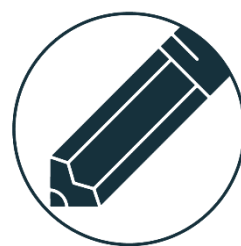


GOAL SETTER CHECKLIST

5 PHASE TIMELINE



Creating & Opening
Your Office

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5 PHASE TIMELINE

GOAL SETTER CHECKLIST

Creating & Opening Your Office

let's do this

Opening or renovating an office is an EVENT. It has a set goal with a beginning and an end. When it is over - unlike the management and marketing of your business - you don't continue the process.

We have found that most doctors are unaware of the numerous and necessary details and tasks, each coupled with critical dates of completion that go into the successful opening or remodeling their office.

As a result, they either become overwhelmed or procrastinate, or they miss key tasks and/or dates. Either way, they are less effective than they could be, are under more stress than necessary, waste time and money, and often end up with a less than wonderful space.

It costs more money to build wrong - than to build right.

CrossFields is devoted to helping you be successful.

To make the process more manageable, CrossFields has developed a 5 PHASE Timeline to get you from your "Vision" to "Open for Business".

This Checklist is equally important for a student opening their first office, as it is for any practitioner considering a new location, expansion or significant remodel.

5 PHASE TIMELINE GOAL SETTER CHECKLIST

To get you from your "Vision" to "Open for Business

In the process of developing a facility as efficiently and effectively as possible, CrossFields has identified 5 PHASES that Timelneatically take you to your goal.

The simplified Gantt Chart on page 4 displays these PHASES across the top as a Timeline.

PHASE	TIME REQUIRED	TIME FRAME BEFORE OPENING
VISION	6 MONTHS	18-12 MONTHS
DEFINEMENT	3 MONTHS	12-9 MONTHS
SEARCH & FIND	4 MONTHS	9-5 MONTHS
DESIGN	2 MONTHS	5-3 MONTHS
IMPLEMENTATION	3 MONTHS	3-0 MONTHS

During each PHASE, you will need to complete specific tasks under the following

7 CATEGORIES:

1. DREAMS TO GOALS
2. BUSINESS PLAN
 - VIABILITY TEST
 - FINANCIALS
 - MANAGEMENT
 - MARKETING
3. LOCATION & LEASING
4. FACILITY DEVELOPMENT & DESIGN
 - DESIGN
 - FURNISHINGS
5. PERMITS & GOVERNING APPROVALS
6. CONSTRUCTION
7. SPECIALTY ITEMS

The simplified Gantt Chart on page 4 displays these 7 CATEGORIES down the left column with the timing of the activities across the top as a Timeline. This provides the framework for a course of action that will ensure a manageable and cost-effective approach to the major event of opening a new facility.

