****

**OneSelf Therapy**

***Women’s Physical Therapy & Wellness Center of Asheville***

Oakley Plaza Shopping Center

804 Fairview Rd.

Asheville, NC 28803

Phone: (828)298-3377

Fax: (828)298-3378

OneSelfTherapyAsheville@gmail.com

Visit us at:

OneSelfTherapyAsheville.com

http://cultureslurp.com/wp-content/uploads/2011/09/Facebook-Like-Button.jpg OneSelf Women’s Physical Therapy & Wellness of Asheville

**Table of Contents**

***Part 1: Executive Summary & Overview of Total Business Plan\_\_\_\_\_P. 4-5***

* Intention
* Uniqueness
* Meet Our Therapists & Their Services
* Our Future: Goals & Timeline
* Meet Our Customers: Target Market, Marketing Strategy
* Your Help is Appreciated

***Part 2: Fundamental Concepts\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_P. 6-9***

* Mission
* Values
* Vision
* Keys to Success

***Part 3: Business Description\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_P. 10 -16***

* Strategic Objectives
* Personnel Requirements & Responsibilities
* Demographics, Geographic Location & Facility Requirements
* Hours of Operation

***Part 4: Organizational Framework\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_P. 17 - 18***

* Ownership
* Legal Structure
* Management Style
* Organizational Structure

***Part 5: Environmental, Market & Competitor Analysis\_\_\_\_\_\_\_\_\_P. 19 - 21***

* Environmental Scan: Industry Trends, Strengths, Opportunities,
* Critical Issues: Weaknesses & Threats
* Market Analysis & Target Market
* Marketing Strategy

***Part 6: Policies & Regulations\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_P. 22***

* Insurance Needs
* Regulatory Requirements
* Informational Needs

***Part 7: Financing\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_P. 23-31***

* Personal Capital
* Capital Budget
* Annual Operations Expense Budget
* Payer Mix/Case Mix/Revenue Sources
* Fee Schedules
* Productivity Estimates
* Estimated Collection Rates
* Annual Revenue Projections
* Break-Even Analysis

***Part 8: Long-Term Goals & Exit Plan\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_P. 32 - 33***

* Long-Term Goals
* Outcomes Assessment Strategies
* Exit Strategies

**Part 1: Executive Summary & Overview of Total Business Plan**

Intention

Our intention at *OneSelf Therapy* is to meet the health needs of women of all ages in the Asheville, NC area by providing physical therapy and wellness care that is compassionate, comprehensive, high quality, and acknowledges each woman’s unique needs and preferences. *OneSelf Therapy* is a small, owner-operated, limited liability company (LLC) founded by Chenin Duclos DPT, CWS, LMBT, RYT-500 in the heart of the Blue Ridge Mountains of Asheville, NC.

Uniqueness

* Asheville, NC’s premier women’s only wellness center, fostering professionalism and comfort
* Small practice affords one-on-one, individualized, uninterrupted therapy
* An approach to care that is holistic, acknowledging the connection between mind, body and spirit
* Services provided by highly trained therapists capable of meeting the unique needs of a woman
* Educational workshops to address women’s specific issues and promote prevention of illness
* Eligibility for membership to adjacent fitness center at discounted rate
* Group fitness classes offered by highly trained instructors & provided in a supportive environment
* Opportunities to meet and build community with other women in the Asheville, NC area
* Certified Lymphedema Therapists providing effective edema care during cancer treatment
* Certified Women’s Health Specialist dedicated to promoting women’s health across the life span

Meet Our Therapists & Their Services

Physical Therapists:

* Highly skilled, board certified, offering traditional physical therapy to address general orthopedic, neurologic and rheumatologic health concerns, recovery from surgery, movement dysfunction, pain and symptoms from illness as well as specialized care to address the unique needs of women including: pre/postnatal concerns, incontinence, pelvic floor dysfunction and breast health treatment following cancer treatment

Interdisciplinary Care including: Massage Therapist, Acupuncturist, Nutritionist, Meditation Teacher, Fitness Coach/Personal Trainer, Counseling

* Highly skilled and certified team members ready to offer a variety of complimentary treatments aiming to improve sleep, decrease tension and pain, promote relaxation, enhance body awareness and peace of mind, educate, support, and help you get strong!

Our Future: Goals & Timeline

As an exclusively PT owned and operated practice*, OneSelf Therapy* hopes to ensure full professional autonomy in the field of physical therapy and aims to be the preferred provider to meet women’s healthcare needs in the Asheville, NC area within 5 years of opening their doors. *OneSelf Therapy* aims to remain financially viable by utilizing economical delivery of service and employee payment method. *OneSelf Therapy* is guided by adequate planning and continued self-assessment to ensure optimal care of patients. Additionally, *OneSelf Therapy* highly values the well-being of employees and supports balance in all life demands to yield longevity and fulfillment in the work environment.

Meet Our Customers: Target Market, Marketing Strategy

*OneSelf Therapy* seeks to nurture all adult women who value health and wellness and are seeking treatment for themselves for sports related injury, orthopedic/pain, pregnancy related issues, incontinence or care during and/or following cancer treatment living in the Asheville, NC vicinity. All employees will strive to advertise and spread the word in the most effective and efficient means possible about the safe, patient-centered, skilled therapy provided at *OneSelf Therapy*.

Your Help is Appreciated:

*OneSelf Therapy* needs your support to meet the high start-up costs associated with business and seeks funds of $75,000. Careful evaluation from a Certified Public Accountant and Attorney have determined that the established plan for payback of required funds is acceptable and feasible.

**Part 2: Fundamental Concepts**

Mission

Our mission at *OneSelf Therapy* is to provide skilled, compassionate, individualized physical therapy services that are distinguishable from our competitors. Our uniqueness will reside in our primary focus to care for women of all ages in a manner that nurtures and enhances their quality of life by addressing health and wellness on a holistic level. Additionally, at *OneSelf Therapy* we will provide specialized, quality therapy that safely and effectively supports and improves the lives of women affected by cancer as they navigate through the unpredictable and challenging road to treatment and recovery.

Values

The forces that motivate each member of the *OneSelf Therapy* team and the behaviors that we promote include:

* Teamwork
* Positivity
* Respect
* Professionalism
* Self-Care
* Excellence
* Integrity
* Flexibility
* Compassion
* Honesty
* Social Responsibility
* Community Building

We believe it is imperative that in all interactions, whether it is with our patients, colleagues or personal relationships, our team is guided by these important values and committed to fostering them professionally and personally.

