



# AMPLIFY

## PT + WELLNESS

Business Proposal

Owners: Anna Claire Joyner PT, DPT, OCS, Ethan Pierson PT, DPT, OCS

Amplify PT and Wellness

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[www.AmplifyPTandWellness.com](http://www.AmplifyPTandWellness.com)

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# Executive Summary

## Mission Statement

Amplify PT and Wellness, LLC is a PT practice dedicated to empowering older adults to maintain the quality of life that they desire by providing skilled PT intervention with a focus on transitioning to individualized total body wellness.

## Purpose

We aim to serve the aging population as they transition into the older years of their lives. We promote community and total body wellness to ensure that our clients are able to maintain the lifestyle and activities that they enjoy.

## Keys to Success

1. Establish relationships with nearby physicians, other businesses, and retirement communities
2. Provide skilled therapy with strong patient outcomes and satisfaction, to build our brand in the community
3. Successfully get patients to transition to our total body wellness plan after rehabilitation
4. Become a profitable business within 2 years of operation

## Objectives

1. Provide skilled orthopedic physical therapy rehabilitation for older adults
2. Facilitate the transition from skilled physical therapy to independent wellness programs
3. Provide opportunities for social engagement to improve and maintain social wellbeing and sense of community
4. Encourage movement and positive dietary choices to lessen the chance of poorer health outcomes

# Business Description

## Organizational Values

1. Altruism- Our staff places priority on patient care and the needs of the patient's above all else. Our therapists and staff will go above and beyond the standard of care set forth by the APTA.
2. Excellence- Our therapy staff is committed to providing excellence in evidence-based clinical reasoning to all patients, and offering in-network interdisciplinary care that is patient specific and values their input into a plan of care.
3. Integrity - Amplify staff and therapists will abide by all federal, state, and NCBPTE laws and regulations. We are committed to providing care within the scope of our practice and upholding the standard of care set forth by the APTA.
4. Trust - Amplify therapists and staff form lasting relationships with patients where the patient is able to trust the staff with guidance on total body wellness in the transition between physical therapy and our wellness program.
5. Safety - We are dedicated to the safety and care of our patients and staff.
6. Community - Amplify PT and Wellness strives to create a gathering place for older adults to connect and get stronger together. Our goal is to engage our clients and provide a space where everyone feels connected and supported in their total wellness journey.

## Organization and Legal Structure

Amplify PT and Wellness is an established LLC of Ballantyne in Charlotte, North Carolina. The taxation status is a partnership between Dr. Anna Claire Joyner PT, DPT, OCS and Dr. Ethan Pierson PT, DPT, OCS. Both parties have agreed to a 50:50 partnership as outlined in the partnership agreement. In addition to working as full time clinicians, Dr. Joyner manages the Wellness side of Amplify and Dr. Pierson oversees the PT side of the business.

## Geographic Location and Facility Requirements

Amplify PT and Wellness will operate in the greater Charlotte, NC area. We will be located in Ballantyne, NC and will serve the entire surrounding Charlotte community.

Our facility will require a front office space/waiting room, therapy gym, and full wellness and fitness gym. Our facility will be equipped with an AED and other necessary emergency

equipment. Amplify PT will offer private restrooms and community locker rooms for patient use. Our physical therapy services will operate from 7am-6pm Monday-Friday and 8am-12pm on Saturday. Our Wellness Center will be open from 5am-9pm all days of the week. Specific wellness services such as group fitness classes, massage therapy, dietary consults, and recreational therapy services will be offered on a separate schedule within the Wellness Center's hours of operation.

Square Footage: Based off of square footage requirements, our Physical Therapy gym and services will occupy 3460 sq/ft. The wellness portion of the gym will occupy 3155 sq/ft. In total, Amplify Physical Therapy and Wellness will occupy 6615 sq/ft.

