



PAIN & MOVEMENT
SOLUTIONS

A PLAYBOOK FOR HOW WE DO BUSINESS & CHANGE
THE HEALTH & WELLNESS OF OUR COMMUNITIES



VISION & MISSION

VISION

1st Line of Defense for All Musculoskeletal Conditions

We are dedicated to delivering physical therapy to its fullest potential to provide our communities with a preferred and optimal treatment option for all pain and movement problems. A partnership is developed across the lifespan to optimize the health of the movement system and empower individuals to live their best life. Our clients know they will not only receive quality care with the highest level of professionalism, but they will also be treated like good friends and valued like family.

MISSION

Improving Lives with Movement

We will transform society through exemplary physical therapy for a conservative, proactive approach to health and wellness. We focus on treating not only the pain, but also the source of the impairment, from a functional, total body viewpoint while educating clients on self-care and prevention techniques. Our providers prioritize continual advancement of their clinical skills to deliver the best care for your movement dysfunction. Clients are educated, equipped, and empowered with evidence-based self-care and prevention techniques to enhance their quality of life. Our collaboration with other healthcare providers, consumers and community organizations is key to solving the health related challenges that society faces. We maintain a reputation to exceed client expectations and increase recognition of the value of physical therapy in achieving optimal health and wellness.

ORGANIZATIONAL VALUES SUMMARY

Core values support the vision, shape the culture, and reflect the company values. They are the essence of the company's identity. These values are what the clinic was founded on and influence:

- **Decision making:** Our company utilizes our values to aid in decision-making processes. They determine how we treat our clients and interact with our communities.
- **Hiring:** Values are a primary tool for hiring the right people. We seek staff that appreciate and enhance company values. We commit to living out core values to provide a quality work environment and consistency for staff. If staff are not adhering to our organization values, they are automatically engaged in a performance enhancement plan or encouraged to seek employment elsewhere.
- **Marketing:** Core values educate clients and potential customers about what the company is about and clarify the identity of the company.



CORE VALUES



TEAMWORK

Collaborates in a fun, respectful, professional manner to cultivate trusting, productive relationships with our team, clients, community, colleagues, and referral sources.

EXCELLENCE

Constant pursuit of excellence and growth at all levels to be the preferred provider and organization for all musculoskeletal conditions. Exceeds expectations for patient care.

VALUE

Delivers a strong patient experience. Works to exceed expectations and provide value in every encounter. A respected ambassador of the organization and profession who advocates to transform the health of our society with a proactive, wellness approach.

SERVICE

Committed to selfless service to our patients, teammates, communities, business partners and society at every level of the organization. Every individual we work with is valued. Provides altruistic and empathetic care to empower every person we encounter to live their best life.

TEAMWORK

**WE COLLABORATE IN A FUN, RESPECTFUL, PROFESSIONAL MANNER
TO CULTIVATE PRODUCTIVE RELATIONSHIPS.**

Embrace Teamwork & Collaboration

- We are a **team sport**. 1 is too small of a number to achieve greatness.
- Those closest to you determines the level of your success.
- Rising tide raises all boats. **We are only as great as our weakest link.**
- Exhibits personal commitments to and responsibility for individual/ company success and downfalls.
- Accommodating of other's work styles.
- Strong Communication Skills - transparency, gladly seek advice and feedback.
- Displays a willingness to pitch in. No job is below any employee.
- High Emphasis on healthy work-life balance. **Work hard - Play Hard!**
- We strive to have a company culture where you feel **appreciated and valued**.
- We believe in team gatherings and celebrations.

Goal Oriented Team

- Supports company goals and philosophies.
- Responsible and judicious in how company resources are utilized. Expenditures are directed towards achieving the organization's mission.
- Enjoys the game of setting targets and achieving them for the benefit of all involved.
- Possesses **strong personal goals**.
- Assist each other in reaching personal and company goals.
- The demonstrated willingness to make significant contributions with little direction.
- Voluntarily starts projects.