Vision

By the year 2018, *OneSelf Therapy* will be the preferred physical therapy and wellness center by women in the Asheville, NC area for individualized, comprehensive, compassionate care delivered by highly trained therapists in an environment that promotes caring, long-term relationships and comfort. We will provide a work environment that supports the safety and health of all team members by encouraging self-care, and listening intently to our own wellness needs, which will in turn promote longevity in the profession and decrease turn over. *OneSelf Therapy* will foster financial stability, ensuring all team members adequate and fair wages and affordability for our patients, and continually meet the ever-changing needs of the women we serve. Additionally, as we support our patients on a path to returning to the things they care about in life, we will have a reputation for exceeding their expectations and be recognized in the community as a motivated team of educators.

Keys to Success

The Business

* Provide a valuable, unique, customer service and deliver it efficiently
* Provide a multidisciplinary approach to care which yields larger client base
* Require that the needs of patients are a core goal
* Maintain clinical competence by providing the highest quality direct care skills and require continued education for all disciplines
* Maintain a clean, comfortable, relaxed office setting that is easily accessible and has adequate parking
* Efficient and resourceful advertising and marketing to women in the community
* Participate in civil engagement to promote a positive view of the business by the community
* Utilize external support services such as US Small Business Administration (SBA) and Service Corps of Retired Executives to enhance knowledge of best business practices and management information
* Offer opportunities for innovations in service delivery and management which will improve profitability, customer satisfaction and performance of care and in turn promote retention of the market share
* Offer specialized programs and interventions that are unavailable or rare and meet the needs of the of women residing in the Asheville, NC area
* Provide a platform for collaboration across disciplines represented
* Network with nearby hospitals, cancer care centers, OBGYN clinics, planned parenthood, local fitness centers and other business who share the same target market; educate potential referral sources about our unique offerings and comprehensive care

Owner & Operator Roles

* Exude leadership, organization, professional autonomy and skilled communication
* Foster appropriate technical, human and conceptual skills to effectively evaluate and treat patients, as well as understand the complexities of the practice
* Provides a platform for open discussion and feedback of performance of all team members
* Be adept at using a variety of management styles (directing, delegating, supportive, and coaching); know most appropriate time and use of each
* Foster knowledge of strategic planning, budgeting, hiring, and marketing; seek support when needed
* Retain a well-educated and conscientious attorney, as well as consultation with accountant to best advice on sound financial practices and important legal matters
* Continually identify opportunities and threats; communicate them with other team members and address accordingly
* Make decisions that help the practice grow and prosper
* Frequent discussion and collaboration with other private-practice owners for guidance
* Consult with Chamber of Commerce and Better Business Bureau for guidance
* Set reasonable expectations
* Perform self-assessment on a regular basis to be aware of assets and deficits
* Hire employees that complement each other and maintain values of the business
* Create long-term goals using the SMARTER analogy (Specific, Measureable, Acceptable, Realistic, Time bound, Evaluated, Reviewed); continue to periodically review and modify accordingly
* Discuss business plan, strategies and goals with many to gain feedback and enhance the plan
* Foster competency in case management, understanding insurance plans, risk management, outcome analysis, clinical expertise
* Reevaluate mission, values, vision annually and update as needed to ensure practice is working towards established goals
* Perform best practices comparative benchmarking to assess performance on a regular basis
* Use an efficient and reliable appointment reminder system that is least time consuming for office staff, easy to use by patients, and decreases cancelation and missed appointments.

The Financials

* Acquire sufficient revenue
* Consultation with CPA and other trained financial advisors to develop, assess and maintain financial success and understanding
* Use appropriate, up-to-date software to facilitate ease of electronic billing
* Ensure appropriate adjustments to financials if cost increase more than expected. May include: downsizing the clinic, employ part-time staff, incentives for increased productivity, pay hourly, reduce benefits.
* Commitment to prudent financial behaviors to ensure fiscal stability and steady cash flow including: emotional wellbeing, keep thorough documentation, pay yourself first, buy low and sell high, protect yourself and family by maintaining appropriate insurance, be true to your personal goals and sustainable financial decision-making process
* Follow the six phases of sound financial decision making: documentation, analysis, decision-making rules, implementation of strategies, review, and redefinition

The Team Members

* Manage life roles, self-care and dedication to profession
* 100% commitment to improving the status of their clients by delivering quality care and maintaining most current knowledge of evidence base practice
* Adhere to ethical and values established by their discipline and *Balanced Body*
* Uphold confidentiality and privacy
* Be flexible and great team player
* Exert professional responsibility in patient care management
* Continue to hone clinical skills and provide interventions that are research driven; participate in continuing education that is required and supports the mission of *Balanced Body*
* Keep abreast of politically issues pertaining to the PT profession; support advocacy efforts that remedy unfair business practices
* Demonstrate good communication skills with clients and coworkers; solve problems as they occur
* Provide appropriate resources to patients then necessary
* Participate in frequent follow up calls and check-ins with patients to encourage long-term, caring relationships
* Value employment and involvement at *Balanced Body* demonstrated by dedication and altruism towards patients served, coworkers and establishment

**Part 3: Business Description**

Strategic Objectives – Moving Towards Our Goals

* Acknowledge that recovery of function following injury, maintaining function while battling disease and making healthy lifestyle choices require giving attention to the many facets of a women’s being and spirit
* Offer skilled, comprehensive, caring physical therapy and wellness services to women of all ages, including: physical therapy, massage therapy, pre-post natal care, nutrition counseling, mental health counseling, cooking classes, acupuncture, mediation classes, group fitness, personal trainers, and a variety of support groups and educational seminars
* Address the relevant health problems that specifically afflict the women of the Asheville, NC as well as the whole community by involvement in community activities, free educational seminars and other acts of benevolence that support the health and wellbeing of the community
* Use evidence based practices to promote the most effective interventions
* Use a variety of resources, professional advice and sound financial decision making to maintain a profitable, successful practice; profit to increase to 10-15% by year 5
* Provide a professional, nurturing, comfortable space for women to engage with healthcare professionals when receiving the care they need that is often times of a sensitive matter
* Team members committed to balancing life goals and self-care with respect for profession and ethical principles, therefor being a role model to personally practice what we teach professionally
* Design and implement a referral program to continually build clientele and remind patients of our appreciation for their commitment to us
* Instill the importance of a lifelong commitment to wellness; support patients on a wellness plan that is attainable following discharge for physical therapy
* Publish monthly electronic newsletter informing patients and the community of upcoming educational seminars, cooking classes, group fitness and tips for wellness
* Payback loan in 10 years with 100% on time payments
* Community involvement and probono involvement by all team members.

