



RMTBC
NEWS

Therapy in BC

DESIGNING SAFE &
LONG-LASTING MASSAGE
THERAPY CAREERS

SPRING/SUMMER ISSUE 2021



RMT CAREERS

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INSIDE

THE RMTBC REVIEW | SPRING/SUMMER 2021

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THIS ISSUE

- 4 - The case for therapeutic massage in hospital
- 6 - Patient Profiles
- 8 - Marketing Tips & More
- 10 - Massage Therapy with Dementia Patients Benefits
- 14 - ERGONOMICS: Designing safe, long lasting careers
- 18 - Mental Toughness & how it can help RMTs
- 22 - Goal Setting Worksheet

THE CASE FOR THERAPEUTIC MASSAGE AS AN ADJUVANT IN HOSPITALIZED COVID-19 PATIENTS

*“The good physician treats
the disease; the great
physician treats the patient
who has the disease.”*
— Sir William Osler

Massage therapy is one of the most popular complementary and integrative medicine (CIM) therapies, in which the manipulation of soft tissue alleviates muscular aches and pains, improves sleep, and promotes mental wellbeing.⁽¹⁾ Massage therapy significantly affects general wellbeing, and has been shown to have beneficial effects in many diseases, including autism, pain syndromes, hypertension, and autoimmune disorders.⁽²⁾

According to a recent systematic review, the utility of massage therapy in adult intensive care unit patients improved vital signs and reduced pain and anxiety.⁽³⁾ The latter, along with other psychiatric disturbances, exhibited an increase during COVID-19 pandemic.⁽⁴⁾ For instance, Zhao et al.⁽⁵⁾ observed an increase in the Chinese general public anxiety levels during COVID-19 pandemic when compared with previous studies.



Letter to the Editor by **Assem Al Refaei**
Faculty of Medicine, University of Jordan

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“MASSAGE THERAPY COULD
REDUCE CORTISOL & IMPROVE
CLINICAL OUTCOMES...”

Measured for by the Hospital Anxiety and Depression Scale (HADS), anxiety was significantly higher among hospitalized COVID-19 patients who eventually died, when compared to survivors.⁽⁶⁾ Anxiety levels in these patients were correlated with cortisol levels, the body's stress hormone, which, for its part, was associated with higher mortality among COVID-19 patients.^(6,7) In fact, there's a 42% increase in the hazard of mortality in COVID-19 patients with doubled cortisol concentrations.⁽⁷⁾

The primary mechanism by which cortisol exerts the aforementioned outcomes is at the heart of its immunoregulatory functions, which include altered neutrophil, macrophage, and dendritic cell functions along with impaired lymphocyte egress, natural killer cell cytotoxicity, and induction of apoptosis in lymphocytes.⁽⁸⁻¹⁰⁾ The majority of these changes directly and indirectly impair the initiation and progression of an adaptive immune response, the response that eventually clears severe infections and confers long-term protection through memory cell maturation and antibody production.⁽⁹⁾ This is evident in the cortisol-correlated reduction in influenza-specific IgG antibodies, upon influenza vaccination in chronically stressed dementia caregivers.⁽¹¹⁾ Furthermore, a 2009 meta-analysis revealed inadequate antibody responses to influenza vaccine among 59% of stressed individuals versus 41% of less-stressed individuals.⁽¹²⁾

Herein lies the case for massage therapy as a complementary piece in COVID-19 management, as it could reduce cortisol levels and

thus reduce its accompanied immunological disturbances and improve clinical outcomes.⁽¹³⁾ In support of this hypothesis is a study by Loft et al.,⁽¹⁴⁾ in which a 4-week massage intervention improved antibody responses to hepatitis B vaccine in students in an academic examinations period. Massage therapy also reduced cortisol, and improved natural killer cells numbers and functions in HIV patients.⁽¹⁵⁾ Furthermore, massage therapy reduced the nuclear accumulation of the inflammatory transcription factor, NF- κ B in exercise-induced muscle injury biopsies. Massage therapy also benefited massaged muscles by reducing cellular infiltration, enhancing the anti-inflammatory polarization of macrophages, and potentiating anti-oxidant transcription factor, PGC-1 α signaling, which in turn increases the capacity to counteract oxidative stress.^(16,17) This effect may partly attenuate COVID-19-related systemic inflammation, which involves vicious loops that eventually lead to cytokine storms and oxidative stress-mediated complications.⁽¹⁸⁻²⁰⁾

