	• Determine issues using a SWOT analysis	• Define initiatives and priorities	• Manage initiatives/ projects, goals, resources, timelines, milestones	• Review and update goals and progress annually
• Identify strategic objectives for short and long term	• Evaluate technology	• Define SMART goals	• Understand impacts of decisions	• Repeat the process every 3 – 5 years or as needed
	• Obtain customer feedback, wants, needs and demands	• Develop strategies to reach each goal	• Communicate priorities, progress and change	
	• Assess workforce deficits	• Determine key performance indicators for each goals		

VISION

The Nevada Physical Therapy Board will promote public protection through safety, competence, and availability to care.



MISSION

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

NEVADA
PHYSICAL
THERAPY
BOARD



About Us

WHY DO WE EXIST?

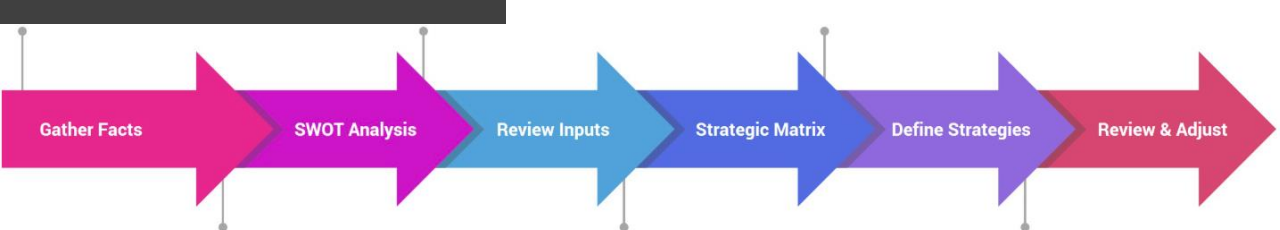
STATUTORY OBJECTIVE

License and regulate the practice of physical therapy to protect the safety and well-being of the public (NRS 640).

WHAT WE DO:

- Set and enforce rules for ethical and professional conduct (NAC 640).
- Review applications to ensure applicants meet education, exam, and experience requirements.
- License physical therapists and physical therapist assistants expeditiously so Nevadans receive timely care.
- Ensure licensees maintain competence through continuing education requirements.
- Investigate complaints about licensees and unauthorized practice.
- Take disciplinary action and issue citations for violations.
- Provide clear, up-to-date information to the public, licensees, and applicants on laws, rules, and licensing.





Previous Strategic Plan & Goals

PRIORITIES IDENTIFIED IN 2022

In 2022, the Nevada Physical Therapy Board set four key goals to strengthen its operations and services.

- Improve access to care
- Update regulations
- Modernize technology systems
- Strengthen board member training

Since then, the Board has taken concrete steps in each of these areas and continues to build on that progress.

Today, it focuses on projects that directly benefit patients, licensees, and other stakeholders, listens to feedback, and responds to changes in health care and regulation.

The Board regularly reviews its processes, seeks feedback, and updates its practices so decisions reflect current laws, standards, and best practices. By maintaining this focus on improvement and using new technology to make services easier to access and use, the Board remains responsive and transparent and strengthens public trust in how physical therapy is regulated in Nevada.

S

Strengths

W

Weaknesses

SWOT Analysis

NEVADA PHYSICAL THERAPY BOARD

O

Opportunities

T

Threats



SWOT ANALYSIS: STRENGTHS

1. What do we do well?
2. What sets us apart?
3. What are our internal resources?
4. What is working?



Leadership & Governance

- Strong Leadership & Participation
- Vision
- Management

Operations & Efficiency

- Streamlined, Efficient Operations
- Automation & Technology
- Fiscal Stewardship

Innovation & Integrity

- Innovation
- Objectivity
- Accessibility

Relationships and Advocacy

- Government Affairs Team
- External Relationships: FSBPT, APTA NV, PT & PTA Programs

SWOT ANALYSIS: WEAKNESSES

1. Where do we need to improve?
2. What limitations or deficiencies are we facing?
3. Where are we lacking?
4. How can we improve?