Personnel Responsibilities & Requirements

**PHYSICAL THERAPY**

1, Physical Therapist #1(sole owner):

(RESPONSIBILITIES)

* Supervise and monitor all operations of the practice, make decisions that are in the best interest of the practice, inform others about internal and external environment, interact with others as necessary to motivate, lead, represent, coordinate and problem solve
* Assign roles and responsibility of team members, as well as coordinate work between team members using work standardizations, supervision and mutual accommodations approach
* Communicate performance expectations and provide the appropriate level of cueing for each employee to be successful
* Perform all payroll duties
* Perform all responsibilities listed below for PT #2 as well as Keys to Success – Owner & Operator Roles found on P.7

(REQUIREMENTS)

* Board Certified Doctor of Physical Therapy (DPT)
* Certified Women’s Health Specialist (CWS)
* Minimum of 5 years in the outpatient setting
* North Carolina licensure to practice physical therapy
* Member of the American Physical Therapy Association and the Section on Women’s Health
* Previous experience in team leadership and managerial roles
* Regular attendance to monthly district meetings and biannual NCPTA meetings

2. Physical Therapist #2:

(RESPONSIBILITES)

* Perform all duties of a generalist, clinical therapist including: hands on modalities (soft tissue mobilization, joint mobilizations, myofascial release, trigger point therapy), movement therapies (strength conditioning, balance and vestibular training, postural/alignment education, physical modalities (electrical stimulation, paraffin wax treatment, biofeedback, thermal applications, ultrasound) and ergonomic assessment and retraining
* Perform specialty physical therapy interventions specifically related to women’s health including: pelvic floor rehabilitation and wellness education, breast health education, and prenatal and postpartum therapy
* (Physical Therapist #2 only) Perform therapeutic interventions to support cancer patients including: Complete Decongestive Therapy (CDT), the specialized, therapeutic intervention regarded as the “gold standard” for treating lymphedema and other disorders of the lymphatic system
* Provide patient and family education and support
* Collaborate with the whole interdisciplinary team about the best plan of care for each patient when complementary therapies are warranted
* Maintain close relationship with patient’s referring physician, provide updates on patient progress and seek guidance when necessary
* Refer patients to their physician when appropriate
* Participate in marketing strategies to build clientele and represent *Balanced Body* as an active member of the community through volunteerism that support health and wellness

(REQUIREMENTS)

* Board Certified Doctor of Physical Therapy (DPT)
* Certified Women’s Health Specialist (CWS)
* Minimum of 5 years in the outpatient setting
* North Carolina licensure to practice physical therapy
* Certified Lymphedema Specialist and interest in LANA certification
* Member of the American Physical Therapy Association and the Section on Women’s Health
* Regular attendance to monthly district meetings and biannual NCPTA meetings

**INTERDISCIPLINARY TEAM:**

In addition to responsibilities specific to their profession listed below, ALL interdisciplinary team members will fulfill the following RESPONSIBILITIES & REQUIREMENTS:

* Participate as a member of an interdisciplinary team by collaborating with others about patient care and progress; follow up with referring PT as needed
* Offer appropriate resources and referrals to clients when needed
* Maintain a regular schedule of availability; communicate availability with PT’s and office staff
* Participate in marketing strategies to build clientele and represent *OneSelf Therapy* as an active member of the community through volunteerism that supports health and wellness
* Clean and maintain the work space following use, supply their own products
* Schedule all appointments individually; however, office staff will be used minimally to give out interdisciplinary team contact information, available days, and information regarding services
* Set own rates for service
* Foster valid national and state licensure/certification requirements for discipline and up-to-date continuing education credits
* Encouraged to host monthly educational seminars and contribute to monthly online newsletter in order to raise awareness about discipline, build clientele and promote wellness education
* Ensure rental fee for space is paid on time to avoid late fee penalty
* Prefer minimum of 3 years of experience treating patients

1. Massage & Bodywork Therapist:

(RESPONSIBILITIES)

* Perform a variety of styles of therapeutic massage to improve sleep, decrease tension, promote relaxation, and enhance body awareness and peace of mind

2. Acupuncturist

(RESPONSIBILITIES)

* Perform acupuncture treatments to complement patient healthcare plans by managing pain, anxiety, sleep disturbances, depression, etc.

3. Nutritionist

(RESPONSIBILITIES)

* Offer nutrition coaching and weight-loss programs
* Preference to perform educational seminars related to obesity: education, prevention, relationship to CV disease, diabetes, High BP and MSK wear and tear
* Preference to host monthly cooking classes

(REQUIREMENTS)

* Minimum Bachelor of Science in Nutrition or other comparable health field
* Masters of Nutrition/Dietetics preferred

4. Counselor

(RESPONSIBILITIES)

* Provide wellness counseling services that support a comprehensive treatment plan, promote increased knowledge of human behavior and help clients facilitate positive change by deep and thorough look and understanding of self.

(REQUIREMENTS)

* Minimum Master’s Degree in Psychology or other comparable health field (Social Work, Counseling)

5. Fitness Coach/Personal Trainers/Registered Yoga Teacher -500

(Responsibilities)

* Provide quality exercise instruction tailored to each individual’s unique needs while giving clients the encouragement needed to meet fitness goals, stick to an exercise program and make exercise and movement a life-long commitment
* Offer one-on-one, semi-private and small group fitness training
* Offer group classes (for example: yoga, Pilates, dance, strength training) that meet the fitness needs and levels of all women with a variety of modification options making each class accessible to many people

6. Meditation Teacher

* Teach breathwork and relaxation group classes
* Offer mindfulness activities that promote recovery following injury/trauma, self-care skills, pain reduction, stress reduction and greater awareness of self and mind-body connection

**SUPPORT STAFF:**

1. Office Manager

(RESPONSIBILITIES)

* Implement clear billing strategy including a step-by-step process for billing cycles
* Prior to treatment, explain benefits and discuss financial obligation to patients. Provide same information in writing. Ensure patient understanding of our policies.
* Complete regular comparisons between income and budget. Adjust accordingly.
* Complete all filing, record keeping and organizational duties
* Greet and check in patients, ensure their comfort while waiting for their appointment and that all documentation, self-report outcome measure are completed prior to appointment
* Answer and direct calls as necessary
* Perform all scheduling duties as well as discharge requirements
* Work in collaboration with owner/operator in order to maintain organization and best business practices
* Share information with clients about other disciplines providing services at Balanced Body, their rates, the benefits and how to schedule appointments

(REQUIREMENTS)

* Proficient with technical computer skills and required software programs
* Minimum of 3 years previous experience in medical office management
* Exude great communication skills