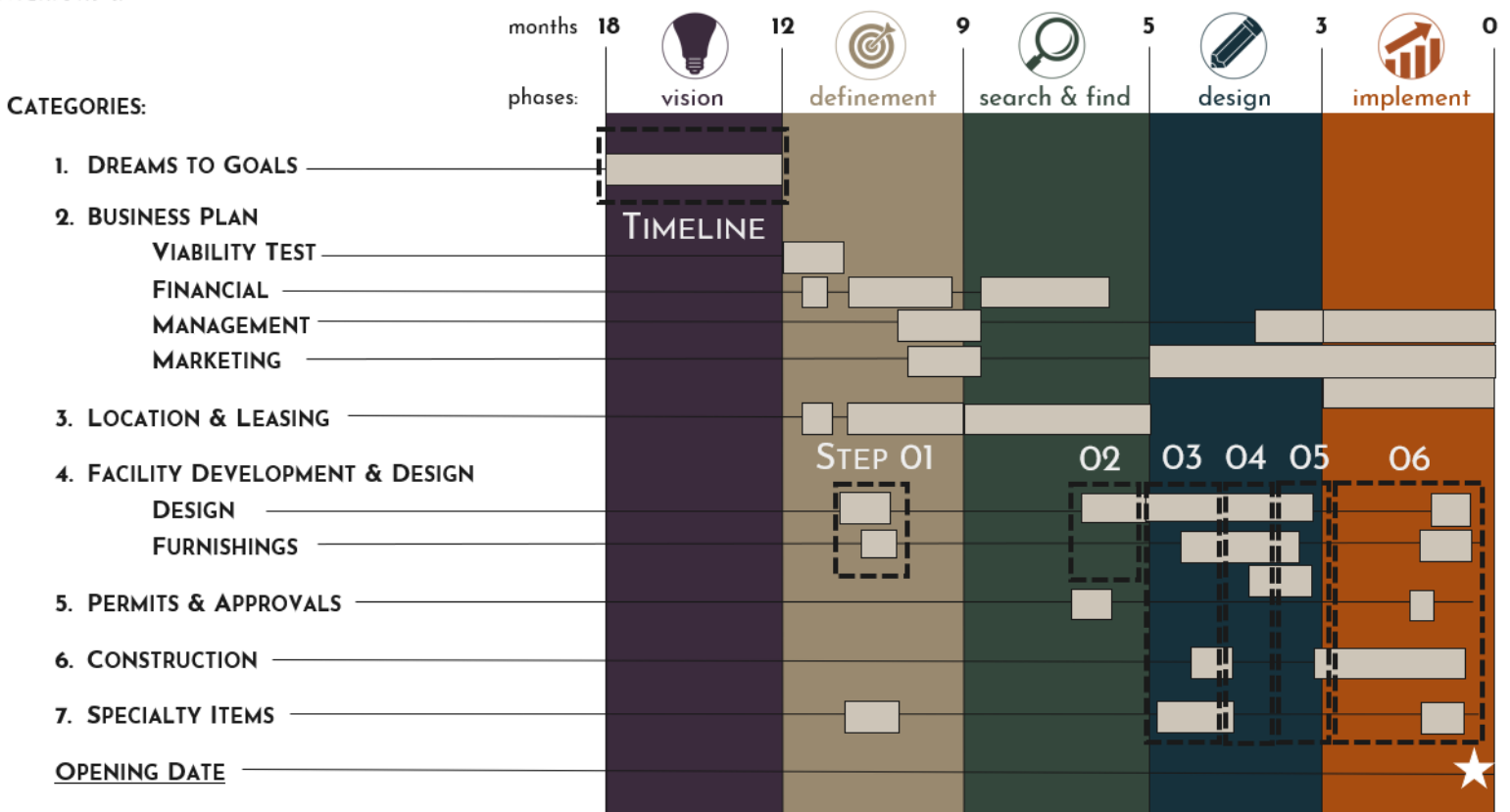
This simplified Gantt Chart displays:

7 CATEGORIES

down the left column, each corresponding with the Timeline bar representing the timing and duration of associated activities across the 5 PHASES.

5 PHASES

across the top with their corresponding recommended window of time. The duration of time for each Phase is based on our experience of the average time required for Grey box build out.



For your Personalized

5 PHASE TIMELINE - GOAL SETTER PERSONALIZED TIMELINE Gantt Chart

www.CrossFieldsDesign.com/custom-goal-setter-timeline/



vision

- The Goals of the VISION PHASE:

1. To fully develop and assure clarity of your dreams and visions for you to move forward confidently in the process
2. To turn your dreams into vision and visions into timely and measurable goals

- The Timeline of the VISION PHASE:

- Typically, the following tasks require 6 months of time to complete and are started at least 18 months prior and are completed within 12 months prior to opening

18 TO 12
MONTHS
PRIOR TO OPENING

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vision

my thoughts

TURN YOUR DREAMS INTO VISIONS:

