THE BOOK AT A GLANCE

The Business Behind the Practice

How to Build an Independent Practice From the First Decision Through the First 90 Days

Clinical excellence and business ownership require very different skills. This book walks physicians and healthcare practitioners through the business decisions behind an independent practice, in the order they matter, using real experience from more than 30 years inside independent practices.

PART I — BEFORE YOU COMMIT		
1	**Are You Ready to Build Your Practice?**	Readiness rests on four foundations: demand, financial runway, personal readiness, and execution capacity. Start with one question: Where will your first 25 patients come from?
2	**What Are You Actually Opening?**	Define the practice you are actually opening. More is not always the answer, and later does not mean never. Complexity should be earned, not purchased in advance.
3	**What Can This Practice Afford?**	Build the plan from discovered numbers, and fund the practice for what comes after opening day. Revenue is not financial health.
4	**Where Should Your Practice Be?**	Let the practice define the space before the space defines the practice.
5	**Before You Sign the Lease**	Understand the obligation before it becomes yours. The lease will eventually be signed and filed away. The obligations will stay with you.
6	**Build the Business Behind the Practice**	Formation is a sequence, not a filing. Do the work that unlocks other work.
PART II — BUILDING IT		
7	**Build the Practice Without Losing Control of the Project**	Someone needs to keep the project moving, watch the costs, and make sure the decisions reach you when they're yours to make.
8	**Design How the Practice Will Actually Work**	Start with the patient, not the software. Every handoff needs an owner, and the practice owns the system.
9	**Build the Team Around the Work**	A title isn't a staffing plan. The roles should come from the work, and the job descriptions should come after the roles. Build that team first. Then let the practice earn the next one.
10	**Follow the Money and Protect the Business**	Build the path from care to collection, control what goes out, and keep sight of both.
11	**Build Demand Before Opening Day**	Get clear about where you expect demand to come from, and give it somewhere to go. A relationship turns into a source only when there's a working path behind it.
12	**Make Sure the Practice Is Ready to Open**	Promise a date only when the practice is ready to keep it, make sure the essentials are in place, and then open the door to your first patients with confidence.
13	**The First 90 Days**	Opening the doors is really the first time the practice can start showing you what's true. There will be time to grow. Let the practice show you what it has earned the right to become next.

Before you open the doors, understand what it takes to keep them open.

Ready to build it the right way?

The Business Behind the Practice is available in paperback and ebook at **sollvantage.com/book**.

If you'd like help applying it to your own practice, SollVantage works with physicians and healthcare practitioners from the first decision through the first 90 days. Start a conversation at **sollvantage.com/contact**.

About the author. Cristina Soll is the founder of SollVantage, LLC, and has spent more than 30 years working alongside physicians and practice owners.