



# FAIRVIEW PHYSIOTHERAPIST CLINIC

## BUSINESS PLAN

PREPARED BY: DEB A. KALYN, B. ED.  
NYKAL ENTERPRISES LTD.  
DATE: MARCH 31, 2019

---

BLANK PAGE

---



***\*\*\*Physiotherapist Alberta College + Association***

---

BLANK PAGE

---

## Table of Contents

<b>Section</b>	<b>Page</b>
<b>1.0 Executive Summary .....</b>	<b>3</b>
<b>2.0 Business Description .....</b>	<b>5</b>
<b>3.0 Products and Services .....</b>	<b>9</b>
<b>4.0 Market Analysis .....</b>	<b>29</b>
<b>5.0 Market Strategy .....</b>	<b>46</b>
<b>6.0 Business Operations .....</b>	<b>51</b>
<b>7.0 Management and Personnel .....</b>	<b>60</b>
<b>8.0 Financial Projections .....</b>	<b>66</b>
<b>9.0 Appendix .....</b>	<b>70</b>



## 1.0 EXECUTIVE SUMMARY

The Heart of the Peace Economic Development Committee requested the development of a comprehensive and executable Business Plan for an independent physiotherapist located within the town of Fairview, Alberta, to improve services within the community and to further their **“Community of Choice in the Peace Country”** branding.

Research gathered from local physicians and the public indicates there is a high demand for physiotherapy services in Fairview. This is corroborated by a list of 170 patients in queue for physiotherapy treatments at the Fairview Hospital Complex as of March 28, 2019. This volume of patients cannot be serviced by the one physiotherapist working at the Fairview Hospital Complex. Patients that are not acute or urgent care have to wait up to 6 months to see the physiotherapist. As such, these patients are being advised to seek their physiotherapy treatments at clinics in either Grande Prairie, Sexsmith or Peace River.

Based on the sheer volume of physiotherapy needs in Fairview, it is anticipated that the private Fairview Physiotherapy Clinic in Fairview would likely receive a steady stream of physiotherapy referrals from the local doctors. The local physicians believe that patient compliance with physiotherapy treatments would likely increase, given that the cost of taking time off work or traveling out of town would no longer be barriers to receiving treatments. Being able to access a local physiotherapist clinic for pain management would also likely decrease patient reliance on opioids in the community.

The Fairview Physiotherapy Clinic would operate as a fee-for-service clinic. Alberta Health Services (“AHS”) has clearly stated that coverage for physiotherapy treatments will not be increased; therefore, any new physiotherapy clinics cannot expect to be able to provide AHS funded treatments to their patients.

In fact, AHS's physiotherapy treatment model is currently under review and standardization across the province is expected within 1.5 years. The new physiotherapy treatment model is anticipated to lean more towards a fee-for-service and less towards full coverage.

The Fairview Physiotherapy Clinic financial forecasts were developed based on a fee-for-service business model. With a strong referral network, streamlined business operations and an emphasis on customer service, the Clinic will be able to successfully compete with the 10 other physiotherapy clinics located in the Greater Fairview Area (Peace River and Grande Prairie).

The financial forecasts also include financing in the amount of \$80,000.00 for equipment, lease hold improvements and inventory, with an owner cash investment of \$12,000.00.

Based on series of calculated assumptions, the Fairview Physiotherapy Clinic Income Statement forecasts earning Gross Revenue of \$236,550.00 with a Net Profit of \$14,088.50 in Year 1. With the addition of a second physiotherapist in Year 2, Gross Revenue is forecasted to increase to \$472,800.00, with a projected Net Profit of \$115,498.00. These projected earnings substantiate the hypothesis that a private physiotherapy clinic in Fairview has the potential to be a viable business.

For more information, please do not hesitate to contact me at: 780.901.6483.

Deb A. Kalyn, B. Ed

## 2.0 BUSINESS DESCRIPTION

A business in Canada can be registered as a Sole Proprietor, Corporation or Partnership. Registering a physiotherapy business as a Sole Proprietorship is quick, inexpensive and can be accomplished by an individual, without the help of a lawyer. The cost of registering a sole proprietorship is approximately \$79.00.<sup>1</sup>

Registering a physiotherapy business as a Corporation is a more involved process and requires the help of a lawyer but is the preferred business type for a physiotherapy business. The cost of registering a corporation ranges between \$1,200.00 and \$1,500.00<sup>2</sup>, however, the long-term advantages far outweigh the initial outlay of legal fees.

### 2.1 Benefits to Operating a Physiotherapy Clinic as a Corporation:

- **Limited personal liability**
  - Shareholders in a corporation cannot be personally held responsible for any debts or legal trouble the corporation might run into (as long as no personal guarantees have been signed). A commercial lease is a good example of an agreement that should always be signed by a corporation.
  
- **Lower tax rate**
  - Alberta corporations pay a tax rate of 11% (9% federal, 2% provincially)<sup>3</sup> on calculated year-end net profit. A sole proprietor is taxed at the personal income tax rate of 15% to 20% on the net income calculated on their personal tax return.

---

<sup>1</sup> www.ownr.com

<sup>2</sup> KMSC Law LLP - Fairview

<sup>3</sup> BDO 2019 Corporate Income Tax Rates

- **Accountant Prepared Fiscal Year End Financial Statements**

- Corporations file corporate tax returns with Canada Revenue Agency (“CRA”) that are prepared by a certified accountant.
- The role of the accountant is to maximize the tax benefits applicable to the corporation, as well as to help the business owner develop long term goals for the business (expansion and growth, succession planning, etc.)
- The added bonus is that the accountant prepares Year End financial statements that helps the business owner compare business performance year over year.

- **Growth and Expansion opportunities**

- Easier to access business loans or grants (if available) as a corporation.
- Partners can be brought into the corporation through the sale of shares
- Capital can be raised through the sale of shares

## **2.2 Other Incorporation Considerations:**

Before incorporating, the prospective business owner needs to decide where the business will be operating; locally or throughout Canada.

- **Federal Corporation**

- A federal corporation can operate in any Canadian province.
- At least 25% of the business directors must be Canadian residents. If there are fewer than four directors, at least one must be Canadian.

- **Provincial Corporation**

- A provincial corporation can only operate in the province where incorporated (unless the business has extra-provincial registration).
- At least 25% of the business directors must be resident Canadians.

### 2.3 Insurance Considerations:

In Alberta, physiotherapy is regarded as a regulated health-care profession. To lawfully practice as a physiotherapist in Alberta and to use the practicing title of **Physiotherapist** or **Physical Therapist** or **PT**, the individual must be registered with Physiotherapy Alberta College + Association and be a member in good standing. Annual membership fee is **\$788.00** and is due on Oct. 1.<sup>4</sup>

The Physiotherapy Alberta College + Association recognizes physiotherapists as autonomous health professionals accountable for their conduct and practice. Physiotherapists are therefore required to personally hold a “minimum insurance coverage of \$5 million per occurrence/patient and \$5 million minimum limit for the policy year”.<sup>5</sup>

- This insurance coverage is meant to provide insurance protection for wrongful acts committed to a third party committed while working within the scope of practice as a physiotherapist. The coverage insures payment of both compensatory damages and legal costs associated with a claim.
- **BMS Canada Risk Services Ltd.**<sup>6</sup> provides a professional liability insurance program specifically designed for members of the Canadian Physiotherapy Association (“CPA”). Alberta physiotherapists are encouraged to join the CPA and benefit from their professional resources, as well as the professional liability insurance program offered by BMS. Annual CPA Membership fee is: **\$297.70**. **(See Appendix 1).**

---

<sup>4</sup> Physiotherapy Alberta College + Association

<sup>5</sup> Physiotherapy Alberta College + Association

<sup>6</sup> BMS Canada Risk Services Ltd.

- The cost of **Option A** Professional Liability Insurance is: **\$196.00/year**. and includes:
  - Professional Liability - \$7M each claim; \$10M limit per policy year
  - Regulatory Legal Defense - \$160,000.00 each claim, \$160,000.00 limit per year
  - Criminal Defense Cost Reimbursement – \$210,000.00 each claim, \$210,000.00 limit per year

*\*\*\*Coverage is written on a “claims-made” basis and expires on October 1 of each year.*

## **2.4 Business Location:**

A private physiotherapy clinic in Fairview, AB ideally would be located in Fairview’s downtown core. This would allow for easy patient access, greater visibility and close proximity to the hospital.

When contemplating the business location, consideration should be given to the opportunity for future growth and expansion of the clinic.

As of March 27, 2019, there numerous commercial spaces for lease and/or for sale in Fairview. Location options are detailed in Section 6 – Business Operations.

## 3.0 PRODUCTS AND SERVICES

### 3.1 Physiotherapy Services:

Albertans with an illness, injury or medical condition often find mobility difficult and experience negative impacts in their day to day living. Physiotherapists are experts on how the human body moves and what can stop it from moving. As movement specialists, physiotherapists use hands-on treatments to restore, maintain and maximize optimal function and quality of life.<sup>7</sup>

#### Physiotherapists can:

- Assess, diagnose and treat physical symptoms and limited movement caused by injury, aging, disability, or a chronic health condition.
- Help patients who have tried temporary (e.g., prescription drugs) or more invasive methods (e.g., surgery) to manage their condition. Through individualized therapeutic exercise, manual therapy and other specialized treatment techniques, physiotherapists help their patients improve their quality of life.
- Help patients understand what's causing their condition.
- Work with patients to restore, maintain and maximize movement, flexibility and physical independence.
- Develop customized treatment plans that help patients take control of their condition.
- Teach patients how to restore, maintain and/or maximize movement, reduce pain, and manage any chronic symptoms.
- Teach patients how to stay well, avoid future injury and achieve the best quality of life they can.

*\*\*\*Physiotherapists require patients to be involved and engaged in the recovery process, as treatment success is dependent upon the patient's commitment to the process.*

---

<sup>7</sup> Physiotherapy Alberta College + Association

### **3.1.2 PHYSICAL THERAPY SPECIALITIES:**

Physiotherapists are required to attend professional development courses annually to maintain their certification. Each year, physiotherapists on the Alberta General Register must take part in two activities before they can renew their practice permit. One activity is a *Self-Selected Activity* and the other is a *College-Selected Activity*<sup>8</sup>.

Some physiotherapists choose to further their training in specialized areas as well. Physiotherapists with specialized training can lawfully advertise their speciality, as opposed to some physiotherapy clinics that falsely advertise their specialities without the necessary formal training.

**Nine Specialities recognized by the Physiotherapy Alberta College + Association and certified by the Physiotherapy Speciality Certification Board<sup>9</sup> are:**

- **Clinical Specialist – Cardiorespiratory**
  - Focuses on helping patients with serious cardiovascular or pulmonary problems build independence.
  - Physical therapy can grow strength in key muscle groups and improve the patient's endurance.
  
- **Clinical Specialist – Musculoskeletal**
  - Physiotherapy treatment of injuries related to bones, muscles, ligaments and joints.
  - Injuries such as fractures, strains and sprains may be treated with a variety of techniques including manual therapy and electrotherapy.

---

<sup>8</sup> Physiotherapy Alberta College + Association

<sup>9</sup> Ibid

- **Clinical Specialist – Neurosciences**

- Neurological problems such as spinal cord injuries, strokes, MS, Parkinson's, Alzheimer's, brain injuries or cerebral palsy strike the nervous system and affects how the brain controls the body.
- Through therapeutic exercise, the effects of the neurological disorder on muscles and movement can become more manageable.

