

5-1-2004

# Proposal for: “University of South Florida Pinellas County Hearing and Speech Center – USF- PCHSC”

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Proposal

for:

“University of South Florida Pinellas County Hearing and Speech Center –  
USF-PCHSC”

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May 1, 2004

## I. Introduction

Audiology and speech-language pathology are professions that have been rapidly developing. The profession of audiology has its roots in speech-language pathology. Since its inception only a little more than fifty years ago audiology has grown to become a separate, but partnered profession with speech-language pathology (Martin and Clark, 2002). Although audiology had its birth under the aegis of the military, its growth was rapid within the civilian sector because of the general prevalence of hearing loss and the devastating impact that hearing loss had on the lives of those affected (Katz, 2002). What began as professions primarily focused to assist those World War II hearing-injured veterans reenter civilian life has grown into a profession serving all population groups and ages (Martin and Clark, 2002).

Today, researchers have determined that hearing loss is one of the three most prevalent medical conditions affecting more than 28 million people over the age of sixty-five (Martin and Clark, 2002). Impairments of communication – speech, language, and hearing disorders – are among the most prevalent of human disabilities and can leave a myriad of problems in their wake. Although the number of children diagnosed with hearing loss is lower than that of adults, the prevalence is far greater when considering those children whose speech and language development and academic performances may be impacted by mild transient ear infections so common among children (Martin and Clark, 2002). In the United States, 90 percent of children have at least one ear infection before the age of six, although not all will have secondary problems (Northern and Downs, 1991). Studies have shown that children prone to ear pathologies may lag behind their peers in articulatory and phonological development, in the ability to receive and

express through spoken language, in the use of grammar and syntax, in the acquisition of vocabulary, in the development of auditory memory and auditory perception skills, and in social maturation (Clark & Jaindl, 1996).

It has also been determined that insidious hearing losses in adults are primarily caused by exposure to high levels of noise (Martin and Clark, 2002). Today, many industries produce noise levels sufficient to cause permanent hearing loss. According to the National Institute for Occupational Safety and Health (1996), more than 30 million United States workers are exposed to hazardous noise levels, resulting in noise-induced occupational hearing loss, which is the most common occupational disease.

On a national average there are currently 28 million United States residents deaf or hard of hearing (HOH); 26 million are HOH and 2 million are Deaf. Of these, 15 million do not wear or use amplification but could benefit from doing so. Other related demographic statistics indicate that ten million Americans have some permanent noise induced hearing loss (NIHL) and thirty million are exposed to hazardous noise. Fifty million individuals report tinnitus (Martin and Clark, 2002).

In Pinellas County alone there are currently over 900,000 residents, many of whom will need either audiology or speech-language pathology services. It is also the fifth most populated area within the state, according to census reports. The St. Petersburg/Clearwater/Tampa Bay area is ranked 10<sup>th</sup> nationally for projected population gain and employment through 2005. There are 193 speech-language pathology and/or audiology establishments with average receipts totaling \$45,628 and an annual payroll of \$18,012 with 755 employees (Florida Department of Labor, 1999). According to yellowpages.com there are twenty-five hearing health care professions within the Pinellas

County area, yet there are only five facilities that offer both audiology and speech-language pathology service.

With a population of approximately 921,482 within the Pinellas County area, our analysis has suggested that 35 – 50% of persons over the age of 65 have hearing losses that warrant amplification. The census report also indicates that the population is getting younger every day, although not due to a decline of elderly residents, but rather a more rapid growth of the younger population. This is beneficial for both Audiology due to the increased number of industrial workers, and Speech-Language Pathology due to the increasing youth population, produced by this younger generation, who is at an increased risk for otitis media and speech/language difficulties. The major market segments within that population are: (1) retirees, (2) infants and younger children, and (3) industrial workers. Both audiology and speech-language pathology (SLP) are beneficiaries of the demographics and population growth of Pinellas County's because these three major market segments all need the services of the two professions.

## II. Purpose.

The purpose of this project was to explore and research the development of an ancillary speech and audiological center in Pinellas County. The University of South Florida (USF) Communication Sciences and Disorders currently operates a full-service speech-language-hearing clinical program in Tampa, which is located in Hillsborough County. There is no presence in neighboring Pinellas County. Despite the great differences in land area, both counties have approximately equal populations of one million residents.

As part of the University of South Florida, a 501 (C) 3 establishment, our hearing and speech center will provide both audiology and speech-language pathology services. Our investigation indicates that currently there are not enough facilities available in the Pinellas County area offering the latest technology and diversity of services. As an educational facility with state of the art equipment and technology, our primary function is to provide resources to students while offering a community based service at a reduced cost. This can be accomplished with the new proposed USF-PCHSC.

### III. Proposal

The following professional research project developed a marketing/feasibility study to investigate the development of an ancillary audiological and speech-language pathology program in Pinellas County. The proposal includes the mission statement, market analysis, marketing plan, management aspects, and financial aspects of the development of this facility. Finally, the plan summarizes a time line for implementation. It should be noted that the primary focus of this Business Plan is on audiology services. Further research and information is needed for speech-language pathology.

Proposed Business Plan for:

“University of South Florida Pinellas County Hearing and Speech Center

– USEF-PCHSC”

**UNIVERSITY OF SOUTH FLORIDA PINELLAS COUNTY  
HEARING AND SPEECH CENTER**

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## **MISSION STATEMENT**

The mission of the University of South Florida Pinellas County Hearing and Speech Center (USF-PCHSC) is to provide a broad range of comprehensive services that meet the special speech and hearing needs of both the pediatric and adult population. This is a complex facility whose basic functions include research, education, patient care, and community service. Our focus is to help our patients maintain their independence, happiness, and well being, and to provide assistance and support to their families and caretakers.

## **EXECUTIVE SUMMARY**

The University of South Florida Pinellas County Hearing and Speech Center (USF-PCHSC) is a nonprofit 501 (C) 3 organization that will offer comprehensive audiology and speech-language pathology services to people of all ages. USF-PCHSC is a facility founded by The Department of Communication Sciences and Disorders of the University of South Florida, with Dr. Arthur M. Guilford as chairman. Researchers have determined that hearing loss is one of the three most prevalent medical conditions in the United States, affecting more than 28 million people over the age of sixty-five (Martin and Clark, 2002). According to yellowpages.com there are twenty-five hearing health care professions within the Pinellas County area, yet there are only five facilities that offer both audiology and speech-language pathology service.

USF-PCHSC will begin offering services on May 15, 2004. It will be located in the Pinellas County area. The practice will offer a full range of speech, language and audiological services to include diagnostic audiometry; hearing aid fitting; pediatric speech and language services; hearing conservation; and aural rehabilitation.

USF-PCHSC will begin operation with two clinical supervisors and up to five student clinicians. All student clinicians will have completed a bachelor's degree and will be enrolled in graduate school, in either the speech-language pathology Master's degree program or the Audiology Clinical Doctoral degree (Au.D.) program. Although services will be available to everyone, USF-PCHSC's target markets will be senior citizens, pediatrics, and industrial sites requiring hearing conservation programs.

USF-PCHSC is in a strong competitive position because of their affiliation with the University of South Florida Tampa campus. USF-PCHSC's position is further

strengthened by several factors; Dr. Arthur M. Guilford's background and credentials (see Appendix A for Abbreviated Curriculum Vita), the large and growing size of the target markets, affiliation with Bay Pines Veterans Hospital and the James A. Haley Veterans Hospital, and recent and continuing technological advances in speech and hearing health care.

USF-PCHSC will seek donations totaling \$100,000.00 to fund the start-up costs, staffing, equipment, and unanticipated expenses. The break-even point is predicted to occur after 18 months. The practice is expected to grow to the point that it will be fully self-supporting to include all professional and support staff salaries.

## **BUSINESS CONCEPT**

USF-PCHSC is affiliated with The Department of Communication Sciences and Disorders of the University of South Tampa Campus. This center will provide complete diagnostic audiology, speech-language pathology services and aural rehabilitation services to patients of all ages in the Pinellas County Area. The goals of the USF-PCHSC are to provide the highest quality speech and hearing services to residents in a cost-effective manner while maintaining an atmosphere that is professional and friendly. USF-PCHSC is outstanding for several reasons:

1. Its chair, Dr. Arthur M. Guilford, possesses exceptional training in management and business practice, stemming from many years of experience in a variety of service settings, including academic institutions and private hospitals;
2. Other professional staff will be provided from a faculty that includes renowned clinicians with extensive backgrounds in clinical operations. In addition, this staff has served in leadership positions on national, state, and local levels of professional organizations;
3. Due to the University's strong relationship with leading speech-language pathologists and audiologists throughout the Tampa Bay area, patient referrals by primary care physicians should account for at least 60% of all services provided;
4. Sophisticated test equipment combined with up to date knowledge and technology will allow comprehensive and accurate service delivery that is more cost-effective than is available from local competitors.

5. Services will be maintained at “cutting edge” because all staff will be required to stay technically current by participating in continuing education that is formal (e.g., conferences, continuing education) and informal (e.g., on the job training, reading peer review journal articles, and discussions with manufacturer’s and other professionals).
6. In addition, USF-PCHSC will be a training site for audiology and speech-language pathology students who will work under the supervision of licensed and certified audiologists and speech-language pathologists.

## MARKET ANALYSIS

### Scope

Pinellas County is Florida's second smallest county in landmass and the most densely populated with 3,291 people per square mile. Pinellas County is included in what is called The Gateway. The Gateway is located in a region that includes more than 2 million people and the cities of Tampa, St. Petersburg and Clearwater. Following three decades of development, the Gateway is regarded by many as the leading center of business and industry in Pinellas County (Pinellas County Facts, 2003).

