

SALISBURY SPORTS PHYSICAL THERAPY, LLC



Owned and Operated By:
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EXECUTIVE SUMMARY

PURPOSE

Salisbury Sports Physical Therapy aims to provide comprehensive physical therapy services to active individuals striving to return to maximal performance by providing evaluations and skilled rehabilitation services to Salisbury, NC and the surrounding areas.

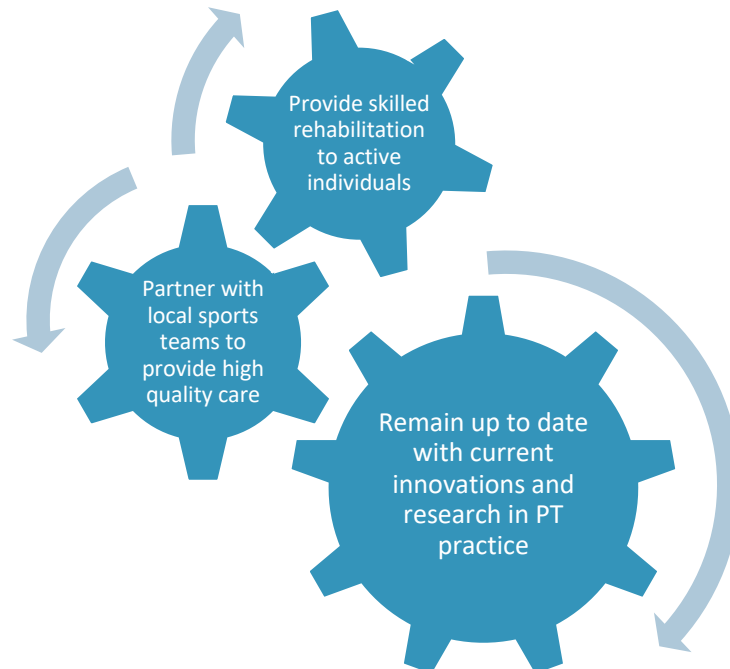
MISSION STATEMENT

To provide quality healthcare services to promote healthy movement in the community, educate patients about overall health, and improve quality of life.

VISION STATEMENT

We aim to become the leading physical therapy clinic in quality, cost-benefit, and patient satisfaction in the Salisbury area. Our goal is to provide patients the highest quality of care, including referrals to trusted skilled services such as strength & conditioning, massage, nutrition, and ATC.

OBJECTIVES



DESCRIPTION OF SERVICES

Salisbury Sports Physical Therapy is an outpatient orthopedic rehabilitation clinic. We provide physical therapy services to individuals wanting to return to an active lifestyle after a musculoskeletal injury. We provide one-on-one evaluations and treatment sessions with a certified physical therapist.

Salisbury Sports Physical Therapy is partnered with Salisbury Sports Gym. This partnership includes a monthly rate paid to the gym by SSPT in exchange for use of equipment and discounted gym memberships for currently enrolled patients.

ORGANIZATIONAL AND LEGAL STRUCTURE

Salisbury Sports PT is an orthopedic sports LLC in NC with equal shares and personal guarantees between the 3 shareholders.

KEYS TO SUCCESS



SWOT ANALYSIS

STRENGTHS – INTERNAL

1. Unique business proposition and equipment (biodex and dry-needling)
2. Filling a need for small colleges and local sports teams
3. Partnerships with local sports teams and athletic facilities
4. Specialized staff with history of elite athletic experiences
5. Partnership with local gym to provide equipment and discounts for patients

WEAKNESSES – INTERNAL

1. School reluctance to outsource rehabilitation services
2. Equipment crowding due to sharing with local gym

OPPORTUNITIES – EXTERNAL

1. Opportunity to expand to include other healthcare services like nutrition, strength and conditioning, massage therapy
2. Opportunity to open a second location