- **Clinical Specialist – Oncology**

- Specialized physiotherapy to assist with:
  - physical rehabilitation to treat a wide range of side effects stemming from cancer treatments.
  - scar management to increase range of motion and pain caused by tumor removal and tissue reconstruction,
  - exercise to reduce pain, nausea and depression to improve patient's quality of life of cancer patients.

- **Clinical Specialist – Paediatrics**

- Designed to help adolescents, children and babies make the most of their growth, overcome physical problems and build their muscular and skeletal strength.

- **Clinical Specialist - Pain Sciences**

- Specialized physiotherapy to treat patients with chronic pain.

- **Clinical Specialist - Seniors' Health**

- Throughout an individual's life, muscles can get used in ways that are unhealthy; such as bad posture or a damaging gait. As the individual ages, muscles can become weaker and not strong enough to compensate as they have in the past.
- Geriatric physical therapy focuses on strengthening muscles and using them in a way that is less likely to lead to injury.

- **Clinical Specialist - Sport Physiotherapy**

- Specialized physiotherapy to treat elite level and recreational athletic and sport injuries.

- **Clinical Specialist - Women's Health**

- Specialized physiotherapy to treat women patients with incontinence, postpartum prolapse and other pelvic pain.

**Acupuncture<sup>10</sup> - designated by Acupuncture Canada**

- Physiotherapists are recognized by Acupuncture Canada as health professionals that can be admitted into their acupuncture training program and earn their ACC(Acupuncture Canada Certification) designation.
- Physiotherapists often defer to acupuncture when patient pain cannot be treated with normal manual techniques. Often, a physiotherapist will use acupuncture treatments prior to performing manual therapy to make it easier to perform and to increase the longevity of the results.
- Acupuncture can also help with a patient's energy and stress, making it a highly sought-after treatment.

---

<sup>10</sup> Acupuncture Canada

### 3.1.3 ACCESSING AND PAYING FOR PHYSIOTHERAPY SERVICES<sup>11</sup>: Physiotherapy services can be accessed in a number of ways:

- After surgery or during a hospital stay
- By Doctor's referral
- By Self - referral

#### Physiotherapy Coverage Options:

- Hospital - AHS
- Work Place Injury - WCB
- Motor Vehicle Accidents – Vehicle Insurance Policy
- Limited coverage by AHS at an out-patient clinic
- Employer or Private Benefit Plans
- Fee-for-Service

#### Hospital Physiotherapy Treatments:

- In a hospital, physiotherapy is covered by Alberta Health Services (“AHS”) as part of the patient's stay.
- On discharge, some ongoing physiotherapy services such as home care, hospital outpatient treatments, may be provided by AHS.
- Eligibility of these treatments depends upon the patient's condition.

#### Workplace Injury Physiotherapy Treatments:

- For work-related injuries, the Workers’ Compensation Board Alberta (WCB) will pay for an initial physiotherapy examination and the first treatment.
- Further physiotherapy treatments are only approved once the WCB claim has been accepted. If approved, the WCB may authorize physiotherapy treatments for up to six weeks.
- The length of the treatment time varies depending upon the individual's injury.
- **Not all physiotherapy clinics are WCB approved facilities.**
  - To become an authorized WCB service provider, the clinic must meet space and equipment requirements outlined by WCB.  
**(See Appendix 2 - “How to Become an Authorized Physiotherapy Provider”)**

---

<sup>11</sup> Physiotherapy Alberta College + Association

### **Motor Vehicle Accident Treatments<sup>12</sup>:**

- Billing depends upon the type of injury.
  - For sprains, strains or whiplash injury, physiotherapists can bill the insurer directly.
  - For other types of injury, expenses must be submitted to the extended health benefits plan first.
- If the individual does not have a health benefits plan, or coverage is exhausted or does not cover all expenses, the individual can submit expenses to their automobile insurer. **(See Appendix 3 - Notice of Loss and Proof of Claim Form)**

### **For All Other Injuries or Health Problems:**

For all other problems, there are three payment options for Albertans, depending on the circumstances of the individual:

#### **Alberta Health Services (“AHS”):**

- If the individual lives in Calgary or Edmonton, the physiotherapist will determine the patient’s eligibility for funding using criteria set out by AHS.
- Funding in other health zones varies based on priority and resources. Fairview is located in North Zone 5 and funding is very limited.

#### **Health Benefit Plans:**

- Physiotherapy treatments are normally included within employer-paid or individually purchased health benefit plans; such as Desjardins or Great West Life.
- The amount of coverage and rules to access physiotherapy varies between plans. The plan will indicate if the insurance company requires a doctor's referral to have fees reimbursed.

#### **Fee-for-Service:**

- Individuals that are not eligible for coverage or don't have coverage under any health benefits plan, pay for their treatments directly.

---

<sup>12</sup> Alberta Accidental Benefits Initial Claims Process

### 3.1.4 ROLE OF AHS IN PHYSIOTHERAPY TREATMENTS:

Alberta Health Services (“AHS”) is the only health authority in Alberta, responsible for the delivery of medical care to Albertans throughout the province. Physiotherapists are recognized by AHS as integral members of a patient’s Health Care team<sup>13</sup>.

Physiotherapy services are outside the Alberta Health Care Insurance Plan (“AHCIP”) coverage, however AHS does provide **some** publicly funded physiotherapy services through its Community Rehabilitation Services (“CRS”) program.

Albertans can access a **limited** number of publicly funded physiotherapy treatments through CRS as outlined below:

- The initial physiotherapy assessment
- Two treatments per year (April 1 – March 31) for regular patients
- Six treatments per year (April 1 – March 31) for low-income, students, or patients who are receiving a government subsidy
- Six treatments per year (April 1 – March 31) for designated orthopedic/surgical, neurological and broken bone or fracture patients.

#### **The AHS North Zone Executive Director Dalique van der Nest says:**

*“In the North Zone, we do not have a set amount of visits such as Edmonton, but we try to stay within best practice/pathway for the condition treated. We try to keep it within an Assessment and 6 visits for complex clients such as post-surgery or fracture.”<sup>14</sup>*

- **In the majority of Alberta Public Hospitals:**
  - AHS funds the delivery of physiotherapy services through physiotherapist employees or contracted physiotherapists.
  - Patients accessing physiotherapy treatments at their local hospital will have their allocated number of treatments covered through AHS.

---

<sup>13</sup> AHS – Your Health Team

<sup>14</sup> Dalique van der Nest – Executive Director, Allied Health, North Zone – March 2019

- At the **Fairview Health Complex**, Sylvia Ciurysek, PT, works full time and delivers physiotherapy services to Acute Care Patients (Priority 1), Out Patients (Priority 2) and Long-Term Patients (Priority 3).
- As of March 28, 2019, the Fairview Health Complex has a list of Priority 1 and Priority 2 patients totally 170.<sup>15</sup>
  - Because the number of Priority 1 patients increases/decreases daily, Priority 2 patients are advised to seek treatment at a clinic in either Peace River, Sexsmith or Grande Prairie, as it could be **up to 6 months** before they could get an appointment with Sylvia at the Fairview Health Complex.
- **In Private Clinics:**
  - Private clinics around the province vary in how they work with AHS
    - Some private clinics in Alberta have **No Contract** at all with AHS and provide only user pay services
    - Some private clinics have a **Limited Contract** with AHS, whereby they accept and bill AHS for Priority 1 patients only.
    - Very few private clinics have a **Full Contract** with AHS whereby they accept and bill AHS for Priority 1 and 2 patients.

---

<sup>15</sup> Sylvia Ciurysek, PT - Fairview Health Complex

### 3.1.5 AHS CONTRACT TYPES

- There are 10 private physiotherapy clinics in the Greater Fairview Area. (“GFA”)
  - Six do not work with AHS at all.
  - Three have limited contracts with AHS.
  - One clinic that has a full contract with AHS.

Name	City	AHS Contract Type
Access Physiotherapy Inc.	Grande Prairie	FULL Contract
Adventure Physiotherapy	Grande Prairie	NO Contract
GP Pain & Physiotherapy Services	Grande Prairie	NO Contract
Grande Prairie Physiotherapy & Massage	Grande Prairie	NO Contract
Junction Point Physical Therapy	Grande Prairie	LIMITED Contract
Kinesis Physical Therapy Corp	Grande Prairie	LIMITED Contract
LaValley Physical Therapy Services Ltd.	Grande Prairie	NO Contract
Lifemark Grande Prairie	Grande Prairie	LIMITED Contract
Peace River Physical Therapy	Peace River	NO Contract
Sexsmith Physiotherapy	Sexsmith	NO Contract

### 3.1.6 TYPES OF PHYSIOTHERAPY SERVICES OFFERED IN PRIVATE CLINICS IN THE GREATER FAIRVIEW AREA: (See Table 1 Below)

The 10 physiotherapy clinics in the GFA offer a wide range of physiotherapy services. From our research, the **Top 6 Treatments** provided by physiotherapy clinics in GFA are:

- **Physical Therapy**
  - 100% of the physiotherapy clinics provide Physical Therapy treatments.
- **Kinesiology Services**
  - 70% of the clinics provide Kinesiology services
- **Concussion Management**
  - 50% of the clinics provide Concussion Management
- **Temporomandibular Dysfunction**
  - 50% of the clinics provide Temporomandibular Dysfunction treatments
- **Intramuscular Stimulation/Dry Needling**
  - 40% of the clinics provide Dry Needling
  -

- **Vestibular Rehabilitation**
  - 40% of the clinics provide Vestibular Rehabilitation
  
- **Other Services:**
  - 30% of the clinics provide Pelvic Floor Health treatments or Shock Wave Therapy
  - 20% of the clinics provide Neurological Therapy treatments, Visceral Manipulation, Advanced Laser Therapy or Spinal Manipulation.
  - 10% of the clinics provide Cranio-Sacral Therapy, Pre/Post Natal Care or Rehabilitation Pilates.
  - Massage Therapy is offered at 50% of the clinics and acupuncture is offered at 40% of the clinics.

<b>Table 1</b>	<b># of Clinics Offering the Treatment</b>
<b>Physiotherapy Services Offered:</b>	
<b>Physical Therapy</b> – rehabilitates and improves mobility to relieve pain	10
<b>Kinesiology Services</b> – improves endurance, mobility and strength	7
<b>Concussion Management</b> – part of multi-disciplinary team treatment plan	5
<b>Temporomandibular Dysfunction</b> – treats jaw muscle dysfunction	5
<b>Massage Therapy</b> - manipulation of soft body tissues	5
<b>Acupuncture</b> – needles inserted into body meridians to balance body energy	4
<b>Intramuscular Stimulation/Dry Needling</b> – needles inserted into myofascial trigger points	4
<b>Vestibular Rehabilitation</b> – reduces problems related dizziness	4
<b>Pelvic Floor Health</b> – strengthens the muscles of the lower pelvis	3
<b>Shock Wave Therapy</b> – sound wave pulsations applied to injury to speed healing	3
<b>Neurological Therapy</b> – improves mobility of patients with neurological disease or injury	2
<b>Visceral Manipulation</b> – manual therapy to move and release of fascial restrictions	2
<b>Advanced Laser Therapy</b> – infrared light waves applied to injury to promote tissue healing	2
<b>Spinal Manipulation</b> – restoring mobility in the treatment of musculoskeletal pain	2
<b>Craniosacral Therapy</b> – using soft touch to palpate synarthrodial joints of the cranium	1
<b>Pre/Post Natal Care</b> – treatments for body structure pain during and after pregnancy	1
<b>Rehabilitation Pilates</b> – low impact exercise system	1

### 3.1.7 NUMBER OF PHYSIOTHERAPY SERVICES OFFERED PER CLINIC IN GFA:

The number of different physiotherapy services offered by clinic varies from 5 – 11.