Figure 1 illustrates the center of the Pinellas County area. The western boundary follows 49<sup>th</sup> street south from the Bayside Bridge to 118<sup>th</sup> Avenue, then follows 34<sup>th</sup> Street. The southern boundary follows Gandy Boulevard, with a jog south to 94<sup>th</sup> Avenue. The Gateway area includes parts of St. Petersburg, Pinellas Park and unincorporated Pinellas County.

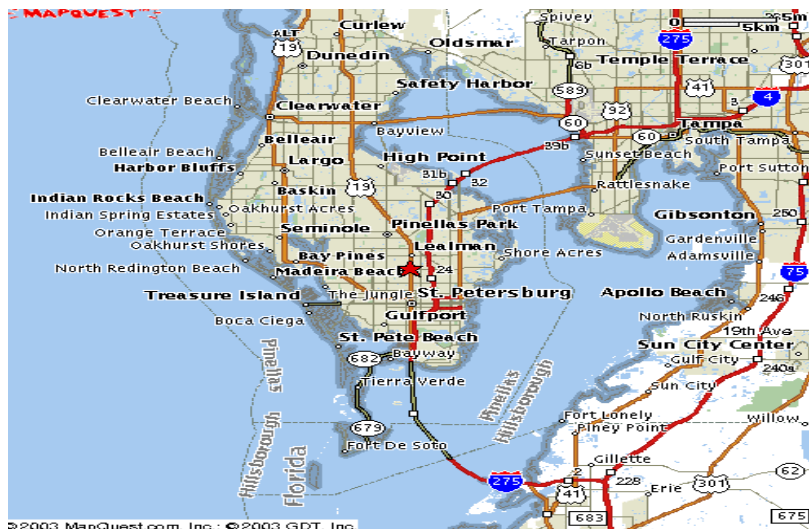


FIGURE 1. Pinellas County map.

Pinellas County is also the wealthiest market in Florida and is ranked number one in both effective buying income and retail sales. It is the second wealthiest market, following Atlanta, in the Southeast (Florida Department of Labor, 1999). The market scope of Pinellas County, with a population of approximately 981,482, is the fifth most populated in the state according to census reports. The population growth rate from 1980 – 1990 was 32.83% with an average of 33,000 new residents annually during the decade. Major market segments within that population are; (1) retirees, (2) high technology employees and (3) infants and young children. The three key businesses are tourism services, manufacturing and financial services. With an office located in the central Pinellas County area, USF-PCHSC is expected to provide services to a large portion of this target market within the next five years.

Pinellas County has a large population of retirees due to its temperate climate with an average of 361 days of sunny weather each year. Most of these retirees have purchased homes in development enclaves throughout the county. Published figures suggest that 35-50% of persons over 65 years of age have hearing loss that warrants amplification (Florida Department of Labor, 1999).

Pinellas County has a very large industrial working group in high technology medical-technology companies with few services available (O'Neil, 2001). Within the next year, USF-PCHSC plans to contract with the major industrial plants to perform yearly hearing screenings on all employees and a complete audiologic evaluation on those employees that fail the screening. USF-PCHSC's location will make such an arrangement convenient for patients and staff.

Over the years, Pinellas County's low cost of labor, liberal business tax incentives and lenient environment policies have attracted several small industrial plants. However, the shift to a service-oriented retirement community coupled with stricter enforcement of the Occupation Safety and Health Administration (OSHA) guidelines have placed an increasing burden on these factories to protect their workers. Hearing conservation programs are being established in some plants. USF-PCHSC plans to capture a large portion of this market in the next five years.



## **Customers**

According to the 2002 U.S. Census Bureau the population of Pinellas County has grown from 924,612 in 2001 to 981,482 in 2002. Major concentrations of residential population include the Fourth Street/Ninth Street corridor. The average age in Pinellas County is 43 years, with females constituting 52.4% of the population. People 65 years and older make up approximately 22.5% of the population. The county has about 55 percent of its population between the age of 18 and 65.

The average household consists of about 2.13 persons. This is somewhat smaller than the average household in the country, which has 2.2 persons. The county's 493,996 workforce enjoys a median household income of \$35,825. The 2000 U.S. Census states that the Pinellas County's per capita income increased 39.5 percent from 1990-1998 and was expected to grow another 19.1 percent from 1998-2003.

Employment in the Gateway area totals more than 33,000 jobs, a number that far exceeds the residential population. Of that total, approximately 42% are service jobs, 30% are commercial jobs and 28% are industrial jobs. The largest employers include Home Shopping Network, Raymond James, Jabil Circuit, GTE Directories, R.P. Scherer, Equifax, MCI and Danka Business Systems, each of which employs more than 500 people.

In addition, there are also many small and medium-sized firms that can readily locate in the Gateway area because of the large inventory of rental space in office and business parks. Major Gateway companies are especially prominent in manufacturing, marketing and financial services.

**TABLE 1****Largest Employers in Gateway Area**

<b>Company</b>	<b>Employees</b>	<b>Type of Operation</b>
Home Shopping Network	5,000	Televised marketing
Raymond James	1,600	Financial services
Equifax	1,400	Credit card, customer services, data processing
Jabil Circuit	1,200	Manufactures printed circuits
GTE Directories	710	Publish and print directories
R.P. Scherer	560	Soft gelatin capsules
MCI	550	Customer service, telemarketing
Danka Business Systems	525	Automated office equipment
Compulink Cable Assemblies	500	Cable and wiring assemblies
COMPUTERPEOPLE/DCI	400	Computer related services
Maxxim Medical	400	Medical procedure kits
Smiths Industries	350	Avionics
Eva-tone Soundsheets	330	Tapes, CD's, printing
PSCU Service Centers	300	Credit card, customer service, technical support
G.A. Food Service	240	Frozen meals, catering
Olin Corp. – Ordinance Div.	200	Munitions & Communication systems

(Florida Department of Labor, 2003)

Service employment totals about 14,000 jobs and has grown in recent years. The service category includes financial services, insurance, communications, research

professions and other services. The largest employer in the service category is Raymond James and Associates, which has 1,600 employees in the Gateway area. Besides Raymond James, the Gateway has attracted Equifax, MCI and other companies to locate back office operations. Recent announcements by Aegon-Western Reserve and Templeton Funds that they will relocate to the Gateway will further boost the financial service presence in the area.

**Table 2**

**Back Office Financial Operations in Gateway Area**

<b>Company</b>	<b>Employees</b>	<b>Type of Operation</b>
Raymond James	1,600	Financial services
Equifax	1,400	Credit card, customer service, financial services, data processing
MCI	550	Customer service, telemarketing
PSCU Service Center	300	Credit card, customer service, technical support
Associated Network Solutions	75	Technical support

(Florida Department of Labor, 2003)

Commercial employment represents about 10,000 jobs, including retail sales, restaurants and wholesale trade. The largest employer in the commercial sector is Home Shopping Network, which has 5,000 employees and markets products to a national television audience. Companies specializing in marketing office equipment, electronics and computer equipment have been growing rapidly, and include Danka Business Systems, America II Group, and Catalina Marketing.

Industrial employment (manufacturing and construction) totals about 9,600 jobs. The major component is a diversified list of 167 manufacturing companies that employ 9,000 workers in the 33716 and 34622 zip codes in Figures 2, 3, and 4.

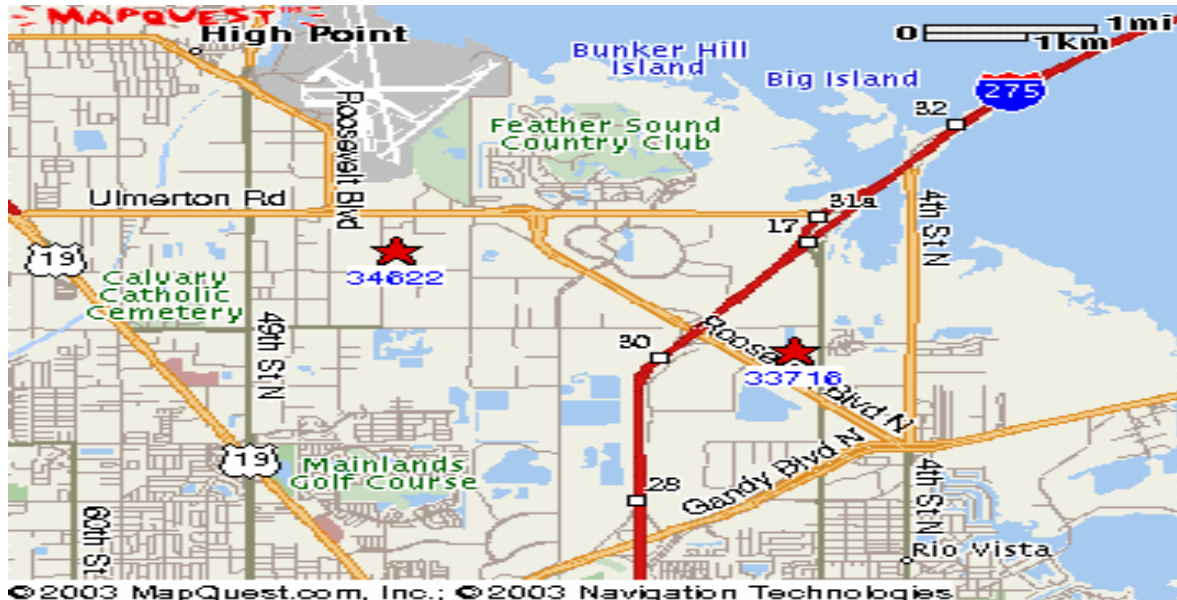


FIGURE 2. Illustration of the relation between the zip codes 33716 and 34622.