Demographics, Geographic Location & Facility Requirements

*OneSelf Therapy* will be located in the scenic Blue Ridge Mountains of Asheville, NC. Asheville is a growing city that has made its way into the hearts of many. Trip Advisor, BestBoomerTowns.com, American Style Magazine, Black Enterprise, CNN Money.com, and Frobes.com and others have ranked Asheville in the top ten for titles including but not limited to top small city, best place for careers, best metro place, best town for active baby boomers, best place to retire, and best midsize city for doing business. According to the US Census Bureau, Asheville, NC supports a population of 85,000 with a median age of 40 years old and is part of Buncombe County (population 239,000). The population of Asheville is expected to continue to grow. Women of all ages make up 53.2% of the population or 37,200 women. The median age is 40.8 years in Asheville, NC with the largest age cohort being 35 to 54 years old. The people of Asheville are recognized not only for their love of the arts, but also to be active, health conscious individuals that embrace wholistic care. The SECU Cancer Center, located on the Mission Hospital campus, opened its doors in 2010 to meet the needs of individuals affected by cancer. Additionally, Hope Women’s Cancer Center has been treating women for breast and gynecological disorders since 1992.

*OneSelf Therapy* will occupy a 2,000 square ft., first floor office space in Oakley Plaza Shopping Center, adjacent to Lady’s Workout Express, a women’s only fitness club. With ample parking and proximity to interstate 240 and 40, *OneSelf Therapy* will be easily accessible for patients traveling from all directions. There will 2 - 10 x 14 private treatment room, waiting room/front desk, 2 bathrooms, small gym, small kitchen space, laundry closet and small yoga/exercise class room.

Hours of Operation

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
| **8 am** | Physical Therapy & Personal Training | Fitness Class & Mediation Groups  Nutrition Coaching & Counseling | Physical Therapy & Personal Training | Fitness Class & Mediation Groups  Nutrition Coaching & Counseling | Physical Therapy & Personal Training | Fitness Class & Mediation Groups  Massage & Acupuncture | Fitness Class & Mediation Groups  Massage & Acupuncture |
| **9 am** |
| **10 am** |
| **11 am** | Physical Therapy & Personal Training | Physical Therapy & Personal Training |
| **12 pm** | Nutrition Coaching & Counseling |
| **1 pm** |
| **2 pm** |
| **3 pm** |
| **4 pm** |
| **5 pm** | Fitness Class & Mediation Groups  Massage & Acupuncture | Fitness Class & Mediation Groups  Massage & Acupuncture |  |  |
| **6 pm** |  |  |  |
| **7 pm** |  |  |  |
| **8 pm** |  |  |  |  |  |

Regular Physical Therapy Hours & Personal Trainer Availability:

* Mon & Wed 8am – 5pm; Tues & Thurs 11pm – 8pm; Fri 8am – 12pm

Massage & Acupuncture Hours:

* Mon & Wed 5:30pm – 9pm; Saturday & Sunday 9 am – 5 pm

Nutrition Coaching & Counseling

* Tues & Thurs 8 am – 11 am; Friday 12pm – 6

Group Fitness Classes & Mediation Groups:

* Mon & Wed Evenings; Tues & Thursday Mornings; Saturday & Sunday

\*Front office staff available during same business hours as regular physical therapy to answer phone and greet patients. Work-trade member available to sign in clients 15 min prior to group fitness/mediation class

\*Contact interdisciplinary provider (massage therapist, acupuncturist, counselor, and dietician) directly to schedule appointments. Current hours of availability maintained on-line and at front desk

\*Monthly group fitness and meditation class schedule maintained on-line, at front desk, and in monthly newsletter

***Part 4: Organizational Framework***

Ownership

*OneSelf Therapy* will be privately-owned and operated by Chenin Duclos. As the sole shareholder, Chenin Duclos will hold 100% of the corporation.

Legal Structure

*OneSelf Therapy* is a for-profit, single-member, Limited Liability Company with S-Corporation taxation status. Benefits of this legal structure include: protected personal assets for the single-member owner, benefits of pass through taxation, heightened credibility to our clients, limited compliance restrictions compared to the ongoing formalities of corporation status, and flexible management structure. Ongoing advice from an attorney and CPA will be utilized in order to ensure most appropriate legal and tax structure is chosen, address growth of business and its effect on taxation status, ensure operations abide by all federal and state laws as well as American Physical Therapy Association Code of Ethics and Core Values, and guide owner of *OneSelf Therapy* to make best legal and financial decisions possible while upholding the business’ mission, values and vision.

Management Style

Management style at *OneSelf Therapy* is one that offers an open environment, dependence on ongoing interaction between all individuals and is less reliant on a chain of command or hierarchical structure. Management structure will promote flexibility and sharing of ideas, support continuous change and critical thinking and encourage innovation amongst team members. Management will assess the individualized need for guidance and cuing of each team member in order to support their best performance (constant feedback and direct supervision vs. self-motivated, self-directed and creative).

Organizational Structure

*OneSelf Therapy’s* organizational structure will incorporate a variety of styles and acknowledge the need to be dynamic and adjust structure as the business matures and internal and external performance demands change*.*

* Chenin Duclos will be the owner, employer and employee of *OneSelf Therapy*. Responsibilities and requirements highlighted above (P.10). The owner will have a direct reporting relationship with the support staff, yet work in collaboration clinically with physical therapist #2 and the interdisciplinary team, adjusting amount of supervision as needed.
* Physical Therapist #2 will work as a clinical therapist and maintain a relationship with the owner that represents a **craft stage** of organizational development: effectively perform all tasks to achieve *OneSelf Therapy* goals with little direct supervision, share clinical responsibilities with and alongside the owner, and foster mutual adjustment to maintain sufficient interaction with owner and other team members. Additionally, denoted by the dotted lines, communicate with the interdisciplinary team as needed.
* Interdisciplinary team (massage therapist, acupuncturist, dietician, counselor, nutritionist, personal trainer) will work independently with their patients that will frequently be referred from the physical therapy team, but also from outside sources. The team will require little supervision from the owner, and maintain good communication with the physical therapy team when appropriate. Additionally, each interdisciplinary team member will maintain commitment and be vested in *OneSelf Therapy* by signing a 12 month contract for renting space. In order to ensure they are vested, usage of administrative assistant for basic services, usage of waiting room and common spaces, and offering referrals will be established.
* Support staff (office manager) will maintain a direct relationship with the owner and be responsible for duties listed above on P.13.