- The average number of services offered per clinic is **6.6**.
- Junction Point Physical Therapy in Grande Prairie offers the widest variety of physiotherapy services at **11**.

Name	# of Services
Junction Point Physical Therapy	11
Access Physiotherapy Inc.	9
Kinesis Physical Therapy Corp	8
Sexsmith Physiotherapy	7
LaValley Physical Therapy Services Ltd.	6
Adventure Physiotherapy	5
GP Pain & Physiotherapy Services	5
Grande Prairie Physiotherapy & Massage	5
Lifemark Grande Prairie	5
Peace River Physical Therapy	5

### 3.1.8 FEES CHARGED BY PHYSIOTHERAPY CLINICS IN GFA:

Fees for physiotherapy services include a One Hour Assessment, followed up with a Physiotherapy Treatment appointment(20 to 45 minutes).

- One Hour Assessment Fees range from **\$65.00 to \$99.00**.
  - The Average Fee for a Physiotherapy Assessment is **\$85.40**.
- 20 - 45 Minute Treatment Fees range from **\$65.00 to \$70.00**.
  - The Average Fee for a Physiotherapy Treatment is **\$67.00**

<b>Name</b>	<b>Assessment</b>	<b>Treatment</b>
Access Physiotherapy Inc.	65.00	65.00
Adventure Physiotherapy	90.00	70.00
GP Pain & Physiotherapy Services	70.00	65.00
Grande Prairie Physiotherapy & Massage	95.00	70.00
Junction Point Physical Therapy	75.00	65.00
Kinesis Physical Therapy Corp	90.00	65.00
LaValley Physical Therapy Services Ltd.	90.00	65.00
Lifemark Grande Prairie	99.00	70.00
Peace River Physical Therapy	95.00	70.00
Sexsmith Physiotherapy	85.00	65.00

### 3.1.9 GOOGLE REVIEWS OF PHYSIOTHERAPY CLINICS IN GFA:

When people search for a business using Google, a Google Business Profile will appear on the right-hand side of the computer monitor or tablet. The Business Profile provides a link to “**Write a Review**”. By clicking on this link, reviewers can write comments and/or score the business on a scale of 1 to 5, with 5 being the highest score.

- 88% of people are influenced by online customer reviews when making a buying decision.<sup>16</sup> Based on the Google Reviews posted by physiotherapy patients, Junction Point Physical Therapy scored the highest; with a score of **5.0 on 48 reviews(See Screen Captures on the next page).**
- As such, it is reasonable to assume that there is an increased likelihood that people seeking a private physiotherapy clinic in the GFA would contact Junction Point Physical Therapy for an appointment, if they had no other frame of reference, such as a word-of-mouth or physician referral.
- A close second would be Grande Prairie Physiotherapy & Massage with a score of 4.7 based on 79 reviews. Based strictly on Google Reviews, Kinesis Physical Therapy Corp and the two other clinics with No Reviews would likely be contacted last.

Name of Clinic	Google Reviews
Access Physiotherapy Inc.	5.0 on 5 reviews
Adventure Physiotherapy	5.0 on 14 reviews
GP Pain & Physiotherapy Services	5.0 on 3 reviews
Grande Prairie Physiotherapy & Massage	4.7 on 79 reviews
<b>Junction Point Physical Therapy</b>	<b>5.0 on 48 reviews</b>
Kinesis Physical Therapy Corp	3.7 on 3 reviews
LaValley Physical Therapy Services Ltd.	No reviews
Lifemark Grande Prairie	4.8 on 47 reviews
Peace River Physical Therapy	4.8 on 8 reviews
Sexsmith Physiotherapy	No reviews

<sup>16</sup> Zendesk Survey - 2018

## Google Search – Junction Point Physical Therapy

About 1,030,000 results (0.48 seconds)

### Home - Junction Point Physical Therapy - Grande Prairie, AB

[junctionpointphysio.com/](http://junctionpointphysio.com/)

Home - Junction Point Physical Therapy - conveniently located for Grande Prairie call us today at (780) 832-2804.

#### Staff - Junction Point Physical ...

Staff - Junction Point Physical Therapy - conveniently located ...

[More results from junctionpointphysio.com »](#)

#### Balance / Vestibular Rehab

Balance / Vestibular Rehab - Junction Point Physical ...

### Junction Point Physical Therapy - Opening Hours - 211-9719 98th ...

<https://www.yellowpages.ca> > ... > Physiotherapists near me

★★★★★ Rating: 4.5 - 11 votes

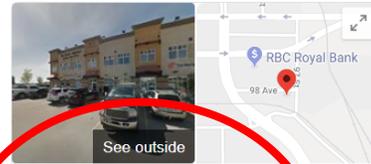
Junction Point Physical Therapy has been servicing patients in the Grande Prairie, AB area for over 15 years. We are always accepting new patients for all of ...

### Junction Point Physical Therapy - Physical Therapist - Grande Prairie ...

<https://www.facebook.com> > Places > Grande Prairie, Alberta > Physical Therapist

★★★★★ Rating: 5 - 5 votes

Junction Point Physical Therapy - 9719 98 Ave # 209, Grande Prairie, Alberta T8V 8K6 - Rated 5 based on 5 Reviews "The Best of the Best, have the best



### Junction Point Physical Therapy

[Website](#) [Directions](#) [Save](#)

5.0 ★★★★★ 48 Google reviews

Physiotherapist in Grande Prairie, Alberta

Address: 212, 9719 98 Ave, Grande Prairie, AB T8V 8K6

Hours: Open - Closes 8 p.m.

Province: Alberta

Phone: (780) 832-2804

### Junction Point Physical Therapy in Grande Prairie, AB | 7808322804 ...

<https://411.ca> > Business directory > AB > Grande Prairie > Physiotherapists

★★★★★ Rating: 3 - 2 reviews

Learn more about Junction Point Physical Therapy | Grande Prairie, AB. Find directions and contact info, read reviews and browse photos on their 411 business ...

### Junction Point Physical Therapy - Grande Prairie, Alberta ... - Orthogate

<https://www.orthogate.org> > Specialists > Physiotherapy Clinics > Alberta

Aug 18, 2013 - Contact Information. Contact name. Pugazhenthil Narasimhan. Address. Junction Point Physical Therapy 209-9719 98 Ave. City. Grande Prairie.

### Junction Point Physical Therapy - Grande Prairie, AB - 211-9719 98th ...

<https://www.canpages.ca/page/AB/grande.../junction-point-physical-therapy/2346482>

Junction Point Physical Therapy has been servicing patients in the Grande Prairie, AB area for over 15 years. We are always accepting new patients for all of ...

### Junction Point Physical Therapy - MyPhysiotherapy.ca

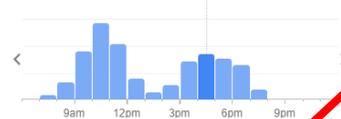
[www.myphysiotherapy.ca](http://www.myphysiotherapy.ca) > Alberta > Grande Prairie

Home > Alberta > Grande Prairie > Junction Point Physical Therapy. < ... Physiotherapy Clinics | Physiotherapy Forum | MyPhysiotherapy Web | Disclaimer ...

### Popular times

Thursdays

4 p.m.: Usually a little busy



### Plan your visit

People typically spend 1.5 hours here

### Reviews

[Write a review](#)

[Add a photo](#)



"I had been recommending this place to my family & friends."



"Best people and atmosphere."



"Very glad I get treated here. Keep up the great work everyone!"

[View all Google reviews](#)

### 3.1.10 A PRIVATE PHYSIOTHERAPY CLINIC IN FAIRVIEW:

From our research, a private physiotherapy clinic in Fairview would look like this:

- **Treatment Services Offered:**
  - At minimum, the physiotherapy clinic in Fairview would provide the top 6 treatments identified in the GFA physiotherapy clinic research:
    - Physical Therapy
    - Kinesiology Services
    - Concussion Management
    - Temporomandibular Dysfunction
    - Intramuscular Stimulation/Dry Needling
    - Vestibular Rehabilitation
  - *Other Treatments could be offered, depending on the skill set of the physiotherapist owner of the business.*
  
- **Acupuncture and Massage Therapy:**
  - These treatments are offered in 40% - 50% of the clinics in GFA. These treatments, however, are outside the general physiotherapist scope of practice.
  - To offer these specialized services, a certified practitioner would need to be hired as an employee or as a contractor; unless the physiotherapist is already certified to practice in these areas.
  
- **Fees:**
  - Implement a fee schedule based on the average fees charged in GFA:
  - \$85.00 for a 1 Hour Assessment
  - \$70.00 for a Treatment
  
- **Google Reviews:**
  - Strive to provide an excellent customer service experience and encourage their patients to write positive Google Reviews.
  - Respond to **every** Google Review written

- **Working with AHS:**

- Based on the Physician Questionnaire and Patient Surveys<sup>17</sup>, physiotherapy patients are reluctant to pay for physiotherapy services.
- However, in researching the AHS Contract Process, it is very clear that AHS will **NOT** be funding services in any new physiotherapy clinics.
  - **A moot point:** while it may be attractive from a marketing perspective to be able to offer physiotherapist services covered by AHS, the remuneration per physiotherapy patient averages **\$45.00** per treatment.<sup>18</sup> From a business perspective, a large number of AHS covered patients could adversely affect the bottom line.(The physiotherapist is spending the same amount of time with the patient, but instead of billing \$70.00 for the treatment, the physiotherapist would only be able to bill \$45.00; a difference of 36%)
- **AHS Contacts:**  
For any questions or further information regarding physiotherapy services in Fairview:

**Key Contact:**

AHS Operations – North Zone Representative

**Dalique van der Nest** - Executive Director, Allied Health, North Zone

- **Email Address:** [Dalique.vanderNest@albertahealthservices.ca](mailto:Dalique.vanderNest@albertahealthservices.ca)
- **Mailing Address:**  
Slave Lake Healthcare Centre, 309-6th Street NE,  
Slave Lake, AB T0G 2A2  
Telephone: 780.846.5101, ext. 585  
Cell: 780.805.2411  
Fax: 780.849.4667

---

<sup>17</sup>Physiotherapy Business Plan - Section 4 – Market Analysis

<sup>18</sup> Physiotherapy Alberta College + Association

**Other North Zone Contacts:**

*(once the Fairview Physiotherapy Clinic is up and running)*

**Trisha Towne** - Director, Allied Health, Area 2

- Email Address: [Trisha.Towne@albertahealthservices.ca](mailto:Trisha.Towne@albertahealthservices.ca)

**Erin Harris** – Manager, Allied Health, Area 2

- Email Address: [Erin.Harris@albertahealthservices.ca](mailto:Erin.Harris@albertahealthservices.ca)

**General Contacts:**

**Alberta Health Services** – Corporate Office – 780.342.2000

- Lauren Boon – Community Rehabilitation Contracts  
Email Address: [Lauren.boon@ahs.ca](mailto:Lauren.boon@ahs.ca)  
Phone Number: 780.342.0341

**Ministry of Health** – Sarah Hoffman’s Office - 780.643.9037

- Brenda - Issues Management Department
- Email Address: [health.im@gov.ab.ca](mailto:health.im@gov.ab.ca)
- *The Issues Management Department is responsible for quickly assessing health service-related issues brought forward by the public and escalating it to the person in Alberta Health Services who could best respond to the concern.*

## 3.2 PHYSIOTHERAPY CLINIC EQUIPMENT AND PRODUCTS:

### 3.2.1 EQUIPMENT:

A new physiotherapy clinic will need a wide range of equipment related to the treatments the physiotherapist can provide.