- Fully develop your dream into a written vision
 - Describe your theory of wellness delivery and how you intend to implement those theories in your practice, to include:
 - Techniques that you will use
 - Services you will provide
 - Support or complimentary services
 - Number of patients you intend to treat each week/month/year
 - Type of office/adjusting spaces: open/semi-open/closed
 - Products you will sell/offer your patients
 - Education for your patients and potential patients
 - Determine your market
 - Describe what type of image you would like to portray
 - What makes your firm unique and/or different?
 - Do a SWOT Analysis (Determine your Strength, Weaknesses, Opportunity, Treats)
- Develop or redevelop your mission statement
- Continue to refine and define your vision, always in writing
- Focus on/read your written vision and mission statement - daily

TURN YOUR VISIONS INTO MEASURABLE AND TIMELY GOALS:

- Determine a target date that you want to open your new office
- Using this Checklist, create a personal plan of action with specific dates to accomplish tasks in the Phases to follow. For Your Personal Dates and Timeframes, we offer a “**5 PHASE TIMELINE GOAL SETTER TIMELINE**” that you can obtain via our website.

CrossFieldsDesign.com/custom-goal-setter-timeline/

IMMEDIATE ACTIONS:

- Start your financial planning by getting your personal finances in order
 - Check credit reports for accuracy and obtain your credit score to determine credit worthiness.
 - Build and/or repair credit (such as get incorrect info off of credit report, pay-down debts, establish credit that you will pay off within the first 12 months of this 18-month process.)
- Develop a list of your key team of advisors, mentors and the model practice(s) you wish to emulate.
- Schedule visits to group and solo practices and/or attend multiple “Practice Management Workshops.”



definement

The Goal of the DEFINEMENT PHASE:

To further define the parameters and goals

The Timeline of the DEFINEMENT PHASE:

The DEFINEMENT PHASE is broken into 2 parts:

Part 1 - We call this the "VIABILITY TEST"

It is to make sure you have a viable business. It typically takes 1 month and is started at least 12 months prior to opening and completed 11 months prior to opening

Part 2

Typically takes about 2 months and is started at least 11 months prior to opening and completed at least 9 months prior to opening

12 TO 9

MONTHS

PRIOR TO OPENING

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PART 1:

Viability Test: Determine the viability, feasibility and achievability of your goal.

BUSINESS PLAN:

- D-1 Create a mini-business plan.** Initial draft/outline to document your vision, objectives and goals from a global, big picture view.
- D-2a Research to determine your broad market location.** To determine your general geographical location and general patient demographics, you must answer:
 - Where do you want to practice?
 - Are the type of patients you want in that area/location?
 - Is there a need for another clinic in this area?

Sources to help determine Existing or Suitable New Clinic Locations

- Preceptor Programs
- State Associations
- State Board of Examiners
- Advertisements in Journals
- Personal Contacts

Sources to obtain demographic data regarding selected locations:

- Chamber of Commerce
- Census Bureau - Metropolitan areas have local offices. Also, state capitals. Make your request specific as to city and area, sex, race and the year for which you want data.
- State Association
- ICA Statistical Department (population of DC's by state, average patient/practice characteristics)
- Scope of practice by state, i.e. Federation of Chiropractic Licensing Boards.

Other Potential Sources to determine need for new or expanded Clinic:

- Local Health Groups
- Supplement and Supply Company reps
- Others (i.e., Consultants, Bankers, Personal Trainers, etc.)
- Other Chiropractors and Holistic Healthcare
- Subscribe to newspaper/publications of communities being considered
- Confirm desired area will support new Practice and/or your current Practice expanded or modified (if not, repeat above steps in different community location)



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PART 1 CONT:

- D-2b Financials: Ballpark cash needs, project Financial Pro Forma and financing availability.
 - Research Preliminary Financing possibilities if financing is needed
 - Continue to check and monitor your credit score, and endeavor to lower outstanding debt
 - Establish local bank relationship(s) by opening checking and savings accounts if you are a new business
 - Determine your total liquid assets (cash) that you have to use and/or are available to you personally. This is not bank loans or credit lines. Denote where and how much.
 - Complete financial pro forma (spreadsheet) and input operating expenses based on practice being modeled, along with a preliminary cost per square foot for facility improvement cost obtain from a qualified design and construction source that is knowledgeable for Chiropractic and Holistic Health & Wellness offices; and any special equipment cost and/or anticipated lease rates of such equipment.
 - Have private money discussions: Review preliminary mini-business plan and financial pro forma model with possible family and/or friends that may be willing to invest in your new practice
 - Update financial pro forma based on any private money invested (make sure to incorporate payments and interest expense for repayment of private money)
 - Review updated preliminary mini-business plan and financial pro forma model with potential lenders (i.e. banks, credit unions, etc...)
 - Initial Financing Discussions with Bank(s)