Altogether, the author hypothesizes that massage therapy may aid in improving patients' well-being—alleviating pain, reducing stress hormone levels, systemic inflammation, and oxidative stress—and, eventually, clinical outcomes. However, given the risk of infection and potential health implications to therapists, the author doesn't suggest practice, but suggests further research to determine the efficacy and safety of massage therapy practice as an early-course adjuvant in hospitalized COVID-19 patients. (References next page)

THE CASE FOR THERAPEUTIC MASSAGE IN HOSPITALS
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Your association is pleased to introduce a new section in our magazine where we will present personal profiles on regular users of Registered Massage Therapy. There are many reasons people will seek the services of RMTs and we thought it would be interesting and informative to share some of these observances. Today, we offer an interview of Katherine Pellizari, a Registered Nurse with a long history of practice in British Columbia. As we continue to grapple with COVID, we are profoundly thankful for people like Katherine who put themselves out there in the front lines of the pandemic and continue to work tirelessly.

INTERVIEW WITH KATHERINE PELLIZARI, RN

Please tell us a little about yourself

I am a 49-year-old proud mother of two children – my 14-year-old son who is in Grade 8 and my 19-year-old daughter who has just finished her first year at the University of Victoria.

I am a Registered Nurse who has had a variety of nursing jobs, but for the past 22.5 years I have worked as a Home Care Nurse for Vancouver Coastal Health. I now work part time as I also enjoy being at home with my family.



Katherine Pellizari pictured wearing her Frog Pin designed by the late Bill Reid.

Throughout my career, I have had many incredibly interesting and challenging positions. The highlights include being a private nurse for the renowned, much loved artist Bill Reid from 1992-1998, nursing in the postpartum ward at BC Women's Hospital, working in Haida Gwaii as a RN in the Queen Charlotte hospital for 1.5 years in the late 1990's and as an instructor at the University of British Columbia School of Nursing in 2019.

PATIENT PROFILES



When did you first visit a RMT and why?

I started going to a RMT around twenty years ago as a source of relaxation and stress management and to help with the pain and muscle tension of working physically as a RN. In 2004 I was diagnosed with Rheumatoid Arthritis and I am very grateful that my extended benefits as a nurse allow me to see a RMT for help managing this chronic disease.

What qualities do you look for in

a RMT and how often do you go?

I look for a professional respectful approach, cleanliness is also very important. I like a deeper massage and a full body massage, but I also need the therapist to be receptive to my requests for specific areas to focus on in consideration of my rheumatoid arthritis. Before COVID I was seeing my therapist about once a month but when I was quite sore, I would go every 2 weeks. After COVID started, I have been only about 8-10 times in the past year.

Do you see your therapists(s) at a private practice or at a wellness clinic?

I have been to both a private practice and a clinic. At the clinic there are also Physical Therapists and Chiropractors that I see as complementary to my RMT treatment. They also help with inflammation, tight muscles and pain.

How have things changed for you and your RMT visits since COVID?

COVID has been challenging for me for sure. I was accommodated in my work to do virtual assessments/admissions and support through zoom, FaceTime and phone calls to clients because I am immunocompromised and high risk. It wasn't easy but now that I am vaccinated, I am back to my regular job and my RMT visits. I have been impressed and very happy with the level of protection offered at my RMT visits during COVID, although I did not see anyone during the initial lockdown. Since then, I am very comfortable with the steps everyone has taken to ensure my visit is beyond safe.

Do you think your RMT sessions are an important part of your health care regime?

As a nurse I am well aware of the effectiveness of touch therapy for good health and well-being. My colleagues are all regular users of registered massage therapy. I am impressed by the level of profession from all the RMTs I have dealt with. They are committed and engaged with moving the industry forward in their constant quest for knowledge and continuing education. I love going to my massage therapist. I went to the same one for about 12 years before she retired. It was a highlight of my days off. I often would fall asleep on the table.