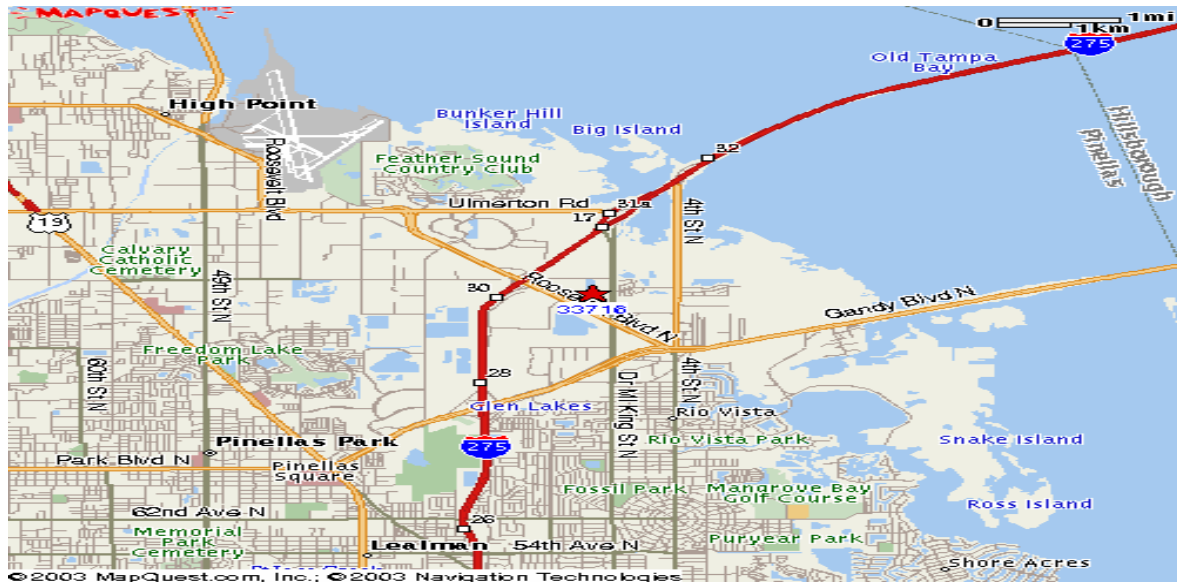
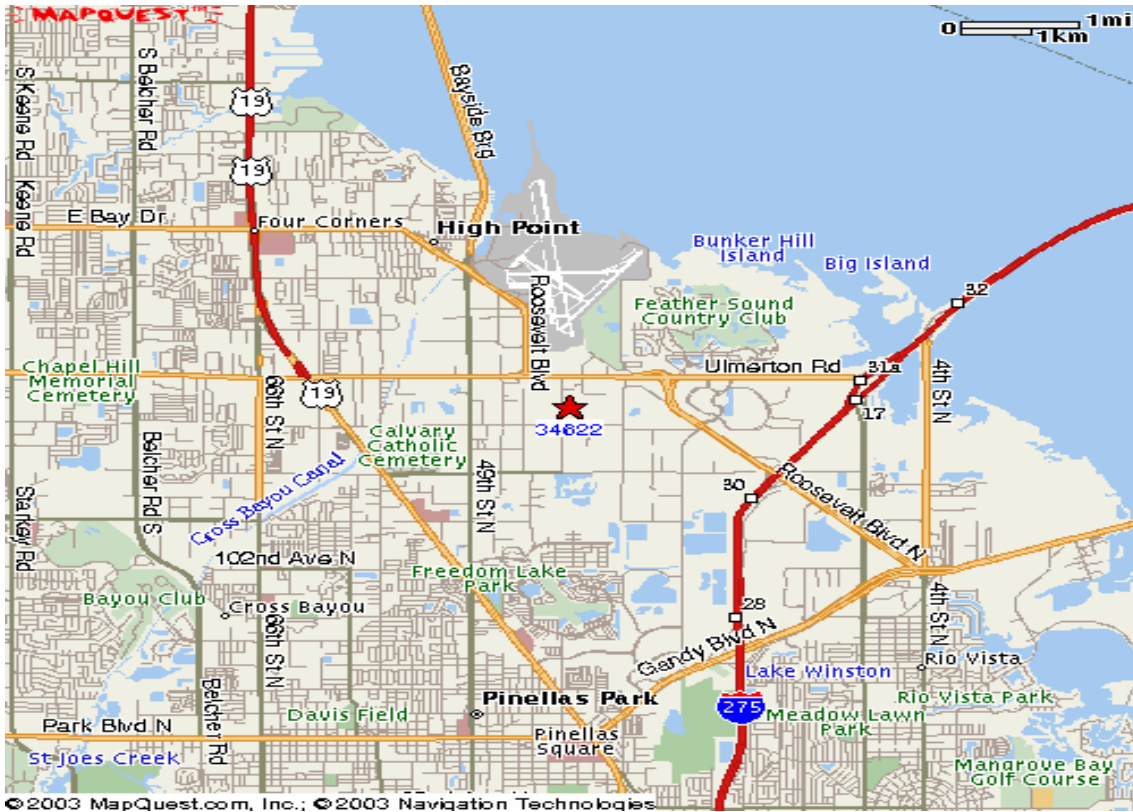


FIGURE 3. Illustration of zip code 33716.



**FIGURE 4.** Illustration of zip code 34622.

These businesses range in size from 2 employees to 1,200 employees, and their average size is 54 employees. Major manufacturing industries include electronics, pharmaceuticals and publishing. Other manufacturing categories include specialized machinery, bio-medical equipment, optical goods, communications equipment, avionics and computer equipment. The largest manufacturing companies include Jabil Circuit, GTE Directories, R.P. Scherer, Compulink Cable Assemblies, Maxxim Medical, Smiths Industries, and Eva-Tone. Complementing the area's manufacturing base are technology firms engaged in research and engineering activities, such as the Tampa Bay Research Institute and the Center for Applied Engineering.

**Table 3**

**Largest Manufacturing Companies in the Gateway Area**

<b>Company</b>	<b>Employees</b>	<b>Type of Operation</b>
Jabil Circuit	1,200	Manufactures printed circuits
GTE Directories	710	Publish and print directories
R.P. Scherer	560	Soft gelatin capsules
Compulink Cable Assemblies	500	Cable and wiring assemblies
Maxxim Medical	400	Medical procedure kits
Smiths Industries	350	Avionics
Eva-Tone	330	Tapes, CD's, and printing
G.A. Food Service	240	Frozen meals, catering
Olin Corp.-Ordannce	200	Munitions and communication systems
Bay Resources	190	Computers
CCH Inc.	187	Legal publications
Medical Technology Systems	175	Medical packaging
Halkey-Roberts	150	Medical valves, pressure valves
Plasma-Therm I.P.	150	Semiconductor manufacturing equip
Mercury Medical	150	Medical instruments

(Florida Department of Labor, 2003)

These three major industries of businesses incorporate all of our intended target market. This suggests that there is a very good market potential for a high quality, comprehensive audiology and speech-language pathology practice. It also suggests that the market can accommodate more than one such practice.

## **Market Trends**

The Gateway area continues to be attractive because of its access via I-275 to population centers on the West Coast of Florida. Access to the Gateway has been enhanced within recent years by the completion of the Bay Bridge, which connects to northern Pinellas County and southern Pasco County, and completion of a new span on the Howard Frankland Bridge. This ease of access to the Gateway area continues to develop with construction of a major highway connecting the beaches with North Pinellas. In addition, the ample availability of both development sites and space for expansion in the Gateway is attracting growing companies.

Some of the fastest growing firms in Pinellas County are located in the Gateway (e.g. America II Group, Medical Technology Systems, Danka, Catalina Marketing and Jabil Circuit). Equifax has located 1,400 employees in the former Honeywell facility, and Aegon-Western Reserve and Templeton Funds have announced plans to occupy enough space to accommodate more than one thousand employees each in the Gateway area.

Of the area's more than 900,000 residents 27 percent of the workforce is in the 25 to 44 age group. 73 percent of the population is either under 25 or over 44. These two age groups comprise the primary populations served by speech-language pathology and audiology centers. These two fields primarily work with the pediatric population and senior citizens. Even within the 25 – 44 age group there will be a growing need for our services as this is primary childbirth age range.

## Competition

There are twenty-four other audiology clinics, some with multiple offices, and ten speech-language pathology clinics located within the surrounding areas of the anticipated USF-PCHSC. According to the Florida Code of Regulations, there are no restrictions as to proximity to these other locations. Only five have similar speech and hearing services to that of the USF-PCHSC. These five are listed in Table 4 and shown in Figure 5 in relation to the anticipated USF-PCHSC. Despite the inherent similarities, we do not expect the need to take clients away from the competition due to the growing elderly and pediatric population. These facilities are very profitable with the ability for growth. Following are the names and locations of these five speech and hearing clinics: (see Appendix C for an abbreviated list of Pinellas County Audiology and/or Speech-Language Pathology clinics).

