

Office Space Viewing Sheet

Date Viewed: _____

Suite address: _____

Agent's contact info: _____

BUILDING

Neighborhood: _____

Public transit nearby: _____

Parking (in building or nearby): _____

Correct zoning: _____ Quality of public areas: _____

Ambient noise levels: _____

Disabled access: _____

Washrooms (cleanliness, quality, accessibility): _____

Bldg. hours: _____

Entry system: _____

Signage: _____ Recycling/refuse system? _____

Neighbors (appropriateness, referral sources): _____

SUITE

Square feet: _____ No. rooms: _____ Rental rate: _____

Plus maintenance fee (and what is included?): _____

Waiting room (size, qualities): _____

Space for reception/assistant: _____

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Consulting room sizes? _____

Locks, entry door, security: _____

Interior doors, soundproofing: _____

Heating (type, controls in suite, AC?): _____

Windows (single or double glazed, openable, sills?): _____

Ceiling, lights (including changes needed): _____

Do interior walls stop at dropped ceiling? _____

Renovations required: _____

Neighbors' reviews of management company: _____

Overall impression: _____

Office Preparation Sheet

Date: _____

SOUNDPROOFING

Fill the walls? _____

Install sound-dampening drywall? _____

Extend office walls above dropped ceiling? _____

Insulate above walls? _____

Door replacement? _____

Insulate or weather-strip door jambs? _____

Door-bottom sweeps? _____

Other: _____

FLOOR TO CEILING (INCLUDE POTENTIAL VENDORS)

Carpets: _____

Wall color, painting: _____

Curtains, blinds: _____

Ceiling tiles replaced: _____

Lighting changes: _____

Signage in lobby, landings: _____

Signage in suite entry: _____

Signage (“In Session”/“Available” door sliders): _____

Other: _____

FURNITURE (INDICATE QUANTITIES AND VENDORS)

Desks: _____

Client chairs: _____

Waiting-area chairs: _____

Clinician's chairs: _____

Assistant's chair: _____

Bookshelves (heights, widths): _____

File cabinets (vertical/lateral, no. drawers, color): _____

Desk lamps: _____

Floor lamps: _____

Coffee/side tables: _____

Storage unit: _____

Whiteboard/flip chart: _____

Other: _____

ADDITIONAL FURNISHINGS

Artwork: _____

Clocks: _____

Sound system: _____

White-noise generator or fan: _____

Water cooler/service: _____

Magazines: _____

Pamphlet/display racks: _____

Other: _____

STATIONERY (QUANTITIES AND DESIGNER/PRINTER/VENDOR)

Logo design: _____

Electronic letterhead (for e-mail, etc.): _____

Business cards: _____

Letterhead: _____

Brochures: _____

Other: _____

ELECTRONICS (BRAND/VENDOR)

Computers: _____

Printer/fax/scanners: _____

Phone system: _____

no. voice mailboxes? _____

with fax line? _____

Wireless broadband: _____

Calculators: _____

Point-of-sale terminal: _____

Other: _____

Potential Referral Sources

This worksheet is designed to help you identify the most promising referral sources for your practice. If you already have a practice, complete part 1 first. If not, proceed to part 2.

Part 1: Your Existing Referral Sources

The past is the best predictor of the future. It's easy to neglect your existing referral sources and to underestimate or overestimate how many referrals you get from various sources.

Pick a sample of fifty to one hundred of your most recent cases. If clients self-referred, indicate how they learned about you with a check mark (✓). If a client was referred by another professional, write down the name of the source. Add a check mark for each additional referral from the same person or source. This will show you where your existing clients come from.

HOW DID CLIENTS LEARN ABOUT THE SERVICE?

Your website _____

Previous clients _____

Family/friends _____

Yellow pages _____

Other directory _____

Ad in _____

Ad in _____

Other _____

FROM PROFESSIONALS

Use additional paper if necessary.

Part 2: Potential Referral Sources

Whether or not you already have a private practice, take some time to consider possible future referral sources. You might wish to have access to the Internet while completing this exercise so that you can look up some sources.

CURRENT OR FORMER COLLEAGUES (PEOPLE WHO KNOW YOUR WORK)

OTHER PROFESSIONALS WHO KNOW YOUR TARGET CLIENT POPULATIONS

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Part 3: Additional Referral Sources

Now consider some additional ways that people get referrals. For each category, consider doing a Web search to find the options in your area.