Awareness & Engagement

- Limited External Awareness (Public)
- Limited Stakeholder Engagement (Licensee Participation & Communication)

Governance, Mentoring & Roles

- Mentoring - Board Member Training
- Roles & Responsibilities
- Term Protection - DPT, MSPT & PTA



System & Emerging Issues

- Artificial Intelligence (Readiness for AI: policy, oversight, or use). Ethics & Regulation
- Availability of Care (Workforce shortages, access barriers)

SWOT ANALYSIS: OPPORTUNITIES

1. What are our goals?
2. How can we benefit the profession & public safety?
3. What is within reach?
4. What trends work in our favor?

Expand Workforce, Access & Availability of Care

- Temporary Licensure/Endorsement Pending Background Checks for Permanent License
- PT Compact (Increase provider mobility)
- Foreign Trained PTs

Policy, Legislation, Rules & Regulations

- Legislation (Support changes that advance access, availability and safety)
- Rules (Refine or adopt rules to modernize standards)



Safety & Professional Identify

- Term Protection - DPT, MSPT, PTA (Enhance public understanding of qualifications to reduce misrepresentation, and boost trust in licensed professionals)
- Unlicensed Practitioners (Clarify scope, titles, and improve safety and transparency)

SWOT ANALYSIS: OPPORTUNITIES (Cont'd)

Competence & Professional Growth

- Mentoring of Board Members (Formal mentoring program to strengthen continuity, decision-making, board culture, and align with best practices)
- Efficient Review and Approval of Continuing Competence Opportunities.

Public Protection & Regulatory Leadership

- Communication and Regulation (Increased communication channels with the public, licensees and stakeholders to promote understanding and compliance, further protecting the public)



SWOT ANALYSIS: THREATS

1. What potential problems pose risks?
2. Challenges impacting our ability to achieve goals.
3. What are factors outside of our control?
4. What could go wrong?

Governance & Stability

- Board & Staff Turnover / Terms (Lost productivity)
- Board Consolidation or major regulatory shifts that risk loss of autonomy, conflicting priorities, or dilute focus on physical therapy-specific protection and standards.

Financial & Professional Pressures

- Reimbursement Rates
- Proliferation of unlicensed and quasi-PT providers leading to consumer confusion and increased risk of harm due to inadequate training or supervision.



Technology & Practice Boundaries

- Artificial Intelligence
- Scope Infringement (Encroachment on PT type services that create public confusion, professional conflict, or risk patient safety.)

Agency Goals

WHAT DO WE WANT TO
ACCOMPLISH?

GOAL SETTING

SPECIFIC
MEASURABLE
ATTAINABLE
RELEVANT
TIME-BOUND

NVPTB GOALS

A healthcare professional in grey scrubs is assisting a male patient in a blue shirt and dark pants. The patient is wearing a black strap across his chest and is being supported by the professional as they walk. In the background, there is a red exercise ball and a wheelchair.

1

Public Protection

2

Update Rules/Regulations - Safety

3

Improve Board Member Training

4

Increase Availability of Care

GOAL 1: PUBLIC PROTECTION

OBJECTIVE:

- Protect the public from harm by ensuring only qualified, licensed physical therapists provide services, reducing risks from unlicensed practitioners and quasi-PT infringement.

STRATEGIES:

1. Strengthen enforcement against unauthorized practice through public reporting tools and timely disciplinary actions.
2. Enhance consumer education via campaigns clarifying licensed vs. unlicensed services, including website, social media resources, and outreach to highlight risks of inadequate training.
3. Publicize enforcement actions and disciplinary outcomes via website, newsletters, and media to deter unlicensed practices.
4. Conduct a crosswalk review of the NV Practice Act vs. the FSBPT Model Practice Act to identify gaps in unlicensed protections.
5. Advocate for legislative updates to strengthen public protection, close quasi-PT loopholes, and title protection.



MEASURES:

1. Number of unlicensed complaints investigated; resolution rate within 6 months.
2. Campaign reach (website/social impressions)
3. Number of enforcement releases.
4. Number of gaps closed via recommendations.
5. Bills introduced on protections.

