

A strategic plan for starting a new practice

Get started



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Things to consider when starting a practice

Make arrangements for finances and develop a method for monitoring them.
Remain focused during construction. Use a checklist to make certain that all your needs are met.
Commission a thorough demographics study early in the process to help ensure that you have a large enough patient base.
Hire experienced staff to ensure that your recall program is top notch.
Review your fee schedule each year to help keep your fees in line with other practices in your area. (Ask your representative for further details.)
Research insurance plans to see which ones you will accept for payments.
Explore options for third-party financing that can help your patients pay for services.
Before giving the final OK on building plans, be sure you can use all the space you are planning to build.
Overbuilding your practice location can burden you with excessive overhead.
Be sure to have your marketing plan in place well before you open for business.
Consider purchasing computer software programs to assist with scheduling, online storage of charts, etc.
Set up a merchant processing account so you can accept customer payments via Visa, MasterCard, etc.



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2 Target market

Outline the target market portion of your plan on this form.

Market description

- 1. Number of potential patients area population:
- 2. ZIP code or county breakdown of potential patient base (social, economic, age, etc.):
- 3. Number of similar practices in the area, age of practices and number of doctors:

Market size and trends

- 1. Population of area that practice will draw from (draw population):
- 2. Number of active practitioners per total draw population (e.g., 1,500–2,000 to 1 doctor):
- 3. Commercial or residential development or redevelopment taking place:
- 4. Employment group(s) that make up draw population:
- 5. Economic and social trends (local and national) that could affect the draw area:

Strategic opportunities

Examples: A new school or business being built in the community, a new insurance provider, large businesses in the area, etc.





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Staffing

Use this form to identify the core staff of employees that you ultimately want to represent your practice and where to locate them.

Staffing goals

Describe the number and types of staffing positions, if any, that you estimate your practice will need in order to meet your short-, medium-, and long-range goals. Also consider whether you will offer a bonus program at the outset or in the future.

Year One:		
Year Two:		
real two.		
Year Three:		
Year Four:		
Year Five:		
Year Ten:		

Staff experience

What background, years of experience, and salary are you looking for in a staff member? (Develop written job descriptions for each staff member along with a performance appraisal system.)

Front desk:	Hourly wage:	Years of experience:	Benefits:
Background:			
Licensed staff:	Hourly wage:	Years of experience:	Benefits:
Background:			
Licensed staff:	Hourly wage:	Years of experience:	Benefits:
Background:			
Associate:	Hourly wage:	Years of experience:	Benefits:
Background:			
Other:	Hourly wage:	Years of experience:	Benefits:
Background:			



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Establishing a marketing plan

Use this worksheet to outline your marketing schedule. List each type of marketing vehicle, the frequency with which you plan to use it, and what you expect it to cost you annually. This will be the basis of your marketing budget and will be used in the projections section of your business plan.

Internal and external marketing	Expected frequency	Expected date of implementation	Expected cost per year
Marketing consultants			
Signage			
Phone directory ads			
Brochures			
Rotary, Lions Club, etc.			
Newspaper ads			
Thank-you cards			
Post-treatment care cards			
Referral cards			

Internal and external marketing	Expected frequency	Expected date of implementation	Expected cost per year
Direct mail (Valu-Pak)			
Flyers			
Magazine ads			
Ads in specialty publications			
Television/cable ads			
Special amenities/services			
Refreshments/catering			
Other			
Total estimated marketing costs			



Starting a practice

Target market

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Business budget

Monthly administration expenses	Monthly payment	Annual payment
Facility expenses		
Insurance		
Legal and accounting		
Office expenses		
Outside services		
Phone		
Postage		
Repairs and equipment leases		
Taxes and licenses		
Utilities		
Business loan payment		
Continuing education		
Advertising		
Meals and entertainment		
Total administrative expenses		

Monthly staff expenses	Monthly payment	Annual payment
Assistant salaries		
Licensed staff salaries		
Office staff salaries		
Health insurance/Employee benefits		
Laundry and uniforms		
Payroll taxes		
Total staff expenses		
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Monthly variable expenses	Monthly payment	Annual payment
Supplies		
Part-time doctors/associates		
Tare arrie doctors/associates		
Dues Dues		
Dues		
Dues		
Dues Total variable expenses		
Dues Total variable expenses Total business overhead expenses		



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Personal budget

Monthly household expenses	Monthly payment	Annual payment
Mortgage or rent		
2nd mortgage, if applicable		
Property taxes		
Utilities (electricity, gas, water)		
Telephone		
Groceries		
Cable		
Health/life/disability insurance		
Malpractice insurance		
Other		
Total household expenses		
Monthly auto expenses	Monthly payment	Annual payment
Automobile loan		
Gasoline		
Repairs and maintenance		
License and registration		
Insurance		
Total auto expenses		

Monthly personal expenses	Monthly payment	Annual payment
Clothing	Moneny payment	7 miladi payment
Medical, dental and prescriptions		
Entertainment		
Vacation		
Dues, clubs		
Alimony		
Miscellaneous/insurance		
Total personal expenses		
Miscellaneous monthly expenses	Monthly payment	Annual payment
Student loans		
Unsecured loans		
Credit cards		
Other		
Total misc. expenses		
Association income (after taxes)		
Spouse income (after taxes)		
Interest, dividends and other investment income		
Other recurring monthly income		
Other recurring monthly income Total other income		



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First-year business projections

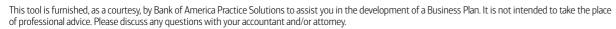
Itemization of Expenses	Setup Month	1st Month	2nd Month	3rd Month	4th Month	5th Month	6th Month	7th Month	8th Month	9th Month	10th Month	11th Month	12th Month	
1. Advertising and marketing														
2. Fees: bookkeeping/accounting/legal														
3. Medical supplies														
4. Insurance: casualty and malpractice														
5. Janitorial and maintenance														
6. Laboratory expenses														
7. Misc. dues, office supplies, etc.														
8. Medical equipment and supplies														
9. Remodeling, furniture, etc.														
10. Working capital														
11. Payroll — doctor(s)														
12. Payroll—staff														
13. Payroll — benefits and other costs														
14. Rent														
15. Telephone and utilities														
16. Expenditures subtotal (#1 thru #15)														
17. Cash collected														
18. Less expenditures (#16)														
19. NET CASH surplus (deficit)														
20. Year-to-date surplus (deficit)														
Comments: (specify line or item)														





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^{*}All programs subject to credit approval and loan amounts are subject to creditworthiness. Some restrictions may apply. The term, amount, interest rate and repayment schedule for your loan, and any product features, including interest rate locks, may vary depending on your creditworthiness and on the type, amount and collateral for your loan. Bank of America may prohibit use of an account to pay off or pay down another Bank of America account.

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