## Description of Services

1. Skilled Orthopedic Physical Therapy
2. Recreational Therapy (social engagement)
3. Dietary Consultations
4. Group Fitness Training
5. Personal Training
6. Massage Therapy

## Personnel Requirements

- Owner/PT/Manager (2) Full Time
  - Oversee payroll of staff
  - Manage hiring and firing of all staff
  - Establish and maintain a respectful and honest dynamic among staff
  - Enforce policies and procedures
  - Evaluate and treat patients
  - Oversee productivity of staff
  - Hold full staff quarterly meetings to discuss policy changes, expectations and growth in the business
  - Hold annual review meetings with each individual staff member
  - Establish connections in the community and with referral sources
- Physical Therapist (4) Full Time
  - Evaluate and treat patients
  - Gain professional relationships with local doctors to increase clientele
  - Promote the PT practice as well as the wellness fitness center
  - Document each encounter thoroughly and efficiently
  - Use clinical decision making in patient's best interest, while not exposing the company to legal issues
  - Refer to other skilled providers in the company when needed
  - Maintain a clean treatment area

- Administrative Manager (2) Full-time
  - Pay facility bills
  - Oversee insurance billing and verification
  - Oversee front desk staff/ sign-in and out processes
  - Collect all fees from patients and clients at date of service
  - Bill clients appropriately
  - Maintain an organized and clean front desk and waiting room area
  - Answer the phone in a timely manner, establish a positive patient relationship
  - Communicate directly with owners regarding any billing and staff concerns
- Dietician (1) Full-time
  - RD that works with patients/ clients on their nutritional goals.
  - Refer to other providers about rehab or fitness needs of patients in conjunction with their services.
  - Coordinates and runs weekly small group meetings for special interests including: diabetes management, weight management, and cooking with lifestyle modification
- Recreational Therapist/Marketing Coordinator (1) Full-time
  - Coordinates weekly community and social engagement activities
  - Provides one on one and group sessions to help members manage depression, stress and anxiety and help them build confidence and socialize in their community
  - Coordinates and runs weekly small group accountability meetings
  - Assist in marketing efforts in community
  - Goal: increase quality of life of members by facilitating engaging and fulfilling relationships and activities
- Group Fitness Staff (2) Part-time
- Personal Trainer (3) Part-time
- Front Desk Staff (6) Part-time
- Massage Therapist (2) PRN/ by appointment
- Attorney (1)
  - Offer legal advice on retainer to the company.
  - Minimize post-incident losses and damages to company and providers
- Accountant (1) Monthly services
  - Tax advice
  - Help the company adhere to compliance in all financial aspects.
  - Utilized by managers monthly and on an as needed retainer
  - File and manage annual tax returns
  - Assistance with budgeting and financial advice
- Cleaning Service (1)
  - 2 times/ wk cleaning

# Marketing

## Demographics

- **Total Population:** 1,110,356 people in Mecklenburg county, NC
- **Age Percentages of Total Population:** 65+: 11.5%, under 18: 23.3%, 16-64: 58.6%
- **Gender split:** F 51.9%, M 48.1%
- **Average Household Income:** \$64,312
- **% Below Poverty Line:** 11.7%

## Target Population

Amplify PT and Wellness' target population is older adults 55 and older. Amplify PT serves all adult orthopedic needs but specifically targets adults as they transition into later life.

## Marketing Budget

<b>Marketing Budget</b>		
	Cost	Total
Professional Website	\$4,500	\$4,500
Top Ambassador Prizes	\$75 monthly	\$900 annual
Monthly Ambassador Meeting	\$100 monthly	\$1200 annual
Email marketing	\$100 monthly	\$1200 annual
Paper/Brochures/ Flyers	\$300	\$300
Total	--	\$8,100 startup annual cost