GOAL 2: UPDATE RULES & REGULATIONS

OBJECTIVE:

- Term Protection

STRATEGY:

1. Review and revise existing regulations to clearly define protected professional terms such as DPT (Doctor of Physical Therapy), MSPT (Master of Science in Physical Therapy), and PTA (Physical Therapist Assistant).
2. Launch initiatives to inform the public, licensees, and employers about the legal significance of these terms and the importance of verifying credentials.
3. Collaborate with stakeholders to ensure statutory backing for term protection, including updates to state law if needed.

MEASURE:

1. Number of regulations updated or adopted to define and protect professional terms.
2. % of identified gaps in term definitions that are addressed through regulation or statute.
3. Number of term-protection outreach activities (e.g., webinars, newsletters, website updates) conducted annually.



GOAL 3: IMPROVE BOARD MEMBER TRAINING & COMPETENCE

OBJECTIVE:

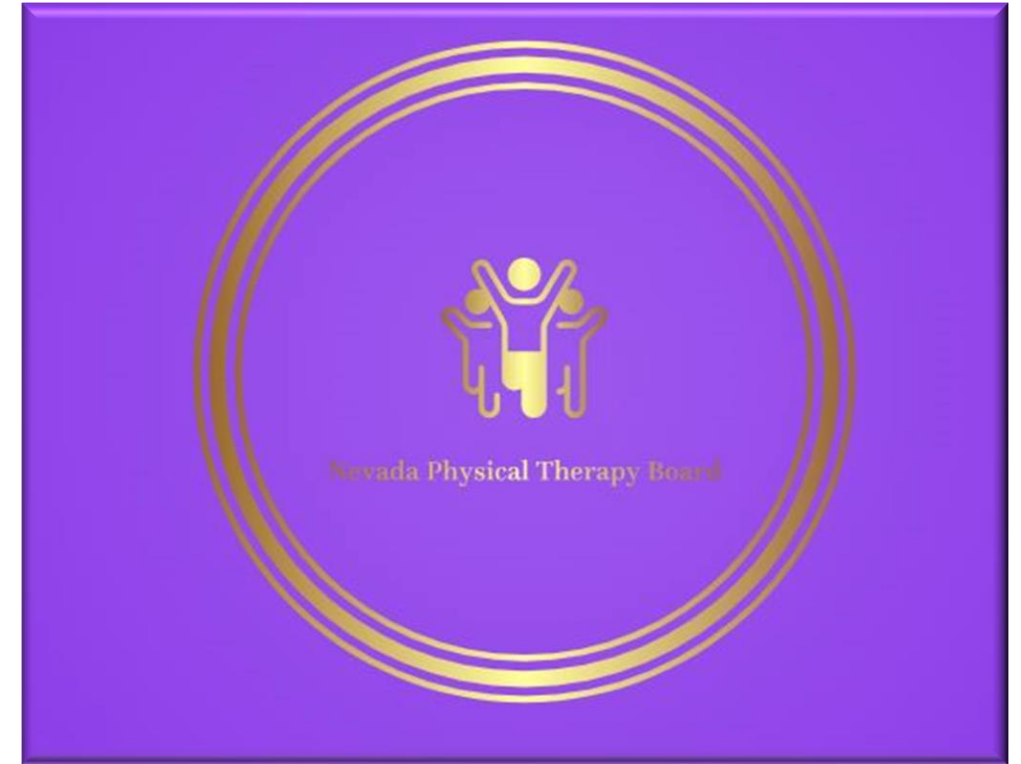
- New member mentoring program
- Increased member communication
- Specification on roles and duties

STRATEGIES:

1. Implement a structured mentoring program, pairing new and experienced members for their 1st year.
2. Schedule communication sessions to foster collaboration and discuss key issues.
3. Require member training on topics like open meeting law, ethics, DEI, hearings or public protection.
4. Solicit regular feedback to identify gaps and improve

MEASURE:

1. 100% of members complete at least one approved education module/year (e.g., ethics, open meetings).
2. 100% training compliance rate.
3. Roundtables included on 100% of regular meeting agendas.