VIABILITY TEST PASSED

- Proceed based on funding available and overall feasibility



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PART 2:

BUSINESS PLAN:

Document and fine-tune each of the following three sections of the plan to include:

- D-3 Financial - Further define expenses and financing needs.**
 - Establish new or change on-going overhead/operation expenses
 - Estimate management and personnel expenses
 - Estimate marketing expenses
 - Estimate facility expenses
 - Rent/Mortgage
 - CAM/Other facility fees
 - Utilities
 - Maintenance/Cleaning
 - Establish up-front expenses - Capital Requirements
- Estimate expenses for lease negotiations/buying office space
 - Estimate expenses for deposits or money down
 - Estimate initial build-out cost estimates for renovation and/or new construction
 - Estimate initial budgets for furnishings, art, accessories and office equipment
 - Estimate initial budgets for patient care equipment (lease or buy)
- Determine financing
 - Create a business plan summary with updated pro forma financials for potential bank lenders.
 - New Practices: Show pro forma expenditure projections for the first three years of practice. Talk with several bankers regarding loans and make application, if necessary
 - Obtain pre-approval on loan amount from bank
 - Re-confirm any private money commitments
- D-4 Management- Create Procedures and Personnel Timelines for Operations**
 - Be able to answer all questions on the Facility Design Programming questionnaire
 - Get or expand your support
 - Join State Association
 - Join International Association



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BUSINESS PLAN (continued)

D-4 Management- Create Procedures and Personnel Timelines for Operations (continued)

Start to establish or re-evaluate/modify:

- Management/personnel needs
- Business processes (via coaching and/or current educational material)
- Support for business management and marketing
- Malpractice/liability avoidance guidelines
- Patient Care plans
- Your pricing strategy
- Office Timelines and procedures
- Add or modify the management section of your business plan

D-5 Marketing - Develop your Plan

- Determine a business name if new
- Further develop and document mission statement and tag lines if new
- Create an outline of a new or re-evaluate the current marketing plan for the business plan

LOCATION & LEASING:

D-6 Pin-point vicinity: Research your search within the geographical location

- Determine or re-evaluate your desired city/community
- Confirm demographic profile and economic growth areas (via Chamber of Commerce)
- Determine zoning ordinances and future development and roadway changes in the community (via City/County Planning Dept.)
- Determine how your business may be affected
- Determine the type of building and development in which you would like your office to be located (retail center, professional building, freestanding entity)
- Determine the condition of the space you would ideally like to find (i.e. unfinished building interior, existing space remodel, new ground-up building)
- Research to determine the current availability of facilities and condition of spaces available
- Identify the area in which you would like to search for space within a 1/4 to 2-mile radius
- Add information gathered in this section to Business Plan



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my thoughts

FACILITY DEVELOPMENT & DESIGN:

- D-7 Define vision, space requirements and expenses for your office space. Create Real Estate Search Package, to include:
 - Design Program Requirements for office space and Square Footage Requirements
 - Generic space plan/flow diagram, conceptual layout, desired design image
 - Budget for construction cost
 - Budget for movable items, i.e. furniture, artwork, and equipment

AND/OR

- Hire Design Firm that specializes in Holistic Healthcare & Chiropractic office or work with CrossFields to create a Facility Schematic Design to be used in your Business Plan and your Real Estate Search Package

LOCATION & LEASING (continued)

- D-8 Prepare for your office search.
 - Create a Real Estate Search Package (for establishing clear direction to your real estate agent)
 - Understand basic lease terms and lease negotiation criteria/topics
 - Become aware of current common Tenant Improvement (TI) allowances and parameters for your area