## Strategy

1. Professional Website: We will have a straightforward, easy to access website where clients can book appointments and read about the opportunities that Amplify PT and Wellness offers.
2. Free Saturday Buddy/Community Class: On Saturdays we will offer two different free group fitness classes. At 8AM our HITT class will be open to the public and our 9AM class will be a buddy class where members can bring one friend with them for free.
3. Amplify Ambassadors Program: On the wellness side of our business, we will offer an ambassador program to highlight leaders and engage new members in the Amplify community. Ambassadors will be incentivized to refer members and for each member that signs a contract that they will receive a point. At the end of each month there will be a breakfast for all the ambassadors with coffee and bagels where we recognize the ambassador with the most referrals and they will receive a free month of membership.
4. Free health screenings at local retirement communities: Once a month for the first year of business the owners of Amplify PT will go out to different retirement and/or senior center communities to put on a free health screening of residents for falls risks. This is a great opportunity to get our faces and name out into the community and find potential clients.
5. Email marketing: Email marketing campaign to local healthcare providers in our market area about our PT practice and the benefits we could offer to their patients for referral for musculoskeletal rehab and therapy.
6. Direct Marketing to Local Physicians: Our owners and managers at Amplify PT will work to align with physicians and healthcare offices in the area to build up a network of referral sources for PT patients to our practice. We will ask about leaving flyers at each office for physician and/or patient reference, and would be open to the idea of aligning with specific healthcare systems in our area for referral of MSK rehab patients via contractual alliance.
7. Infrastructure: The layout of Amplify PT and Wellness promotes direct visual marketing from the wellness side of the business to the PT side of the business. Clients working out in the wellness gym have a constant visual of the physical therapy side of the practice and are made aware of the services offered through poster advertising within the gym. All Wellness Staff are educated on the PT services offered and can answer questions about physical therapy services and encourage clients to stop by the PT front desk with any physical therapy inquiries.

## SWOT Analysis

### Strengths

1. Multi-service convenience: we provide multiple wellness services in one convenient location
2. Skilled PT clinicians that provided evidence-based and effective care
3. Accessibility and hours of operation
4. Community engagement and atmosphere
5. Clearly outlined roles for staff and specialty areas
6. Collaboration of different specialties for total body care
7. Facilities that offer PT care as well as a full wellness gym
8. Individualized care: every patient will have a program adapted specifically to their needs and the assets of the facility

### Weaknesses

1. Limited patient population: Focus on older adult demographic
2. Outpatient based: patients/ clients have to be in good enough health to come to us
3. Marketing limitations due to the older nature of our target population, will not be able to fully utilize internet marketing
4. Convincing patients to transition to wellness aspect

### Opportunities

1. Referral program: for every member referred you get a discount on your membership
2. Eventually incorporating to allow for multiple locations and franchise partners
3. Word of mouth marketing with incentives to refer
4. Partnering with MD practices in the area to increase our geriatric clientele
5. Geographic Location: located in suburbs of greater Charlotte Area that is a middle to upper class area with lots of older adults in the area

### Threats

1. More affordable wellness options for people who just need one or two aspects of our service: local gyms, massage offices
2. Other established PT clinics in location
3. The YMCA offers many of our wellness services and is an established brand
4. Startup: a novel concept without a track record of success

## Competitor Analysis

1. The YMCA is an established wellness and recreational entity in our location. The YMCA has been open for many years in the Charlotte area with a deep client base and multiple locations for ease of access. Though the YMCA is well established in the fitness and wellness industry, it does not offer the skilled Physical Therapy services that Amplify PT and Wellness can provide clients. The older adult craves convenience and that's what Amplify PT and Wellness offers: in house skilled physical therapy and fitness/wellness services all in one location.
2. The YMCA serves people across the lifespan from children, to mothers, and older adults. Their large and crowded family spaces can easily become overwhelming and inaccessible for the older adult population. Amplify PT aims to provide the older adult all of the services that they want and need in a direct, convenient and laid back fashion designed specifically for the needs of older adults.
3. Other PT clinics in the area offer similar PT services to our target population, however, we offer much more than just the standard PT care. Our company offers basic wellness membership, dietary, massage therapy, recreational therapy, and personal training in addition to our standard PT services that other PT practices in the area do not offer. The pros to this are much greater when you take into account the convenience of having all of those services available to patients under one umbrella company, at one location.

## Finances

### Explanation of Revenue

#### Wellness

Our revenue source on the Wellness side of our business is based on a self-pay monthly flat rate system. Members can pay for additional services as needed to add to their base Wellness membership.