Physiotherapy equipment can be purchased through Clinic Supplies Canada. With its comprehensive selection of physiotherapy equipment and inventory products, Clinic Supplies Canada offers physiotherapists one-stop shopping at: [www.clinicsuppliescanada.com](http://www.clinicsuppliescanada.com).



**Clinic Supplies Canada**  
101- 317 Columbia Street  
New Westminster, BC  
V3L 1A7  
Ph: 1.877.855.8818

### Key Contact for New Accounts:

Cynthia Castela – Customer Success Manager

Email: [cynthia@clinicsuppliescanada.com](mailto:cynthia@clinicsuppliescanada.com)

Ph: 1-877-855-8818

### About Clinic Supplies Canada - *Google Reviews: 4.8 on 131 Reviews*

- many “excellent customer service” Reviews.
- Clinic Supplies Canada takes the time to comment on every review.

Clinic Supplies Canada carries an ample selection of medical equipment and supplies categorized as follows:

- **Braces and Supports**
  - For knees, shoulders, wrists, ankles, back
- **Pain Relief**
  - Compression stockings & shorts, TENS machine, Cold Therapy Units, Heating Pads, Neck Pillows, Body Pillows and Wedges, Walkers and Crutches

- **Physio Supplies**
  - Acupuncture needles and supplies, Hydrocollator, Hot and Cold Packs, Ultrasound Gel, Paraffin Wax Bath, Athletic Tape, Electrodes, Electrotherapy Machines, Physiotherapy Tables, Physio Equipment and Modality Accessories
- **Massage Supplies**
  - Electric Massage Tables, Stationary Massage Tables, Portable Massage Tables, Massage Table Sheets and Linens, Massage Lotion and Gels, Massage Tools and Accessories, Massage Chairs and Stools
- **Chiropractor Supplies(N/A)**
  - Chiropractic Tables, Linens, Equipment and Chiropractic Pillows
- **Exercise Equipment**
  - Resistance Bands, Balance & Wobble boards, Foam Rollers, Pedal Exercisers, Hand Exercisers, Ankle & Wrist Weights, Weights & Medicine Balls, Exercise Mats, Exercise Balls, Recumbent Bikes and Treadmills
- **Clinic Cleaning Supplies**
  - BioSurf Hospital Grade Disinfectant, Hand Sanitizer, Bulk Commercial grade Laundry Detergent

Clinic Supplies Canada offers a discount pricing for medical professionals and free shipping for orders over **\$250.00**.

Clinic Supplies Canada has developed the “Ultimate Equipment Checklist Guide” to help new clinics design and totally outfit a new practice. **(See Appendix 4 - Ultimate Equipment Checklist Guide)**.

Based on the proposed treatments offered in a Fairview Physiotherapy Clinic, the cost of Equipment and Supplies as suggested by Cynthia Castela for a new clinic is estimated to be approximately: **\$40,000.00**.

### **3.2.2 PRODUCTS:**

The Fairview Physiotherapy Clinic could test the market and carry a small inventory of pain relief products and exercise equipment, with the option of ordering other products online from Clinic Supplies Canada on an as needed basis.

It is expected that this product list would increase or decrease, depending on patient demand.

#### **Pain Relief Products**

- Compression stockings
- Neck Pillows
- Body Pillows
- Wedges
- Hot and Cold Packs
- Pain Relief Cream

#### **Exercise Equipment:**

- Resistance Bands
- Foam Rollers
- Ankle & Wrist Weights
- Exercise Mats

Based on the above list of products, the cost to purchase a small amount of start-up inventory products for resale is forecasted to be: **\$3,500.00.**

## 4.0 MARKET ANALYSIS

### 4.1 PHSYIOTHERAPY INDUSTRY TRENDS:

#### 4.1.2 CANADA:

Active Canadians sometimes get seriously injured and need a variety of treatments to recover; physiotherapy being one of them.

- In Canada, activities that caused the majority of serious injuries in 2014 by age group are:<sup>19</sup>
  - **12 to 64 years of age**
    - 36.1% - Sports/Exercise
    - 15% - Working at Job
    - 15% - On Stairs
  - **65+ years of age**
    - 36% - On Stairs
    - 29.3% - Household Chores

#### Activity Causing Most Serious Injury, Canada, 2014

(per cent of total)



Source: Statistics Canada.

<sup>19</sup> Statistics Canada - 2014

- The number of Canadians who have consulted a physiotherapist has been steadily increasing across Canada; from 8.4% of the adult population in 2011 to 11.6% of the adult population in 2014.<sup>20</sup>
- If this trend continues, approximately 16.7% of Canadians are expected to consult a physiotherapist by 2035. This translates into 6.1 million Canadians and includes 1.5 million seniors.<sup>21</sup>
- As Canadian population rises, an increasing number of seniors will experience conditions such as hip and knee replacement, arthritis, stroke and others that potentially require physiotherapy assistance. The growing need for physiotherapy amongst seniors will create an additional strain on physiotherapists that are already in short supply.
- At the end of 2014 there were approximately 20,130 physiotherapists employed in Canada. There are not enough physiotherapists in the workforce to satisfy the dramatic rise in demand from 2011 to 2014. The unemployment rate among physiotherapists was 0.3% in 2014.<sup>22</sup> If this trend continues, population growth and demand will outpace the growth in the number of physiotherapists in the workforce.
- Of significance is that approximately 90% of Canada's physiotherapists are working in urban areas. As such, there are significant challenges to communities wanting to recruit physiotherapists to non-urban centres.<sup>23</sup>

---

<sup>20</sup> Conference Board of Canada – Aging Well. Implications of an Aging Population for Physiotherapy in Canada - May 2018

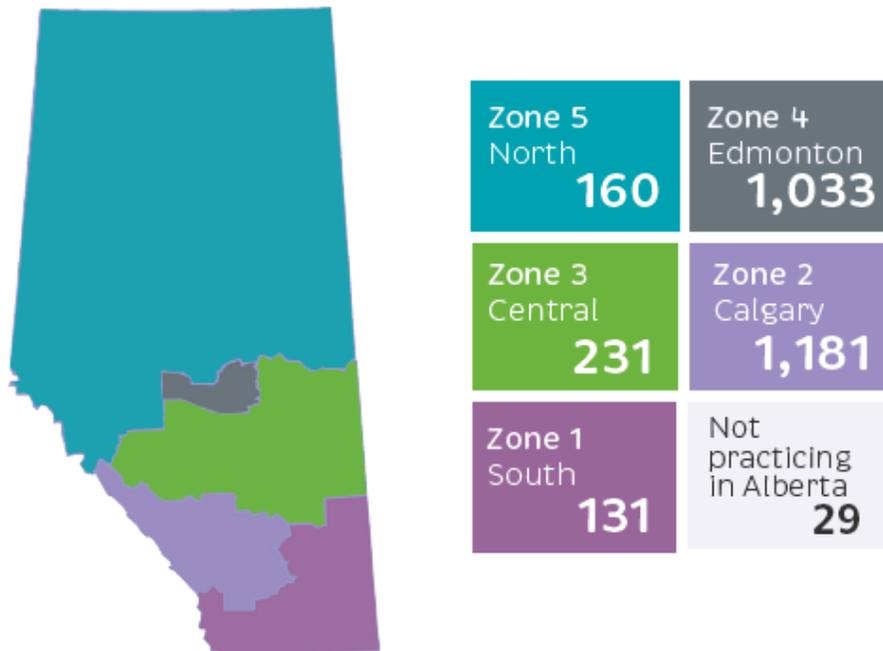
<sup>21</sup> Ibid

<sup>22</sup> Ibid

<sup>23</sup> Ibid

### 4.1.3 ALBERTA:

- **Number of physiotherapists practicing in Alberta in 2014, 2016<sup>24</sup> and 2018<sup>25</sup>:**
  - 2,389 in 2014
  - 2,736 in 2016
  - 3,913 in 2018
- The number of physiotherapists working in Alberta grew by 1524 clinicians between 2014 and 2018 or an average of 381 per year.
- **Number of Physiotherapists practicing in Alberta in 2016 by Health Zone<sup>26</sup>**
  - Characteristics of **Zone 5** – the North Zone (where Fairview is located).
    - Population – 484,964
    - Size – 448,400 square kms
    - Life Expectancy – 79.9 years



<sup>24</sup> Physiotherapy Alberta College + Association – 2016 Annual Report

<sup>25</sup> Physiotherapy Alberta College + Association

<sup>26</sup> Ibid

- **Ratio of Physiotherapists to People by Health Zone in 2016**

- The average ratio of physiotherapists to people across all AHS Health Zones is **1 to 1554**.
- The ratio of physiotherapists to people in **Zone 5**, (the largest geographic zone ), is **1 to 3,031**. This is almost **double the average ratio** across the province.
- *This statistic strongly suggests that the physiotherapy needs of Zone 5 residents are considerably underserved. More physiotherapists are needed in Zone 5 to provide the level of service the average Albertan enjoys.*

Zone	Population <sup>27</sup>	# of Physiotherapists	# Physiotherapists per Person
Zone 5 - North	484,964	160	3031
Zone 4 - Edmonton	1,363,653	1033	1320
Zone 3 - Central	478,050	231	2069
Zone 2 - Calgary	1,622,391	1181	1374
Zone 1 - South	303,663	131	2318
<b>TOTAL:</b>	<b>4,252,721</b>	<b>2736</b>	<b>Average: 1554</b>

<sup>27</sup> 2016 AHS Map and Zone Overview

- **Physiotherapy Demand in Alberta in 2014<sup>28</sup>**

- Number of people who saw a physiotherapist in Alberta in 2014:<sup>29</sup>
  - **Age 12 – 64: 345,091 (8.63% of Alberta’s population of 4,000,082)<sup>30</sup>**
  - **Age 65+ : 51,182 (1.28% of Alberta’s population of 4,000,082)**
  - **Overall: 396,23 people**
  - **9.91% of Alberta’s population saw a physiotherapist in 2014.**
- Average number of consultations per physiotherapist per year: **1,436**
- Average number of patients per physiotherapist: **200**
- Average number of visits per patient: **7**

- **Physiotherapy Visits and Population Growth in Alberta from 2011 – 2014<sup>31</sup>**

<b>Years 2011 - 2014</b>	<b>% Growth</b>
Population Growth Age 12 - 64	2.30%
Growth in Physio Visits Age 12 - 64	3.30%

<b>Years 2011 - 2014</b>	<b>% Growth</b>
Population Growth Age 65+	3.20%
Growth in Physio Visits Age 65+	3.60%

- In both age groups, growth in physiotherapy visits outpaced population growth indicating that the number of physiotherapy treatments per person in Alberta is trending upwards.
- This indicates that there will be a growing need for physiotherapist clinicians in Alberta, especially in the population age group 65+.

<sup>28</sup> Canadian Institute for Health Information; Canadian Community Health Survey

<sup>29</sup> Conference Board of Canada –2014 Aging Well: Implications of an Aging Population for Physiotherapy in Canada – May 2018

<sup>30</sup> Population Statistics - Alberta

<sup>31</sup> Statistics Canada

- **Physiotherapist Practice Settings in Alberta in 2016<sup>32</sup>**

- In Alberta, 48.2% of practicing physiotherapists work in Private Practice clinics and 24% of practicing physiotherapists work in a General Hospital setting.
- The other practicing physiotherapists work in Health Centres, Schools or Government settings.