THREATS – EXTERNAL

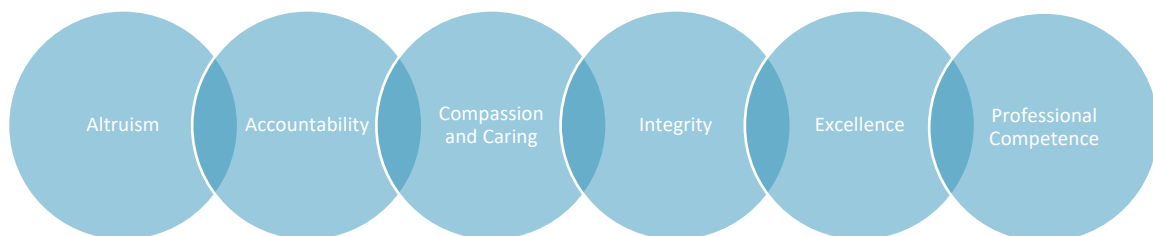
1. Local Competition
2. Lower education about physical therapy services in the rural community
3. Lower socioeconomic status of community
4. Other affiliated sports teams

OPERATIONS

Hope Arrowood, Jenny Bosserman, and Kayla Causey are the owners and primary physical therapists of Salisbury Sports Physical Therapy. The three owners are also acting as the only full-time physical therapists who will see patients one-on-one daily. There will be one additional administrative assistant who will complete front-desk duties, social media, billing, and supply. The owners also have a lawyer and accountant that will be available to assist with any additional counseling. There will be team meetings 1x/month.

Once the business reaches maximum productivity, each therapist will be able to see 10 patients a day with an hour for lunch and documentation mid-day. This results in 30 total units of service available to bill per week. Patients will be seen in 1-on-1 sessions for 45 minutes. Linens and deep cleaning of facilities (i.e. vacuuming, wiping down counter surfaces, removing all trash) will be completed at the end of day each Fridays.

ORGANIZATIONAL VALUES



|

INTERNAL FACTORS

- Covenant agreement stating that if one owner wants to exit the business, the remaining 2 owners will each take $\frac{1}{2}$ of the leaving parties share leaving the two remaining owners with 50% of the business each.
- All employees practice ethical and practical guidelines as proposed by the North Carolina Board of Physical Therapy Examiners. All physical therapists follow the scope of practice outlines in the North Carolina Practice Act.
- All clinic staff will meet for 45 minutes every 2 weeks to discuss strengths, weaknesses, and recommendations for the future.
- We have specialized equipment such as a Biodex machine that will bring in a unique market and allow for increased revenue from outside sources such as athletes coming in for testing

- Due to our partnership with the neighboring gym, our patients are offered a discounted gym membership to increase compliance and activity

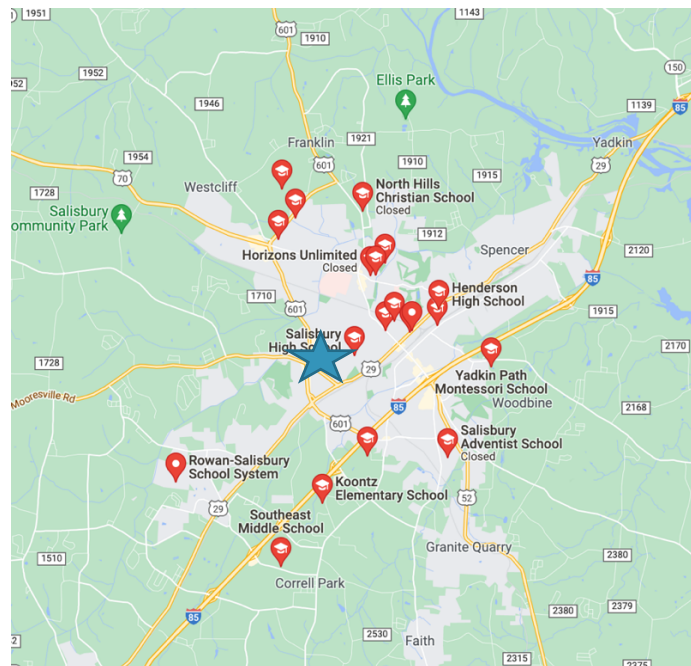
EXTERNAL FACTORS

- Salisbury, NC is highly populated with primary schools, high schools, and colleges, so we will be able to provide care to students and athletes in the area who may need rehabilitation
- We may have push back from other disciplines such as athletic trainers in the community
- This is also a population that consists of many active older adults who may benefit from our services for increased quality of life.

GEOGRAPHIC LOCATION AND HOURS OF OPERATION

Salisbury Sports Physical Therapy will serve Salisbury, NC and Surrounding Areas through one central location shown on the map below

Hours of operation will be Monday-Friday 7 a.m-7 p.m. with therapists hours varying to accommodate patients and students who may be unable to attend physical therapy during school or work hours.