- Wellness Membership: \$75 monthly: This includes total access to all gym equipment, unlimited group fitness classes, unlimited recreational social engagement activities, and 1 additional individual service per month (massage therapy, dietary consultation, recreational therapy consultation, personal training session).
- Additional Services are at a per visit/ consultation rate:
  - Massage Therapy: \$75/ first hour, \$20 for each additional 15 mins

- Dietician Consultation: \$50/30 min
- Recreational Therapist Consultation: \$50/ 30 min
- Personal Training: \$60/45 min session

## Physical Therapy

	<b>Medicare Fee Schedule</b>	
Code	Cost per Unit	Treatment
97110	30.21	Therapeutic Exercise
97112	34.70	Neuromuscular Reeducation
97116	29.88	Gait Training
97124	28.68	Massage Therapy
97140	27.81	Manual Therapy
97530	38.58	Therapeutic Activities
97535	33.57	Selfcare Management
97032	14.67	Estim (attended)
97012	15.00	Mechanical Traction
97035	14.23	Ultrasound
97161	84.28	Low Complexity Eval
97162	84.28	Moderate Complexity Eval
97163	84.28	High Complexity Eval
97164	57.76	Re-eval

## Price of Unit of Service

### Physical Therapy

- **Evaluation:** Every evaluation at Amplify PT is a one on one 60 minute session with a skilled physical therapist. The average reimbursement for an evaluation session is based off of the percent of medicare reimbursement for a typical evaluation session. A typical evaluation at Amplify would include 4 billable units based off of Medicare's 8 minute rule.
  - Our treatment code reimbursement average includes CPT codes that we anticipate using most frequently with new evaluations and day-to-day treatment sessions. This average includes therapeutic activities, therapeutic exercise, neuromuscular reeducation, gait training, manual therapy, and self care management from the Medicare Physician Fee Schedule, or \$30.79 as seen above.
  - Medicare Evaluation Session:  $(\$84.28) + (3 \times \$30.79) = \$176.65$
- **Treatment Session:** Each treatment session will be 45 minute length which allows for 3 total units reimbursable by Medicare Physician Fee Schedule. An average treatment session will cost  $(3 \times \$30.79) = \$92.37$

<b><u>PT Session Details</u></b>			
	Time	Average billable units	Estimated average reimbursement for 1 session
Evaluation	60 min	4	\$176.65
Treatment Session	45 min	3	\$92.37

**Price of one Physical Therapy UOS:** We estimate that 70% of our sessions will be evaluation sessions and 30% will be follow up sessions.

- Average Session Reimbursement per estimated Medicare:
  - $(.7 \times \$176.65) + (.3 \times \$92.37) = \mathbf{\$151.37}$

**Price of one Wellness UOS:** \$75 per month is the price of one Wellness UOS

<b><u>Average Price of UOS</u></b>	
Physical Therapy	\$151.37 per session
Wellness	\$75 per month

## Productivity

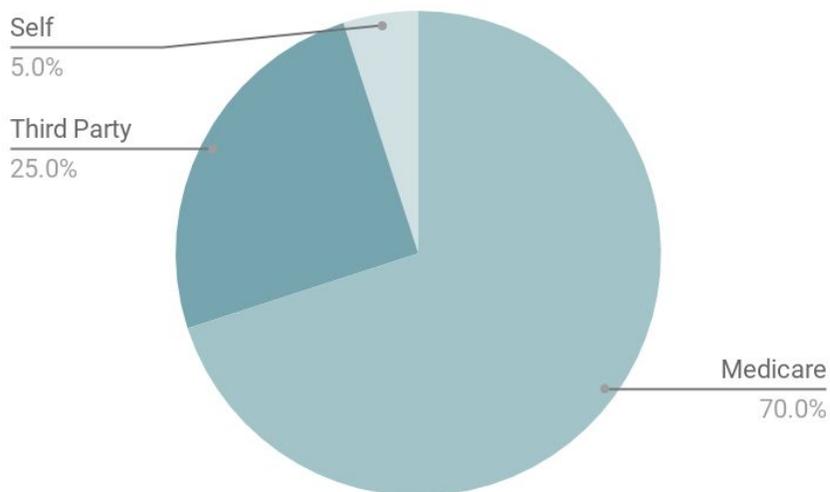
Prior to the opening of Amplify Physical Therapy and Wellness, owners Ethan and Anna Claire will put in 3 months of full time target marketing to physicians, clinics, and retirement communities in the area. For three months prior to opening, Anna Claire and Ethan will offer free community group fitness classes and health screenings every Saturday of the month in the parking lot of the future Amplify PT and Wellness. This marketing effort will allow the business to operate on an average monthly capacity of 80% throughout their first year, and will diminish the need to ramp up operations when the company first starts treating patients. Our front office staff will send email and phone call reminders to patients to allow them stay on top of filling openings and cancelations to maintain our average 80% productivity.