<b>Practice Setting</b>	<b># of Therapists</b>	<b>Percentage</b>
Private Practice	1332	48.2%
General Hospital	664	24.0%
Community Health Centre	210	7.6%
Residential Care Facility	108	3.9%
Home Care	99	3.6%
Unknown	97	3.5%
Rehabilitation Hospital Facility	80	2.9%
Post Secondary Institution	47	1.7%
Association/Government	41	1.5%
Schools	37	1.3%
Mental Health Facility	13	0.5%
Industry/Commercial	8	0.3%
	2736	

---

<sup>32</sup> Physiotherapy Alberta College + Association – 2016 Annual Report

#### 4.1.4 FAIRVIEW:

##### Population Demographics:

- |   |                            |
|---|----------------------------|
| ○ Town of Fairview population in 2016 -     | <b>2,998</b> <sup>33</sup> |
| ○ MD of Fairview # 136 population in 2016 - | <b>1,604</b> <sup>34</sup> |
| ○ The total population of GFA in 2016 -     | <b>4,602</b>               |

##### Town of Fairview Age Demographics:

- |                 |              |
|-----------------|--------------|
| ○ Age 0 – 14 -  | 533 – 18%    |
| ○ Age 15 – 64 - | 1,875 – 62%  |
| ○ Age 65+ -     | 590 – 20%    |
| <b>Total -</b>  | <b>2,998</b> |

##### Access to Physiotherapy in Fairview:

- As of March 31, 2019, there is one physiotherapist in Fairview – Sylvia Ciurysek serving the GFA. She works at the Fairview Hospital Complex and her position is funded through AHS. Sylvia work load includes both Priority 1 and Priority 2 patients and Priority 3 patients whenever they can be fitted into her schedule.
- Due to the sheer volume of Priority 1 patients referred to Sylvia by the physicians, the wait time for patients needing non-urgent care is up to 6 months. Sylvia says, ***“We need 3 of me to handle to volume of patients!”***
- Priority 2 patients are advised to seek physio treatments at a clinic outside of Fairview, such as Peace River, Grande Prairie or Sexsmith.
- Physicians report that there is poor patient compliance to physio treatments due to having to drive out of town, take time off work or having to pay for treatments.

---

<sup>33</sup> Statistics Canada

<sup>34</sup> MD Quick Facts Booklet April 2018

## 4.2 PHYSIOTHERAPY CLIENT PROFILE:

- A patient accessing physiotherapy treatments can be of any age; however, the majority of patients in Alberta accessing physio treatments are between the ages of 12 – 64 years of age.
- Patients are typically referred for physio treatments by their family doctor due to an injury or a disease affecting their musculoskeletal system. Physiotherapy is part of the care plan mapped out by the physician and the patient's objective in attending physiotherapy treatments is to get well.
- Physiotherapy patients most often will attend their prescribed appointments and then likely **never** visit the physiotherapy clinic again. As a result, physiotherapy clinics consistently take on new patients. The **Life Time Value(LTV)** of a physiotherapy patient is short, compared to customers of a grocery store where customers shop weekly, stretching over many years.
  - **LTV Example 1:** if AHS pays for 7 physiotherapy treatments, the LTV of a physiotherapy patient funded by AHS is 7. If the patient attends all 7 appointments, the **New Patient Retention Rate(NPRR)** is 100%.
  - **LTV Example 2:** if an insurance company recommends 10 physiotherapy treatments, the LTV of that patient is 10. However, if the patient for some reason attends only 7 appointments, the NPRR is 70%. Because the patient did not attend all 10 appointments, the Clinic lost the revenue that could have been generated from the 3 missed appointments.
- Since the Fairview Physiotherapy Clinic will be operating as a private clinic, maintaining a high **NPRR** will maximize revenue. To that end, the Fairview Physiotherapy Clinic will need to focus on providing:
  - Excellent customer service
  - Professional, highly skilled treatments

### 4.3 THE PHYSICIAN QUESTIONNAIRE:

Physicians practicing at the Fairview Hospital Complex were invited to participate in a “Physiotherapist Needs in Fairview” Physician Questionnaire in February 2019. **(See Appendix 5 for copy of Questionnaire)**

- The responses submitted in the Questionnaire, provided valuable insights into the need for a physiotherapy clinic in Fairview.
  - The number of patients referred to out-patient physiotherapy ranged from 0 – 50 people per doctor per month, for a collective total of up to 110 patients a month.
  - Of the patients referred for out-patient physiotherapy treatments, up to 50% of the patients did not follow through with their treatments. Patients cited the following reasons to their physicians:
    - Wait time was too long for a physio appointment at the Fairview Hospital
    - Distance to travel for physiotherapy services in other clinics
      - Seniors **“refuse”** to drive to other centres for physio.”
    - Financial constraints
      - No health care coverage
    - Time constraints
      - Unable to leave children with sitter
      - Can’t take time off work
  - The survey responses indicated that if there was a physiotherapy clinic in Fairview, the physicians would refer collectively, up to 45 more patients per month. Therefore, the total number of referrals per month from all physicians could be up to 155 (110 + 45) per month.

- The survey responses also indicated that the percentage of patient compliance with physiotherapy treatment would likely increase if there was a physiotherapy clinic in Fairview, but strongly indicated that patients “will not pay for private physiotherapy treatments”.
- The physicians suggested the following physiotherapy services would serve their patient’s needs:
  - In-house physio gym
  - Assessment clinic
  - Occupational Therapist
  - Rehab for post-surgical patients
  - Treatment for back/hip/shoulder pain
  - Work related injuries
  - Musculoskeletal disorders
- ***A concern expressed in the Physician Questionnaire is that patients “who could be rehabilitated through physiotherapy are instead taking pain medications; exacerbating opioid use with potential addiction and other adverse effects.”***
- In summation, the Questionnaire indicates that:
  - Physicians find it challenging to refer physiotherapy to patients when there is no private physiotherapy clinic in Fairview.
  - Up to 50% of patients are not likely to follow through with their treatment plan; citing financial constraints, time constraints, distance to travel to treatment centres, and wait time too long to get into physio at the local hospital.
  - **Not being able to access physiotherapy treatments is resulting in patients turning towards opioid use to manage their pain; which in turn has the potential to create a host of other problems in the community.**

#### 4.3 PUBLIC SURVEY – Physiotherapist Needs in Fairview, AB:

Residents of Fairview and MD of Fairview residents were invited to participate in a Survey – Physiotherapist Needs in Fairview, AB in February 2019. Residents were able to complete the Survey either online on the Town of Fairview Face Book page or by filling out paper copies located at the Town of Fairview office or MD of Fairview office or by clicking on the QR Code in the Fairview Post newspaper ads. Posters with a QR code were hung in Fairview, Blue Sky and Hines Creek as well. **(See Appendix 6 for copy of Survey Poster and Newspaper Ad)** The Survey was also advertised for 3 weeks in the Fairview Post.

Survey Results: **(See Appendix 7 for Survey questions and Tabulated responses.)**

- 75 Surveys were returned.
- Below is a summary of data gathered in the Survey:
  - 73% of the respondents lived in **Fairview**.
  - 36% of the respondents(the largest respondent group) were aged **35 – 54 years old**.
  - 77% of the respondents were **Female**.
  - 74% of the respondents said **YES**, they had used physiotherapy services in their lifetime.
  - 63% of the respondents indicated that their **Family Doctor prescribed** the physiotherapy services.
  - 68% of the respondents indicated that **they drove themselves** to their physio appointment
    - 15% said a friend or family member drove them to their appointment
    - 1% said they took public transportation to their appointment
  - 53% of the respondents said they **did not visit a physiotherapist within the last 24 months**.
    - 3% said they saw a physiotherapist 1 time
    - 21% said they saw a physiotherapist 2 to 4 times
    - 9% said they saw a physiotherapist 5 to 9 times
    - 13% said they saw a physiotherapist 10 or more times

- 12% of the respondents said they visited the **physiotherapist in Fairview**
  - 11% said they visited the Peace River physio clinic
  - 20% said they visited physio clinics in Grande Prairie
  - 5% said they visited physio clinics in Edmonton
- 8% of the respondents said they **stayed overnight** in the town or city they visited for the physio appointments.
  - 56% said they did NOT stay overnight
  - 5% said they **SOMETIMES** stayed overnight
- 43% of the respondents said they **had to wait 1 to 3 weeks** to get their first physio appointment
  - 24% said they had to wait More than 3 weeks for their first physio appointment
- 51% of the respondents said they were **Very Satisfied** with their physio treatments
  - 11% said they were Somewhat Satisfied
  - 1% said they were Neither Satisfied nor Dissatisfied
  - 5% said they were Somewhat Dissatisfied
  - 1% said they were Very Dissatisfied
- 96% of the respondents said **YES**, they would find it beneficial to have a local physiotherapist in Fairview.
  - 4% said NO.
  - All the respondents who provided comments, indicated directly or through a description of their experiences, that a local physiotherapist would be a definite benefit to Fairview. **(The full list of Comments can be found in the Appendix.)**
  - Some of the Comments that stood out:
    - “There are so many patients who need physio but never get to see one because either they are unable to drive or they are on a waiting list at the hospital and usually never get in”
    - “It was recommended to me by my Doctor to go for physiotherapy over six months ago but traveling to Peace River or Grande Prairie is not feasible for me.”
    - “A Private Physiotherapy Clinic would help tremendously to decrease the waitlist at the hospital; clients must be prepared to pay the cost of physiotherapy.”

- “I work at the hospital in Fairview and see such a need for more physiotherapists. Our current PT is amazing but overworked. There are so many needs in this town and so many people have to travel for this healthcare need.”
- “I wasn’t ever able to get in for physio even though it was doctor prescribed.”
- Other Health Care services the respondents recommended are summarized below. **(The full list of comments can be found in the Appendix 7.)**
  - 18% of the respondents suggested more doctors
  - 16% of the respondents suggested Mental Health and Addictions Counselling support.
  - 13% of the respondents said they weren’t sure
  - 7% of the respondents suggested Maternity, Labour/Delivery support
  - 4% of the responded suggested a Naturopath practitioner
  - Other suggestions include:
    - Occupational Therapist
    - Diabetic/Cardiac Clinic
    - Rheumatologist
    - Surgical Dentist
    - Nutritionist/Dietician
- In summation the Public Survey indicates that:
  - Most people accessing physiotherapy treatments are doctor referred.
  - Patients are not able to access physiotherapy services in Fairview without waiting 1 to 3 weeks or more.
  - Only 12% of patients were able to get physiotherapy treatments in Fairview. 36% of the patients went out of town for treatments, with the majority choosing physiotherapy clinics in Grande Prairie.

- 62% of the patients were Very Satisfied or Somewhat Satisfied with their physio treatments. ***This is an interesting statistic and more information is needed to determine why the level of Satisfaction was not nearer to 100%***
- It is clear from the Comments regarding whether a physiotherapy clinic in Fairview would be beneficial, that the answer to this is a resounding **YES**. One person recognized that a Private Physiotherapy Clinic would likely charge for their services.
- The 4 top services that respondents stated are needed in Fairview include:
  - More physicians to reduce appointment wait times
  - More services to support Mental Health and Addictions Counselling
  - Maternity/Labour/Delivery services
  - A naturopath
- **In summation of the Physician Questionnaire and the Public Survey:**
  - Physicians would likely refer more patients for physiotherapy if there was a private physiotherapy clinic in the town of Fairview.
  - Though patients are reluctant to pay for physiotherapy services, patient compliance with physio treatment referral would likely improve, as patients would be able to get to their physiotherapy appointments, without having to travel out of town for treatments and/or taking time off work or waiting up to 6 months for an appointment.
  - It can be concluded that both the physicians and the public believe that a physiotherapy clinic in Fairview would be beneficial to the community so that people can access the treatments they need, particularly to keep patients from seeking opioids to manage their pain.