JOB DESCRIPTIONS FOR PERSONNEL

1. As Owners (3):
 - a. Jennifer Bosserman will oversee business operations
 - b. Kayla Causey will oversee legal and regulatory requirements utilizing a lawyer that will assist us in setting up the business and ensuring we continue to be compliant
 - c. Hope Arrowood will oversee financial operations utilizing an accountant to assist in setting up the business and continued monitoring of the business' financial success
2. As Physical Therapists (3):
 - a. Demonstrate comprehensive knowledge of musculoskeletal conditions
 - b. Carry out thorough evaluations of musculoskeletal conditions

- c. Ability to carry out a full plan of care for a patient and develop an individualized treatment plan
 - d. Maintain patient records and privacy, updating goals and progress appropriately
 - e. Educate patients and family about at-home treatment and the nature of their recovery.
 - f. Compassionate and caring for patients
3. Administrative Staff (1 Full Time):
- a. Social media
 - b. Scheduling
 - c. Billing/Insurance
 - d. Supplies
 - e. Phone calls with patients
 - f. Check in patients and page therapists when patients arrive

ADDITIONAL SERVICES – CONSULTANT NEEDS

- Accountant
 - a. We will have an accountant who will assist us in managing our finances both as we build our business and throughout our journey as a company.
- Lawyer
 - a. We will have an initial consult with a lawyer/attorney to determine all regulatory requirements etc. to ensure that we are not
- Information Management Needs
 - a. IT consultant
 - b. EMR system Helpline: WebPT

QUALITY OUTCOMES ASSESSMENT

All of the following will be discussed in our faculty meetings quarterly

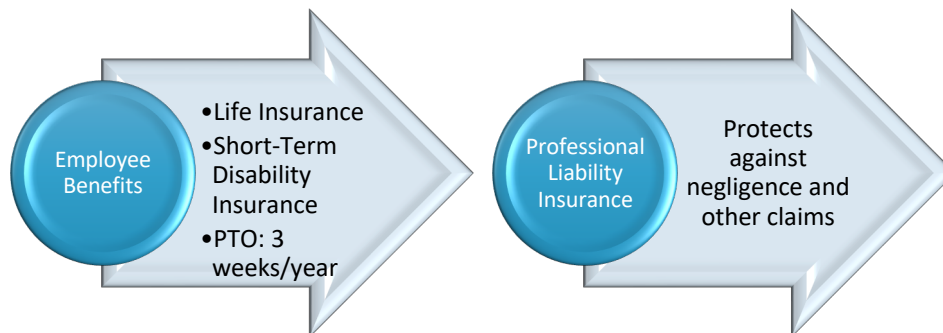
Benchmarking Data Related To:



REGULATION

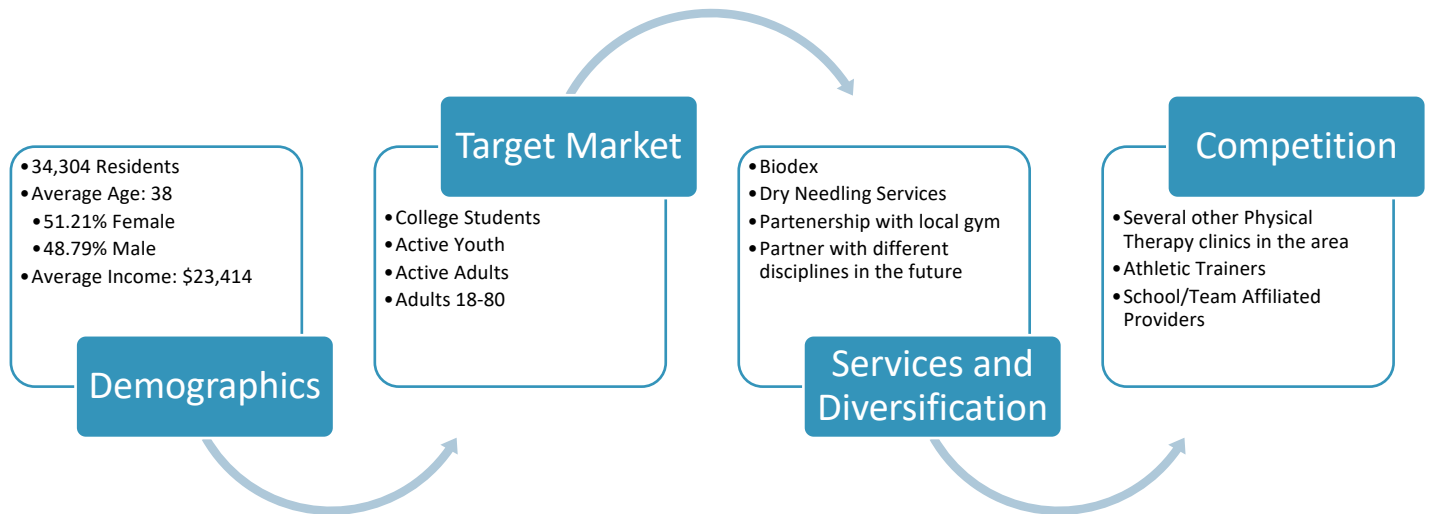
- Kayla Causey will oversee legal and regulatory requirements utilizing a lawyer that will assist us in setting up the business and ensuring we continue to be compliant
- Employment Regulation
 - Occupational Safety and Health Act (OSHA)
 - Fair Labor Standards Act (FLSA)
 - Consumer Credit Protection Act
 - Federal Employees Compensation Act
 - Family Medical Leave Act (FLMA)
 - Americans with Disabilities Act
- Financial Management
 - Follow general accepted accounting principles (GAAP)
- Health Care
 - Medicare/Medicaid Program
 - SCHIP Program
 - HIPAA
 - Anti-Kickback
 - Federal False Claims