Respect, Integrity & Honesty

- **Bring the Joy** - maintain a fun, energetic environment to ensure an enjoyable experience for our clients & our teammates. Positive Attitude. Promote a judgment free, encouraging environment.
- Compassion: We are a **work family** where we care deeply for each other & their loved ones. We all work together to support each other in times of need.
- Practice **Gratitude & Humility** - Quick to give others credit.
- **Agility & Flexibility** - Accepts and handles change effectively.
- Work well with others in an assertive & effective manner.
- All the other traits of an **amazing teammate**: patience, unharnessed belief in the potential of each other, kindness, courtesy.

Partnership

- We facilitate trust at all levels: our team, colleagues, patients, referral sources, community, healthcare and wellness industry.
- **Patient Partners** : Partner with the patient over their lifespan for a healthier lifestyle.
 - Lifetime value of a patient is the key to successful healthcare.
 - We build lifelong relationships with our patients, and their family and friends.
- **Community Partners** : Our collaboration with other health care providers, consumers, and community organizations is key to solving the health-related challenges that our community and society faces.



EXCELLENCE

We are continuously growing at all levels and striving to be the preferred provider and organization for all musculoskeletal conditions.

Be the Best

- We are dedicated to delivering physical therapy to its fullest potential to provide the community with a first-choice, trusted healthcare facility to find solutions to all their pain and movement problems.
- We strive to be the first line of defense for all musculoskeletal conditions.
- **Lead the way.**
- Evidence-based, top-quality patient care.
- Our rural based, small community setting challenges us to be better for the vast demands of the communities we serve.
- Possess self- motivation and strong work ethic including initiative, energy and desire to begin and complete assigned tasks. Energy, enthusiasm, optimism, and ingenuity.
- Committed to taking action necessary to accomplish mission/goals.
- Exhibits pride in work and accomplishments. Earns self-satisfaction from performing work well.
- **Make a difference.**

Growth Mindset

- **Personal Growth**
 - Strive to be Better Every Day
 - Be a life-long learner
 - Pursue greatness with boldness and passion
 - Say “YES” to stretching yourself and pushing the boundaries of your comfort zone.
- **Professional Growth**
 - Commitment to professional growth
 - We invest in every level of our organization with continuing education, mentorship and leadership development.
 - Highly prioritize continual education and expanding knowledge base to provide the most optimal care.
 - Learning opportunities: Foster a culture where we can be critiqued in a professional manner, that is not taken personally nor as personal attacks, but where we learn from our critiques and grow together.
 - The exercise of authority or the response to criticism in a tactful manner
- **Organizational Growth**
 - The team works together to support the collective goals and purpose of the organization. All actions taken are not directed at personal gain, but rather at a collective gain.
 - To run an organization that succeeds through planning and programming so that there is accumulating resources going into reserves to allow abundance in order to give to our team, our patients and our communities.

Make it Better

- Drive innovation and change. Thinks creatively. Seeks innovation not to be different, but to be better.
- **Problem Solver:** Continually evaluates, recommends, or implements process/system improvements in an honest and positive manner. Develops appropriate solutions & initiates actions.
- Attempts non-routine jobs and tasks.
- **Attention to detail**



VALUE

We work to exceed expectations and provide value in every interaction.