MARKETING TIPS &

MORE FOR A SUCCESSFUL BUSINESS

*now and in a
post-pandemic
world.*

YES, WE ARE STILL IN THE MIDST OF THE ANGST CAUSED BY THE ONGOING COVID 19 pandemic with the never-ending question of when will it end still elusively unanswerable. But, ramped up vaccinations and better education are causing huge rays of hope that we will start to return to a semblance of normal within a relatively short few months. As we continue to grapple with day-to-day COVID restrictions, it is important to remember this will not last forever and now is the time to look at how you can grow your practice and/or manage your practice more effectively. Following are a few tips that many in the health care profession are already following or are looking to implement:

- **ACCELERATE** your digital communication & tech. If you have not already done so, move all your communications (patient follow-up, surveys, emails etc.), booking, invoicing, inventory ordering & receiving online.
- **CONSIDER HOSTING** a webinar to show your protocols in practice and post it to your website and email it to all clients.
- **RETHINK** your communications strategies – survey patients regarding priorities, pain, needs and wants.
- **BALANCE** COVID 19 protocols with building initiatives that will help your patients access care.
- **CONTINUE TO FOCUS** on the patients you already have and reinforce their value to you by building the bond and comfort levels. Pay particular emphasis to the 20% of patients who make up 80% of your business and enable them to help you grow by offering incentives for referrals. Build on your goodwill.
- **BE EMPATHETIC** in your messaging as your patients and others try to understand their comfort levels and the best time to seek your help. Your outreach content should be calm, friendly, and approachable while emphasizing your professionalism and strict adherence to COVID protocols.
- **KEEP YOUR FOCUS** on your patients' priorities and say thank you often.
- **PEOPLE ARE NOT MOVING** around much and are pretty much sticking to shops and services in their own neighborhoods. Consider a campaign that targets those who live or work within a 6-block radius of your location (ie. Direct mail drops).
- **REMEMBER** that we all crave the familiar. This is not the time to adopt “out there” strategies and approaches.
- **CONTINUE TO ASK** yourself what your patients will want and need in a post pandemic world. Remember the two things patients most often look for: attitude & access.
- **THINK ABOUT YOUR FUTURE** and perhaps prepare for consolidation – acquisitions in the health care industry are at an all time high and are projected to go even higher - it could mean financial stability to you while keeping your autonomy.

Lastly, things will not change overnight but, as the old adage says, “Life is constant change.” Embracing & managing change is probably one of the best marketing strategies out there.

MASSAGE THERAPY WITH DEMENTIA PATIENTS BENEFITS



Written by Petra Boh for readementia.com | February 12, 2021

A friendly touch can be soothing for ill people as it can communicate encouragement, comfort, protection, reassurance, relaxation & trust.

You may have heard about massage therapy for dementia patients and are wondering whether it is helpful or not. Many experts believe that persons with dementia need love and care from their relatives, friends, and other caregivers. Massage can be defined as hand-on manipulation by a practitioner on the body’s soft tissues according to Alzheimer’s Society UK. A friendly touch can be soothing for ill people as it can communicate encouragement, comfort, protection, reassurance, relaxation and trust.

Let’s look at other benefits individuals with dementia can enjoy from massage therapy.

Improves Quality of Life

Professional massage therapists agree that massages, when done properly, offer psychosocial benefits to persons with the neurodegenerative disease. This is a factor that can help to improve the quality of life for those who are living with dementia. Touching a person and massaging them with essential oils or lotions will not only soothe the skin but will also increase the circulation of blood and other nutrients. This is a move that can help nerves function better as it helps them to relax.

Eases Disruptive Behaviors

Massage therapy is said to have a positive effect on some dementia symptoms like agitation and wandering. This can come from both hand massage and massaging chairs. Because they help a person feel calm and relaxed, it can help to reduce or eliminate wandering habits and disruptive behaviors that are common with people who have dementia. Researchers from Canada conducted this study where they observed 57 persons with Alzheimer’s in a facility in British Columbia for three days. They divided the participants into three groups each

getting different amounts of touching. One group was not receiving any touch, the other was getting a “non-nurturing touch” and the 3rd group was getting massages two times a day. They found that the group that was receiving touches were calmer.

Slows Down the Process of Memory Loss

Slowing down memory loss is another benefit of massage therapy for dementia patients. This mostly happens because massage helps to enhance blood circulation in which turns slows down memory loss. After all, the brain is getting adequate oxygen and other nutrients it needs to function properly. Naturally, this improves brain activity making individuals with dementia more active as well as aware of their current health status. A person with dementia should receive regular massages so that positive progress can be seen regarding memory loss. A licensed massage therapist in New York, Connie Tjaden, recommends a ten-minute massage applied to the right place three times weekly.

Restores Dignity

Dementia can make a person feel like they are undesirable and unwanted, a reason many individuals with the illness end up withdrawing socially. A good massage can help fix this because touch is one of the things that ill individuals need. Massage can restore dignity as it develops a bond between the therapist and their clients. This can also increase the confidence of a person which leads them to be more socially active as the individuals with dementia try and express their thoughts and feelings to their loved ones.

