Business Plan Builder Worksheet

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Business Plan Builder Worksheet

A business plan does not need to be fifty pages long, but it should be complete enough that someone who did not help you build the practice can understand what you are creating, why you believe it can work, how it will operate, and what the financial assumptions are.

Use this worksheet to organize the major pieces of the plan. Then use the Turn This Into Your Business Plan section at the end to assemble the formal document.

Executive Summary

Describe your practice in one paragraph.

Practice Overview

Practice Name
Specialty
Location
Target Opening Date
Business Model
Legal Entity
Ownership Structure

Why This Practice?

What inspired you to open this practice?
What problem are you trying to solve?
Why does this practice need to exist?

Ideal Patient

Describe your ideal patient.
What are they looking for in a physician?
Why will they choose your practice?

Services Offered

List the primary services you will provide.

1. ____
2. ____
3. ____
4. ____
5. ____

What services may be added in the future?

Revenue Model

How will the practice generate revenue?
How will patients pay?
How did you decide what you will charge?
What are the major assumptions behind your revenue estimates?

Market Opportunity

Describe the community you plan to serve.
What unmet needs exist in your market?
What have you learned so far that makes you believe there are enough patients for this practice?

Competitive Analysis

Who are the main practices or other options patients currently have?

1. ____
2. ____
3. ____

What do those competitors do well?
Where do you see gaps or opportunities?
What will make your practice different?
Why would a patient choose your practice instead?

Marketing and Patient Acquisition

How will patients learn about your practice?
□ Existing patient referrals
□ Physician referrals
□ Website
□ Online search
□ Social media
□ Community involvement
□ Speaking engagements
□ Networking
□ Other: ____
What are your three primary marketing strategies?
1. ____
2. ____
3. ____
What will you do before opening to begin building awareness and patient demand?

Management and Ownership

Who owns the practice?
What will your role be as the physician owner?
What business responsibilities will remain yours?
What responsibilities will be delegated or outsourced?
Who are the key advisors helping you build or operate the practice?
If there are multiple owners, how will major decisions be made?

Staffing Plan

Who must be hired before opening?
Who can be hired later?
What work do you expect to outsource rather than hire someone to do?
What staffing changes do you expect as the practice grows?

Operations Plan

Where will the practice operate?
What will the normal office hours be?
How many days per week will you see patients?
How will patients schedule appointments?
How will patients communicate with the practice?
How will billing or payment be handled?
How will laboratory work, referrals, prescriptions, and follow-up be handled?
What major technology systems will the practice use?
What major vendors or outside services will be required?

Startup Plan and Milestones

Target Opening Date
Major milestones that must be completed before opening:
□ Business formation
□ Financing
□ Location selected
□ Lease or purchase completed
□ Construction or buildout completed
□ Licensing and registrations completed
□ Credentialing completed or sufficiently underway
□ Technology installed
□ Staff hired and trained
□ Website and marketing launched
□ Patient enrollment or scheduling started
□ Final opening-day testing completed
What are the three milestones most likely to affect your opening date?
1. ____
2. ____
3. ____

Financial Plan

Estimated Startup Cost $________________
Working Capital Goal $________________
Expected First-Year Revenue $________________
Expected First-Year Operating Expenses $________________
Expected First-Year Owner Income $________________
Expected Break-Even Point ________________ months
Expected Monthly Revenue at Break-Even $________________
Expected Monthly Operating Expenses at Break-Even $________________
What are the major assumptions behind these numbers?

Funding Request

Complete this section if you will need outside financing.
Total amount needed to open the practice: $________________
Owner cash contribution: $________________
Amount being requested from lender or other financing source: $________________
Other financing sources: $________________
How will the funds be used?
Professional services $________________
Real estate / deposits $________________
Construction / buildout $________________
Furniture / equipment $________________
Technology $________________
Staffing before opening $________________
Marketing / launch $________________
Working capital $________________
Other $________________
How much cash do you expect to have available when the practice opens? $________________

Financial Projections

Use the Startup Budget Worksheet and your financial model to prepare the detailed projections.
Your formal business plan should include, when appropriate:
□ Startup budget
□ 12-month revenue projection
□ 12-month expense projection
□ Profit-and-loss projection
□ Cash-flow projection
□ Break-even analysis
□ Opening balance sheet or projected balance sheet, if requested
□ Owner compensation assumptions
□ Loan payment assumptions
□ Working-capital assumptions
□ Conservative or slower-growth scenario
What assumptions have the greatest effect on whether the practice succeeds financially?