GOAL 4: INCREASE AVAILABILITY OF CARE

OBJECTIVE:

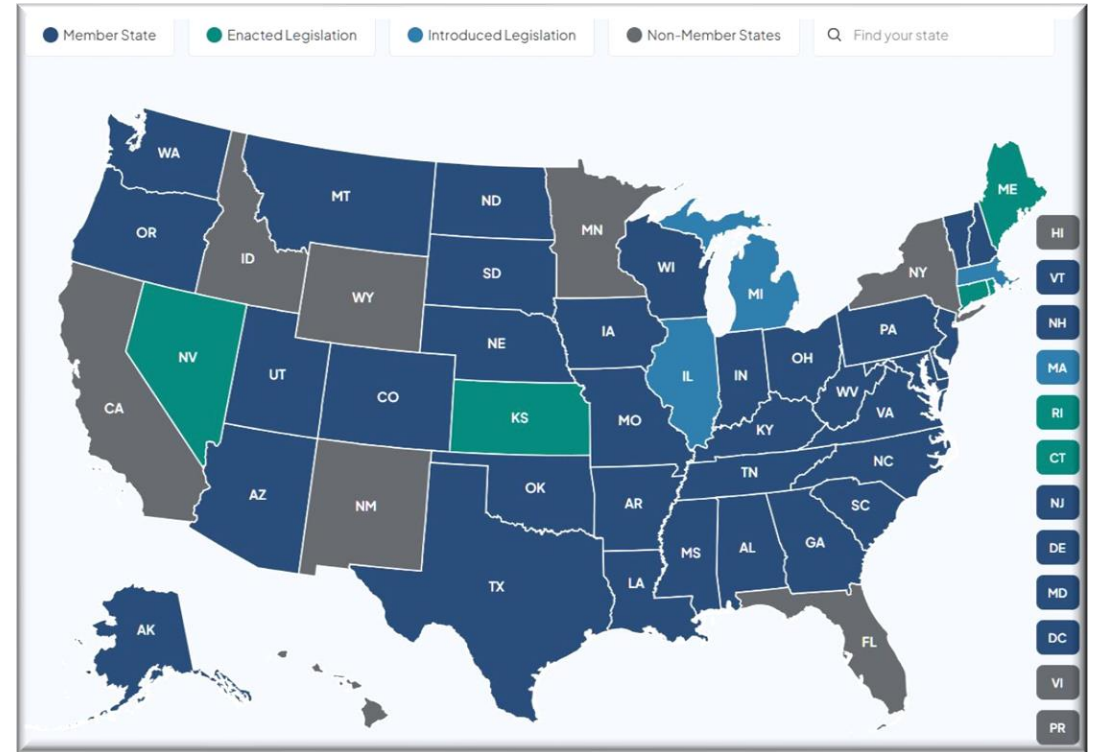
- Workforce Data
- PT Compact

STRATEGIES:

1. Full PT Compact implementation (all technical and policy requirements met)
2. Promote awareness among licensees and employers about Compact Privileges and their benefits
3. Collaboration with government and educational institutions to develop coordinated solutions to improve care in underserved areas.
4. Identify opportunities to integrate data collection with license renewal.

MEASURES:

1. Number of Compact Privileges issued annually. Full implementation verified (all requirements met by Q4 2026).
2. Licensee awareness survey.
3. Initiatives launched
4. Addition of standardized workforce questions into online renewal (target: 2027)





START

40%

90%

60%

COMPLETE

Monitor Progress

HOW DO WE MEASURE SUCCESS?

PERFORMANCE MEASURES

PUBLIC PROTECTION

Social Media Campaign

- Launch by Q1 2026.
- # of public-protection focused posts per month (e.g., file a complaint, verify a license, scope of practice, fraud alerts).
- Engagement rates (clicks)

Consumer Notification

- Adoption by Q4 2025.
- Dissemination on social media sites.

Public, Student, Licensee Outreach

- # of outreach sessions to PT/PTA programs.
- # of newsletters & bulk emails
- # of communications with educational programs.
- # of new continuing ed courses approved by the ACCC.

Complaints & Enforcement

- # of complaints received per 1,000 licensees.
- Avg days - receipt to closure.

REGULATIONS

Model Practice Act Review

- Subcommittee formation by Q4 2025. Including FSBPT liaison.
- Completion of full crosswalk comparing current NRS/NAC/PT Board regs with FSBPT Model Practice Act by Q2 2026.
- Number of statutory and regulatory change recommendations submitted to the board.

Outreach & Education

- # of guidance documents, FAQs developed that explain Practice Act changes or regulatory expectations.