PROFESSIONAL DIRECTORIES AND ONLINE REFERRAL SERVICES

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CLINICAL RESEARCH GROUPS (FOR YOUR TARGET POPULATIONS)

Researchers conducting research on various client populations often offer suggestions for treatment options to volunteers in the community. Consider nearby university researchers and also groups running pharmacological research on your target populations.

NEARBY MEDICAL PRACTICES OR SOCIAL SERVICE AGENCIES

Large medical practices and various social service agencies often keep lists of private practitioners. Look for multipractitioner services that serve people in your region, particularly those that serve your main client populations.

INSURERS

Health and disability insurers often refer clients to private practitioners for treatment. Who are the main insurers in your region? Include long-term disability insurers and insurers for the populations you see. For example, if you see people suffering the aftereffects of auto accidents, then include local auto insurers or adjusters.

OTHERS

Think of your target client populations. Are there any other ways to get the word out about your service to these individuals? For example, if you speak Polish, perhaps there is a local Polish cultural center. If you see a lot of gay clients, perhaps the gay community center has a list of recommended providers.

MyClinic Referral Form

John Smith, Ph.D., R.Psych. Jane Smith, MA (Coun.)
Suite 111–1111 Any Street, Mytown, AA Zip/Postal Code
Phone: (111) 111-1111 Fax: (111) 111-1112
e-mailaddress@mywebsite.com www.mywebsite.com

Myclinic is a private, fee-for-service psychological clinic offering one-to-one therapy for a, b, c, and related concerns. Your patient will be assigned the earliest available clinician with expertise in the problem area, unless a preference is expressed below.

Date of referral: _____

Patient name: _____

Patient gender: _____ Birth date: _____

Address: _____

Patient telephone: _____

Reason for referral/presenting problem: _____

Current medications, if any: _____

Additional comments: _____

Referring physician/professional (please complete or use stamp):

Telephone:

Address:

Signed: _____

Many thanks for your referral.

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MyClinic Letterhead

Joan Smith, Ph.D., R.Psych John Smith, MA (Coun.)
Suite 111–1111 Any Street, Mytown, AA Zip/Postal Code
Phone: (111) 111-1111 Fax: (111) 111-1112
e-mailaddress@mywebsite.com www.mywebsite.com

January 1, 20XX

Dear Dr. _____:

We are happy to announce the opening of MyClinic, an assessment and psychotherapy service in the Fairmont area of Ourcity. We have #_____ counselors available and ready to provide service to your patients.

Here are the types of concern we specialize in:

- Eating disorders, including bulimia
- Weight-loss management via lifestyle modification and exercise enhancement
- Anxiety disorders, including obsessive-compulsive, panic, and post-traumatic stress disorders
- Medicolegal assessments related to psychological functioning following auto accidents

We use cognitive behavioral therapy and include training in mindfulness-based strategies. Services are offered in English, Cantonese, and American Sign Language.

Joan Smith is a registered psychologist, trained at Smith University. She has been the program coordinator for the Eating Disorders Program at Yourtown Hospital (2004–11) and has published in the areas of anorexia nervosa, panic disorder, and public health policy.

John Smith is a counselor and former teacher with the Bigtown School District (1996–2005). He has since provided service through Traumacare Associates and was the training coordinator of Thistown Crisis Line (2006–10).

Patients can be referred by a physician or self-refer. Our services are reimbursable through many extended health plans. For clients paying for their own service, we accept credit and debit cards, checks, and cash.

If you have any questions about our services, please do not hesitate to call us at (111) 111-1111 or e-mail us at e-mailaddress@mywebsite.com. We enclose copies of our referral form (optional; please feel free to use your own), brochure, and cards. We hope that MyClinic will prove to be a useful resource for you and your patients.

Sincerely,

Joan Smith, Ph.D. John Smith, MA

[MYLOGO]

Confidential Client Information

Welcome to MyClinic. We want to make the most of each appointment you have with us. One way of doing this is for you to write down some basic information in advance of your first appointment. Please fill out the following fields as completely and legibly as possible. This information is confidential. If you have concerns about the relevance of any information and wish to leave it out, please feel free to do so.