Ensuring Value in Every Encounter

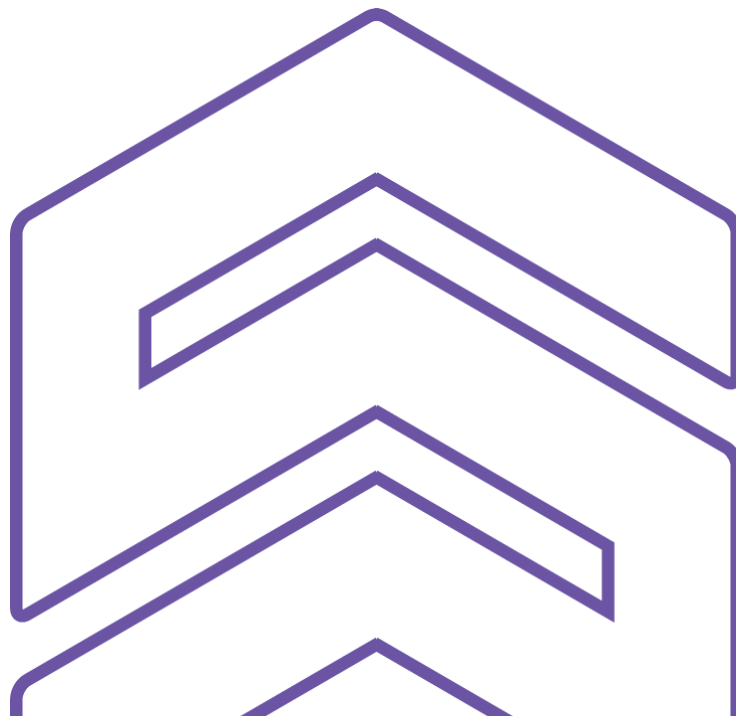
- **Strong patient experience**, every patient visit
- Strong reputation for delivering a level of patient care that **exceeds expectations**.
- We are reliable, **consistent**, efficient, and effective.
- We set the bar high for other PT facilities.
- Your best treatment is only as good as your last treatment.

Show your value

- **Professional**: We are a doctoring profession - we look and act the part, both at work and in the public setting.
- **Educators**: We are continuously teaching our patients how to improve their physical health and demonstrating how physical therapy can assist to improve their quality of life.
- **Passionate**: Shared passion to improve health of our clients, community and society while improving the method and delivery of healthcare

Value to Healthcare

- We will **transform healthcare** and the physical therapy profession by practicing at the top of our profession and advocating for a proactive, wellness approach to health.
- Believe in sustainability: building value not for ourselves, but for our clients, community, and future of healthcare for society.
- We are each an **ambassador** - a respected representative, who acts on behalf of the organization and profession, promoting it.
- Speak with **pride** about your skill, company, profession and promote your abilities.
- **Celebrate** what your organization does well. Promote it to others.



SERVICE

Serve those around you with a joyful, loving heart.

Selfless Service

- Committed to **selfless service** to our patients, teammates, communities, business partners, society
- Life's most persistent and urgent question is 'What are you doing for others?'" ~ Martine Luther King Jr.
- The most importance thing you can do with your life is to give it away to others.
- Culture of cooperation where everyone lends themselves to each other.

Customer Service

- Each patient is treated like a good friend and valued like family.
- Service at every level of the team, from the front office to the therapists, who all contribute to healing and edification of those we serve.
- Focus on the smaller details of how you can make their day better with small acts of service and value.
- **Value EVERY patient.**
- Fun, enjoyable, energetic experience
- We make therapy fun and create an environment where people want to come to therapy and then tell everyone about it.
- Laughter is some of the best medicine.
- People first, problem second.
- Courageously kind to all.
- The patient is the hero.
- We motivate and build up our patients to do great things - to do more than they thought they were capable of.

Altruistic & Empathetic care

- Tip people's scale in a positive way.
- Add value to others.
- You can either affect people positively or negatively. Whatever state you are in transmits to others. Which way are you leaving people?
- Developing relationships to build up and **inspire** our clients to live their best life.
- Find out what moves our patients and then truly help them.
- Seek to understand internal/external client needs and solicit feedback to enhance service quality and establish relationships.
- **Respects** individual uniqueness. Shows no discrimination against race, sex, religion, etc.
- Leave this profession/ patient /each other **better** than what we found it.