**Table 4**

### **Speech and Hearing Services in Pinellas County**

<b>Business Name</b>	<b>Address</b>
All Children's Hospital	880 6 <sup>th</sup> Street South Saint Petersburg, Florida
A Center for Speech and Hearing of Sun Coast Healthcare	2025 Indian Rocks Road Largo, Florida
A Speech Hearing & Stress Clinic, Inc.	6260 39 <sup>th</sup> Street North Pinellas Park, Florida
Bay Pines Veterans Hospital	10000 Bay Pines Blvd. Saint Petersburg, Florida
Bayfront Medical Center	9700 9 <sup>th</sup> Street North Saint Petersburg, Florida

(Yellowpages.com)





**FIGURE 5.** Map of the possible location of USF-PCHSC in relation to our major competition

## **MARKETING PLAN**

### **Revenue Forecast**

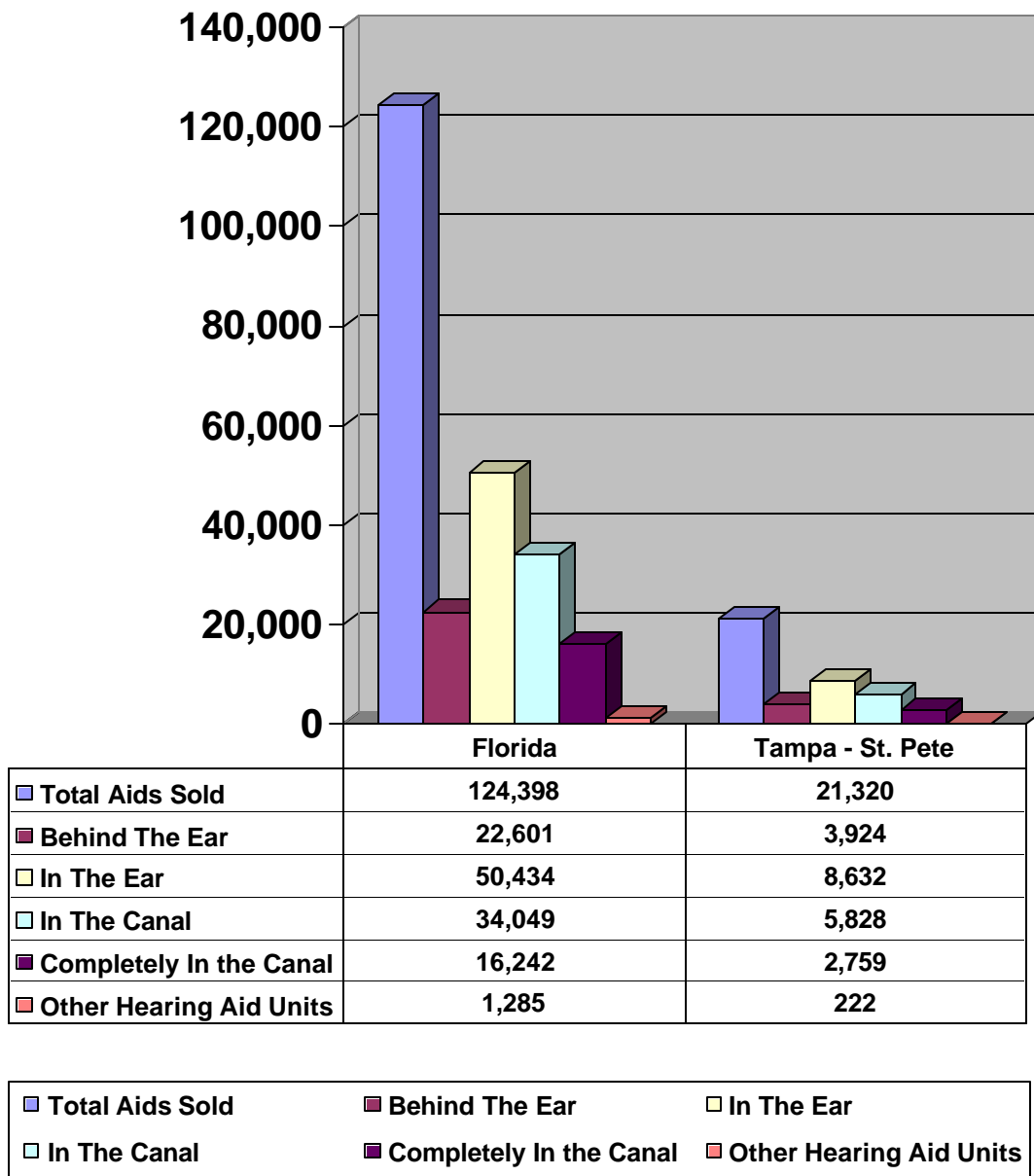
Hearing aid sales will constitute the majority of practice revenues for USF-PCHSC, because of the large retiree target market and because of growth in the hearing aid industry. According to the Hearing Industry Association annual sales statistics, the hearing aid industry in the United States has recently declined over the last 3 – 4 years, although hearing aid sales have grown in the Tampa – Saint Petersburg – Clearwater area (Fig. 6 & 7). The newest 2003 census data has shown the first national increase in hearing aid sales in several years. USF-PCHSC expects to continue to grow at this rate or better over the next 3 years.

Hearing aid sales will also be important to boost cash flow in the first year of the business, as revenues from diagnostic services slowly build with increasing physician referrals. The monthly sales forecast in Figure 8 assumes an average of five hearing aid sales per month for the rest of the year. Many of the retirees return north during the warm summer months, and the sales forecast reflects this seasonal trend. Second- and third-year revenue forecasts from hearing aid sales predict slower growth in the second year, reaching a ceiling of 20 aids per month in the third year. Although not shown, it is predicted that this ceiling will rise by 5 aids per month around the fifth year, due to repeat fittings or updated fittings for established patients.

Diagnostic revenues are expected to constitute about 15% of total revenues in the first year of the practice, but the percentage will steadily increase in the second and third years as the number and type of physician referrals increase and the ICN hearing screening and follow-up program is implemented. Our long-term goal is to reach a

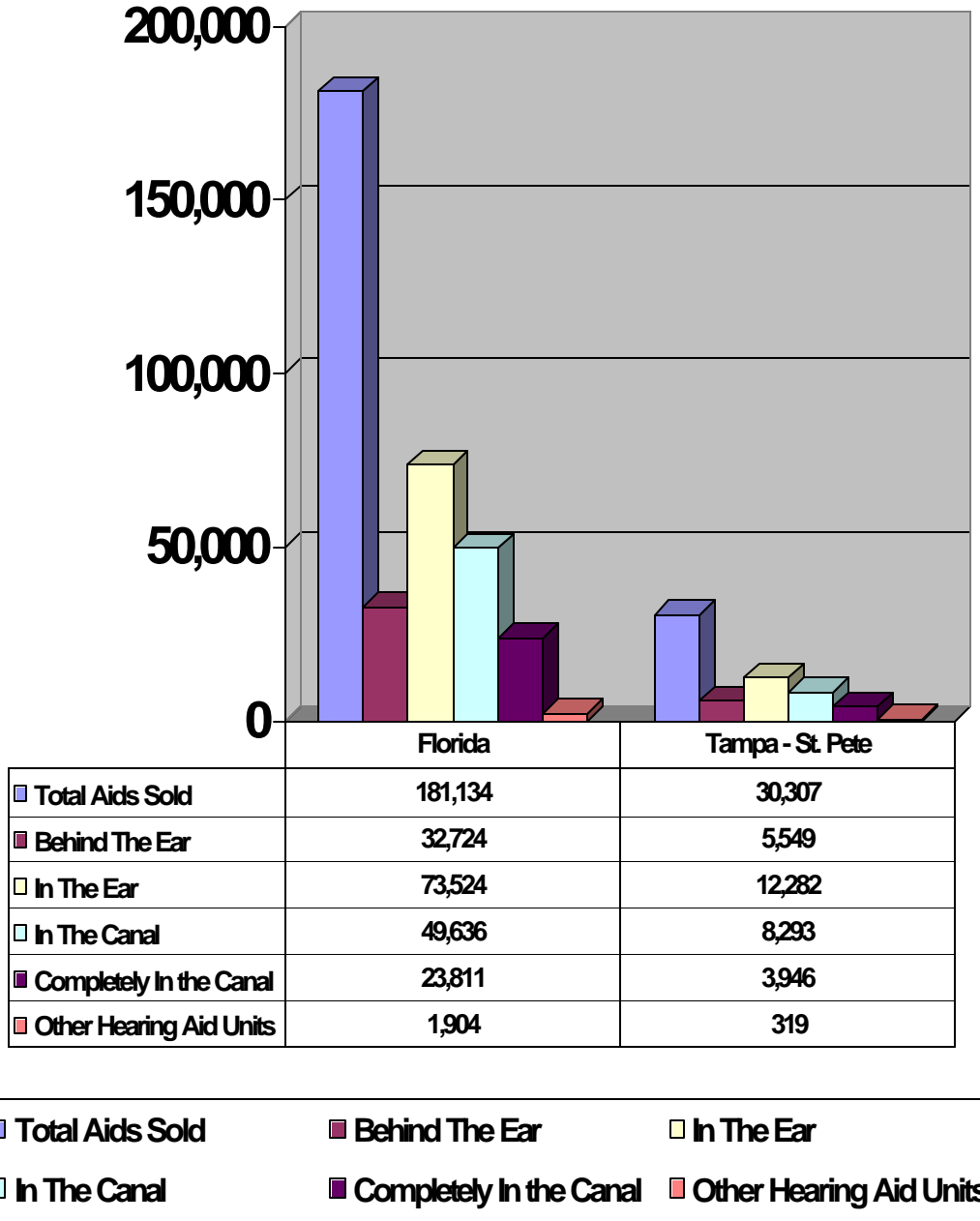
position where 30% of gross profits are generated from diagnostic services. Revenues from industrial hearing conservation programs will account for 5% of total revenues in the first year, rising to a plateau of 15% over the next 2 years.