Your complete name: _____

Address: _____

City: _____ Prov./state: _____ Zip/postal code: _____

Home phone: _____ Daytime number: _____

Age: _____ Birth date: _____ Birthplace: _____

Education (grade completed, any postsecondary): _____

Current occupation: _____

Person to alert in the event of medical emergency: _____

Relationship to you: _____ Phone: _____

Family Doctor: _____ Phone: _____

Relationship status (circle one): Single Married Partnered Separated Divorced Widowed

Spouse/partner's first name: _____ Age: _____ Years in relationship: _____

Children (gender, age): _____

Please describe any significant current or past medical problems: _____

Please list any medications you currently take. Include prescription and over-the-counter medications and the dosage of each.

Have you had previous psychological care or counseling? Yes No

If yes, please give the name of the clinician(s), the months you were seen (for example, Nov. '06–Feb. '07), and the nature of the difficulty at the time.

Have you ever been hospitalized for a psychological difficulty? Yes No

If yes, please give the dates and the nature of the difficulty at the time:

In your own words, what is the nature of the concern that you wish to address in therapy? Feel free to describe this in as much or as little detail as you wish. Use additional paper if you like.

Therapy can be a powerful force for change. In order for it to be most effective, it helps to have a clear and specific goal. You may find it difficult to express your hopes for therapy in the form of a goal, but please make at least an initial effort. You can discuss this further with your therapist. Feel free to list more than one goal if you wish.

A Sample Abbreviation System for Client Notes

People	Common Words
Capitalized initials. Usually, client's name	appt. Appointment
+4, -3. Usually, the age of a person relative to client	attn. Attention
bf. Boyfriend	avail. Available
gf. Girlfriend	beh. Behavior
bro. Brother	co. Company
sis. Sister	conv. Conversation
sib. Sibling	disc. Discussion
ch. Child	E. Experiment
ct. Client	emot. Emotion
f. Father	empl. Employed, employment
m. Mother	enc. Encourage, encouraged
hus. Husband	ex. Example
wf. Wife	exer. Exercise
mgf. Maternal grandfather	fr. From, friend (context)
mgm. Maternal grandmother	frus. Frustrated, frustration
pgf. Paternal grandfather	fu. Follow-up (of previous work)
pgm. Paternal grandmother	hr. Hour
	imm. Immediate
	incl. Including
	inted. Interested
	L. Language
	max. Maximum
	min. Minimum, minute
	neg. Negative
	pd. Paid
	phys. Physical, physiological
	pos. Positive
	re. About
	reass. Reassurance
	rec. Recommend, recommended
	rel. Relaxation
	reln. Relationship
	RTW Return to work
	sch. School
	sitn. Situation
	soc. Social
	sugg. Suggest, suggested
	tho. Though
	thot. Thought
	ult. Ultimate
	v. Very
	w. With
	w/o Without
	wk. Week or work (context)
Documents	
24hr diary Record form requesting activities each hour	
5col. Five-column cognitive challenging form	
BAI Beck Anxiety Inventory	
BDI Beck Depression Inventory II	
PAI Personality Assessment Inventory	
Therapy Tasks and Interventions	
adepr. Antidepressant	
benz. Benzodiazepine	
cogintro. Discussion of cognitive therapy concepts	
diabr. Diaphragmatic breathing training	
emotintro. Discussion of emotional tolerance concepts	
ERP Exposure and response prevention	
h/o Information handout	
med. Medication	
PMR Progressive muscle relaxation	
strman. Stress management concepts	

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Private-Practice Income: Requirements and Projections

This worksheet is designed to help you assess your personal financial situation and your projected income from your practice in the coming year. Once you have created your estimates, there is a strategy for stabilizing your monthly income from the practice. As you work through the form, make your best estimates of the figures requested. Avoid being optimistic about revenues or downplaying the amount you spend. Your goal is to create a very conservative prediction.

Step 1: Calculate your monthly nonpractice income. Enter your monthly income from all sources except for your private practice.

- Make it monthly. Some revenue may appear only once a year. Divide by 12 to get the average monthly amount.
- Avoid overestimating. Do not expect that stock-market income will match the previous year, do not count any income that is expected but not yet certain (such as anticipated raises), and do not count any jobs that you have not yet secured (such as a university course you have applied to teach but have yet to hear about).
- Include only continuing income. You are estimating your income once you start your practice. So if you will give up a part-time position once you open your practice, do not include it in your estimate.
- In or out? Some income streams (such as speaker's fees) might or might not be considered part of your practice. If you will deposit the money in your personal account, then count it here. If it will go into your practice account, don't include it.