PROVEN PROCESS

There is a proven way we provide our service to clients. We complete this process every time, and it produces the same result -- a positive experience with good outcomes. Following the process increases the client's confidence and peace of mind in doing business with us and trusting us with his/her health and wellness.



OUR SOLUTION

- We not only treat the pain, but get to the source of the impairment.
- Primary Care Provider Role
 - If we can't treat you, we will help find the right person who can.
- Treat holistically. Stay Prophylactic.
- Elevating Health & Wellness
- Empowering our clients.
- Ensure a positive client experience.
- Outcomes depend on client experience.

FIRST POINT OF CONTACT

PROVEN PROCESS

- Ensure professional and aesthetically pleasing marketing, personal presentation, interactions and facilities.
- No headless, smoking Mickey Mouses
- Greets & Answers phone with a smile
- **New Eval 10 Point Checklist:**
 - Listen & connect
 - Build Trust with potential new patient.
 - Provide solution. Let them we know we have an expert to help them.
 - Set up provider for success
 - Determine Client Goals
 - Remind client of scheduled time and determine preference for, text/phone reminders
 - Case note completed to communicate client info to PT
 - Providers must review the case note prior to eval.
 - Know the client's story - do not make them repeat it.
- Referrals are called within 1 business day.
- Offer an appointment within **1-2 business days**.
- Learn and understand where patient is in the journey.

ARRIVAL PROTOCOL

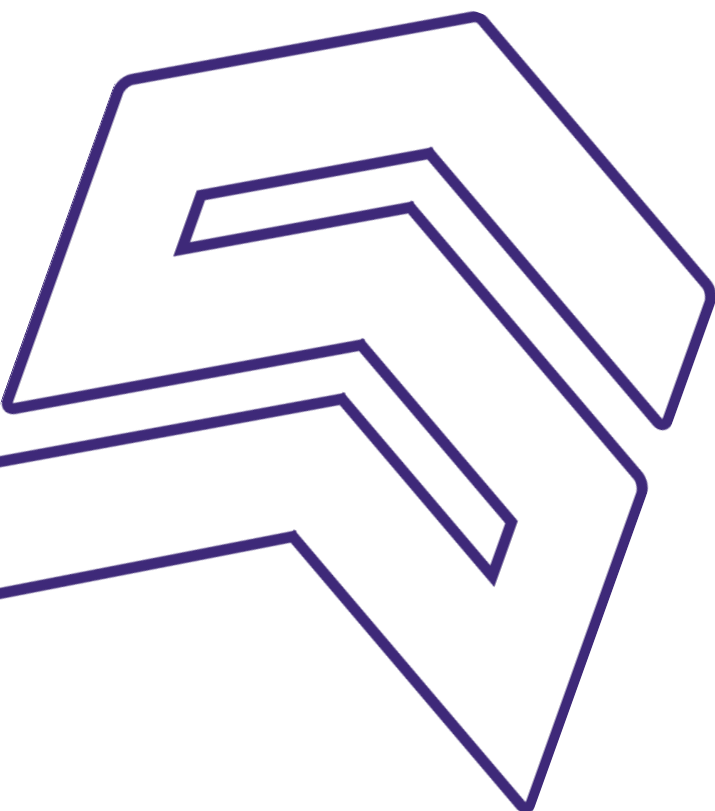
PROVEN PROCESS

- First thing the patient sees should be a smile on someone's face
- Greetings with name & Smile
- Ensure starts on time
- Connection: Develop one similar point of interest or topic of conversation
 - E.g ask how they are doing, how their weekend was
- Team approach to make sure patient has a good experience

INTAKE PAPERWORK

PROVEN PROCESS

- Offer convenient options for paperwork: 1) arrive early, 2) email, or 3) pick up
- Client is assisted through paperwork
 - clear, organized and supportive process
 - talk slowly & clearly



INITIAL EVALUATION

PROVEN PROCESS

Greet patient in waiting room with a warm welcome and smile.