## 1999 Market Report



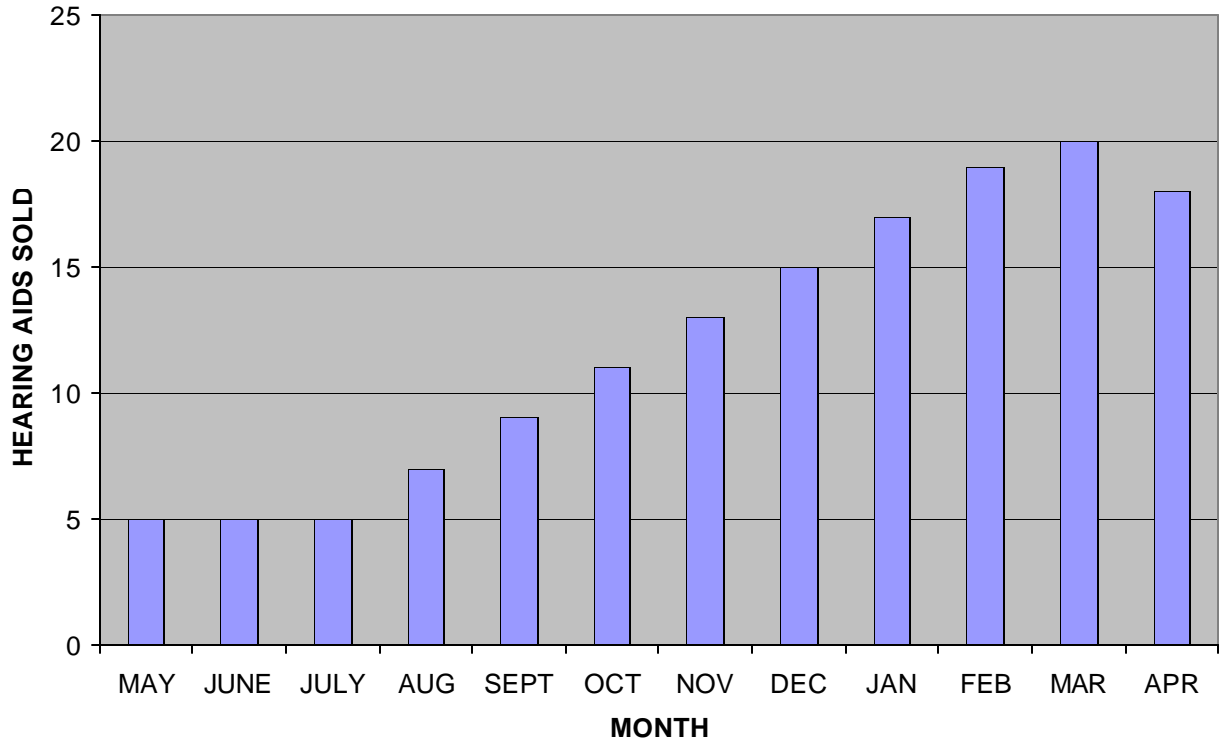
**Figure 6.** 1999 Hearing Aid Units Sold By Style.

## 2004 Market Report



**Figure 7.** 2004 Projected Hearing Aid Units Sold By Style

### USF-PCHSC Market Analysis 1st Year Hearing Aid Sales Forecast



**Figure 8.** Hearing Aid Unit Sales Forecast

## Financial Outlook

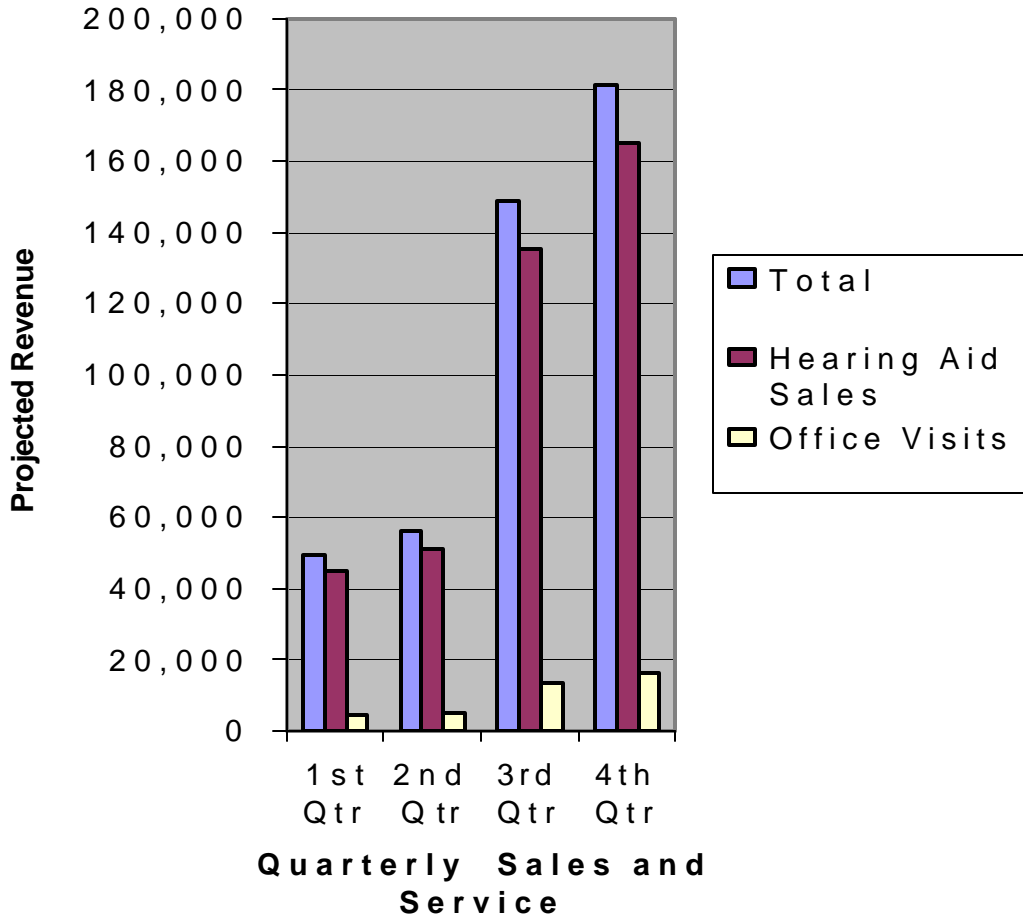


Figure 9. Projected Revenue Forecast

## **Services and Products**

The USF-PCHSC will offer evaluation and treatment for all ages in the areas of audiology, speech-language pathology, and early intervention for children who are deaf or HOH. A certified audiologist, speech-language pathologist, or clinical fellow student under direct supervision will provide services. For specialized testing, such as pediatric hearing evaluations, the certified professional will take a more active role in the provision of clinical services.

Services provided in audiology will include all primary diagnostic evaluation procedures for both adults and children. At least during the initial phases of growth in USF-PCHSC, special site-of-lesion testing, such as auditory (ABR) and balance (ENG) disorders, will be referred to the University of South Florida Communication Sciences and Disorders Tampa Campus. As USF-PCHSC grows, these more specialized services will be added when it is deemed professionally and financially viable to do so.

Services provided in speech-language pathology will include evaluation and diagnosis of all communication disorders related to speech and language function. Once a definitive diagnosis is made a full range of treatment will be offered that is appropriate for the disorder. Particular emphasis will be placed on two populations: infants and toddlers (preschool) and the geriatric population.

Hearing aid consultations, orientations, aural rehabilitation, hearing and speech services will be performed in a team approach in which the certified audiologist or speech-language pathologists work together with each patient. In all cases, patients will be treated with respect and their needs will be given first priority by staff members. In cases of misunderstandings or product defects, every effort will be made by all staff and



students to obtain satisfaction for the patient. A listing of the primary audiology and speech-language services that will be provided at USF-PCHSC are shown in Table 5.

**Table 5**

**Audiology and Speech - Language Pathology Services**

Audiology	Speech-Language Pathology
Hearing Aid Fitting & Dispensing	Speech-language screenings
Assistive Listening Devices/FM systems	Speech-Language evaluations
Hearing Aid Seminars	Swallowing Evaluation and Treatment
Earmolds	Therapy for a variety of developmental and/or acquired disorders such as: <ul style="list-style-type: none"> <li>• Language disorders</li> <li>• Language delays</li> <li>• Articulation Disorders</li> <li>• Stuttering</li> <li>• Voice disorders</li> <li>• Cleft palate</li> <li>• Laryngectomy</li> <li>• Accent reduction/ESL</li> <li>• Stroke, head injury</li> <li>• Cerebral palsy</li> <li>• Autism</li> <li>• Augmentative/alternative communication needs</li> <li>• Progressive neurological diseases/conditions</li> </ul>
Hearing Aid checks	
Hearing Aid instruction	
Hearing Evaluation	
Hearing Conservation <ul style="list-style-type: none"> <li>• Hearing Protection</li> <li>• Noise Analysis for business and Industry</li> </ul>	
Aural Rehabilitation <ul style="list-style-type: none"> <li>• Speech Reading Instruction</li> <li>• Free Senior Citizen Hearing Workshop</li> </ul>	
Auditory Processing Disorder – testing and management	
Cochlear Implant	
OAEs – otoacoustic emissions	
Early intervention for children who are Deaf or HOH: <ul style="list-style-type: none"> <li>• Parent-Infant Program (Birth – 36 months)</li> <li>• Preschool Program (3 – 5 years)</li> <li>• Family Education and Support</li> <li>• Hearing Screenings</li> </ul>	

## **Fees**

USF-PCHSC will provide services on a fee scale that is slightly lower than those generally charged in the private sector (See Appendix C for complete fee scale). The fee schedule was determined by:

1. Prior surveying of all audiology providers in the area by the USF-CDC Tampa Campus.
2. Procuring “usual and customary” values and reimbursement profiles from third party payers (i.e., Medicare)
3. Requesting recommended sale prices from hearing aid manufacturers.
4. Estimating fixed and variable costs of the practice.

## **Marketing**

Marketing will begin with an announcement of the addition of the USF-PCHSC to the USF Tampa campus facility in all major newspapers in Pinellas and Hillsborough Counties, followed by a mailing to local health professionals inviting them to an Open House. Attempts will also be made to obtain sound bites from various media in the Tampa Bay area, especially in Pinellas County. A marketing package will be created and sent to local primary care physicians, containing a cover letter of introduction, practice brochures, appointment cards and maps. To help minimize costs fundraising mailers will be the responsibility of speech and audiology University of South Florida graduate students.