## Units of Service Breakdown

- 4 PT's 35 hours treatment time/ wk (5 hour admin)
- 2 PT owners 30 hours treatment/ wk (10 hour admin)
- 5 paid holidays (200 UOS)
- 5 days of PTO per therapist (200 UOS)
- 80% capacity
- 7280 UOS/ year after paid holidays, PTO, at 80% capacity

<b>UOS Breakdown after PTO, paid holidays, and 80% capacity</b>	
Week	152 UOS
Month	607 UOS
Year	7280 UOS

## Payer Mix



### Treatment Price Self Pay Model:

- Based off of our estimated Medicare reimbursement for evals and treatment sessions, our self pay will be as follows:
  - Evaluations: \$150
  - Treatments: \$80

<b><u>Payer Mix and Reimbursement</u></b>			
Provider	Percent of Payer Mix	Percent of Medicare Reimbursement	Reimbursement of UOS
Medicare	70%	100%	\$151.37 average
Third Party Payer	25%	80% estimate	\$121.09
Self-pay	5%	Flat Rate Amplify Fee	Evals: \$150 Treatments: \$80

## Expenses

### Budgeting

<b>Capital and Operational Budget</b>	
Total Capital Budget	\$119,062.50
Total Operational Budget/year	\$1,475,656
Total Budget (capital and operational) First Year of Operation	<b>\$1,475,775.62</b>

Both owners invested \$50,000 of their personal wealth into starting this business. The total business loan of \$473,262.00 was calculated based on total capital and a three month operational budget, \$473,262, after accounting for the owner's personal contribution.

*See hyperlink for budgeting breakdown*

[https://docs.google.com/spreadsheets/d/15dr9J21blM1L2N753OHIDv3LJ\\_EjXszjqrecXmL8sGM/edit?usp=sharing](https://docs.google.com/spreadsheets/d/15dr9J21blM1L2N753OHIDv3LJ_EjXszjqrecXmL8sGM/edit?usp=sharing)

### Company Contracted Negotiated Prices

We negotiated a bundled business price with Chattanooga Medical Supplies company for many of our capital PT expenses. This agreed upon price was a 60% of the overall cost of items bought from Chattanooga, which is reflected upon in the new pricing on our budget sheet. All items purchased from Chattanooga are indicated on our budget sheet in the item line.

We negotiated a bundled business price with Rogue Fitness Supplies company for many of our capital wellness needs. This agreed upon price was a 60% of the overall cost of items bought from Rogue Fitness, which is reflected upon in the new pricing on our budget sheet. All items purchased from Rogue Fitness are indicated on our budget sheet in the item line.

We negotiated a bundled business price with Sole Fitness company for our gym equipment. This agreed upon price was a 60% of the overall cost of items bought from Sole Fitness,

which is reflected upon in the new pricing on our budget sheet. All items purchased from Sole Fitness are indicated on our budget sheet in the item line.

We negotiated a bundled business price with an office supplies company for our operational business expenses. This agreed upon price was a 60% of the overall cost of items bought from said company, which is reflected upon in the new pricing on our budget sheet. All items purchased from this bundle are indicated on our budget sheet in the item line.

## Break Even Analysis

Break Even Analysis	
Fixed Costs	\$1,517,535.50
Price of PT service	\$151.37
Variable Cost	\$77,183
Available UOS per Year at 80% capacity	7280 UOS
Break Even Point	10,780.41 UOS

Break-even quantity = fixed costs/price – variable cost per UOS

**\$1,517,535.50 / ((\$151.37) - (\$77,183/7280)) = 10,780.41 UOS** to break even, or breaking even in 18 months.

- 10,780.41-7280= 3500.41 UOS leftover visits to break even in one year.

2 Wellness (\$75/UOS) is equal to 1 PT (\$151.37/UOS), so 3500.41 UOS left over/2= 1750.2 UOS that wellness will need to cover in one year to break even in one year. Dividing 1750.2 UOS into monthly, we would need 146 wellness memberships/month to completely break even in our first year.