Amount	Source
_____	Part-time salaried position: _____
_____	Part-time salaried position: _____
_____	Speaker and workshop fees
_____	Teaching revenue
_____	Publishing royalties
_____	Investment and interest income
_____	Family trusts
_____	Spouse's income (if you will be calculating expenses for both of you)

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_____ Other source of income: _____

_____ Other source of income: _____

Line A: _____ Total of all monthly nonpractice income

Step 2: Calculate your personal expenses. Enter all of your nonpractice expenses. Where these vary by month, either estimate your average monthly bill or total your bills for the past year and divide by 12.

Do not include expenses that will be paid directly from your practice's account before issuing your personal salary: office rent and furnishings, assistant's salary, conference travel expenses, practice insurance, license fees, and so on.

To ensure that you include everything, take a look at recent bank account and credit card statements for items you may have forgotten.

Home expenses

_____ Mortgage payment (on your home, not your office)

_____ Second property payment

_____ Rent on home

_____ Condominium/strata fees or _____

_____ Property/municipal taxes

_____ Home insurance

_____ Home maintenance/repair

_____ Other bills: _____

_____ Other bills: _____

Telecoms/electronics monthly bills (for home, not your practice)

_____ Landline phone

_____ Mobile phone

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- _____ Cable television
- _____ Broadband Internet
- _____ Other bills: _____

Utilities (for home, not your practice)

- _____ Electricity
- _____ Water/sewer
- _____ Natural gas
- _____ Heating
- _____ Trash removal
- _____ Other bills: _____

Services (estimate average cost per month)

- _____ Gym/health club/other _____
- _____ Gardening/snow removal/other home exterior: _____
- _____ Cleaners/painters/other home interior: _____
- _____ Medical/dental insurance payments
- _____ Dental (if not covered by insurance plan)
- _____ Medical-related (if not covered by insurance plan)
- _____ Allied health (chiropractic/massage/etc.): _____
- _____ Appearance services (hair, etc.): _____
- _____ Accounting/financial services (exclude accountant bills for practice)
- _____ Other bills: _____
- _____ Other bills: _____

Vehicles

- _____ Car payment
- _____ Car maintenance (pessimistic total for a year, divide by 12)
- _____ Fuel (cost per fill-up x ___ fill-ups per month)
- _____ Vehicle insurance
- _____ Bus/transit/toll related bills
- _____ Other bills: _____
- _____ Other bills: _____

Other purchases

- _____ Clothing (self and family)
- _____ Groceries
- _____ Restaurants and take-out
- _____ Entertainment (movies, plays, concerts)
- _____ Home furnishings
- _____ Household products (cleaners, toiletries, etc.)
- _____ Electronics hardware (phone, iPad, computer, television, network)
- _____ Gifts (birthdays, holidays, anniversaries)
- _____ Charity giving
- _____ Travel (hotels, airfare, transportation, meals, purchases, ski lifts, etc.)
- _____ Other bills: _____
- _____ Other bills: _____
- _____ Other bills: _____
- _____ Plus miscellaneous (minimum \$100 per month)

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Dependents

- _____ Payments to spouse
- _____ Child support/alimony
- _____ Support payments for family elders
- _____ School bills
- _____ Babysitting, day care
- _____ Other bills related to dependents: _____
- _____ Other bills related to dependents: _____

Taxes/liabilities

- _____ Income tax (use previous year as guide, or use projection for practice income)
- _____ Student loans (monthly payments)
- _____ Other loans not covered elsewhere: _____
- _____ Other taxes not covered elsewhere: _____

Investments (monthly payments into these funds)

- _____ Retirement savings (401(k), RRSP, etc.)
- _____ Education savings funds
- _____ Other investment: _____
- _____ Other investment: _____

Line B: _____ Total of all monthly expenses

Step 3: How much does your practice have to earn? Now look back at your personal income and expenses.

Line C: _____ Line A (nonpractice revenue) minus Line B (expenses)

This is the amount of money from your nonpractice income that is left over once you pay your personal expenses.