Enhances Overall Health

When talking about massage therapy for dementia patients, it is also important to note that it can also help with overall health and not brain health only. This is mostly because good massages increase the levels of endorphins that are released in the body thanks to improved blood circulation.

Endorphins contribute to the general wellness of the human body because they make a person feel energized and happy. Massages, on the other hand, also encourage a relaxation effect on the brain. This helps to decrease the levels of cortisol (a stress hormone). This is essential especially for seniors because it can help strengthen the immune system. Massage is also known to increase serotonin levels in the body. This is the neurochemical that helps to enhance feelings of relaxation and calm as well as regulates mood.

CLOSING REMARKS

When looking for a natural and reliable way to soothe persons with dementia, you can always try massage therapy for dementia patients. Practitioners say that it records significant improvements. More scientific data, however, needs to be collected to show conclusive results. Worth noting is that while massage therapy is a viable option, it is not for everyone with dementia. Some will respond well, while it may hurt others especially the ones who are afraid of touch; thus, it has to be personalized.

Different Types of Massages for Dementia

When it comes to massage therapy for dementia patients, there are different types of massages that can benefit persons with the neurodegenerative illness. The ones that work best are the ones that target specific pressure or pain points to aid in relieving stress for persons with dementia.

• **Hand Massage**

Many individuals with dementia can respond well to hand massage because holding hands is a familiar feeling. It mostly involves the gentle pressing of the palm as well as rubbing knuckles in a therapeutic motion. They can help reduce agitation and increase bonds between loved ones. As little as five minutes is enough to evoke a positive response.

• **Foot Massage**

These are beneficial when it comes to alleviating anxiety, encouraging relaxation, easing pain, communicating comfort and support in palliative care, and promoting sleep. An article published in the Australasian Journal on Ageing the 2011 issue by Amy Johnson, Wendy Moyle, and Siobhan O’ Dwyer titles “Exploring the Effect of Foot Massage on Agitated Behaviors in Older People with Dementia: A Pilot Study stated that at least ten minutes of foot massage reduced agitative behavior symptoms like wandering, repetitive movements, and aggression. According to the research daily foot massages reduced this kind of behavior after only two weeks for both females and males with dementia.

• **Slow-Stroke Back Massage**

This uses effleurage mostly in a figure-8 formation on all sides of the back moving the palm with firm, rhythmic, and long strokes. This type of massage is great for fighting agitation, sleep, and anxiety. It may also help to decrease heart rate and blood pressure.

“THE GROUP
RECEIVING TOUCH
WAS CALMER”





ERGONOMICS

DESIGNING SAFE & LONG-LASTING CAREERS IN MASSAGE THERAPY

By Douglas Nelson, Immediate Past President MTF, LMT, BCTMB

The Massage Therapy Foundation (MTF) has completed an 18-month ergonomics study to create a model for recommended workplace safety techniques for massage therapists. MTF's inquiry, investigation, data collection, and research garnered from this study can make a significant contribution to the health and longevity of massage therapy professionals and benefit practitioners, practice settings, and schools. The project was initiated and managed by Robin B. Anderson, MEd, LMT, BCTMB, CEAS, MTF President, and an MTF project workgroup supported by MTF Board of Trustees and staff that worked with Briotix Health, a contracted ergonomics firm, Centennial, Colo.

MASSAGE THERAPY FOUNDATION COMPLETES PHASE 1 OF ERGONOMIC PROJECT TO STUDY MASSAGE THERAPY PRACTICES

Initial surveys collected real-time, specific information from more than 700 active massage therapists about their day-to-day work. More than 600 data points were collected through the use of video capture, professional ergonomics analysis tools, qualitative analysis, and measurements of various factors such as application of force, stroke delivery, technique usage, and body position. MTF analyzed a cross section of typical work environments with respect to franchise location, practice ownership, and number of individuals per practice.

General concepts from this Phase 1 report of discovery include:

- Massage therapy work has a moderate risk for developing repetitive stress injuries if no self-care or intervention is employed.

- Massage therapists have long duty cycles and the time spent at work is very long in comparison to other professions. This poses more opportunity for potential injury and risk.
- Due to the physical nature of massage therapy work, physical conditioning and maintaining specific health levels are key factors in career longevity.
- Improvements can be made in some of the preparation and setup of the massage work environment to promote the health and safety of massage therapists.
- Entry-level training and education can help mold future massage therapists and their workplaces to be proactive in implementing recommended practices for the profession.