**OWNER**

**Chenin Duclos**

**PHYSICAL THERAPIST #2**

**INTERDISCIPLINARY TEAM MEMBERS**

**SUPPORT STAFF**

**Part 5: Environmental, Market & Competitor Analysis**

Environmental Scan: Internal Strengths, External Opportunities

|  |  |
| --- | --- |
| * Utilization of accountant and CPA for sound financial guidance | * Close proximity to new cancer hospital and many other medical referral sources |
| * All team members understand the meaning and intent of the objectives and perform their job accordingly | * Asheville population continues to grow annually |
| * Building and grounds are attractive, accessible | * Staff adhere to standard set forth by APTA, The Guide and mission established by *OneSelf Therapy* |
| * Discounts available at women’s only gym | * Certified Lymphedema Therapist that brings referral base at entry |
| * Owner has an established reputation in the community; increased referral source | * Structured LLC |
| * Administration assistant has worked in an OP setting with a mentor and has an excellent business background | * Offering a unique service that customers value: women’s health care, wholistic approach, cancer support |
| * All therapist have several years of experience (certifications, licensure, etc) | * Value customer satisfaction as determined by continuous assessment |
| * Usage of most up to date technology * One hour patient visits | * Variety of appointment times offered for morning, afternoon, evening scheduling * Only requiring 80% productivity compared to the more popular 90% |
| * Asheville community very open to and accepting of wholistic care |  |

Opportunities for OneSelf Therapy: autonomy in the field of PT by PT as owner/operator, financial reward, self-expression, creativity, leadership development, contribution to the profession, and contribution to the community

Critical Issues: Internal Weaknesses & External Threats

|  |  |
| --- | --- |
| * Only excepting women, limits patient population pool | * Industry trends of increasing in salary and decreasing outpatient reimbursement |
| * High start-up cost and business operating cost for year 1 | * High out of pocket costs: insurance policies with high deductible and copays |
| * Limited ability to offer same unique benefits and competitive salaries that a larger practice may be able to afford | * Treating cancer patients may be unpredictable due to side effects of medication and may experience many cancelations |
| * General public has limited knowledge of women’s health PT | * Attending therapy puts high demands on client’s time |
| * Many private practices in the Asheville, NC area | * Patients not aware of the benefits of PT; underutilization of services |
| * Challenges to maintain blanc between work life and professional life for employees | * Lack of business experience from owner |
| * Decreased referrals since not physician owned; loss of access to market share | * Challenges obtaining a loan |
| * Competition exists: Skyland Physical Therapy with 4 CLT’s | * Challenges specific to women: family commitments |
|  | * Medicare CAP |

Market Segmentation & Target Market

|  |  |
| --- | --- |
| Business | Adult PT Provider specializing in women’s health. |
| Potential Market & Characteristics | All adult women in need of physical therapy services offered in an outpatient setting or interested in group fitness classes. |
| Available Market | Patients with private funding, coverage through a contracted third party payer, or able to fund out of pocket. |
| Qualified Available Market | Patients seeing a licensed physical therapist provider since NC is a direct access state and/or with a physician’s referral. |
| Target Market | Adult women of all ages who value health and wellness and are seeking treatment for themselves for sports related injury, orthopedic/pain, pregnancy related issues, incontinence or care during and/or following cancer treatment living in the Asheville, NC vicinity.\* |
| Niche Market | Women during or following cancer treatment and pre/postnatal. |
| Service Differentiated | Services are targeted at physical rehabilitation as well as complimentary care (massage acupuncture, counseling, meditation, nutrition) setting apart *OneSelf Therapy* as a unique provider among the competition. |

\*Refer to Geographic Location & Facilities Requirements for helpful demographic information for the Asheville, NC area (P.14.)

Marketing Strategy

|  |  |
| --- | --- |
| **Short Term** | **Long Term** |
| Owner/operator to reconnect with previous clients from massage practice with | As patient base builds, offer referral incentive to patients (i.e. free yoga class, cooking class, etc.) |
| Owner/operator to reconnect with previous yoga students | Monthly newsletter |
| Host in service about women’s PT and lymphedema care at local hospitals, birthing centers, etc. | Efficient system of follow-up calls and “checking in” with patients |
| Utilize social media sources to provide helpful wellness information daily | Partner with area birthing centers to offer educational conferences about exercise guidelines during pregnancy and pain prevention strategies |
| Attractive, easy to navigate, easy to find website with all information necessary | Become a sponsor for women receiving cancer care that need financial support |
| Advertise at local gym’s, pregnancy clinics, women’s only gym | Continued attendance local business meeting, etc. |
| Promote specialization of therapists and wholistic opportunity of care |  |
| Advertise in local newspaper |  |
| Foster good relationships with area physicians that treat women |  |
| Owner to take a business class prior to opening business in order to gain skills, but network as well |  |

***Part 6: Policies, Regulations, & Information Management***

Insurance Needs

Insurance needs for *OneSelf Therapy* are included in the Fringe Costs on P. 24. The business will maintain the following:

* Professional/General Liability
* Health Insurance (for two therapists)
* Owner/0perator will maintain life insurance
* Disability Insurance
* Renter’s Insurance for property

Regulatory Requirements

*OneSelf Therapy* will remain and act in accordance to all necessary regulations including:

* HIPAA
* Occupational Safety and Health Act (OSHA)
* Fire Safety
* Americans with Disabilities Act (ADA)
* American Physical Therapy Association (APTA)
* Employment Regulations
* Financial Management Regulations
* NC Practice Act
* Federal & State Law
* Environmental Regulations
* Food and Drug Regulations
* U.S Department of Labor
* Fair Labor Standards Act

This will occur by self-study, annual review of regulatory status with attorney and CPA, and participation in other professional organizations with knowledgeable managers.

Information Management

As part of the capital budget, *OneSelf Therapy* will invest in a website design and pay for monthly hosting and domain name registration. Additionally, scheduling and billing software (Web PT) was accounted for in start-up expenses and other software programs (Quickbooks, HEP To Go) necessary for the PT environment. Refer to P.24-25.

***Part 8: Financing***

For all financial budgeting and revenue estimates for the practice, *OneSelf Therapy* will consult and utilize the expertise of a CPA to ensure financial performance stays within 10% of projected estimates.

Personal Capital

Prior to opening *OneSelf Therapy*, owner/operator, Chenin Duclos, will work a minimum of 3 years in the physical therapy field in order to gain necessary capital to meet a $25,000 start-up contribution of personal capital. In addition, a loan request for $75,000 with a 6.5% APR financing rate for 10 years will be obtained.