If line C is positive, congratulations! You already earn more than enough to cover your existing spending. All of your private-practice income (after expenses) will be a bonus. You will be able to save more, and you may be able to make additional purchases. You should not take on any firm commitments (such as a second home) until you are certain that your private-practice income will cover the additional expenses.

If line C is negative, your private practice will have to earn at least this amount if you want to maintain your existing spending. You will not be able to increase your saving or spending until you are reliably making more each month than the amount in line C.

Step 4: Estimate your private-practice income. If you already have a practice, use your total revenue for the past year and divide by 12. Do not assume that you will make more money this year than last year.

Line D: _____ Past year's revenue (_____) divided by 12

Or: If you started your practice in the past year, then ignore the revenue from your first two months. These months probably aren't your best estimate of your income. Calculate the revenue from the third month of your practice to the present, then divide by the number of months you are counting.

Line D: _____ Revenue, third month to present (_____) / _____ months

Or: If you have not yet started a practice, estimate the monthly revenue that you are almost certain to achieve. One way of doing this is to multiply your hourly client fee by the number of client hours you expect to have each month. Do not be optimistic. Consider reducing this figure by a third, just to be safe (multiply by .67).

Line D: _____ Estimated monthly revenue (_____) x 0.67

Step 5: Calculate your private-practice expenses. If you already have a practice, use your actual expenses from the past year. Adjust for changes where necessary (for example, if you hired an assistant or moved to a more expensive office space).

If you are opening a new practice, make your best estimate based on what you know of these costs. If you don't know the costs, take some time to find out before completing the form.

_____ Mortgage or lease payment (including maintenance fees and taxes)

_____ Utilities (heat, electricity, water) if not included in lease

_____ Business and other licenses

_____ Professional fees and licensure

_____ Assistant's salary and benefits

_____ Telephone

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_____ Cell phone (if paid for through practice's revenue)

_____ Internet connection

_____ Web hosting

_____ Business travel expenses (for example, to provide workshops)

_____ Continuing professional education (workshop and conference fees)

_____ Bank and credit card processing fees (often about 2 percent of revenues)

_____ Other expenses: _____

_____ Other expenses: _____

Line E: _____ Total monthly private-practice expenses

If you are starting your practice and opening a new space, consider spreading your start-up costs over the first year. These costs include renovations of the suite (those not reimbursed by your landlord), carpets, furniture, computers, test-scoring programs, and so on. If you have already paid for these costs, enter zero dollars.

Line F: _____ Total of all one-time start-up costs

Line G: _____ Line F divided by 12: start-up costs by month

Line H: _____ Line G plus line E: ongoing plus start-up costs

Step 6: Calculate your net private-practice revenue. Now calculate the amount of money you expect your practice to make each month, less expenses.

Line I: _____ Line D minus line H: monthly net revenue

If you will be paying off your start-up costs this year, then next year your projected net revenue may be higher by the amount in line G.

Step 7: Calculate your monthly pay. How much should you pay yourself from the practice? One option is to issue yourself a check for the amount you earn, less your expenses each month. There are two disadvantages to this system:

- You will have to calculate your expenses every month before you can issue your paycheck.
- Your income will rise and fall every month. Some months you will get nothing, and you may even have to write a check to the business rather than the other way round!

To overcome this problem, consider establishing a regular salary for yourself. Pay this same amount to yourself each month, regardless of what the practice earns. There are two considerations here:

- Your pay must not exceed the amount in line I. Initially it should be less than line I by as much as you can make it (see line C).
- You must still monitor your clinic's revenues and expenses. If revenues fall or expenses rise, you must be prepared to reduce your monthly pay.

Based on these calculations, what seems like a very conservative amount that you could pay yourself each month?

Line J: _____ Your monthly pay; this must be *less* than line I.

To maintain your existing level of spending, line J must be greater than any negative amount in line C. So if line C is -\$550, your pay will have to be \$550 or more. If this is not possible without paying yourself more than in line I, you will have to reduce your personal spending by the difference until your practice becomes more profitable.

Step 8: Pay yourself quarterly bonuses. When you issue your paycheck, there will be money left over in your private-practice bank account. If you have been properly conservative in your revenue estimates, this amount will grow each month.

You should always keep a good-sized “rainy day fund” in your private-practice account for the occasional unexpected expense. You may get the flu and be unable to work for two weeks. Your computer may have to be replaced. Referrals may suddenly dry up.