SPECIALTY ITEMS:

- D-9 Research and determine specialty items: general type, budgets and timing for, i.e.
 - X-Ray equipment (if applicable) (purchase or lease cost)
 - Patient care equipment (purchase or lease cost)



search & find

- The Goals of the SEARCH & FIND PHASE:

1. To find the best office space location
2. Establish funding
3. Continue to refine your working Business Plan

- The Timeline of the SEARCH & FIND PHASE:

- Typically, the following tasks require 4 months and are started 9 months prior and are completed 5 months prior to opening

9 TO 5
MONTHS
PRIOR TO OPENING

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search & find

my thoughts

BUSINESS PLAN:

- D-4 Management- Create or change Procedures and Personnel Timelines for Operations (continued)
 - Ascertain office equipment needed. If installing x-ray equipment, check with the state health department, and radiological health section to see if special registration or certificate is required
 - Order recording Timeline. Make sure HIPAA compliant
 - Plan and order accounting Timeline
 - Determine phone and computer Timeline needs

- D-5 Marketing - Develop your Plan (continued) if new practice
 - Create general (name and number) business cards for preliminary marketing
 - Define marketing campaigns
 - Join local networking groups
 - Select your practice name and register it with your state
 - Check with the state Board of Examiners regarding their regulations and guidelines on advertising, as well as other forms of announcements
 - Complete Logo and graphics
 - Create website

- S-1 Financial -Refinement: LOOK FOR MONEY
 - Update business plan summary with updated pro forma financials for preferred lending source. Confirm/Update funding approval limits and terms
 - Establish a weekly monitoring schedule to review actual financial performance vs. proposed pro forma performance

LOCATION & LEASING:

- S-2 Hire strong real estate tenant's agent: Interview 3 & hire 1
- S-3 Distribute Real Estate Search Package to the agent
- S-4 Locate and visit desirable potential office spaces
- S-7 Negotiate lease
 - Establish TI Allowances
 - Confirm how and when TI Allowances will be disbursed during construction
 - Confirm if free or delayed rent will be offered
- S-8 Establish Letter of Intent (LOI) to establish basic terms of the lease and secure property while under negotiations. Delay signing the lease until as late as possible. Note: Your space is only secure with an accepted contract



search & find

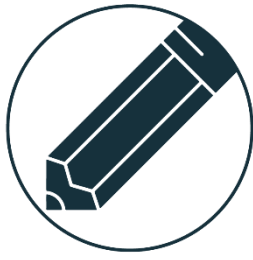
my thoughts

FACILITY DEVELOPMENT & DESIGN:

- ❑ S-5 Acquire Space Studies & Create Schematic Design for potential location(s) to assess and validate your proposed space requirements in a particular space(s)/location(s)
- ❑ S-6 Refine costs and budgets - once a final space plan and schematic design is created, have preliminary construction pricing completed. Update the financial pro forma spreadsheet. Check on utilities and other requirements/costs for the office

PERMITS & GOVERNING APPROVALS :

- ❑ S-9 Contact the licensing board of state regarding new or changes to license, if applicable



design

The Goal of the DESIGN PHASE:

1. To create design and documentation for your new facility design implementation
2. Begin to prepare for business opening

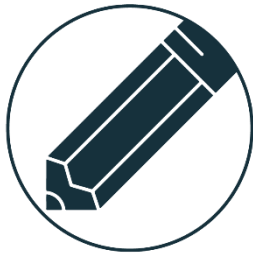
The Timeline of the DESIGN PHASE:

- Typically, the following tasks take 2 months and are started 5 months prior, and are completed 3 months prior to opening

5 TO 3
MONTHS
PRIOR TO OPENING

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design

my thoughts

Horizontal lines for writing notes.