#### 4.4 SWOT ANALYSIS OF A PRIVATE PHYSIOTHERAPY CLINIC IN FAIRVIEW:

##### STRENGTHS

- High demand for physiotherapy services in Fairview.
- A private clinic in Fairview would yield shorter wait times for physio treatments.
- Location – patients wouldn't have to drive out of town for treatments.
- New physio equipment
- Physician and Community support

##### OPPORTUNITIES

- Development of a health care centre in Fairview that includes physiotherapy treatments, massage therapy, acupuncture, occupational therapy and mental health counselling.
- Development and delivery of healthy lifestyle programs.

##### WEAKNESSES

- New business operational “hiccups”
- Inexperienced staff
- Will have to operate primarily as a ‘user pay’ clinic until WCB and Health Insurance companies are set up and in place.
- No opportunity for AHS funded coverage of treatments
- Experience of the physiotherapist could be considered a weakness if the physiotherapist is a young graduate.

##### THREATS

- Changes to the billing arrangements with partners- WCB, Health Insurance companies.
- Staying ahead of the competition - with ten physiotherapist clinics in GFA to compete against, the physio clinic in Fairview will need to stay current with trends in physio treatments and provide excellent customer service.
- Another physiotherapy clinic opening in Fairview

#### 4.5 COMPETITIVE ADVANTAGE:

- Locating the Fairview Physiotherapist Clinic within the Fairview town limits is a distinct competitive advantage over the 10 other clinics in GFA due to the number of potential monthly referrals (up to 155 per month<sup>35</sup>) from Fairview physicians.
- While the number of potential monthly referrals is significant, physiotherapy patients in Fairview are reluctant to pay for physiotherapy services<sup>36</sup>. Yet, the reality is that patients visiting the Fairview Physiotherapy Clinic will have to pay for services as AHS is very clear about not allocating any more dollars towards the CRS program for physiotherapy services.

---

<sup>35</sup> Feb. 2019 Physician Questionnaire

<sup>36</sup> Ibid

- Therefore, to compete with neighbouring physiotherapy clinics and to maintain/grow its patient base, the Fairview Physiotherapy Clinic will need to make the patient visit an “**experience**” in every aspect; from booking the appointment to exceptional professional treatments and caring patient follow up.
- To accomplish this, the Fairview Physiotherapy Clinic will need to incorporate the following:
  - **Develop a clear Vision and Mission for the Clinic:**
    - A well thought out Vision and Mission to guide the business operations, growth and development of the physiotherapy practice.
    - **Example of Physiotherapy Clinic Vision and Mission**  
**Dayan Physiotherapy and Pelvic Floor Clinic – Vancouver, BC**<sup>37</sup>
      - **Vision**
        - “To provide excellence with respect, knowledge and skill in all aspects of what we do.”
      - **Mission Statement**
        - “To provide treatment that empowers and heals by combining the best scientific knowledge and technology with clinical experience in a caring, confidential and respectful manner.”
  - **Provide EXCELLENT Customer Service!**
    - Excellent customer service is key to the success of both retail and service businesses. According to Forbes, American companies lose \$75 Billion a year due to poor customer service.<sup>38</sup>(*Canadian statistics are not available*).
    - **75% of** today’s consumers expect a consistent customer service experience, whether that be on social network, phone, online, or in-person.<sup>39</sup>

---

<sup>37</sup> www.dayanphysio.com

<sup>38</sup> May 17, 2018 – Forbes – Businesses Lose \$75 Billion Due to Poor Customer Service

<sup>39</sup> July 13 – Amy Post – 20 Important Customer Service Stats You Need to Know in 2018

- Frustrated customers lead to: **13%** of customers telling **15 or more people** about their negative experience. On the other hand, **72%** of customers will share their positive experience with **6+ people**.<sup>40</sup>
- **55%** of consumers today are **willing to pay more** if they are guaranteed a good experience.<sup>41</sup>
- In the words of Tony Robbins, “The core strategy behind any supreme organization, any company who truly dwarfs their competition and creates massive customer loyalty, is to anticipate and meet their customers’ needs in a way that no one else is.”<sup>42</sup>
  - **Deliver More Than Promised**
    - Surprise and delight customers with added value so they will share their stories of terrific customer service with their friends and colleagues.
  - **Staff Empowerment**
    - Develop a business culture and structure that allows all staff members to take initiative and consistently meet customer needs.
  - **Industry Trends**
    - Innovation is essential in today’s marketplace. Staying on top of industry advancements will enable a business to provide a level of customer service that differentiates it from its competition.

---

<sup>40</sup> Ibid

<sup>41</sup> Ibid

<sup>42</sup> Tony Robbins – Create Raving Fan Customers

## 5.0 MARKETING STRATEGY

- From data collected from Physician Questionnaire and the Public Survey, it is clear that a private physiotherapy clinic is needed in Fairview to meet the current patient demand. It is reasonable to assume the clinic would enjoy a steady stream of patient referrals at the outset.
- However, in order to maintain and/or grow the physiotherapy business over the long term, a strong marketing strategy is vital. With 10 other physiotherapy clinics in the GFA, the Fairview Physiotherapy Clinic cannot assume it will always be the first choice of Fairview residents and be 100% booked.
- Because the LTV of a physiotherapy patient is short, new patients coming into a physiotherapy clinic would be the norm. Key to maintaining a steady flow of new patients is: **Relationship Building** and **Having a Good Reputation**<sup>43</sup> and should be incorporated into the Fairview Physiotherapy Clinic's marketing strategy, along with a robust **Social Media** presence.
  - **Relationship Building:**
    - Build strong working relationships with the physicians in Fairview (and possibly Peace River) to encourage patient referrals.
    - Develop an effective referral network with other health service providers and agencies in the Fairview area; such as Fairview Community Health, chiropractors and massage therapists.

---

<sup>43</sup> Feb 2018 Physical Therapists – Canada Market Research Report

○ **Having a Good Reputation:**

▪ **Customer Experience**

- Excellent customer service creates loyal customers; ones that would be willing to refer the business to their friends, family, and colleagues. Providing excellent customer service begins with a genuine desire to delight customers and is more than just selling products or services. Consideration must be given to the cumulative customer experience when they visit the business; what they think and feel when they are at the clinic.<sup>44</sup>
- From booking the initial appointment to receiving the physiotherapy treatment and subsequent patient follow up, the patient should feel like the Fairview Physiotherapy Clinic genuinely cares about their well-being.

▪ **Front Desk Reception**

- The way a patient is treated when booking the appointment, arriving at the clinic and leaving the clinic is equally as important as the actual physiotherapy treatment itself.
- Highly trained staff in customer service will ensure positive Google Reviews, as well as positive Word of Mouth advertising.
- Smooth business operations will also ensure a positive customer experience. The use of physiotherapy clinic management software such as ClinicMaster that handles booking appointments, scheduling clinicians, billing, email blasts and a client portal will help streamline business operations.

---

<sup>44</sup> Feb 2019 - 9 Tips for Providing Excellent Customer Service

- **The Physiotherapy Treatment**
  - Patients want to feel like they are in good hands when getting their physiotherapy treatment. They need to trust that the equipment being used is in good condition and that the physiotherapist is professional and knowledgeable.
  - Staying on top of new treatment equipment or modalities is key to providing the patient with the very best service.
  - A well-executed physiotherapy treatment plan with a positive outcome for the patient will generate plenty of positive Word of Mouth advertising.
- **Social Media Marketing**
  - **Website**
    - Develop a website using Wix website builder([www.wix.com](http://www.wix.com)) so that even an inexperienced website content administrator could easily make changes to the website
    - Utilize the Wix SEO(Search Engine Optimization) app to ensure the Fairview Physiotherapy Clinic continuously outranks the 10 competitors in the region.
    - Keep the website content fresh and up to date with services offered, staff changes, new equipment and testimonials.
    - Aim to make the website the “go-to” place for physiotherapy problems on the web. A blog can be included on the website to get specialized information out on the internet and to improve SEO ranking.

- **Facebook Page**
  - Facebook is social networking app. There is no cost to starting a Facebook page. Facebook is very popular in the GFA and is used as the first go-to app to gather information about a business.
  - Use the Facebook page to highlight the Fairview Physiotherapy Clinic's services, equipment, client successes and events.
  - Post content at least once a week.
  - If necessary, Facebook ads can be purchased to promote the Clinic's services or retail products
  
- **Instagram Account**
  - Instagram is a social photo sharing app. There is no cost starting an Instagram account.
  - Instagram is gaining in popularity amongst small business owners and is used to post photos and videos to grow brand awareness and introduce new products or services.
  - Post a new photo or video at least once a week.
  
- **Google Reviews**
  - People are influenced by online customer reviews whenever they make a buying decision.<sup>45</sup> Key to becoming an online influencer is to develop a positive reputation online.
  - Opening a "Google My Business Account" will create the physiotherapy clinic business profile and map the business location. When the business has been verified by Google, people can begin write Reviews.

---

<sup>45</sup> Zendesk - 2018

- Proper Google Reviews etiquette is to respond to all Reviews. **Special Note...** Reviews cannot be edited or deleted. A negative review can quickly adversely affect a business. Extra care in choice of words needs to be taken when responding to a negative review.
  
  - Encourage physiotherapy patients to write a Google Review by offering an incentive for doing so, such as being entered into a draw for a free massage.
- **Growth Strategy**
- In Year 1, The physiotherapy clinic would open with one physiotherapist, one physiotherapy assistant, one office administrator/reception and a part-time massage therapist.
  - In Year 2, increase staff by 1 full time physiotherapist
  - In Year 3, the clinic could consider adding a part-time Occupational Therapist if demand merits, as suggested by the physicians in the Physician Questionnaire. *(not included in the Financial Forecast)*.

## 6.0 BUSINESS OPERATIONS

### 6.1 LOCATION OF THE BUSINESS:

- Based on the Physician Questionnaire and Public Survey, there is a demand for a physiotherapy clinic to be located in the town of Fairview.
- Ideally the physiotherapy clinic would be located in the downtown area for easy access and visibility.
- The real estate market for commercial and residential properties is described as “soft” at this time.<sup>46</sup> There are 70 commercial and residential properties on the market and very few buyers. Commercial buildings are generally slow to sell and as such, caution should be exercised in the decision to buy a commercial building to house a physiotherapy clinic at the business start-up stage. Buying a commercial building may be a consideration after a 3-year track record of business profitability.
- Commercial lease rates range from \$6.00/sq. ft in the Fairview Mall(“all in”) to \$12.50/sq. ft. (triple net) in other commercial buildings.<sup>47</sup>

---

<sup>46</sup> Lenny Basnett – March 2019 - Royal Lepage Realty Mighty Peace Realty – Fairview, AB

<sup>47</sup> Ibid

- Three Possible Options available as of March 2019 are:
  - **Option 1: Commercial Building for Sale: 10904 -102 Ave.**
  - **Listing #GP130022 (See Appendix 8 for complete listing)**
    - Listed with Royal Lepage Realty - Fairview
    - Sale Price – \$219,900.00 (see Appendix for complete real estate listing)
    - Days on Market – 202
    - The building is **1,413 sq. ft in size** and was a former hair salon and prior to that, a bistro restaurant.
    - The owners are very motivated to sell but may consider leasing.
    - **Advantages:**
      - Location- just off main street
      - Great curb appeal
      - Ample sunlight from the large windows in the front of the building.
      - Large open area in the front of the building with potential for conversion into a physio gym as suggested by the physicians.
      - At least 4 rooms that could be easily converted into treatment rooms.
    - **Disadvantages:**
      - Adequate space for start-up business, but no room to grow beyond 1415 sq. ft. without adding onto the building on the north side.
      - Potential challenge to make the building wheel chair accessible.