How much should your reserve be? It's up to you. You want to have enough money to weather these challenges without having to worry. For a single-person full-time practice, it should probably be at least \$10,000.

What would you like your reserve fund to be? \$_____

You may not have this amount in your private-practice account just yet. If not, then consider cutting back your monthly pay until you do.

Sooner or later the amount left over in your private-practice account will routinely exceed this amount. At the end of every business quarter (perhaps April 1, July 1, October 1, January 1), look at your reserve fund and consider issuing yourself a bonus. If your reserve is \$10,000 and the account has \$11,732 after paying your monthly salary, then you might give yourself a \$1,000 bonus. As always, be conservative.

Once a year, look back at what has happened. If you have been able to issue yourself a bonus every quarter and your reserve fund has still grown, then consider raising your monthly pay. Again, be conservative. If you underestimate how much you can pay yourself, you can still issue bonuses.

Note: If you incorporate (and even if you don't), there may be tax implications in your jurisdiction for adopting a salary plus bonus system. Check this out with your accountant or tax lawyer.

Calculation Form for Your Clinic Assistant's Hours

Does your practice require the services of an assistant? If so, how many hours of assistance are required? Use this worksheet to come up with an estimate.

Step 1	Estimate the number of hours of administrative or clerical work the clinic generates in a week. For a more accurate estimate, keep a record of the hours you spend on these tasks for a week.	_____ hrs.
Step 2	You cannot pass all of these tasks to your assistant. The owner of the service must do some chores. How many hours per week of this type of work will you have to keep doing, even if you hire someone?	_____ hrs.
Step 3	Subtract the hours in step 2 from those in step 1. This is the number of hours that you could pass to an assistant.	_____ hrs.
Step 4a	Multiply step 3 by 1.25. Your assistant will probably take more time to complete some tasks than you would. Also, your practice will probably grow a bit more when your own time is freed up.	_____ hrs.
Step 4b	Multiply step 3 by 1.75. This is a more generous estimate of how much time your assistant will take to perform these tasks.	_____ hrs.
Step 5	Estimate how much you will pay your assistant.	\$ _____ /hr.
Step 6a	Multiply step 5 by step 4a. This is how much it would cost to hire an assistant for the lower estimate of the hours required.	\$ _____ /wk
Step 6b	Multiply step 5 by step 4b. This is how much it would cost to hire an assistant for the upper estimate of the hours required.	\$ _____ /wk
Step 7a	Divide the amount in step 6a by the hourly fee you charge clients.	_____ hrs.
Step 7b	Divide the amount in step 6b by the hourly fee you charge clients.	_____ hrs.

You have calculated the number of extra hours you will have to see clients each week to pay for your assistant. If you hire someone for the conservative estimate in step 4a, it will take you the number of hours in step 7a. If you opt for the higher estimate in step 4b, it will take you the number of hours in step 7b. The figure is approximate, because it doesn't count things like employee benefits, but it is close enough to give you a hint of the approximate cost in terms of your time.

If this looks like a good trade-off, consider hiring someone for the number of hours calculated in step 4b or, if you are still uncertain, step 4a.

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The Home-to-Work Transition

Private practice can blur the boundaries between your home and your work lives. It's a good idea to have a firm ritual that helps you to mark the transition from the casual atmosphere of home to the more formal role of the clinician.

Some clinicians make the commute to work a part of the ritual. They make a point of listening to classical music in the car, getting off the bus a stop early and walking the rest of the way to the office, stopping off at a coffee shop to read the paper, or deliberately setting aside the concerns of home and contemplating the people booked for the coming day.

Some clinicians have specific rituals on arriving at the office: They meditate for ten minutes, do diaphragmatic breathing or stretching, or carefully remove their coats and walking shoes. Some clear the desk completely, place the first client's file neatly to one side, or listen to any voice mail that has arrived.

Take some time to consider the rituals that help you prepare your mind for the tasks of the clinician. What has helped you in the past? What have you found yourself doing that has not helped?

Consider making a commitment to yourself to make a specific helpful ritual a part of your daily workday for one week. At the end of the week, evaluate the results and decide whether to continue the ritual.

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The Work-to-Home Transition

Just as you might benefit from having a ritual to prepare yourself for your clinical day, it can be a good idea to have another ritual to set your clinical role aside and prepare for life at home.