Risks and Challenges

What are the three biggest risks facing your practice?
1. ____
2. ____
3. ____
How will you respond if patient growth is slower than expected?
How will you respond if startup costs are higher than expected?
How will you respond if opening is delayed?
Are there any other risks specific to your specialty, market, or business model?

Success Metrics

After one year, what would tell you the practice is working financially, clinically, and personally?
After five years, what would success look like for the practice and for your life outside the practice?

Growth Plan

Where do you want the practice to be in one year?
Where do you want the practice to be in five years?
Do you anticipate:

□ Remaining solo
□ Adding physicians
□ Adding advanced practice clinicians
□ Adding services
□ Expanding space
□ Opening additional locations
□ Buying real estate
□ Selling or transitioning ownership eventually

Final Summary

Complete the following sentence:
I am building a ____
practice that serves ______________________________________
by providing ____
through a business model based on ___________________________
and I expect the practice to support __________________________
for myself, my family, and my patients.

Final Reflection

Imagine it is five years from today and your practice has exceeded your expectations.
What happened?
What decisions made the biggest difference?

Turn This Into Your Business Plan

Once you complete the worksheet, use your answers to create the formal business plan.
You should not need to start over. Most of the information should already be here. The job now is to organize it into a document that another person can understand.
Use this structure.

1. Executive Summary

Summarize the entire business plan.
Include:
• Type of practice
• Specialty
• Location
• Ownership
• Business model
• Ideal patient
• Major services
• What makes the practice different
• Target opening date
• Amount of financing needed, if applicable
• Basic financial goals
Keep this section brief. It is usually written last even though it appears first.

2. Company and Practice Description

Explain what you are building.
Include:
• Practice name
• Legal entity
• Ownership structure
• Specialty
• Location
• Business model
• Hours
• Services
• Purpose of the practice
• Long-term direction

3. Market Analysis

Explain why the practice can work in the market you selected.
Include:
• Geographic area
• Patient population
• Demographics when relevant
• Local demand
• Existing alternatives
• Access problems or unmet needs
• Referral environment
• Patient research or conversations
• Other evidence supporting demand

4. Competitive Analysis

Identify the main alternatives available to patients.
Include:
• Major competing practices
• Their business models
• Services offered
• Pricing when known
• Strengths
• Weaknesses or gaps
• How your practice will differ
• Why patients may choose you
Avoid simply stating that you provide better care. Explain what will actually be different from the patient's perspective.

5. Services

Describe what the practice will provide.
Include:
• Services available at opening
• Future services
• Visit structure
• Procedures
• Ancillary services if applicable
• Pricing or reimbursement
• How services support the business model

6. Business Model and Revenue

Explain how the practice will make money.
Include:
• Revenue sources
• Insurance reimbursement, membership fees, cash-pay services, or other sources
• Pricing
• Expected patient volume
• Expected revenue per patient, visit, membership, or procedure
• Payment and collection methods
• Important assumptions behind the projections

7. Marketing and Patient Acquisition

Explain how the practice will attract patients.
Include:
• Website
• Search
• Physician referrals
• Existing patient relationships when appropriate
• Community outreach
• Networking
• Social media if used
• Speaking or educational opportunities
• Launch marketing
• How inquiries will become appointments or enrolled patients

8. Management and Ownership

Explain who owns and manages the business.
Include:
• Owner or owners
• Physician background
• Relevant experience
• Management responsibilities
• Decision-making structure
• Key employees
• Key advisors
• Outside vendors or outsourced functions
A lender may also want the physician owner's CV or resume included in the appendix.

9. Operations Plan

Explain how the practice will function day to day.
Include:
• Office location
• Facility
• Hours
• Staffing
• Scheduling
• Patient flow
• EHR
• Phones and communication
• Billing or payment collection
• Laboratory workflow
• Referrals
• Prescriptions
• Supplies
• Major vendors
• Compliance systems
• How the practice will operate when the physician is away

10. Startup Plan and Timeline

Summarize the path to opening.
Include:
• Business formation
• Financing
• Real estate
• Construction
• Licensing
• Credentialing
• Technology
• Hiring
• Marketing
• Patient acquisition
• Testing
• Opening date
Appendix A can be used to build this section.