In the first year of the practice, costs will be covered mainly by local donations, hearing aid sales, and reimbursement for speech and hearing services. This will require short-term advertising directed to the public. Brief announcements of new speech and hearing developments will be placed as advertisements in the local newspaper. Silent auction dinners and local fundraisers will be accomplished through invitation only mailing using the University of South Florida's current donors list.

The long-term marketing of the practice will focus on the primary care physicians, with a goal of increasing diagnostic services from 10% to 20% of total revenues. Typed reports will be sent to physicians within 48 hours of seeing a referred patient. A physicians' luncheon or meeting will be presented monthly, detailing new developments in auditory/vestibular research, hearing aid technology, speech-language pathology research, and explaining reimbursement and insurance issues. USF-PCHSC students and faculty will meet annually with new physicians to

answer questions, provide information, and ensure that the quality of services is satisfactory.

Other long-term direct marketing will consist of an annual newsletter and an annual telephone call to all patients to insure that they are satisfied with USF-PCHSC services and inform them of any changes in the field or our practice. In addition, USF-PCHSC will host an annual holiday party in December for faculty, students, and local area physicians.

In addition, USF-PCHSC will work closely with the local Veteran's Affairs facilities, hospital administrators, county school systems, and large industrial companies to provide speech and hearing screenings. These screenings will be for hospital health fairs, the local community, and in conjunction with other hospital promotions to the public.

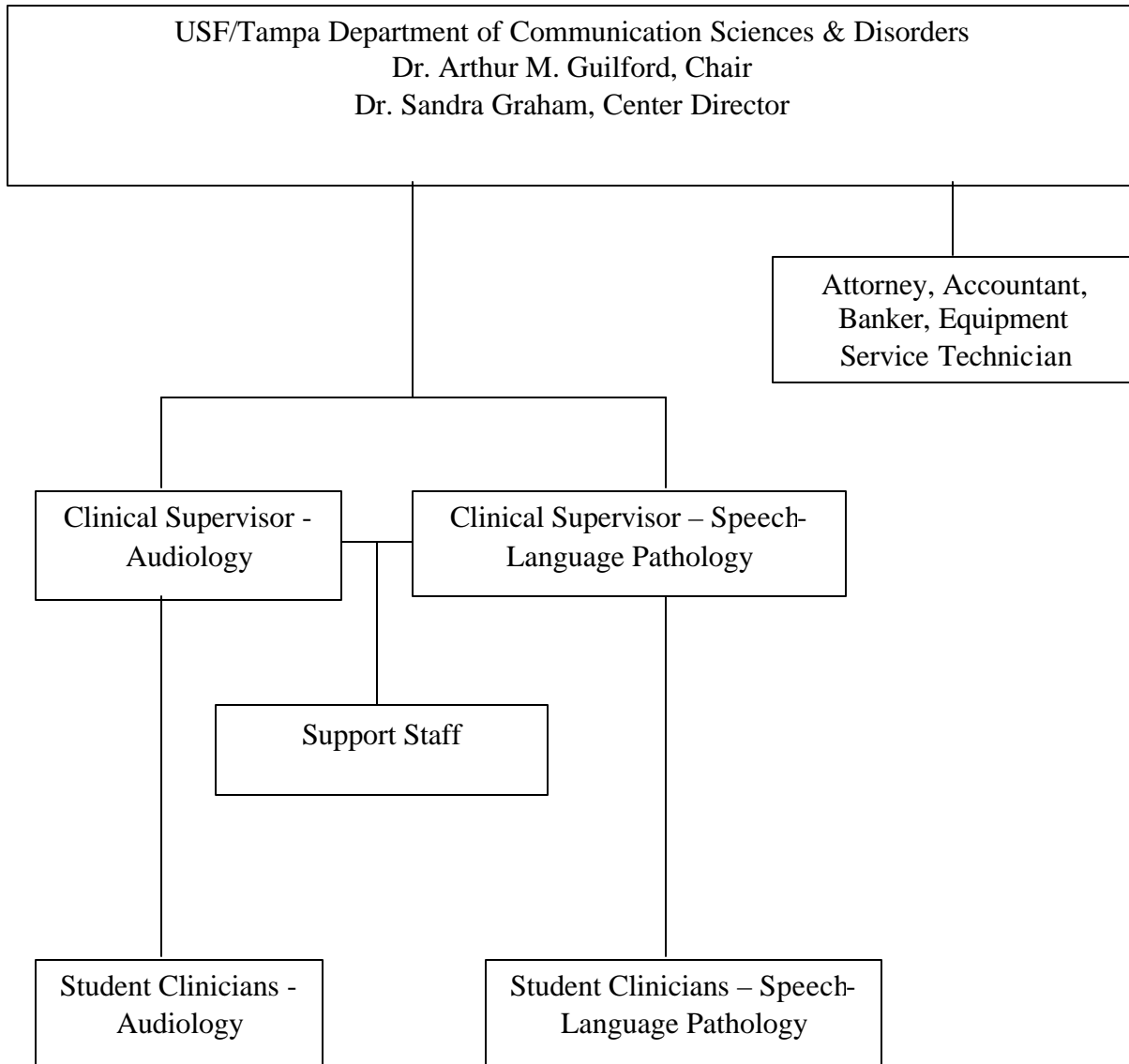
## **PERSONNEL**

As part of the University of South Florida Tampa Campus, current faculty will be in charge of the business operations. Initial staffing will include two professional staff; one master's level or doctorate level speech-language pathologist, and one doctor of audiology (Au.D). These professionals will also be full faculty members of the Department of Communication Sciences and Disorders on the main Tampa Campus of the University of South Florida. There will also be a minimum of three graduate clinicians working towards their master's degree in speech-language pathology (SLP) and two doctors of audiology graduate clinicians. The SLP students will be in their first or second year of study and the Au.D. students will be in their second or third years. There will also be a one receptionist to take care of appointments, patient check-in, parking permits and billing.

Staff will be responsible for monitoring all business and patient transactions. Student clinicians will be responsible for providing personal care and related services for patients, fundraiser mailings, doctors luncheons or lectures, and the annual Christmas party. There will be an understanding that this is a teaching facility, but at the same time, there will be no sacrifice in the quality of patients care provided. The professional staff will also hold faculty positions on the USF Tampa campus under the supervision of the center director, and the department chair. Figure 9 shows a schematic breakdown of positions held.

## USF-PCHSC ORGANIZATION CHART

University of South Florida Pinellas County Hearing and Speech Center



**Figure 9. Organization Chart**

## **FINANCIAL ANALYSIS**

USF-PCHSC will initially seek donations in the amount of \$100,000.00. This will cover projected start-up costs, staffing, equipment, and unanticipated expenses. This should be sufficient, according to the attached pro-forma profit and loss statement and cash flow analysis. Based on these analyses, the practice should break even at the end of the second year. Equipment costs should be recovered by the end of year four.

## References

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**APPENDIX**

**Appendix A**

**FINANCIAL ANALYSIS**

**USF-PCHSC**

**BALANCE SHEET**

**END OF YEAR ONE**

(not reliable)

<u>Account</u>	<u>Balance</u>	
<b>ASSETS</b>		
Current Assets		
Cash and Bank Accounts		
Petty Cash	100.00	
Checking Balance	450.00	
Savings Balance	2000.00	
Accounts Receivable	<u>50717.00</u>	
Total Current Assets		53,267.00
Fixed Assets		
Land Value	100,000.00	
Machinery and Equipment	45,000.00	
Furniture and Fixtures	<u>5,000.00</u>	
	150,000.00	
Less Accumulated Depreciation	<u>(9,000.00)</u>	
Total Fixed Assets		141,000.00

Other Assets

Refundable Deposits	<u>500.00</u>
TOTAL ASSETS	<u>194,767.00</u> -----

LIABILITIES AND EQUITY

Current Liabilities

Payroll	3,145.00	
Payroll Taxes Withheld	175.00	
FICA	148.00	
State Income Taxes	42.00	
Salaries	<u>120,800.00</u>	
		124,310.00
Sales Tax Payable		<u>46.00</u>
Total Current Liabilities		124,356.00

Long-Term Liabilities

Mortgage	12,000.00	
Utilities	<u>2,200.00</u>	
Total Long-term Liabilities		14,200.00

Owner's Equity

Gross Profit/Loss	<u>56,211.00</u>	
Total Equity		<u>56,211.00</u>
		<u>194,767.00</u> -----