Subjective

- Pinpoint value your customers want to receive from you
 - "What are you hoping I can help you with?"
- Determine Goals: how does it limit you?
 - Focus on Function
- Introduce computer

Objective

- Describe why you are doing what you are doing
- **Provocate or Replicate symptoms 1st** to clearly demonstrate to patient your aptitude
- Confirm with special tests
- **What you need to know vs nice to know** - Ensure you have time for treatment that provides relief
- Summarize Objective Findings
 - Educate patient on their normal vs abnormal
 - Provide Positives along with things to work on

Prescribe Clearly

- **Patients want to know**
 - If they are going to get better or not
 - How it may affect their life
 - How long it will take
- Use both technical language and patient language
- Educate with pictures
- **Demonstrate confidence**
 - "We treat this all the time and have great results." "Straight forward case." "This is my specialty." "We will get this better."
- **Build Trust**
- Give diagnosis, why, duration
- Educate patient on why you are prescribing what you are
 - Patient is looking for an expert that will tell him why they can't do that and the plan to get them back to that.
 - Describe Treatment Plan



INITIAL EVALUATION CONTINUED

PROVEN PROCESS

Prescribe Clearly

- **Timeline**
 - What our proven process is for recovery
 - Use 5 Phases of Healing
 - “I expect you to see benefits in two weeks and know that we are on the right track. A full recovery is expected around 8 weeks due to appropriate healing times and increasing tissue tolerance to prevent this issue from returning.”
 - Describe 3 components to problem: mechanical, strength & neuromuscular
- Educate patient on implications of inaction.
- **Positive Language - empower patient**
- Avoid “I think” or “I believe”
- Emphasis on how to prevent from returning
- Examples of treatments that will be use
- Ask Patient what they think about the plan
- Provide Hope
- Ensure patient knows if they will be working with our PTA/other providers
- Objective: AGREED UPON POC - between Patient and Provider

Need to Deliver:

- **KEEP the Patient's End Goal Top-of-Mind**
- Identify the clients expectations & concerns
- **Fast acting** manual techniques with immediate results to feel better. Subsequent visits will focus on exercises and self-management techniques. They want help right now. They don't want to pay a lot. They want it to work fast, be hassle free, and they want easy access.

What is the #1 Thing patient needs to leave with at end of eval?


Ask several times if they have questions.

Patient Response:

- Patients understand what “Recovered” means at the 1st visit
- We Understand the client's expectations
- Client understands with a higher degree of clarity why they are seeing our therapists.
- They proceed with confidence that the money being spent and the time and commitment of coming to our office have value and are worth the investment.
- Clients recognize and appreciate the value of your leadership in giving them some immediate clarity and direction; they feel relieved.

FOLLOW UP TREATMENTS

PROVEN PROCESS

- Immediately greeted by name with smile, happy to see you
 - Patients have a lot of other options - clearly - since we only see 8% of MSK issues.
 - why should they pick us?
 - why our clinic
 - **why you?**
 - WOW them at EVERY STEP!
 - Address 1st thing talked about - stay focused on patient goals, not provider's goals
 - Describe why you are doing what you are doing. POC vs plan for the day
 - EVERY VISIT:
 - personal connection
 - Review update on symptoms
 - Outline Plan
 - **Anything missing? / Anything else I can help with?**
 - Asterisk check: find, treat, re-check
 - something new each visit
 - **VALUE** every visit!
 - Educate every visit
 - Review HEP- exercise helping you, how difficult
 - Provide feedback on session. Bring back to client Goals.
 - Remind patient of next visit & let know the value you will be providing at that appointment
 - Reconnect
 - Each Visit: encourage them with what they've accomplished while previewing the **BENEFIT** of the next appointment.
 - Identify the clients expectations and concerns and provide value by teaching them something new each visit.
 - Keeping the personal importance and value of treatment top-of-mind will go a long way towards overcoming the financial pains of copays.
 - 3rd Visit Check In - How are things going?
 - **THERAPISTS ASK:**
 - Do you feel like I am helping you?
 - Are you making progress as you had expected?
 - Do you feel I spend adequate time with you?
 - Do you feel my attention is focused on you and your expectations?
 - Do you feel the exercises that I am giving you are helpful?
 - Do you feel our current plan of care at X/week is working best for you to meet your goals?
 - **Consistency** in care between providers and ensure patient knows this is happening.
 - Take Vitals
 - Ask several times if they have questions.
 - Treat to **maximum** at each visit and within your Plan of Care
 - Patient says it keeps coming back: "here is why it is coming back and here is how we are not just going to fix it, but prevent it from returning."
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PROGRESS NOTE