INSURANCE NEEDS



MARKETING

MARKET ANALYSIS



MARKETING STRATEGIES

Free Clinic

- We will run free clinics quarterly in the community where we will screen local community members for health problems

Website

- Find us at SSPT@email.com

Location

- Our PT clinic is connected to the local sports gym with a window for increased advertisement

Local Sports Team Affiliation and Sponsoring

- We will sponsor local sports teams and have banners with our logo and name on it at local tournaments

Apparel

- We will provide our patients with t-shirts upon graduation to wear around the community

Brochures

- In our office, at local schools, in other medical clinics
- Informing patients about costs
- Promoting direct access and 1 on 1 care

Business Cards

- At local restaurants, shops, and gyms

Social Media

- We will have social media advertisements

Banners for Local Events

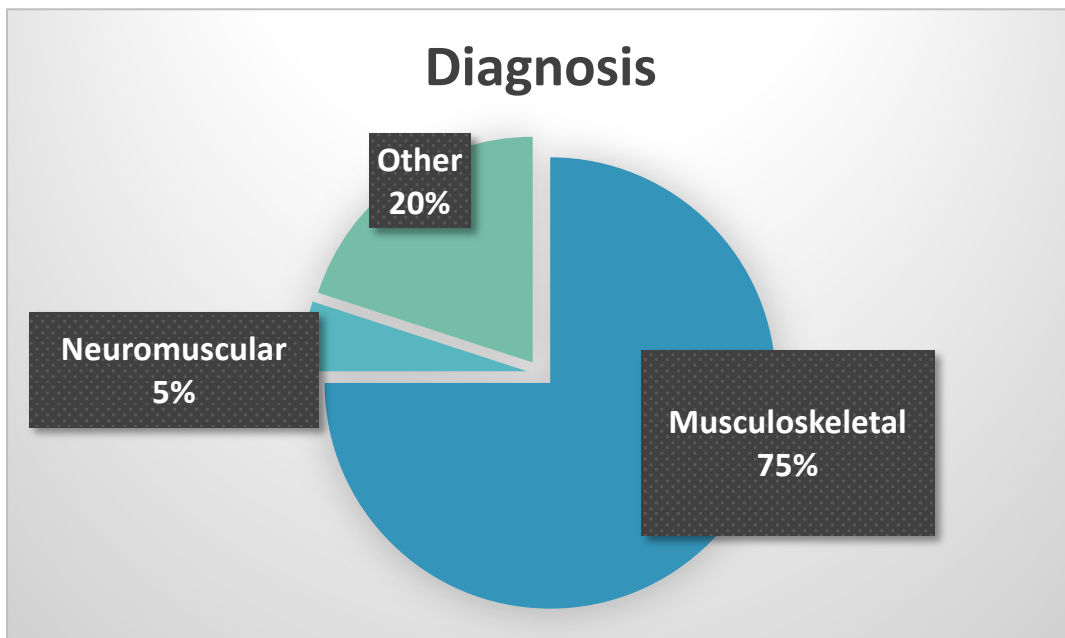


T-Shirts

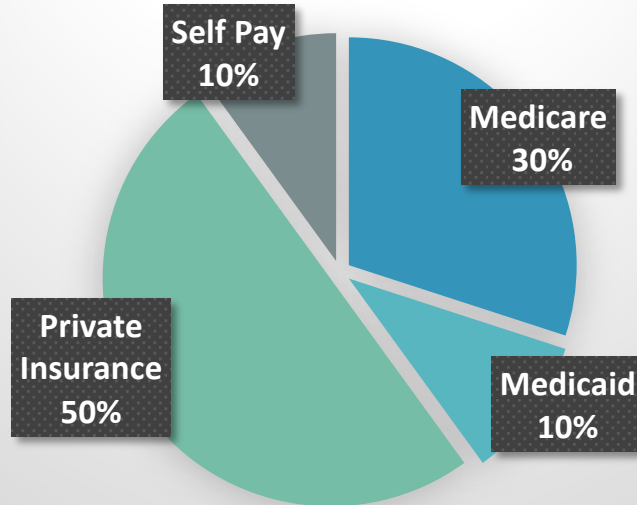


FINANCES

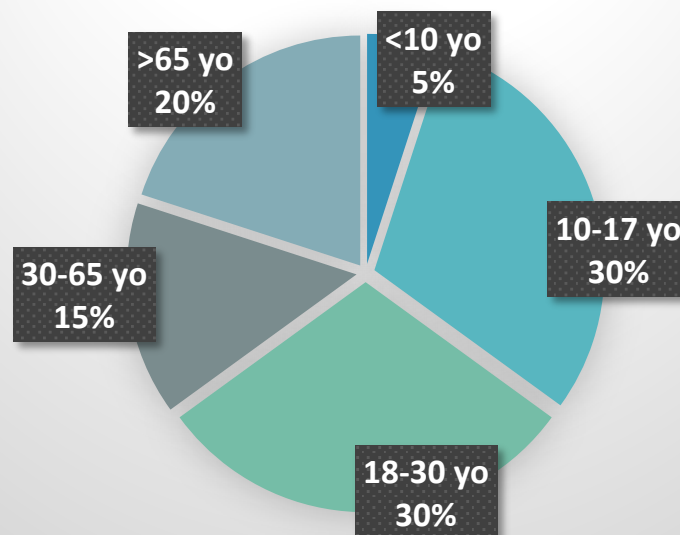
CASE MIX/REVENUE SOURCES/PAYER MIX/CODING/BILLING



Payer Insurance



Age Demographics



*Main revenue source: Skilled PT services and outside revenue from Biodex users and Dry-Needling services