**UNIVERSITY OF SOUTH FLORIDA – PINELLAS COUNTY HEARING AND  
SPEECH CENTER**

**PRO FORMA INCOME PROJECTION**

	MAY - JUL 2004	AUG - OCT 2004	NOV - JAN 2004-2005	FEB - APR 2005	TOTAL YEAR 1	TOTAL YEAR 2	TOTAL YEAR 3
<b>INCOME</b>							
Diagnostic fees	1100	1600	1800	1900	6400	25000	50000
Batteries	120	228	360	516	1224	1744	2320
Hearing Aids	12100	19300	22900	30900	85200	151200	216000
<b>TOTAL SALES</b>	<b>13320</b>	<b>21128</b>	<b>25060</b>	<b>33316</b>	<b>92824</b>	<b>177944</b>	<b>268320</b>
Returns/Discounts	800	1135	1195	1630	4960	12130	20900
<b>NET SALES</b>	<b>12520</b>	<b>19993</b>	<b>23665</b>	<b>31686</b>	<b>87864</b>	<b>165814</b>	<b>247420</b>
Cost of Goods	4872	6856	8856	11069	31653	55006	78392
<b>GROSS PROFIT/LOSS</b>	<b>7648</b>	<b>13137</b>	<b>14809</b>	<b>20617</b>	<b>56211</b>	<b>110808</b>	<b>169028</b>
<b>EXPENSES</b>							
Accounting & Legal	0	0	0	0	0	0	0
Advertising/Promotion	1300	325	1000	325	2950	1800	1800
Business Meals/Entertainment	186	86	86	286	644	644	200
Charitable Contributions	0	0	0	0	0	0	0
Depreciation	650	650	650	17650	19600	2600	2600
Dues & Subscriptions	0	0	0	0	0	0	0
Insurance							
Disability	300	300	300	300	1200	1200	1200
Life	425	0	0	0	425	500	650
Malpractice	250	0	0	0	250	250	300
Office	300	0	0	0	300	300	350
Interest	0	0	0	0	0	0	0
License	300	0	0	0	300	300	450
Office Expenses	1300	300	300	300	2200	2000	2000
Payroll Taxes	786	786	786	786	3145	3145	6880
Pension Plan Contribution	0	0	0	0	0	0	0
Rent	3000	3000	3000	3000	12000	12000	12000
Repairs & Maintenance	0	0	0	0	0	600	800
Salaries							
Two Supervisors	25000	25000	25000	25000	100000	101000	104000
Billing/Receptionist	5200	5200	5200	5200	20800	20800	23000
Telephone	300	300	300	300	1200	1200	300
Travel/Education	0	0	0	0	0	700	500
Utilities	300	200	200	300	1000	1000	1000
<b>TOTAL EXPENSES</b>	<b>39597</b>	<b>36147</b>	<b>36822</b>	<b>53447</b>	<b>166014</b>	<b>150039</b>	<b>158030</b>
<b>NET PROFIT/LOSS</b>	<b>-31949</b>	<b>-23010</b>	<b>-22013</b>	<b>-32830</b>	<b>-109802</b>	<b>-39231</b>	<b>10998</b>

RETAINED EARNINGS, BEG	0	-31949	-54959	-76973	-109802	-109802	-149034
DIVIDENDS	0	0	0	0	0	0	25000
RETAINED EARNINGS, END	-31949	-54959	-76973	-109803	-219604	-149034	-113035

**USF-PCSHC**

**CASH FLOW ANALYSIS**

**FIRST 12 MONTHS, 2004 - 2005**

	MAY - JUL 2004	AUG - OCT 2004	NOV - JAN 2004 - 2005	FEB - APR 2005	TOTAL YEAR 1
<b>INCOME</b>					
Diagnostic fees	1,100.00	1,600.00	1,800.00	1,900.00	6,400.00
Batteries	120	228	360	516	1,224.00
Hearing Aids	12,100.00	19,300.00	22,900.00	30,900.00	85,200.00
<b>TOTAL SALES</b>	<b>13,320.00</b>	<b>21,128.00</b>	<b>25,060.00</b>	<b>33,316.00</b>	<b>92,824.00</b>
Returns/Discounts	800	1,135.00	1,195.00	1,630.00	4,960.00
<b>NET SALES</b>	<b>12,520.00</b>	<b>19,993.00</b>	<b>23,665.00</b>	<b>31,686.00</b>	<b>87,864.00</b>
Cost of Goods	4,872.00	6,856.00	8,856.00	11,069.00	31,653.00
<b>GROSS PROFIT/LOSS</b>	<b>7,648.00</b>	<b>13,137.00</b>	<b>14,809.00</b>	<b>20,617.00</b>	<b>56,211.00</b>
<b>EXPENSES</b>					
Accounting & Legal	0	0	0	0	0
Advertising/Promotion	1,300.00	325	1,000.00	325	2,950.00
Business Meals/Entertainment	186	86	86	286	644
Charitable Contributions	0	0	0	0	0
Depreciation	650	650	650	17,650.00	19,600.00
Dues & Subscriptions	0	0	0	0	0
Insurance					
Disability	300	300	300	300	1,200.00
Life	425	0	0	0	425
Malpractice	250	0	0	0	250
Office	300	0	0	0	300
Interest	0	0	0	0	0
License	300	0	0	0	300
Office Expenses	1,300.00	300	300	300	2,200.00
Payroll Taxes	786.24	786.24	786.24	786.24	3,144.96
Pension Plan Contribution	0	0	0	0	0
Rent	3,000.00	3,000.00	3,000	3,000.00	12,000.00
Repairs & Maintenance	0	0	0	0	0.00
Salaries					
Two Supervisors	25,000.00	25,000.00	25,000.00	25,000.00	100,000.00
Billing/Receptionist	5,200.00	5,200.00	5,200.00	5,200.00	20,800.00
Telephone	300.00	300.00	300	300.00	1,200.00
Travel/Education	0.00	0.00	0	0.00	0.00
Utilities	300.00	200.00	200	300.00	1,000.00
<b>TOTAL EXPENSES</b>	<b>39597.24</b>	<b>36147.24</b>	<b>36822.24</b>	<b>53447.24</b>	<b>166013.96</b>
<b>NET PROFIT/LOSS</b>	<b>-31,949.24</b>	<b>-23,010.24</b>	<b>-22,013.24</b>	<b>-32,830.24</b>	<b>-109,802.24</b>

RETAINED EARNINGS, BEG	0	-31,949.24	-54,959.48	-76,972.72	-109,802.24
DIVIDENDS	0	0	0	0	0
RETAINED EARNINGS, END	-31,949.24	-54,959.48	-76,972.72	-109,802.96	-219,604.48

**Appendix  
Appendix B**

**Abbreviated Curriculum Vita**

Arthur M. Guilford  
Professor and Chair  
Department of Communication  
Sciences and Disorders  
College of Arts and Sciences  
University of South Florida  
Tampa, Florida 33620

Address: 2913 San Carlos  
Tampa, FL 33629  
Home Phone: (813) 251-3576  
Office Phone: (813) 974-9790

Education

- Ph.D. Doctorate of Philosophy, Department of Physical Medicine and Rehabilitation, Speech and Hearing Science Section, The University of Michigan, 1970.
- M.S. Speech and Hearing Section, Department of Otorhinolaryngology, Tulane University, 1967.
- B.A. Speech Pathology and Audiology, Florida State University, 1965.

Experience

- 1990-present Professor and Chair  
Department of Communication Sciences and Disorders  
University of South Florida  
Tampa, FL
- 1976-1990 Professor and Associate Chair, Coordinator, Speech Pathology Program,  
Department of Communication Sciences and Disorders, University of South  
Florida, Tampa, Florida.
- 1974-75 Assistant Professor, California State University, Los Angeles, Department of  
Speech Communication and Drama, Los Angeles, California.
- 1970-74 Assistant Professor, Director, Aphasia Unit Residential Program, The  
University of Michigan, Department of Physical Medicine and  
Rehabilitation, Speech and Hearing Science Section.
- 1971-74 Consultant in Language Disorders, Plymouth Center for Human  
Development, Northville, Michigan.

1965-66 Speech Pathologist and Program Developer, Public Health Hospital, New Orleans, Louisiana.

Recent Consultations and Advisory Boards

- 1995- Member, Florida Interagency Council for Infants and Toddlers (FICCIT)  
Governor appointed committee
- 1995 -1998 Member, Professional Services Board  
American Speech-Language Hearing Association
- 1994-1996 Chair, Part H Community Advisory Committee  
Hillsborough and Manatee Counties
- 1993- Member, Part H Community Advisory Committee  
Hillsborough, Manatee Counties
- 1992- Member, Board of Directors, Northside Centers.  
President, Board of Directors (1996-1998)  
Chair, Program Evaluation and Planning Committee

Honors and Awards:

- |   |       |
|---|-------|
| Teaching Incentive Program Award (USF)                          | 1996  |
| Distinguished Alumni Award                                      |       |
| College of Communication, Florida State Univ                    | 1993  |
| President's Award for Affirmative Action USF                    | 1993  |
| Honors, Florida Language Speech & Hearing Assoc                 | 1992  |
| Professional Services Award, United Cerebral Palsy of Tampa Bay | 1990  |
| Fellow, American Speech-Language-Hearing Assoc                  | 1988  |
| Sigma Xi Member   | 1984- |
| Sigma Xi, Member, Admissions Committee                          | 1988  |

Recent Publications:

Guilford, Arthur M., (2003) Communication Sciences and Disorders in I'm a People Person: A Guide to Human Service Professions. M.A. Richard and W.C. Emener (eds) Springfield: Charles C. Thomas Publisher. Pp 76-89.

Scheuerle, J., Guilford, A.M., Habal, M.B., Abdoney, M., Boothby, R., Frans, N.P., Ford, C. & Constantine, J. (2000) Cleft Palate: Modern Technology and Neuroscience Merge. *Journal of Craniofacial Surgery*. Vol 11 (1) 66-70.

Scheuerle, J., Guilford, A.M., and Habal, M.B. (2000) Work-related cumulative trauma



- disorders and interpreters for the deaf. *Applied Occupational and Environmental Hygiene*. Vol 15 (5): 1-6, 2000.
- Sullivan, Paula and Guilford, Arthur M. Best Practices in the Treatment of Cancer: Role of Speech-Language Pathology. San Diego: Singular Publishing Group. 1999.
- Guilford, Arthur M. Innovations in Academic Preparation: A Function of leadership. Proceedings of Educating Future Professionals: A Colloquy on Challenges and Solutions for Academia, Washington D.C., American Speech-Language-Hearing Association, January 1995.
- Guilford, Arthur M. Enrollment Issues: Undergraduate Escalation, Graduate Restrictions, Personnel Shortages: A Paradigm for Change. Proceedings of the Fifteenth Annual Conference on Graduate Education. Council of Graduate Programs in Communication Sciences and Disorders, 1994.
- Scheuerle, J, Guilford, A. M., Worden, L. and Habal, M. Maternal Discourse Features Used with Language-Normal Preschoolers with facial deformities. The Journal of Craniofacial Surgery. 2:4, 190-93, 1992.
- Guilford, Arthur, M. Language Disorders in the Adolescent in Lass, McReynolds, L.V., Northern, J.L., and Yoder, D.E., Handbook of Speech-Language Pathology and Audiology, Dekker, 1988.
- Guilford, Arthur M. Language disorders in the Adolescent in Northern, J.L., Study Guide for Handbook of Speech-Language Pathology and Audiology, Dekker, 1989.
- Guilford, Arthur M. and Nowojczyk, Diane C. Standardization of the Boston Naming Test at the Kindergarten and Elementary School Levels. Language, Speech, and Hearing Services in Schools, 19: 395-400, 1988.