Loan Information

|  |  |
| --- | --- |
| Principal Amount of Loan | $75,000 |
| Interest Rate | 6.5% |
| 10 Year Loan (120 months) | 120 months |
| Total Loan Balance over Life of Loan (10 years) | $102,200 |
| Average Monthly Payment | $900.00 |

Start-up Sources

|  |  |
| --- | --- |
| **Source** | **Amount** |
| Personal Capital | $25,000 |
| Bank Loan | $75,000 |
| **Total Contributions** | **$100,000** |

Capital Budget

Tangible items used for services provided at *OneSelf Therapy* are listed below. This list includes necessary items needed for start-up and first 12 months of business. These items eventually become an asset to *OneSelf Therapy*.

|  |  |  |
| --- | --- | --- |
| **Category** | **Items** | **Costs** |
| Building/Office Needs |  |  |
|  | Computer System (including printer, laptops, Wi-Fi needs) | $3,000 |
|  | Furniture (office, waiting room, bathroom, outdoor chairs) | $2,000 |
|  | Small amount kitchen supplies (refrigerator, microwave, electric tea pot, dishes) | $500 |
|  | Phone System | $200 |
|  | Washer/Dryer unit | $500 |
| Treatment Needs |  |  |
|  | Gym Equipment (treadmill, stationary bike, UBE) | $9,000 |
|  | Weights, resistance bands, variety of balance equipment, therapy balls, bosu ball, TRX, etc. | $4,000 |
|  | Parallel bars | $1,300 |
|  | Ultrasound/Estim | $3,500 |
|  | Linens, Gowns, Towels | $800 |
|  | Thermal equipment | $500 |
|  | Treatment Tables x2 | $8,000 |
|  | Yoga mats, bolsters, blocks, straps | $500 |
| Miscellaneous |  |  |
|  | Website Design | $3,000 |
| **Total Capital Budget Expenses Year 1: $36,800** | | |

Cash Flow Statement

*OneSelf Therapy* will not produce a cash flow statement at the start due to the small scale nature of the business and the lack the selling items and inflow/outflow of cash. Should this change in the future, a cash flow statement will be furnished to ensure accurate financial bookkeeping.

Annual Operations Expense Budget

Annual Operations Expense Budget for Year 1: Evaluation of Explicit Costs (Direct, Fringe, Indirect)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Direct Cost Items** | **Yearly Cost** | **Fringe Item (approx. 30% of Indirect Cost)** | **Yearly Cost** | **Indirect Cost Items (approx. 60% of direct cost total)** | **Yearly Cost** |
| Salaries (2 PT’s) | $120,000 | Professional Liability (1% of IC) | $800 | Administrative Salary | $30,000 |
| Benefits (Continuing Ed. reimbursement) | $1,000 | Federal Unemployment ($56 year) | $55 | Rent/Initial Deposit | $28,000 |
| Treatment Equipment & Supplies: lotions, U/S gel, Estim pads, gloves, etc.) | $6,000 | State Unemployment (average $250 year) | $250 | Cleaning & Maintenance Supplies and Fees | $1,200 |
| Misc (HEP forms, etc.) | $1,200 | Pension Plan (3-4% of IC) | $2,400 | Marketing & Advertising (includes printing and distribution of monthly newsletter) | $1,000 |
| Licenses, Dues | $1,000 | Insurance (health, life, disability) (12% 0f IC) | $9,590 | Accountant | $1,000 |
|  |  | FICA (6.2% of IC) | $4,950 | Attorney | $1,500 |
|  |  | Workman’s Comp (4% of IC)\*\*Will not consider since so few employees. | $3,195 | Domain Name | $10 |
|  |  |  |  | Hosting Company for Website | $120 |
|  |  |  |  | Kitchen/bathroom supplies (tea, snacks, ) | $1,200 |
|  |  |  |  | Magazine Subscription | $200 |
|  |  |  |  | Water Cooler Rental & Equipment | $250 |
|  |  |  |  | Utilities (internet, phone, water, heat, sewage) | $2,400 |
|  |  |  |  | Loan Payment/Interest | $10,800 |
|  |  |  |  | Office Supplies/Software | $1,000 |
| Total Direct Costs | $129,200 | Total Fringe Cost | $21,240 | Total Indirect Costs | $78,680 |
| **Total Annual Operations Expense for Year 1: $229,120** | | | | | |
| **Cost per hour: $75.40/2 therapists = $37.70**  **Cost per hour = annual operations expense/3,040**  **(3,040 = available & billable hours for 2 PT’s at max productivity of 80% and minus PTO, cont. ed., meetings, etc.)** | | | | | |

Overview of Year 1 Budget:

|  |  |
| --- | --- |
| Total Capital Budget/Start-Up Costs Year 1 | $36,800 |
| Total Annual Operations Expenses Year 1 | $229,120 |
| TOTAL EXPENSES YEAR ONE | $265,920 |
| (minus) Personal Capital (personal and bank loan) | -$100,000 |
| (minus) Non PT Contributions (listed below) | -$30,000 |
| **Estimated remainder to pay year 1 prior to PT service deductions:** | **$135,920** |

Annual Operations Expense Budget for Year 2: Evaluation of Explicit Costs (Direct, Fringe, Indirect)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Direct Cost Items** | **Yearly Cost** | **Fringe Item (approx. 30% of Indirect Cost)** | **Yearly Cost** | **Indirect Cost Items (approx. 60% of direct cost total)** | **Yearly Cost** |
| Salaries (2 PT’s) | $120,000 | Professional Liability (1% of IC) | $800 | Administrative Salary | $30,000 |
| Benefits (Continuing Ed. reimbursement) | $1,000 | Federal Unemployment ($56 year) | $55 | Rent/Initial Deposit | $24,000 |
| Treatment Equipment & Supplies: lotions, U/S gel, Estim pads, gloves, etc.) | $3,000 | State Unemployment (average $250 year) | $250 | Cleaning & Maintenance Supplies and Fees | $1,200 |
| Misc (HEP forms, etc.) | $1,200 | Pension Plan (3-4% of IC) | $2,400 | Marketing & Advertising (includes printing and distribution of monthly newsletter) | $500 |
| Licenses, Dues | $1,000 | Insurance (health, life, disability) (12% 0f IC) | $9,590 | Accountant | $1,000 |
|  |  | FICA (6.2% of IC) | $4,950 | Attorney | $1,500 |
|  |  | Workman’s Comp (4% of IC) | $3,195 | Domain Name | $10 |
|  |  |  |  | Hosting Company for Website | $120 |
|  |  |  |  | Kitchen/bathroom supplies(tea, snacks) | $1,200 |
|  |  |  |  | Magazine Subscription | $200 |
|  |  |  |  | Water Cooler Rental & Equipment | $250 |
|  |  |  |  | Utilities (internet, phone, water, heat, sewage) | $2,400 |
|  |  |  |  | Loan Payment/Interest | $10,800 |
|  |  |  |  | Office Supplies/Software | $500 |
| Total Direct Costs | $127,200 | Total Fringe Cost | $21,240 | Total Indirect Costs | $75,680 |
| **Total Annual Operations Expense for Year 2: $222,120** | | | | | |
| **Cost per hour: $73.10/2 therapists = $36.55**  **Cost per hour = annual operations expense/3,040**  **(3,040 = available & billable hours for 2 PT’s at max productivity of 80% and minus PTO, cont. ed., meetings, etc.)** | | | | | |

Overview of Year 2 Budget:

|  |  |
| --- | --- |
| Total Annual Operations Expenses Year 2 | $222,120 |
| TOTAL EXPENSES YEAR TWO | $221,120 |
| (minus) Non PT Contributions (listed below) | -$30,000 |
| **Estimated remainder to pay year 2:** | **$191,120** |

Payer Mix/Revenue Sources/Case Mix

*OneSelf Therapy’s* payer mix will consist of:

* 70% Private Insurance
* 20% Medicare
* 10% Out of Pocket.