BUSINESS PLAN:

- DZ-1 Management- Begin hiring staff and vendors for Operations, if new Practice
 - Establish vendor accounts for business (i.e. utility services, janitorial, IT service, etc.)
 - Begin to search for personnel
 - Contact business insurance providers for quotes
 - Establish business banking and payroll accounts
 - For Insurance and Medicare - gather
 - Provider Number(s)
 - Your Health Service Manual (Medicare)
 - Prevailing Fees (Medicare only)
 - Commercial Carriers for---
 - Insurance Forms Preferred (i.e., Uniform Claim Form, "Superbill," etc.)
 - Diagnostic Coding (i.e., ICD-9-CM, etc.)
 - Obtain diagnostic coding book(s)
 - Procure insurance forms (Uniform claim form HCFA 1500)
- DZ-2 Marketing - Implementation - Begin your marketing campaign, if new Practice

LOCATION & LEASING:

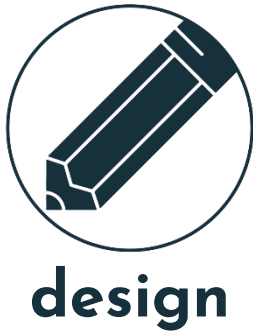
- DZ-3 Complete lease
 - Sign Lease (note: endeavor to get free rent concessions)
 - Receive landlord design approval of design and engineering, if required
 - Confirm the TI Allowance pay-out schedule, if construction work is being done by an independent outside contractor

FACILITY DEVELOPMENT & DESIGN:

- DZ-4 Create Design Development Documents

Work with Designers throughout the process to include:

 - Wall and door plan with furnishings and equipment layout and Code/ADA requirements
 - Key impact design areas and details
 - Millwork design for your specific needs
 - Other architectural elements design and selections, i.e. ceiling design
 - Lighting selections
 - Finish direction and selections
 - Furnishings, accessories, art layout, and direction
 - Signage needs



my thoughts

FACILITY DEVELOPMENT & DESIGN:

- DZ-5 Create Construction Documents** for construction and building permit and begin permit and funding process
 - Work with Designer/Architect and/or Contractor to complete
 - Receive final construction pricing from chosen construction contractor
 - Confirm final construction pricing is in alignment with earlier construction pricing
 - Contractor or landlord to submit for Construction Permits
 - Bank Approvals
 - Bank Loan Issued

PERMITS & GOVERNING APPROVALS:

- DZ-6 Secure Federal ID and State Sales Tax ID**, if new
- DZ-7 Apply For Business License**, if new
- DZ-8 Secure Radiology Approvals - If applicable**, hire X-Ray Physicist, and coordinate plans with Designers
- DZ-9 Secure Building Permit** through contractor or landlord
- DZ-10 Secure Utility services**

CONSTRUCTION:

- DZ-11 Construction Bid Process - If desired**
 - Interview and/or process through Bid process
 - Review to select Construction Team
- DZ-12 Define progress payment schedule of TI with Landlord**
- DZ-13 Finalize Construction Contract** and continue communication with Designers and Construction Team throughout process to ensure design adherence

SPECIALTY ITEMS:

- DZ-14 Define requirements of all new or relocated specialty items:**
 - Phone Timelines
 - Point of Sale/Computer Timelines
 - Music Timeline
 - Security Timeline
 - Credit Card Timelines
- DZ-15 Finalize selection and procure any new patient care equipment (Lease or Purchase)**



implement

The Goal of the IMPLEMENTATION PHASE:

1. To finish construction and tasks to complete the facility for opening.

The Timeline of the IMPLEMENTATION PHASE:

- Typically, the following tasks take 3 months and are started 3 months prior to, and are completed by, opening

3

MONTHS
PRIOR TO OPENING

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implement

my thoughts

BUSINESS PLAN:

- DZ-1 Management- Continue hiring staff and vendors for Operations (continued)
 - Hire and set up new vendors, and/or inform existing vendors about deliveries at the new space
 - Arrange maintenance/cleaning
 - Hire and train any new personnel
 - Establish your Billing Timeline, if new
 - Purchase office supplies, stationery, and business cards
 - Secure and inventory products for resale
 - Open business checking accounts and/or inform the bank of the move
 - Secure "Small Business Tax Guide and Federal Estimated Income Tax" form, if new
 - Decide on and order magazines for your waiting room
- DZ-2 Marketing - Implementation (continued)
 - Continue your marketing campaign
 - Prepare for soft opening (first week open) and grand opening, ideally one month later when all Timelines are "go"

FACILITY DEVELOPMENT & DESIGN:

- I-1 Construction Administration - Communicate w/the Design Team as space is under construction
- I-2a Secure/Purchase furnishings, accessories, and art, including patient care signage / posters
- I-2b Install furnishings, accessories, and art

PERMITS & GOVERNING APPROVALS:

- I-3 Receive the Radiologist Approvals for X-ray (if applicable)
- I-4 Receive the Certificate of Occupancy (CO) from the Contractor
- I-5 Secure or relocate Business License
- I-6 Secure Insurance or inform of new location
 - Malpractice
 - Office Overhead
 - Office Liability
 - Business Interruption
 - Employee Fidelity Bond
 - Office Contents
 - Umbrella: Provides comprehensive catastrophic liability coverage for your liability claims beyond the limits of your regular liability programs



implement

my thoughts

PERMITS & GOVERNING APPROVALS CONT:

- I-6 **Secure Insurance** cont.
 - Workers’ Compensation: This is often required by law and is determined on a state-to-state basis. Check with your state’s workers’ compensation board and industrial commission
 - Health - Major medical for yourself and employees
 - Disability
 - Life
 - Automobile

CONSTRUCTION:

- I-7 **Construction Activity-** Monitor Milestones
- I-8 **Conduct Walk-thru “Punch-list”** inspection w/ Contractor at Substantial Completion
- I-9 **Contractor completes punch list**
- I-10 **Reconcile all payments with Landlord**

SPECIALTY ITEMS:

- I-11 **Installation of Computer/Phone IT Infrastructure -** Cabling Data Jacks
- I-12 **Installation and testing X-Ray Equipment** for Approvals (if applicable)
- I-13 **Installation of Security/Alarm Timeline** Infrastructure and Equipment
- I-14 **Installation of Music Timeline** Infrastructure and Equipment
- I-15 **Installation of Phone Timelines/POS/Computer Timelines** Equipment/Credit Card Machine/Scanner
- I-16 **Installation of Patient Care Equipment & Final** Preparation for Opening

REFINE YOUR MISSION STATEMENT

PRINT IT OUT, HANG IT ON THE WALL AND
HAVE ALL EMPLOYEES READ EACH DAY



my thoughts

WITHIN 30 DAYS OF LAUNCHING YOUR PRACTICE

- Place an announcement in community paper and Association bulletin
- Advertisement
- Press Release
- Mail out announcements
- For new Business:
 - Decide on collection/insurance policy
 - Establish a petty cash fund
 - Establish a change fund

NEXT 90 DAYS

- Recheck your cash flow budget against the actual and adjust weekly
- Don't change your business plan without a good reason
- Budget and track your time
- Fine-tune your service. Keep an eye on employee morale
- Maintain good communication with bankers and investors...make payments early

ALWAYS - KEEP MOTIVATED

- Stay connected to your support team
- Keep yourself focused on your goals - Daily
- Read and keep yourself involved in positive and motivational inspirations.

REMEMBER:

BUILDING A BUSINESS IS LIKE GETTING A ROCKET SHIP OFF THE GROUND.

KEEP UP GOOD HABITS DAILY - YOU WILL SEE THE RESULTS.

let's do this



We hope you have found this Checklist useful.

If you think of other practitioners that might like a copy, please tell them where you found this.

CrossFields is the only Interior Architectural and Construction Firm that specializes in
planning, designing, building & furnishings
Chiropractic & Holistic Health & Wellness Offices.

We are committed to elevating the profession by increasing your Success through creating practical and impactful environments as well as educating the community of Holistic Doctors on the process of building your offices.

Please contact us and see how we can help you.

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