“INJURY IS ONE OF THE MOST COMMON REASONS WHY MASSAGE THERAPISTS LEAVE THE INDUSTRY”



According to Robin Anderson, “Injury is one of the most common reasons why massage therapists leave the industry. When you consider the time and knowledge invested into entering this profession, it is disheartening that so many have short-lived careers. The mission of the MTF is to be of service to the massage therapy profession and provide research, education, and community service well into the future.” MTF’s Ergonomics Project was created with the intent to give something back to the profession for the purpose of developing recommendations for safer massage therapy work.

“ERGONOMICS IS THE SCIENCE & ART OF ADAPTING WORK TASKS TO THE WORKER”

This project assessed work through the lens of ergonomics – the science and art of adapting work tasks to the worker. It factored in the health and safety of the worker – both physical and emotional – and also evaluated work tasks in terms of industry productivity. The

study encompassed an ergonomics job task analysis and would benefit therapists as well as business owners, because they incur a significant cost when therapists are out of work frequently or their turnover rates are high. Therapist injury is a multifaceted problem for our industry that we could potentially improve and help us advance the way we care for ourselves.

We invite you to visit the Massage Therapy Foundation website regularly as information on this Ergonomics Project unfolds. There will be information regarding identification of risky tasks, techniques, and posture as well as recommendations for practicing massage therapists and schools. Self-care and physical conditioning recommendations will be packaged together as another reference guide for practical and educational use. Finally, a white paper containing the full detailed data and analysis will be available and published for open access. These and corresponding MTF Research Perch podcast episodes and other on-line supporting materials will soon be easily accessible and available.



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About the MTF

The Massage Therapy Foundation is a 501(c)3 public charity supporting scientific research, education, and community service for the massage therapy profession. The Foundation founded and publishes an open-access, peer-reviewed scientific journal, International Journal

of Therapeutic Massage & Bodywork (IJTMB), and provides many educational resources for massage therapists, educators, and students. IJTMB is the official journal of the Massage Therapy Foundation and its partner, the Registered Massage Therapists’ Association of British Columbia. MTF is an independent organization that promotes international scientific and technical collaboration through grants, resources, training, and services.

For more information contact: www.massagetherapyfoundation.org

A Phase 2 study is planned to elucidate more information about application, exertion, exposures, and variations that come with working on different body types.



Article by **Douglas Nelson LMT, BCTMB**
Immediate Past President MTF

A Massage Therapist for 40+ years, Doug Nelson is President of BodyWork Associates, a clinic in Champaign, IL, with three locations and a staff of 20+ therapists. His teaching institute, NMT MidWest, provides about 100 trainings annually in Precision Neuromuscular Therapy™. He has taught more than 13,000 hours of continuing education and is the author of three books and a recipient of numerous awards in his field.

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2021



HARD-HEADED

MENTAL TOUGHNESS & HOW IT CAN HELP RMTS IN PRACTICE

By Ken Ansell

WHEN SOMEONE HEARS THE PHRASE “MENTAL TOUGHNESS,” AN IMAGE OF A HIGHLY TRAINED SOLDIER OR MARINE WITH NERVES OF STEEL ON THE BATTLEFIELD MAY COME TO MIND. BUT HOW ABOUT AN IMAGE OF A MASSAGE THERAPIST WORKING TOWARDS RETIREMENT? NOT THE MOST COMMON THING TO COME TO MIND, BUT THE CONCEPTS OF MENTAL TOUGHNESS CAN BE A MASSIVE PART OF THEIR SUCCESS AS WELL.

Mental toughness is the ability to perform as focused, confident, determined and resilient, especially under pressure. These principles have been taught in the athlete world for many years. They can also translate perfectly into business and everyday life. Let’s have a look at how the principles of mental toughness can fit into your massage therapy practice. When a concept is in the form of an equation, it becomes a lot easier to comprehend. This simple equation is the foundation of the mental toughness program I teach to athletes and business people:

**POTENTIAL – INTERFERENCE =
PERFORMANCE.**

Performance is pretty straightforward to understand. It is how you end up performing, playing or succeeding in what you do.

Potential is your skills, talents, abilities. It is what you are capable of doing based on everything you have learned, practiced and acquired that relates to your capability to perform. We spend years in school, doing mentorships, continuing education, and business classes. Building our experience through years in practice and all of the other things we do to “improve ourselves.” The part of the equation that we work on the most is to perform better.