#### Grants and Contracts:

- Guilford, Arthur M. and Tempii Champion A Educational Interpreter Training Program with emphasis in Dual-Sensory and Multicultural Diversity. @US Department of Education, Office of Special Education (2002-2007 funded \$1.3 million)
- Champion, Tempii, Guilford, Arthur M. & Scheuerle, Jane. A Project Excellence: Preparation of students to work in demographically diverse school settings. @ US Department of Education, Office of Special Education (2001 B 2005, requested \$770,900).
- Guilford, Arthur M. and Champion, Tempii A Preparation of Graduate Students to Serve Children with communication Disorders in Urban Schools @ US. Department of Education. (Funded 1998-2001 \$ 479,389)

- Guilford, Arthur M. and Crittenden, Jerry. "Development and Implementation: USF Interpreter Training Program" US Department of Education (1994-1999, Funded \$473,558)
- Guilford, Arthur M. and Graham, Sandra. "Recruitment and Training of Critical Shortage Personnel in Speech-Language Pathology". U.S. Department of Education. (Funded 1993-94, \$95,879)
- Guilford, Arthur M. and Graham, Sandra. "Recruitment and Training of Critical Shortage Personnel in Speech-Language Pathology" U.S. Department of Education. (Funded, 1992-93, \$ 88,720.).
- Guilford, Arthur M. and Graham, Sandra. Personnel Preparation in Critical Shortage Areas. U.S. Department of Education Personnel Preparation. (Funded 1991-92, \$ 86,857)
- Guilford, Arthur M. and Thomas, Daphne D. Transdisciplinary Education for Professionals Working with PreKINDERGRATEN Handicapped Children. Discretionary Grants for Handicapped Children ages 3-5, University Training Institutes Education of the Handicapped Act, Part B. Title II, 1991-92 (Funded \$ 65,000).
- Guilford, Arthur M. and Thomas, Daphne D. Transdisciplinary Training for Preschool Personnel. Discretionary Grants for Handicapped Children ages 3-5, University Training Institutes, Education of the handicapped Act, Part B. Title II, 1990-91, (Funded \$ 59,981).
- Guilford, Arthur M. Applications of the SpeechViewer to Apraxic Children, Research enhancement. College of Social and Behavioral Sciences Research Enhancement Grant, 1989-90, (Funded \$1500).
- Guilford, Arthur M. and Hnath-Chisolm, T. Improving Vowel Production in Hearing-Impaired and Apraxic Children with the IBM SpeechViewer. Special Needs Technology Grant, ASHA Foundation and IBM, 1990 (Funded \$5000).

Courses Developed and Recently Taught:

- |          |   |
|----------|---|
| SPA 6232 | Neuromotor Communication Disorders                  |
| SPA 6401 | Pediatric Language Disorders (Birth to Three Years) |
| SPA 6410 | Aphasia and Related Disorders                       |

SPA 7931 Seminar: Dysphagia  
SPA 7931 Seminar: Medical Issues in Speech-Language Pathology  
SPA 4210 Vocal Disorders  
SPA 4222 Fluency Disorders  
SPA 5402 Language Disorders

## Appendix C

### University of South Florida

#### Fee Schedule

<b>Audiology Services</b>	<b>Estimated Fees</b>
Complete Routine Audiometrics	\$85.00
Hearing Screening	\$25.00
Air Conduction threshold testing	\$35.00
Air Conduction & Bone Conduction Threshold Testing	\$50.00
Immittance Battery	\$55.00
Tympanometry	\$30.00
Hearing Aids (Analog/DPA/SDP)	****
Electroacoustical Analysis	\$25.00
Minor HA Repair @ USF	\$20.00
HA Repair Warranty – 6 month or 1 year (replanting & recasing Additional cost)	Manuf. Cost + \$55.00
Earmolds	\$40.00 - \$50.00 each
Tubing change	\$10.00 each
Custom Swim Plugs	\$70.00 pair
HA Evaluation & Selection	\$75.00 - \$100.00
Cochlear Implant Consult	\$60.00
Cochlear Implant Mapping (3 hr session w/ M.D. referral)	\$256.00
Auditory Processing Disorder <ul style="list-style-type: none"> <li>• Testing</li> <li>• Follow-up/Consultation (30 min = 1 unit)</li> </ul>	\$150.00 \$25.00/unit

<b>Speech-Language Services</b>	<b>Estimated Fees</b>
Initial Speech-Language Evaluation	\$150.00
Follow-Up Speech-Language Evaluation/Re-Evaluation	\$100.00
Speech-Language/Aural Rehab Therapy (per semester) <ul style="list-style-type: none"> <li>• Group Therapy only</li> <li>• Individual Therapy only</li> <li>• Combination Individual &amp; Group (preschool, aphasia, accent)</li> </ul>	<p style="text-align: right;">\$150.00</p> <p style="text-align: right;">\$250.00</p> <p style="text-align: right;">\$300.00</p>
Consultation (per hour) 1 hour minimum	\$50.00

Fees for all evaluations and screenings are due and payable at the time services are rendered. Insurance claims and third party payments are the client's responsibility.

Fees for Speech-Language and Aural Rehabilitation therapy are due within the first week of therapy for the semester. Therapy fees are not refundable for unattended therapy sessions. Three consecutive absences from scheduled therapy sessions without prior notification may result in termination from therapy.

The Communication Disorders Center has a fee adjustment policy that permits a request for a fee reduction in cases of financial hardship. Full time USF students may receive speech-language services at a reduced rate: \$75 for Evaluation and \$50.00 for Therapy. Requests for fee adjustments must be obtained from and approved by the Center Director.

**FOR FURTHER INFORMATION:** Contact the Director of the Communication Disorders Center, Department of Communication Sciences and Disorders, University of South Florida \* 4202 E. Fowler Ave., PCD1017 \* Tampa, FL 33620, or calling 813-974-9844

**Appendix D**  
**Audiology:**

<b>Audiology Businesses in Surrounding Area</b>	<b>Address</b>
All Children's Hospital	880 6 <sup>th</sup> Street South Saint Petersburg, Florida
American Institute of Balance	11290 Park Blvd. Seminole, Florida
Audibel	1155 Pasadena Avenue South 1111 62 <sup>nd</sup> Avenue North 2444 Tyrone Blvd Saint Petersburg, Florida
Baker, Josph H	1811 Shore Drive South Saint Petersburg, Florida
Bay Area Hearing Aid Services	6533 Central Avenue Saint Petersburg, Florida
Beachside Hearing and Balance	352G 150 <sup>th</sup> Avenue North Saint Petersburg, Florida
Bell Hearing Instruments	Serving the Tampa Bay area: 813-814-2355
Beltone, Inc.	6321 4 <sup>th</sup> Street North 1155 Pasadena Avenue South 1135 Pasadena Avenue South Saint Petersburg, Florida
Broadwater Hearing Care	4200 Central Avenue Saint Petersburg, Florida
Brooks Hearing Aids	6709 1 <sup>st</sup> Avenue South Saint Petersburg, Florida
Clark, Melissa Au.D.	2191 9 <sup>th</sup> Avenue North Saint Petersburg, Florida
HearX Limited	945 Tyrone Blvd. North

	Saint Petersburg
Ingham Hearing Aid Services	7955 66 <sup>th</sup> Street North Saint Petersburg, Florida
Lang, Karen Hearing Aids	22 Park Street Pinellas Park, Florida
Miracle Ear Hearing Aids	578 1 <sup>st</sup> Avenue North 2300 Tyrone Blvd. North Saint Petersburg, Florida
MKC Audiology Inc.	2191 9 <sup>th</sup> Avenue North Ste 210 Saint Petersburg, Florida
Northeast Hearing Aid Center	3177 4 <sup>th</sup> Street North Saint Petersburg, Florida
Sears Hearing Aid Systems	2300 Tyrone Blvd. North Saint Petersburg, Florida
St. John's Hearing Institute	6399 38 <sup>th</sup> Avenue North Saint Petersburg, Florida
St. Katerine's Hearing Institute	6399 38 <sup>th</sup> Avenue North Saint Petersburg, Florida
St Petersburg – Suncoast Medical Group Mr. Robbins, M.S.	601 7 <sup>th</sup> Street South Saint Petersburg, Florida

(yellowpages.com)

**Speech Language Pathology:**

<b>Speech Language Pathology Businesses in Surrounding Area</b>	<b>Address</b>
All Children's Hospital Speech-Language Center	33 6 <sup>th</sup> Street South Saint Petersburg, Florida
Bayfront Medical Center Rehab Services	500 9 <sup>th</sup> Street North Saint Petersburg, Florida
Cohen, Harriet and Associates	5026 Gulfport Blvd. South Saint Petersburg Beach, Florida
Community Rehabilitation Associates	5111 66 <sup>th</sup> Street North Saint Petersburg, Florida
Koala Kids	2365 5 <sup>th</sup> Avenue North Saint Petersburg, Florida
Moss Speech & Language Center Inc.	1224 66 <sup>th</sup> Street North Saint Petersburg, Florida
Rainbow Kids Therapy, Inc.	115 112 <sup>th</sup> Avenue North E.214 Saint Petersburg, Florida
Saint Anthony's Hospital Sports Medicine and Rehabilitation	500 9 <sup>th</sup> Street North Saint Petersburg, Florida

(yellowpages.com)