Additional Revenue Sources include:

* Non-PT revenue sources listed below

|  |  |
| --- | --- |
| **Revenue Item** | **Amount** |
| Class fees (yoga, meditation) @ $10 per class/10 classes offered per week | (min. 5 students per class) $24,000 – (teacher gets 50%) $12,000 = $12,000 |
| Rent contribution for contractual employee including utilities contribution/use of common spaces/admin assistant assistance when needed(Massage Therapist, Acupuncturist, Counselor, Personal Trainer, Nutritionist) | $18,000 |
| **Total revenue non-PT sources per year\*** | **$30,000** |

\*Class attendance is expected to grow increasing non-PT revenue sources.

Fee Schedules

*OneSelf Therapy* utilizes the established Medicare Physician Fee Schedule with a 130% markup fee for services provided.

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **Code** | **Fee (approximate)** | **Markup Price (130%)** |
| Physical Therapy Evaluation | 97001 | $70.00 | $91.00 |
| Physical Therapy Re-Evaluation | 97002 | $40.00 | $52.00 |
| Application of Modality; Hot or Cold Packs | 97010 | $5.00 | $6.50 |
| Physical Med Treatment; One Area Traction | 97012 | $16.00 | $20.80 |
| Application of Modality; Electrical Stimulation | 97032 | $18.00 | $23.40 |
| Application of Modality to 1 or More Areas; Iontophoresis | 97033 | $30.00 | $39.00 |
| Application of Modality to 1 or More Areas; Ultrasound | 97035 | $12.00 | $15.60 |
| Therapeutic Procedure; Therapeutic Exercise | 97110 | $30.00 | $39.00 |
| Therapeutic Procedure; Neuromuscular Re-Education | 97112 | $31.00 | $40.30 |
| Therapeutic Procedure; Gait training | 97116 | $27.00 | $35.10 |
| Therapeutic Procedure; Massage | 97124 | $25.00 | $32.50 |
| Manual Therapy Techniques | 97140 | $28.00 | $36.40 |
| Therapeutic Activities | 97530 | $33.00 | $42.90 |

Productivity Estimates

Productivity goals for *Oneself Therapy* include:

* 80% productivity per PT by end of year 1 which equals a minimum of 6 billed hours (per day per therapist) by end of year 1 per (see Financial Productivity below)
* Gradual increase in productivity throughout first year
* Patient visits regardless of type will be one hour in length; 1 visit = 1 Unit of Service
* 10 fitness classes per week with minimum of 5 students per class by 6 months; expected to grow

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Month** | **Productivity** | **Billable hours to achieve per day per therapist**  **(& per month)\*** | **Billable hours per day (2 PT’s)** | **Month** | **Productivity** | **Billable hours to achieve per day per therapist (& per month)\*** | **Billable hours per day (2 PT’s)** |
| 1 | 10% | .75 (15/mo) | 1.5  (30/mo) | 13 | 80% | 6  (120/mo) | 12  (240/mo) |
| 2 | 10% | .75  (15/mo) | 1.5  (30/mo) | 14 | 80% | 6  (120/mo) | 12  (240/mo)\*\* |
| 3 | 20% | 1.5  (30/mo) | 3  (60/mo) | 15 | 80% | 6 | 12 |
| 4 | 20% | 1.5  (30/mo) | 3  (60/mo) | 16 | 80% | 6 | 12 |
| 5 | 30% | 2.2  (44/mo) | 4.4  (88/mo) | 17 | 80% | 6 | 12 |
| 6 | 40% | 3.0  (60/mo) | 6  (120/mo) | 18 | 80% | 6 | 12 |
| 7 | 50% | 3.7  (74/mo) | 7.4  (148/mo) | 19 | 80% | 6 | 12 |
| 8 | 60% | 4.4  (88/mo) | 8.8  (176/mo) | 20 | 80% | 6 | 12 |
| 9 | 60% | 4.4  (88/mo) | 8.8  (176/mo) | 21 | 80% | 6 | 12 |
| 10 | 70% | 5.2  (104/mo) | 10.4  (208/mo) | 22 | 80% | 6 | 12 |
| 11 | 70% | 5.2  (104/mo) | 10.4  (208/mo) | 23 | 80% | 6 | 12 |
| 12 | 80% | 6  (120/mo) | 12  (240/mo) | 24 | 80% | 6 | 12 |
| Total per year | | 772 | 1544 | Total per year | | 1440 | 2880 |

\*This total factors in hours in which the PT is not available throughout the year (paid time off, continuing education, etc.), lunch and documentation time. See below for details.

\*\*Break Even Point

Financial Productivity (available hours per year & billable hours)

|  |  |  |  |
| --- | --- | --- | --- |
|  | PT 1 | PT 2 | Total with 2 PT’s |
| Hours paid/year | 2080 (40 hour work week x 52 week per year) | 2080 (40 hour work week x 52 week per year) | 4160 |
| Total nonproductive hours per year (paid time off, continuing education, meetings, etc.) | -180 | -180 | -360 |
| Total available productive hours per year | 1,900 (~36.5 hours per week) | 1,900 (~36.5 hours per week) | 3,800 |
| **Billable H0urs & Unit of Service** | | | |
| Billable hours with 80% productivity expected per year (considers lunch and time for documentation) | 1,520 (total available x 80% productivity) | 1,520 (total available x 80% productivity) | 3,040 |
| Billable hours per week and per day (considering 80% productivity of total available productive hours) | 30 (1,520 /52 weeks per year)  6 (30/5 work days per week) | 30 (1,520 /52 weeks per year)  6 (30/5 work days per week) | 60  12 |
| Unit of Service (1 hour)/year | 1,520 (UOS = 1 hour) | 1,520 (UOS = 1 hour) | 3,040 |
| Unit of Service/Week | 30 (UOS per year/52 weeks) | 30 (UOS per year/52 weeks) | 60 |
| Unit of Service/Day (assuming 5 day work week) | 6 (UOS per week/5 days in a work week) | 6 (UOS per week/5 days in a work week) | 12 |

Estimated Collection Rates

*OneSelf Therapy* plans to collect 100% of all accounts receivable within 120 days of first billing statement. Consultation with other PT providers in order to develop strategies for achieving collection goal will be performed and best practices for achievement of this goal will be utilized. Additionally, based upon the Medicare Physician Fee schedule, an average UOS cost (1 hr visit) is $100.00 (~ 97110 x 4 x 80%).