- **Option 2: Commercial Building for Sale: 10916 - 102 Ave.**
- **Listing # GP127529 (See Appendix 8 for complete listing)**
  - Listed with Royal Lepage Realty - Fairview
  - Sale Price - \$239,000.00(see Appendix for complete real estate listing)
  - Days on Market - 260
  - The building is **1,750 sq. ft in size** and a hair salon presently occupies one half of the building, on a month to month lease. There is a front desk and 2 potential treatment rooms on the vacant side. Added bonus is the building's private parking lot on the west side of the building. Wheel chair ramp could easily be built to access the building from the parking lot.
  - Though for sale, the owner of the building would consider leasing one half of the building (875 sq. ft.) for **\$1,100.00** per month, all in.
  - **Advantages:**
    - Location – just off main street
    - Affordable
  - **Disadvantages:**
    - Co-location with hair salon
    - Adequate space for business start-up, but no potential to grow, unless the hair salon moved.
    - Rent could potentially increase to \$2,200.00/month, if the physiotherapy clinic took the entire space.

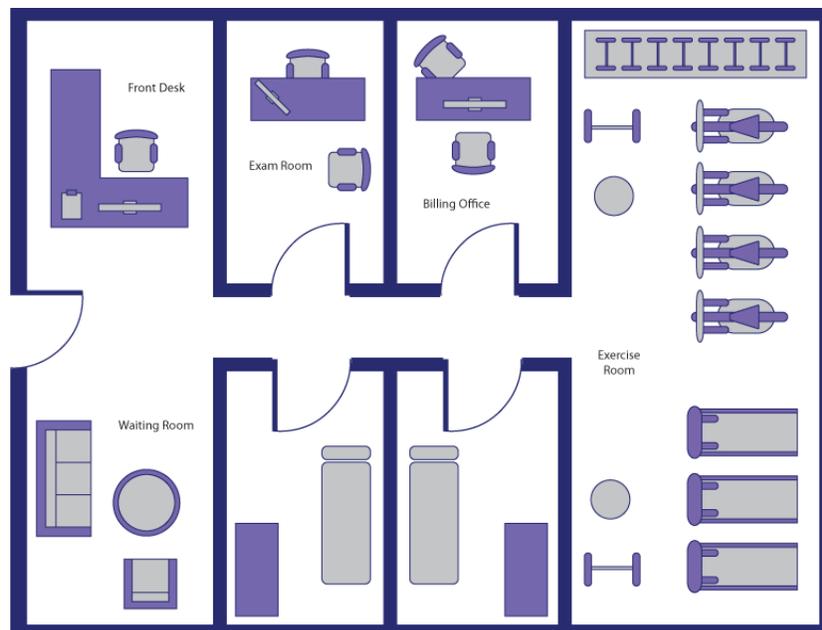
- **Option 3: True-Value Building: 10112 110 St., Leased Space<sup>48</sup>**
  - The owner of the True-Value building(Jimmy Der), is considering developing the space into a centre for retail and service business. Total square footage of the building – 9,600 sq. ft.
  - The building is presently being managed by Ken and Linda Landry and they can be contacted at: **780.835.0315**.
  - Lease Rate:
    - \$5.00/sq. ft. plus Triple Net of 6.75/sq. ft. = **\$11.75/sq.ft.**
    - **Example: Rent of 1,500 sq. ft. space = \$1,468.75/month**
    - Owner is **very negotiable** and would consider 6 month's free rent(lessee to pay the Triple Net during that time) for a total of: **\$843.75/month**.
    - Owner will build out 4 walls of space required by the business (taped and finished), including a main door to the space and a wheelchair accessible bathroom.
  - **Advantages:**
    - Location - on Main Street
    - Flexible amount of space can be leased; with an option to expand, if and when needed.
    - Interior of clinic would be all new construction and custom designed to physiotherapist wants and needs.
    - **Very affordable** rent in the first year while the physiotherapy business is getting established.
  - **Disadvantages:**
    - Length of time to build out the space
    - Possible ongoing construction in the building, if the physiotherapist clinic is the first business in the space.

---

<sup>48</sup> Ken and Linda Landry – Leasing Agent

## 6.2 LAYOUT OF BUSINESS PREMISES:

- At minimum, the physiotherapy clinic premises would include:
  - Wheel Chair Accessibility into the clinic
  - Reception Desk
  - Waiting Room with water cooler and herb teas/coffees
  - Product display and sales area
  - 4 Treatment Rooms
    - 3 physiotherapy treatment rooms
    - 1 massage therapy room
  - Physio gym
  - Wheel Chair accessible unisex bathroom
  - Storage Room/Mechanical Room
  - Office
  - Lunch Room
  - Laundry Room
- Approximate size – **1,500 – 1,800 sq. ft.**
  
- **PHYSIOTHERAPY CLINIC LAYOUT EXAMPLE:**  
**(See Appendix 9 for other layout examples)**
  - Example of a layout with a physiotherapy gym
  - This example could be used as starting point for the development of physiotherapy clinic layout.
  - Added to this plan would be the washroom, lunch room, office and utility/storage room.



- **ESTIMATED BUILD OUT COST:**

- If the True-Value leased space were to be selected for the location of the Fairview Physiotherapy Clinic, the cost for the build out of the interior walls of the clinic, vinyl plank flooring, gym flooring, lighting, painting, finishing is estimated to be \$20,000.00 to \$25,000.00.<sup>49</sup>
- If one of the other commercial spaces were to be selected for the location of the physiotherapy clinic, an estimate for renovations from a reliable local contractor would be needed to establish a budget for the conversion of the space into a physio clinic. As a rule, renovations tend to be more expensive than new build outs.<sup>50</sup>

### **6.3 HOURS OF OPERATION:**

- The financial forecasts assume the clinic will be open from 8:00 pm to 5:00 pm, Monday to Friday. Closed on Saturday and Sunday.
- Opening hours may need to be adjusted based on customer demand.

---

<sup>49</sup> Ken Landry - 2019

<sup>50</sup> Nykal Enterprises Ltd. - 2019

#### 6.4 BUSINESS WORK FLOW:

- With the anticipated high volume of physiotherapy patients accessing treatments at the Fairview Physiotherapy Clinic, streamlined clinic operation, a well-structured work flow and accurate records management is vital.
- Clinicmaster is an integrated management tool that is specifically designed to keep physiotherapy clinics “busy and well-managed, with more features, tools and partnerships than any other healthcare practice management platform”<sup>51</sup>.
- Clinicmaster has been selected by the Canadian Physiotherapy Association as the preferred clinic management software provider for physiotherapists.
- Clinicmaster’s head office is located in Montreal, Quebec. Installation and Training is done online to keep costs down. There is a one-time installation fee of **\$695.00**. All other training costs are included in the monthly fee.

#### General Features Include:



- Appointment Booking and Scheduling
  - Advanced Scheduling
  - Wait List Management



- Charting and EMR(Electronic Medical Records)
  - Patient Charting



- Billing and Accounting
  - Accounting Management
  - Collection Management

---

<sup>51</sup> Clinicmaster website – [www.clinicmaster.com](http://www.clinicmaster.com)



- Clinic Management
  - Practitioner Scheduling
  - Practitioner Compensation
    - manages commission structure of practitioners on contract
  - Document Management
  - Admin Reports
  - Automated Alerts and Workflow Management
  - Advanced Metrics & Analysis(
    - data collected to statistically and financially analyze health and progress of the clinic.
  - Inventory Management
  - Referral Management



- Client Relations and Marketing
  - Email Marketing



- Partners and Integrations
  - Chase Payment System



- State of the Art Technology
  - Hybrid approach to clinic management leveraging both Cloud and Desktop technologies.

### Clinicmaster Pricing:

- The Cash Flow forecasts assumes the Fairview Physiotherapy Clinic would select “Optimum”, the Most Popular version of Clinicmaster at \$145.00/month CAD.
- The four extra modules selections as recommended by Clinicmaster:
  - **Client Portal**
    - Allows clients to book treatments online, view and print billing history, view exercise programs, fill out intake form prior to visit.
  - **Advanced EMR**
    - Practitioners can chart from anywhere, anytime and on any device
    - Notification of incomplete charts
    - View practitioner schedule
  - **Advanced POS**
    - Bar code scanning
    - Cash drawer audit
  - **Enhanced Marketing**
    - Create custom email blasts with e-Blast builder
    - Stay in touch with patients even after treatment

The screenshot shows the Clinicmaster website's pricing page. At the top, there is a navigation bar with links for Client Login, Remote Support, Contact us, and a language toggle for Français. Social media icons for Facebook, Twitter, LinkedIn, and Instagram are also present. The main header features the Clinicmaster logo with the tagline "evolving together" and a "REQUEST A DEMO" button with the phone number 1 888 682-8674. Below the header, three pricing plans are displayed in a grid:

PREMIUM	Most Popular OPTIMUM	ULTIMUM
Manage your small practice with all the right tools that will keep operations running smoothly so you can focus on your clients.	Grow your medium-sized practice with enhanced features designed specifically to optimize efficiency, scheduling and client relationships.	Excel at providing an outstanding client experience with industry-leading management and marketing features for large clinics.
Starting at <b>\$125</b> per month per clinic* includes 1 extra module	Starting at <b>\$145</b> per month per clinic* includes 4 extra modules	Starting at <b>\$185</b> per month per clinic* includes 8 extra modules

## 7.0 MANAGEMENT AND PERSONNEL

To handle the forecasted patient flow, the Fairview Physiotherapist Clinic would require the following personnel to operate efficiently. (**See Appendix 10 - Organizational Chart**)

### Year 1:

- Physiotherapist/Business Owner
- Medical Office Administrator
- Physiotherapist Assistant
- Massage Therapist – Part Time

### Year 2 & 3:

- Physiotherapist/Business Owner
- Medical Office Administrator
- Physiotherapist Assistant
- Physiotherapist – Full Time
- Massage Therapist – Part Time

### 6.5.1 EMPLOYEE SALARIES:

#### Physiotherapist:

- The average physiotherapy salary in Canada is **\$72,638.00** per year or \$37.25/hour. Entry level positions begin at 31,524.00 per year, while most experienced physiotherapists earn up to \$97,500.00 per year.
- The average physiotherapist salary in Alberta is **\$87,855.00** per year.<sup>52</sup> To attract a skilled employee to Fairview, the physiotherapist hired by the Fairview Physiotherapist Clinic in Year 2 is forecasted to be paid **\$90,000.00** per year.

#### Medical Office Administrator:

- The average **Medical Office Administrator** salary in Canada is **\$35,050** per year or **\$17.97** per hour. Entry level positions begin at \$28,373 per year while most experienced workers earn up to \$48,800 per year.
- The average medical office administrator salary in Alberta is **\$37,718.00**<sup>53</sup> per year. The Fairview Physiotherapy Clinic is forecasted to pay the medical office administrator **\$38,400.00/yr.**

---

<sup>52</sup> Alis.alberta.ca

<sup>53</sup> Ibid

### **Physiotherapist Assistant:**

- The average Physiotherapy Assistant salary in Canada is **\$34,125 per year** or **\$17.50 per hour**. Entry level positions begin at \$25,350 per year while most experienced workers earn up to \$58,013 per year.
- The average physiotherapist assistant salary in Alberta is **\$46,457.00<sup>54</sup>** per year. The Fairview Physiotherapy Clinic is forecasted to pay the physiotherapy assistant **\$46,500.00/yr.**

### **Massage Therapist:**

- The average Massage therapist salary in Canada is **\$58,500 per year** or **\$30.00** per hour. Entry level positions start at \$27,154 per year while most experienced workers earn up to \$99,450 per year.
- The average massage therapist salary in Alberta is **\$54,084.00** per year. The Fairview Physiotherapy Clinic is forecasted to pay **\$30.00** per hour for a part-time massage therapist.