Some clinicians park the car at home and sit there breathing for a few minutes before facing the demands of a busy family. Some go straight to the closet and change clothes. Some wash their faces, consciously washing away the persona of the therapist as they do so. Some take the dog for a walk or get on the carpet with the cat.

Take some time to consider the rituals that might help you to let go of the demands and expectations of clinical work and to relax into a more casual home style. What has helped you in the past? What have you found yourself doing that has not helped?

Consider making a commitment to practice a specific helpful ritual as part of your work-to-home transition for one week. At the end of the week, evaluate the results and decide whether to continue the ritual.

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Private-Practice Task Balancing

Many people find that they cannot do one thing all day every day. A sustainable career often involves balancing various types of activities, and it's easy for that balance to fall away over time. Plus, as your career progresses, your preferences may change.

Consequently, it's a good idea to review your task balance once a year and decide how you might like it to change. Use this form to help. For each task, estimate the following:

Time currently: The percentage of your time, or the number of hours, that you spend on that task.

Satisfaction 0–10: How satisfying you find this type of work.

Revenue/hr.: The approximate amount of money you receive per hour for this work (include preparation time).

Future ideal: Based on the above, the amount of your time you would like to spend on this activity in the coming year. Be realistic, emphasizing activities that might actually be available to you.

Task	Time Currently	Satisfaction 0–10	Revenue per Hour	Future Ideal
Individual psychotherapy (break down by population, if desired)				
Assessment-only (break down by population, if desired)				

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Task	Time Currently	Satisfaction 0–10	Revenue per Hour	Future Ideal
Group therapy (break down by population, if desired)				
College/university teaching				
Night school/public education				
Consultation: Practicum students				
Consultation: Candidates for professional registration				
Consultation: Fellow professionals				
Consultation: Organizational				
Consultation: Governmental				
Committees/boards (break down by type, if desired)				
Workshops (break down by type, if desired)				

Task	Time Currently	Satisfaction 0–10	Revenue per Hour	Future Ideal
Writing: Academic				
Writing: Nonacademic but for the profession				
Writing: For the public				
Writing: Nonrelated (fiction, memoir)				
Other professional activities (specify)				

Your Burnout Warning Signs

Will you burn out in private practice? The question reveals a hidden assumption that burnout is a dichotomous variable: either present or absent. But it isn't. Burnout exists on a continuum. Consequently, you can use your own signs of burnout as welcome warning signs that you need to adjust something in your work life.

So, think of a time when you have been closest to burnout: exhausted, disliking your work, not wanting to go to the office. In fact, think of two such times. When did they happen, and what was the job?

1. _____

2. _____

Now do some analysis. What seems to have led to the feeling of being overwhelmed and unmotivated? What were the external factors? Too many committees? Too many clients in a week? Troubles at home? Too much of one type of work? Use the occasions you listed previously, and consider other times when you felt yourself sliding. List as many as you can. (Use additional paper if necessary.)

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Perhaps your previous brushes with burnout were caused by internal, personal factors as well. What were they? Back pain disrupting your sleep? Too much alcohol? Grief? Clients' problems that mirrored your own too closely? No exercise? Come up with as many factors as you can.

Now go back over these two lists of risk factors. Put a "1" beside the most significant factor on either list. Then find the second most damaging factor and give it a "2." Continue until you run out of factors or get to at least "10."

Now: How many of these factors are an issue for you *right now*? Write the numbers here:

If you are new to private practice or if your work now involves situations that didn't apply on the occasions you were considering previously, perhaps you have new risk factors: worry about referrals, stress about completing reimbursement forms, or lack of collegial consultation. What are your new factors?

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In the past, how have you managed to get your energy back? What helped to alleviate the sense of burnout? Include both the things that you did for yourself (sought therapy, cut back at work, hired an accountant) and the things that simply happened outside your control (summer arrived, your nasty boss quit, you got laid off).

What additional strategies might be helpful? Include things you haven't tried but you suspect might assist you given your current work and life situation. Hire babysitters more often? Take up tai chi? Start a consultation group? Take Fridays off?

When you catch yourself showing some of the initial signs of burnout that you have identified, welcome them as helpful messages telling you to implement an antiburnout plan. Don't wait for it to become unbearable or try to "just tough it out." It's always easier to create change before things get to the crisis point.