We expect our payer mix to be 30% Medicare, 10% Medicaid, 50% Private Insurance, and 10% Self-Pay. We used the Medicare fee schedule to come up with our price per UOS because it is publicly available. Due to our expected payer population, our price may be higher or lower than this estimate demonstrating an average for reimbursement.

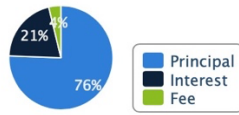
LOAN PAYMENT DATA: AT 5% FOR 10 YEARS

Loan Principle: \$117,680

Loan Payments Calculated from Principle Amount & 5% Interest Rate Compounding Monthly Over 10 Years

\$1,192.81 Per Month

Total of 120 Loan Payments	\$143,137.53
Interest	\$30,677.53
Interest + Fee	\$36,300.53
Real Rate (APR)	6.125%



OPERATIONAL BUDGET-PER YEAR

*See attached budget sheet for outlined operational budget

Total Fixed Costs (entire loan incorporated): \$405,356.47

Total Variable Costs: \$38,960

Total Annual Operations Expense (only including payments for first year of loan):

\$340,949.72

CAPITAL BUDGET

*See attached budget sheet for outlined capital budget

\$32,443.04

PRODUCTIVITY ESTIMATES

Month	Percent Productive	UOS Available
1	30%	183.75
2	40%	245
3	50%	306.25
4	50%	306.25
5	60%	367.5
6	60%	367.5
7	60%	367.5
8	80%	490
9	80%	490
10	100%	612.5
11	100%	612.5
12	100%	612.5