### **6.5.2 SELF EMPLOYED(CONTRACTOR) vs EMPLOYEE:**

The owner of the Fairview Physiotherapist Clinic may contemplate hiring staff as Contractors vs Employees. The Canada Revenue Agency has very strict guidelines on determining whether an individual is working as Contractor or Employee and a mistake in this area can be costly to the business owner. ***(See Appendix 11 for Table 1 and 2 – Determining Self-Employed vs Employee prepared by the Canadian Physiotherapy Association.)***

---

<sup>54</sup> Ibid

### 6.5.3 JOB DESCRIPTIONS:

#### Physiotherapy Assistant Job Description<sup>55</sup>:

Promotes and maintains health by providing physical therapy services under the supervision of a physical therapist.

#### Job Duties:

- Contributes to physiotherapist's effectiveness by identifying patient care issues; providing information and commentary; recommending options and courses of action; implementing physical therapy directives.
- Assesses patient health by interviewing patients; performing physical examinations; obtaining, updating, and studying therapy histories.
- Assesses abnormal conditions by reviewing physical therapist's interpretations of patient evaluations and test results.
- Documents patient care services by charting in patient and department records.
- Performs therapeutic procedures by administering manual exercises; instructing, encouraging, and assisting patients in performing physical activities, such as non-manual exercises, ambulatory functional activities, and daily-living activities; and in using supportive devices, such as crutches, canes, and prostheses.
- Instructs and counsels patients by describing therapeutic regimens; giving normal growth and development information; promoting wellness and health maintenance.
- Provides continuity of care by developing and implementing patient management plans.
- Maintains safe and clean working environment by complying with procedures, rules, and regulations; adhering to infection-control policies and protocols.
- Maintains production objectives by noting current treatment trends; monitoring actual physical therapy services rendered to production objectives.
- Maintains legal and accreditation compliance by adhering to policy positions concerning federal, provincial, and local regulations, and standards; anticipating emerging issues.
- Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Enhances physiotherapy and hospital reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

---

<sup>55</sup> Monster.com

**Medical Office Assistant Job Description:**<sup>56</sup>

Serves patients by greeting and helping them; scheduling appointments; maintaining records and accounts.

**Job Duties:**

- Welcomes patients and visitors by greeting patients and visitors, in person or on the telephone; answering or referring inquiries.
- Optimizes patients' satisfaction, provider time, and treatment room utilization by scheduling appointments in person or by telephone.
- Keeps patient appointments on schedule by notifying provider of patient's arrival; reviewing service delivery compared to schedule; reminding provider of service delays.
- Comforts patients by anticipating patients' anxieties; answering patients' questions; maintaining the reception area.
- Ensures availability of treatment information by filing and retrieving patient records.
- Maintains patient accounts by obtaining, recording, and updating personal and financial information.
- Obtains revenue by recording and updating financial information; recording and collecting patient charges; controlling credit extended to patients; filing, collecting, and expediting third-party claims.
- Maintains business office inventory and equipment by checking stock to determine inventory level; anticipating needed supplies; placing and expediting orders for supplies; verifying receipt of supplies; scheduling equipment service and repairs.
- Helps patients in distress by responding to emergencies.
- Protects patients' rights by maintaining confidentiality of personal and financial information.
- Maintains operations by following policies and procedures; reporting needed changes.
- Contributes to team effort by accomplishing related results as needed.

---

<sup>56</sup> Monster.com

## **Physiotherapist Job Description:<sup>57</sup>**

Restores patient's function, alleviates pain, and prevents disabilities by planning and administering medically prescribed physiotherapy.

### **Job Duties:**

- Meets the patient's goals and needs and provides quality care by assessing and interpreting evaluations and test results; determining physiotherapy treatment plans in consultation with physicians or by prescription.
- Helps patient accomplish treatment plan and accept therapeutic devices by administering manual exercises; instructing, encouraging, and assisting patients in performing physical activities, such as nonmanual exercises, ambulatory functional activities, and daily-living activities and in using assistive and supportive devices, such as crutches, canes, and prostheses.
- Administers physical therapy treatments by giving massages; initiating traction; applying physical agents; utilizing hydrotherapy tanks and whirlpool baths, moist packs, ultraviolet and infrared lamps, and ultrasound machines; directing treatments given by aides, technicians, and assistants.
- Evaluates effects of physical therapy treatments and fit of prosthetic and orthotic devices by observing, noting, and evaluating patient's progress; recommending adjustments and modifications.
- Completes discharge planning by consulting with physicians, nurses, social workers, and other health care workers; contributing to patient care conferences.
- Assures continuation of therapeutic plan following discharge by designing home exercise programs; instructing patients, families, and caregivers in home exercise programs; recommending and/or providing assistive equipment; recommending outpatient or home health follow-up programs.
- Documents patient care services by charting in patient and department records.
- Maintains safe and clean working environment by complying with procedures, rules, and regulations.
- Protects patients and employees by adhering to infection-control policies and protocols.
- Ensures operation of equipment by completing preventive maintenance requirements; following manufacturer's instructions; troubleshooting malfunctions; calling for repairs.
- Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Develops physiotherapy staff by providing information; developing and conducting in-service training programs.
- Contributes to team effort by accomplishing related results as needed.

---

<sup>57</sup> Monster.com

**Massage Therapist Job Description:<sup>58</sup>**

Performs therapeutic massages of soft tissues and joints. May assist in the assessment of range of motion and muscle strength or propose client therapy plans.

**Job Duties:**

- Confer with clients about their medical histories and problems with stress or pain to determine how massage will be most helpful.
- Assess clients' soft tissue condition, joint quality and function, muscle strength and range of motion.
- Administer therapy treatments to patients using hands or physical treatment aids.
- Massage and knead muscles and soft tissues of the body to provide treatment for medical conditions, injuries, or wellness maintenance.
- Prepare and blend oils and apply the blends to the patient's skin
- Maintain treatment records
- Treat clients in professional settings or travel to clients' offices and homes.
- Provide clients with guidance and information about techniques for postural improvement and stretching, strengthening, relaxation and rehabilitative exercises.
- Develop and propose client treatment plans that specify which types of massage are to be used.
- Refer clients to other types of therapists when necessary.

---

<sup>58</sup> Myplan.com

## 8.0 FINANCIAL PROJECTIONS

### Three Year Cash Flow Projections, Income Statement and Balance Sheet (See Attached)

#### 7.1 GENERAL NOTES:

##### Government of Canada Financial Performance Data – 2016<sup>59</sup>

- According to the Financial Performance Data for collected for the NAICS Code 621990 - “All Other Ambulatory Health Care Services”, the average Net Profit recorded for this type of business in Alberta was 22.2%.
- The Fairview Physiotherapy Clinic is forecasted to earn **\$236,550.00 in Year 1** with a forecasted **Net Profit of \$14,088.50(6.0%)**.
- The Fairview Physiotherapy Clinic is forecasted to earn **\$472,800.00 in Year 2 and Year 3**, respectively with a forecasted Net Profit of **115,498.00(24.4%) in Year 2 and 104,998.00(21.9%) Net Profit in Year 3**.
- Year 1 with only one Full Time Physiotherapist is well below the performance benchmark of 22.2% net profit. In Years 2 and 3, with the addition of a second full time physiotherapist, Net Profits are within Net Profit benchmark.

##### Number of New Physiotherapy patients per month:

- Based on the research collected in the Physician Questionnaire, up to 155 new patients per month may be referred for physiotherapy treatments.
- If up to 30%(47 patients) of these patients are treated by Sylvia Ciuryesk at the Fairview Hospital Complex, the remaining 108 patients per month will be seeking a physiotherapist for their treatments.
- The Revenue Projections for the Fairview Private Physiotherapy clinic assume 80 new patients will be seen in the first month of business and thereafter, 40 new patients a month in Year 1. *The number of new patients could fluctuate up or down, depending on the number of treatments prescribed for the patient.*

---

<sup>59</sup> Statistics Canada – Small Business Profiles, 2016

- This leaves approximately up to 68 people still having to wait for their appointment or go elsewhere for their physiotherapy appointments.
- To manage this potential volume of physiotherapy needs in Fairview, the projections reflect the hiring of second full time physiotherapist in Year 2.

**Revenue Projections are based on the following assumptions:**

- To be competitive in the marketplace:
  - Assessment Fees are: \$85.00 for 1-hour Assessment.
  - Treatment Fees are: \$70.00/treatment(25 – 45 minutes)
- The clinic will be open 9 hours/day from 8:00 AM to 5 PM, 5 days a week
  - 8 hours of billable time per day, 1 hour off for lunch
  - Total of 160 billable hours per month
  - Maximum number of half hour appointments/month = 320
  - Maximum number of patients per day = 16 (half hour appointments)
    - ***Sylvia Ciurysek, PT says: “If the Physiotherapy Assistant is full time and well-trained with lots of experience, then 2 patients per hour is reasonable.”***

**Loan Repayment Capacity:**

- The Financial Projections assume the business will need to borrow \$80,000.00 over 5 years for equipment, leasehold improvements and inventory.
- Based on the projected revenue and expenses, the business has the capacity to make its loan payments in Year 1. Capacity increases in Year 2 & 3, as Net Profit increases.

<b>Income Available to Pay Debt</b>	<b>20,088.50</b>
<b>Amount of Debt</b>	<b>16,620.00</b>

## YEAR 1 ASSUMPTIONS:

### Revenue Forecast Assumptions:

- **Month 1:**
  - 80 new patients X \$85.00 = \$6,800.00
  - 80 treatment appointments X \$70.00 = \$5,600.00
  - 40 massage therapy appointments X \$80.00 = \$3,200.00
  - Product Sales = \$500.00 per month
  
- **Month 2 - 12:**
  - Month 2- 12 forecasts 130 billable hours
  - 40 new patients X \$85.00 = \$3,400.00(40 hours)
  - 180 treatment appointments X \$70.00 = \$12,600.00(90 hours)
  - **Forecasted number of patients per day = 11**
    - **2 assessments, 9 treatments**
    - **Total billable hours per day = 6.5 hours**
  - Months 2 -12 forecasts 40 massage therapy appointments X \$80.00 = \$3,400.00
  - Product Sales = \$500.00 per month

### Expenses Forecast Assumptions:

- Owner investment of \$12,500.00
- Borrowing \$80,000.00 for equipment, leasehold improvements, inventory and operating at 9% over 5 years. (**See Appendix 12 - Amortization Schedule**)
- Renting the True-Value space at \$844.00 per month(Lessor Incentive) for 6 months. Full rent payment of \$1,468.00 begins in month 7.
- Two Full Time employees - Physiotherapy Assistant and Medical Office Administrator. Salaries on par with the average salary in Alberta.
- 1 Part Time employee – Massage Therapist
- Physiotherapist/Owner takes \$3,800.00 per month salary in Year 1
- Product cost = 75% of Product Sales

**YEAR 2 ASSUMPTIONS:**

- Hiring of a second Full Time Physiotherapist at \$90,000.00 per year.
- With 2 FT physiotherapists, it is reasonable to assume that physiotherapy assessment and treatment revenues would double.
- Massage therapy revenue doubles as well to 80 massage therapy appointments per month.
- Product Sales double to \$1,000.00 per month.
- Physiotherapist owner salary increases to \$5,000.00 per month.

**YEAR 3 ASSUMPTIONS:**

- Year 3 Revenue remains status quo, other than an increase in Product Sales to \$1,500.00 per month.
- Physiotherapist owner salary increases to \$6,000.00 per month.

# APPENDIX