Interference is mostly the thought processes that we have that hold us back from being able to perform to our true potential. It’s the area that people tend to struggle with the most yet spend the least amount of time addressing. It is no different when it comes to a massage therapist – the most common areas of interference center around how we think.

One of the best places to start decreasing interference is with the first concept of mental toughness. (Being focused.) We can all relate to how much better things go when we are dialled in and focused on the task at hand. The first step to becoming more focused in practice is to set goals. Goal setting is like taking a road trip to an unfamiliar destination, a place we may have never been to before. Think of goal setting as your roadmap, or GPS, and your plan for how to get from where you are to where you want to get to, and what you want to accomplish along the way. You should have a main long-term goal (your destination), as well as several shorter term goals with the steps needed for how to achieve them.

You probably have some goals of what you want to accomplish, but it’s important to take the time to clearly define them and use them like a roadmap to get you to your destination. First off, for goals to be effective, a “SMARTER” format is the best way to lay out your roadmap for success:

S Specific.

We need to be very specific about our goal. I often see a goal of “I want to be the best massage therapist I can be.” And although commendable, it is not specific. Now a goal of “I want to see X number of patients per week” is a specific goal and gives us a focused target.

M Measurable.

Without the ability to measure your goal, you have no way to know if you have achieved it. The goal of “I want to increase the number of patients I see in a week” compared to “I want to see X number of patients per week.”

A Achievable.

Your goal needs to be something that you can achieve. To have a goal of seeing 50 patients a week in you first month of practice is probably a goal that is not achievable. If you set a goal that is too far out of reach, you can lose your desire to follow it through. Unachievable goals become demotivating.

R Reach.

For those of you who have learned goal setting before, you may be familiar with the R being realistic. I prefer “reach.” Goals that are worth striving for should be motivating and require extra effort to achieve them.

T Timed.

This is the step that most people leave out. Without having a time constraint, there is no focus and motivation to push forward.

E Evaluate.

Evaluate your progress along the way. This is very helpful with short-term goals that help build the segments towards your main goal.

R Re-Adjust.

If needed, re-adjust your goals as you progress toward your long term goal. You may find that your goal is not attainable. Rather than scrap you goal, adjust your goal to something that is achievable but will still require you to reach for it. Adjust the time frame or number of your main goal.

CLEARLY DEFINE YOUR GOALS: DEFINE THEM, WRITE THEM DOWN AND USE THEM AS A ROADMAP.

IN ORDER FOR GOALS TO BE EFFECTIVE, WRITE THEM DOWN: IT HELPS US FOCUS ON THE DESTINATION, STAY MOTIVATED AND REMINDS US OF WHAT STEPS WE NEED TO TAKE TO GET THE SUCCESS THAT WE DESIRE.



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SAMPLE

Long term goal

See 50 patients per week by the end of September 2021.

Short term goal 1

Build up to 25 patients a week average by the end of May 2021. Steps needed to achieve this:

- Starting immediately, be in charge of all patient treatment plans by rebooking patients appropriately for their condition so they achieve the desired treatment outcomes.
- Send emails to the email list once a week every Wednesday

Short term goal 2

Increase from 25 to 40 patients a week average by end of August 2021.

- Increase social media presence by posting to Facebook 2x per week
- Increase emails to 2x per week
- Continue doing everything in goal one
- Increase referrals through cross referrals with other care providers

Here is something to keep in mind: Do not focus solely on the goal, but instead on the steps needed to achieve the goal. For it is the actions that we do, or do not do, which we are in control of. Achieving the goal is the outcome of the planning steps we implement. If we can stay focused on what we need to do, we will more often achieve and surpass our goals. On top of that, we will build our level of mental toughness, reduce our interference and perform to our true potential.



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GOAL SETTING

Your turn to write it all down!

“Focusing on the steps needed to acheive our goal allows us to achieve and surpass them. On top of that, we build mental toughness, reduce interference and perform to our true potential.”

LONG TERM GOAL

Short term goal 1

Steps needed to achieve this:

-
-
-

Short term goal 2

Steps needed to achieve this:

-
-
-



CHECK

- S SPECIFIC
- M MEASURABLE
- A ACHIEVABLE
- R REACH
- T TIMED
- E EVALUATE
- R RE-ADJUST

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Sep 9 - 11 and 16 - 18, 2021

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Sep 23 - 26, 2021

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Winnipeg, MB Oct 14 - 17, 2021

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Calgary, AB* Jun 11 - 13, 2021

Toronto, ON* Nov 19 - 21, 2021

Vancouver, BC* Dec 17 - 19, 2021

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