UNIT OF SERVICE

1 UOS = 1 visit = 45 Minutes

Price/UOS: \$95

Price Based on Medicare Fee Schedule

1 Unit Therex	\$30.36
1 Unit NMR	\$35.24
1 Unit Manual	\$27.91

UOS averaged to 67.5% productivity during Year 1: 4,961 UOS

UOS/Month: 413.42 UOS

BREAK EVEN ANALYSIS

Break Even Q = FC/(P-(VC/UOS))

Fixed Cost	\$405,356.47
Variable Cost	\$38,960
Price	\$95/Visit
UOS/Year	4961

$$Q = \frac{FC}{\text{Price} - \frac{VC}{UOS}} = \frac{\$405,356}{95 - \frac{\$38,960}{4651.25}} = 4651.25 \text{ Units to Break Even}$$

$$\frac{4651.25 \text{ UOS}}{413.42 \text{ UOS/month}} = 11.25 \text{ months to Break Even}$$

Estimated Break Even Point: In **Month 12**

THE FUTURE

LONG TERM GOALS

Partner with other providers

- Nutritionist
- Strength and Conditioning
- Massage Therapist

Expand to have 6 full-time providers

EXIT STRATEGY

Ideally, we would like to keep our business until we retire. If we do not break even and become a profitable business within 5-years we will attempt to sell our company to a secondary party.

Sell to a new owner

- A current employee
- A classmate
- A trusted professional in the community
- A larger company to acquire our business

What we would need to do

- Tie up loose ends
- Accountant to audit our financial statements
- Review employment contracts and ensure they stay for the sale of the business
- Attorney review business contracts

REFERENCES

Desks

- https://www.uline.com/Product/Detail/H-9014/Office-Desks/Sit-Stand-Mobile-Desk-30-x-22?pricode=WC1275&gadtype=pla&id=H-9014&gclid=Cj0KCQjwlOmLBhCHARIsAGiJg7nS4TRICnZiRtGiISz57BHi4nOyE-JdkZO5f5MNn3Fj5YIPjDxFplw4aAIHUEALw_wcB&gclsrc=aw.ds

Professional Liability Insurance Definition

- <https://www.investopedia.com/terms/p/professional-liability-insurance.asp>

Photo

- https://stock.adobe.com/search?k=running+man+graphic&asset_id=293331958

Property Tax Calculator

- <https://smartasset.com/taxes/north-carolina-property-tax-calculator#XIKXrgvhft>

Professional Liability and Workers Comp

- <https://www.insureon.com/healthcare-professionals-business-insurance/physical-therapists/cost>

Life insurance

- <https://www.insureon.com/small-business-insurance/business-owners-policy/cost>

WebPT

- <https://www.webpt.com/pricing-b/>

Decorating, Painting, Remodeling

- <https://smallbusiness.chron.com/average-cost-renovate-office-space-31284.html>

Phone

- https://www.target.com/p/vtech-cs5119-dect-6-0-expandable-cordless-phone-with-caller-id-call-waiting-1-handset-silver-cs6519/-/A-14048574?ref=tgt_adv_XS000000&AFID=google_pla_df_free_local&CPNG=Electronics&adgroup=8-4

Chairs

- <https://www.amazon.com/Office-Guest-Chairs-Reception-Chairs/b?ie=UTF8&node=1069128>

Keurig

- https://www.amazon.com/s?k=keurig+coffee+maker&crd=WGL9KLA9HSIJ&srefix=keurig+%2Caps%2C115&ref=nb_sb_ss_ts-doa-p_1_7

Printer/Fax Machine

- <https://www.amazon.com/Color-Copier-Fax-Machine-One/s?k=Color+Copier+and+Fax+Machine+In+One>

Exit strategy

- <https://www.uschamber.com/co/start/strategy/business-exit-plan>
- <https://www.uschamber.com/co/start/strategy/tips-for-selling-small-business>

Loan Calculation

<https://www.calculator.net/business-loan-calculator.html?cloanamount=112460&cinterestrate=5&ccompound=monthly&cyears=10&cmonths=0&cpayback=month&corignationfee=5&cdocumentationfee=0&cotherfee=0&printit=0&x=71&y=17#business-result>

Loan interest rate

<https://www.nerdwallet.com/article/small-business/small-business-loan-rates-fees>