Annual Revenue Projections Year 1 & 2

|  |  |  |
| --- | --- | --- |
| **Month** | **Expected Billable Hours Per Month for 2 Therapist**  **(Total billable hours or UOS per day for 2 therapists after productivity consideration listed above x 5 day work week x 4 weeks per month)** | **Revenue ($100.00 per UOS)** |
| 1 | 30 | $3,000 |
| 2 | 30 | $3,000 |
| 3 | 60 | $6,000 |
| 4 | 60 | $6,000 |
| 5 | 88 | $8,800 |
| 6 | 120 | $12,000 |
| 7 | 148 | $14,800 |
| 8 | 176 | $17,600 |
| 9 | 176 | $17,600 |
| 10 | 208 | $20,800 |
| 11 | 208 | $20,800 |
| 12 | 240 (6 patients per day for 2 therapists) | $24,000 |
| **Total Revenue Year One for PT Services** | | **$154,400** |
| **Non- PT Revenue** | | **(+) $30,000** |
| **Total year 1 revenue** | | **184,400** |
| **Income tax (7.75%)** | | **(-) 14,291** |
| **Total after tax** | | **170,109** |
| **Total Year 1 Expenses (capital budget and operations)** | | **(-)**$265,920 |
| **Net income before contribution deduction** | | **-$95,811** |
| **Contribution deduction** | | **(+) 100,000** |
| **Net income** | | **(+)$4,189** |

|  |  |  |
| --- | --- | --- |
| **Month** | **Expected Billable Hours Per Month**  **(Total billable hours per day for 2 therapists after productivity consideration listed above x 5 day work week x 4 weeks/month)** | **Revenue** |
| 13 | 240 | $24,000 |
| 14 | 240 | $24,000 |
| 15 | 240 | $24,000 |
| 16 | 240 | $24,000 |
| 17 | 240 | $24,000 |
| 18 | 240 | $24,000 |
| 19 | 240 | $24,000 |
| 20 | 240 | $24,000 |
| 21 | 240 | $24,000 |
| 22 | 240 | $24,000 |
| 23 | 240 | $24,000 |
| 24 | 240 (6 patients per day for 2 therapists) | $24,000 |
| **Total Revenue Year Two for PT Services** | | **$288,000** |
| **Non-PT Revenue** | | **(+) $30,000** |
| **Total Year 2 Revenue** | | **$318,000** |
| **Income tax (7.75%)** | | **(-) 24,645** |
| **Total after tax** | | **293,335** |
| **Total Year 2 Expenses (operations)** | | **(-)$222,120** |
| **Net Income** | | **(+) 71,235** |

Break-Even Analysis

* BE = 2,017 UOS or visits to break even

Details:

Fixed Costs (estimate from direct cost plus fringe): $150,440

Variable Costs (estimate from indirect cost): $78,680

Price: ~$100.00 per visit

UOS/year: ~3100

Cost per UOS = $25.40

* The results of the BEA indicate the point at which *OneSelf Therapy* will break even and begin to make a profit is month 14; however, this is an estimate. $100 as a price per visit is a high target, yet there will also be non-PT related revenue to factor in. Close monitoring with accountant is warranted.

***Part 7: Long-Term Goals & Exit Plan***

Long-Term Goals

Productivity & Finance

* 80 % productivity by the end of year one for both physical therapist (~ 6 billable hours minimum per day per therapist)
* All contractual employees, to be 80% productivity by end of year 1 and continue to build solid clientele and patient base.
* Break even point in first or second quarter of year 2
* Reassess loan agreement for early pay back option if applicable
* By end of year two, achieve a net profit of 5%, year 2 5-10%, year 3-5 10-15%

Facility & Staff

* Consider adding another personal trainer as needed
* Hire an additional administrative assistant as needed
* Offer additional benefits to administrative staff and perks for contractual employees
* Addition of third physical therapist by year 5
* Obtain two doulas to support patients at home during pregnancy/labor/after delivery

Marketing

* Have successful referral network between all staff
* Be well-known name in the community; establish a representation for excellence and quality care
* Attend and participation in probono work, work for service, community seminars and health promotion events on regular basis
* Develop relationship with surrounding physicians and hospitals that work closely with women of all ages to develop adequate referral source
* Host nutrition/cooking class at local rental kitchen

Big Picture

* Become a leading competitor in women’s health physical therapy and cancer care, as well as a leader in health and wellness promotion by addressing the needs of all women in a wholistic level

Quality Outcomes Assessment Strategies

*OneSelf Therapy* will continually assess therapist and business performance and patient satisfaction to ensure optimal care is given in the most efficient manner possible. Furthermore, *OneSelf Therapy* will value the aims established by the Institute of Medicine (IOM) and presented in Crossing the Quality Chasm as a way to continually improve the healthcare given by all therapists at *OneSelf Therapy*:

1. Safe

2. Effective

3. Patient Centered

4. Timely

5. Efficient

6. Equitable

Several strategies will be utilized to assess outcome:

* Maintain target goals (productivity, profit, volume, referral sources, etc.) and objectives and assess achievement regularly
* Participate in government sponsored quality review initiatives
* Utilize outcome measures and document improvement percentages
* Maintain congruency with *OneSelf Therapy* Values, Mission, Vision
* Encourage customer satisfaction reporting with incentive
* Regular team meeting to discuss areas of growth, roles, goals, patient referral
* Utilization of Decision Support Tools to support decision making through: financial analysis, modeling, reliability testing, simulation, statistical analysis

Exit Strategies

In the event that owner/operator, Chenin Duclos, decides to terminate *OneSelf Therapy* by choice, the value of the practice will be determined and sale to PT2 will be offered. The practices’ market value will be determined by evaluation from a Consultant. Consultation with attorney and CPA is underway to determine best exit strategy in event of unexpected circumstances of death and ensure all participating therapists are able to maintain employment for 3 months.