PROVEN PROCESS



- Percent towards max improvement
- Ask client:
 - "What can we do better?"
 - "Are we missing anything?"
 - "What goals not met, anything worse?"
- Review POC - 5 Phases of Healing Sheet
- Ask several times if they have questions.
- Update referral source every month
- Meet patient goals - work to **EXCEED!**

SCHEDULE

PROVEN PROCESS

- WOW our patients with scheduling
 - PCCs are problem solvers & working to accommodate patients and make committing to PT as easy as possible.
 - Staying abreast of patient needs and their personal schedules to assist
 - Recognizing that post-op patients need to be scheduled out several weeks immediately
 - Schedule out far enough - easier to take out than put them in
- Schedule all visits
- "Wait" list is managed closely
- Cancellation policy is clear to patients

FINANCIAL EXPERIENCE

PROVEN PROCESS

- Patients Aware of Financial Responsibility for Services
 - Verify benefits & Ensure understanding during intake process.
 - Provide copy of financial benefits.
- Financial Concerns: If patient has financial concerns, PCC shares that info with the PT and lets patient know to discuss with the PT. PT prescribes plan based on best outcome. Plan only changed if patient expresses concern.
- Providers responsible to ensure patient feels value from visit
- Providers direct financial questions to PCC.
- Providers only modify patient's recommended POC based on conversation with client directly.
- We help clients understand that now is the time to invest in their health to avoid higher costs later with addressing pain.
- Do not assume value for the client.

PATIENT ENGAGEMENT

PROVEN PROCESS

We educate & empower our patients

- Recognize Patient Goals/Frustrations & Provide them with Solutions
- Encourage individuals to be Proactive about their health & movement system
- Schedule Tune up sessions & Annual Check Ups
 - Check on whole body / MSK system
 - Ask if there are any other concerns
- Patient check in calls: promotes accountability, collaboration, holistic care
- Emails 3, 6, 9, 12, and birthdays;
- Mail Chimp promotions
- Patient continued access to HEP portal
- Chart Notes to assist in remembering patient personal details to assist with connection
- Personal touches: get know their job, family, friends, find at least 1 connection (people you know, doctors you know, vacation spots, etc.)
- Educate & Empower - Prevention
- Build loyalty and trust - retain patient and their friends
- We want our clients to Arrive, Pay, & Stay and do our Marketing for us

CUSTOMER ACQUISITION

PROVEN PROCESS

Marketing Strategy

- Write thank yous -- make sure you recognize your client's support and thank them!
- Patient referral is the biggest compliment we can get. It shows they trusted you & believe in what we do.
- Make goals to refer to them
- Ask for google reviews
- Let them know how much it means to you
- Brag about our team and our other providers and what they specialize in. Build each other up! Elevate each other above everyone else.
- Build up the provider before the patient goes to see them.

Patient Awareness

- We need our patients advocating for our profession. Only 8% end up in therapy.
- How do we get our patients to be our biggest advocates and do our marketing for us?
- How do we stay relevant to our patients?
- Is referral process easy? -- provide clients with VIP referral cards

Referral Source Relationships: collaborative, respectful, accommodating



WHAT MOVES YOU?