This break-even quantity does not account for additional usage of our other services such as massage, dietician, personal-training and recreational therapy, because these services are highly variable in nature and do not account for a large portion of our revenue. At the start of our practice, we expect that these additional services will make an average of \$5000 per month throughout our first year. This additional revenue will help us break even quicker than previously listed, and will count as additional profits for our company thereafter. As our business grows, we expect clients to increase usage of these added services. This will increase our revenue substantially as we move forward.

## Internal Management

### Quality Outcomes Assessment

Our clinic's outcomes will be tracked via Prognosis, our EMR service. The owners and management team will assess diagnosis, number of visits, outcomes and/or patient progress, and patient satisfaction for each therapist encounter and compile data per clinician. Our therapists will be scored, and later salary-based incentives will be awarded using the merit-based incentive payments system (MIPS). Patient satisfaction surveys will be administered to patients at the time of re-evaluations and discharge visits along with other intake measures and tracked for use in annual therapist reviews by the owners, along with the other therapists' data listed above.

### Information Management Needs

Amplify PT and Wellness hired an accountant who is responsible for tracking revenue, expenses, cash flow, and other financial data from the Amplify PT outpatient clinic and wellness aspect of the company. This information will be reported to the owners to make financial decisions about the company's future as needed. The accountant fees are listed in the other fixed costs on our Operational Budget sheet.

Our EMR service, Prognosis, will be used to gather statistical information about patient-base such as: diagnosis, charges applied, number of visits, insurance company, referral sources, and outcome measure results. This information will be used to improve marketing efforts, to conduct PT performance reviews, and to assess the quality of outcomes of our services delivered. This information will be entered by therapy staff and administrative staff, and will be managed and assessed by the owners and management team.

### Insurance Needs

All full time employees will receive health, life, and disability insurance as part of their annual salary. As part of Amplify's fixed operational costs, all clinicians including PT's, recreational therapist, dietician, fitness instructors, personal trainers and massage therapists will be covered under professional liability insurance. Additionally, Amplify PT and Wellness will maintain an annual general liability insurance.

## Exit Strategy

In the event of death, full 100% ownership will be transferred to the living partner. Both owners have signed life insurance policies that will be paid out to the deceased's family. The wellness center will be renamed in the name of the deceased partner. Rest in peace.

In the event of a dissolving partnership, owners will establish a mutually agreed upon buyout rate with a 5 month notice of departure. Personal lawyers and a third party accountant will be used to negotiate exit turns and assess the current value of the company. Both owners will sign a non-compete agreement, outlining that they will not leave Amplify to establish a competing physical therapy or wellness practice within 50 miles of Amplify PT and Wellness within 6 months of selling their share of Amplify PT and Wellness.

Should the owners mutually agree to sell, merge, or liquidate the assets of Amplify PT and Wellness, the owners personal lawyers will work in conjunction to establish a mutually agreed upon buyout price. Any professional assets or ventures from Amplify PT and Wellness must be agreed upon by the owners should they choose to sell this company to start a new practice elsewhere.

## Long Term Goals

1. Expand our massage therapy services to include a second massage therapist
2. Expand our dietary services to include a smoothie and wellness bar
3. Open a second location within the next 10 years in the greater Charlotte area
4. Add an incentivized salary program to benefit committed physical therapists in the Amplify community. This program will allow PT's to work to increase their salary after working for two years at Amplify PT and Wellness.
5. Add to our physical therapy modalities and equipment to expand the services available to our patients for skilled PT intervention
6. Improve our EMR system in 5 years for increased ease of communication and improvement in data collection and analysis
7. Add smoothie of the month program: ambassador of the month will get a temporary smoothie named after them
8. Increase administrative staff to alleviate the responsibilities of Dr. Joyner and Dr. Pierson
9. Increase Wellness membership to an average 400 monthly members within 5 years
10. After Amplify PT and Wellness becomes a profitable company, we plan to refinance our initial 10 year bank loan to a 5 year payment plan with a lower interest rate.

# References

## Marketing Sources

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2. <https://www.markbrinker.com/website-cost>
3. <https://www.webfx.com/email-marketing-pricing.html>
4. <https://www.printrunner.com/brochure-printing.html>

## Expense Sources

1. [www.Amazon.com](http://www.Amazon.com)
2. Chattanooga Medical supplies Company- [www.chattamed.com](http://www.chattamed.com)
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