Regulation of Non-PTs and Misuse of Title

- # of cases involving unlicensed practice or misuse of PT/PTA titles per year.
- % of cases with completed investigations and appropriate action within target timeframes.

BOARD TRAINING

Mentorship Program

- Establishment of mentorship program by Q4 2025.

Training Opportunities

- Identification and cataloging of available training resources (Attorney General videos, FSBPT webinars, in-person) by Q1 2026.
- # of training sessions facilitated by or promoted by FSBPT.

Training Completion

- % and # of board and staff completing required or recommended training within the year.
- Training participation and completion rates by training type (Attorney General videos, FSBPT webinars)
- # of board and staff attending in person FSBPT training/meetings/seminars.

AVAILABILITY OF CARE

PT Compact Implementation.

- % of statutory, rule, and system changes completed toward full implementation by Q1 2026.
- CPs approved per quarter.
- Adverse actions taken on CP.

Practitioner Supply

- # of licensed PTs/PTAs before and after PT Compact implementation.

Workforce Data

- Collection and analysis of demographic data from license renewal or initial licensure.
- Use of standardized data elements aligned with the PT Cross-Professional Minimum Data Set for comparability across states.

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 licensure and regulation fees for physical therapists and physical therapist assistants. No state general fund support is received.
- All fees are listed on the Board's website: [Fee Schedule](#).

Deposit of Fees & Expenses

- All fees collected by the Nevada Physical Therapy Board must be deposited in Nevada banks, credit unions, or savings and loan associations.
- Board expenses are paid solely from collected revenues.
- Administrative fines and penalties are deposited into the State General Fund.

Systems, Controls, and Legal Compliance

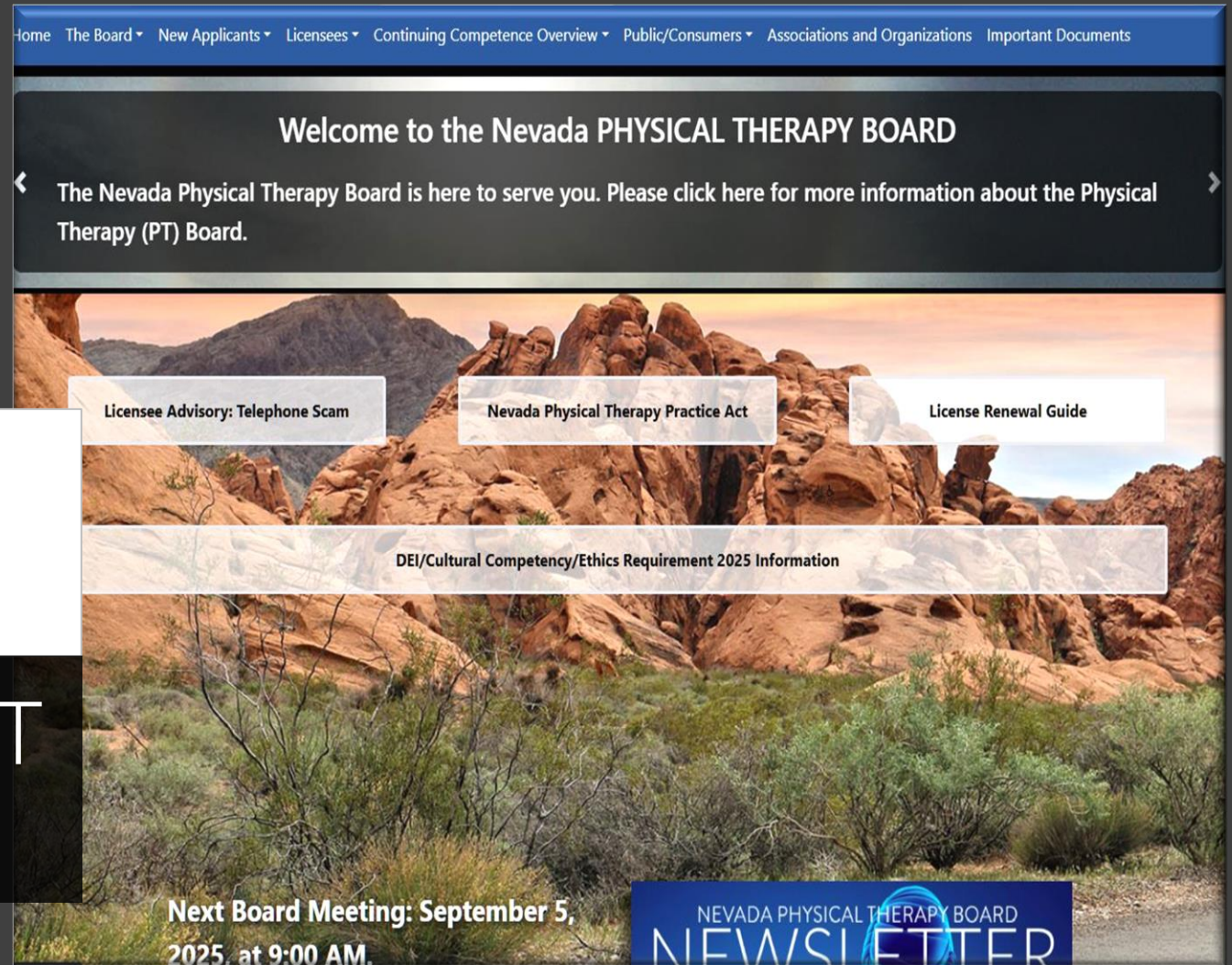
- The Board maintains adequate internal controls over its programs and administrative functions. It continually evaluates, modifies, and establishes processes to ensure accountability for resources and legal compliance.