11. Funding Request

If you are seeking financing, explain exactly what you are asking for.
Include:

- Total startup cost
- Amount requested
- Owner contribution
- Other financing sources
- Use of funds
- Working capital
- Expected cash remaining at opening
- Repayment assumptions if requested

Someone reading the plan should be able to understand exactly how much money you need and what it will be used for.

12. Financial Plan

This section should be based on actual assumptions, not simply optimistic targets.
Include:

- Startup budget
- Monthly operating expenses
- Revenue projections
- Profit-and-loss projections
- Cash-flow projections
- Break-even analysis
- Owner compensation
- Loan payments
- Working capital
- Cash reserve
- Major assumptions

For a lender, you may also need:

- Three-year projections
- Projected balance sheet
- Personal financial statement
- Personal tax returns
- Business tax returns if buying an existing practice
- Debt schedule
- Additional lender-specific documents

The lender will tell you exactly what it requires.

13. Risks and Contingency Plans

Describe the major risks to the plan.
Include:
- Slower patient growth
- Higher startup costs
- Construction delays
- Credentialing delays
- Reimbursement delays
- Staffing problems
- Higher operating expenses
- Lower-than-expected pricing or reimbursement
- Competition
- Regulatory issues
- Other risks specific to your specialty or market

Then explain how you would respond if one of the significant risks occurred.

14. Growth Plan

Explain how you expect the practice to develop after opening.
Include:
- One-year goals
- Three- to five-year goals
- Staffing changes
- Additional providers
- New services
- Expansion
- Additional locations
- Real estate
- Long-term ownership plans

15. Measures of Success

Explain how you will evaluate whether the practice is working.
Consider:
• Revenue
• Profitability
• Cash reserves
• Patient growth
• Patient retention
• Schedule
• Workload
• Physician income
• Staff stability
• Patient experience
• Your satisfaction with the practice
• Whether the practice continues to support the life you intended to build

16. Appendix and Supporting Documents

The formal business plan may include supporting documents such as:
• Physician CV or resume
• Detailed financial projections
• Startup budget
• Personal financial statement, if required
• Market research
• Competitor information
• Lease or letter of intent
• Equipment quotes
• Construction estimates
• Licenses or registrations
• Organizational documents
• Professional references
• Other documents requested by a lender or investor

Final Business Plan Check

Before calling the plan complete:
□ Someone unfamiliar with the project can understand what I am building
□ The ownership and legal structure are clear
□ The target patient is clear
□ The market opportunity is supported by evidence
□ The major competitors have been identified
□ I can explain why patients will choose the practice
□ The services and business model are clear
□ The revenue assumptions make sense
□ The marketing plan explains how patients will actually find the practice
□ The staffing and operations plan is realistic
□ The startup timeline is realistic
□ The startup budget is complete
□ The financial projections support the business model
□ I can explain the assumptions behind the numbers
□ I know how much funding is required
□ I can explain exactly how that money will be used
□ The major risks have been identified
□ I have a plan if growth is slower or costs are higher than expected
□ The business plan still supports the practice and life described in my Practice Vision Worksheet
If you are seeking financing:
□ The amount requested matches the actual financial projections
□ The owner contribution is clearly stated
□ Working capital is included
□ Loan proceeds have a specific use
□ Financial projections cover the period requested by the lender
□ Required supporting documents are attached or available

Using This Worksheet

This worksheet is a general planning resource and does not constitute individualized consulting, legal, tax, accounting, financial, or lending advice from Practice Freedom Advisor.

Use it to develop the major components of your business plan and organize them into a document you can use for your own planning, with advisors, or when seeking financing.

If you are preparing the plan for a lender, ask the lender what format, projections, and supporting documents it requires before finalizing the plan.

If you want help reviewing the business plan, testing the assumptions, or deciding what needs to happen next, you can schedule a Practice Freedom Strategy Session.

After the Strategy Session, you can take your Practice Freedom Action Plan and move forward on your own, or continue working with Practice Freedom Advisor through ongoing consulting.

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