Independent Financial Review

- The Board receives an annual or biennial financial audit by an independent certified public accountant, per NRS 218G.400.
- Upon completion, the audit report is presented at a public board meeting and filed with the State Legislative Auditor and the Chief of the Budget Division by December 1 of the audited year.

Public Protection

LICENSURE, OVERSIGHT & REPORTING



COMPLAINTS, INVESTIGATIONS & DISCIPLINE

The Nevada Physical Therapy Board investigates complaints and conducts inspections to ensure practice compliance. The complaint process addresses inadequate or incompetent treatment, misconduct, or violations of laws and rules governing physical therapy. Each complaint receives a thorough investigation, with appropriate disciplinary action taken to protect the public—ensuring only qualified, ethical individuals practice.

REPORTING & ENFORCEMENT

- Board disciplinary actions are public information. Therefore, disciplinary actions may be reported in state databases, newsletters, and on websites.
- The Board 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 licensee conduct in other jurisdictions, as FSBPT notifies all member jurisdictions of disciplinary records associated with a licensee's existing license or open score transfer.



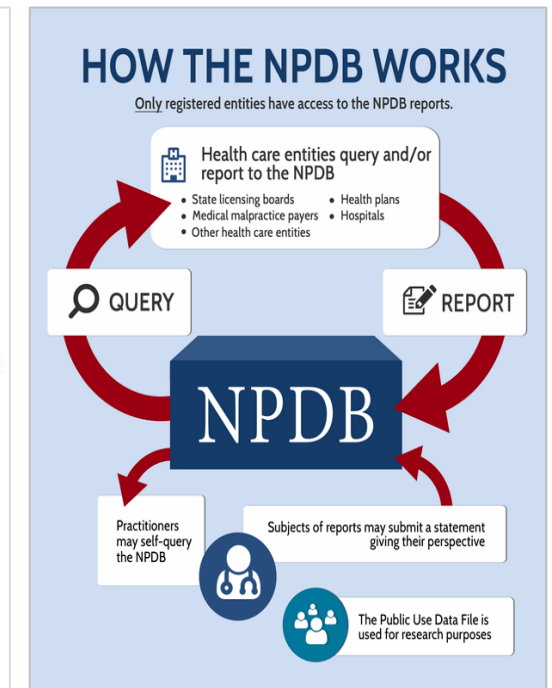
CPR- Time to Resuscitate the ELDD!!

"CPR: Consumer Protection Ratng"

- 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

An offense of failing to act

An offense of action - potential for harm is expected to be primarily financial or ethical

An offense of action - potential for harm is expected to be related to clinical issue

An offense of action – implications or consequences of licensee action potentially extend beyond limits of the practice setting

*Cost of investigation and administration of violations may be assessed in any/all cases

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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