

## **CED/ENT 574: ENTREPRENEURSHIP FOR CLINICAL PRACTICE**

### **Establishing and Growing a Clinical Practice**

Department of Counseling and Educational Development

The University of North Carolina at Greensboro

Mondays 4:00 – 7:00 PM

---

J. Scott Young, PhD, NCC, LPC

[jsyoung3@uncg.edu](mailto:jsyoung3@uncg.edu)

Phone: 334-3464

Office: 222 Curry Building

Office hours: By appointment

---

### **CATALOG DESCRIPTION**

**Entrepreneurship in Clinical Settings (3:3)** Designed to teach students how to effectively build and implement a successful business model for the design and delivery of clinical practices, or related services.

### **PREREQUISITES**

Must be an advanced undergraduate or a graduate student admitted into a program in a human service area (e.g., counseling social work, psychology, kinesiology, etc.)

### **STUDENT LEARNING OUTCOMES**

After successful completion of this course, the student will be able to:

1. Evaluate the benefits and problems associated with starting a clinical practice and/or providing self-employed private services.
2. Evaluate the opportunity of a clinical practice in your area of interest.
3. Formulate a private-practice concept statement and a value-delivery model.
4. Complete a business model.
5. Analyze the options for financing a clinical practice (e.g., grants, public monies, private funds, partnerships).
6. Analyze the importance of entrepreneurship and marketing and its role in a successful clinical practice.

### **REQUIRED TEXTS/READINGS/REFERENCES**

Allen, Kathleen, R. (2016). *Launching New Ventures: An Entrepreneurial Approach*, 7th Edition, Boston: Cengage.

Grodzki, L, (2000). *Building your ideal private practice: A guide for therapists and other healing professionals*. New York: W. W. Norton & Company.

Other readings will be placed on Canvas as needed.

## EVALUATION AND GRADING

### 1. Interview a Practicing Clinician with an Existing Business

Meet with a clinician and discuss in depth his or her clinical practice. You should interview them about all aspects of their practice and how they started including, the types of clients seen, the size and scope of their practice, the legal structure of their business, how non-clinical tasks are handled (billing, accounting, marketing, etc.), if they have employees how they manage them, mistakes and successes they have had in clinical practice, etc. (5 pages maximum).

### 2. Peer Critique

Submit a draft version of your clinical practice business model for review by a peer. You will provide a similar analysis of a peer's work.

### 3. Business Model (8-page maximum)

Prepare a business model for your ideal clinical practice or a critique of an existing practice (including suggested modifications or improvements to the business). This will serve as the culminating activity for the course and will provide you the opportunity to articulate the specific elements of your practice. Your model should include the following (copyright D.H.B. Welsh, permission to use granted January 1, 2017);

#### I. Business Overview

- Describe your idea and business model: Who does what with whom how; who pays for it?
- Financial value proposition: Why is this a great idea from a monetary standpoint-for the people investing in your clinical services?
- Value proposition: What is your niche? Who are you selling to and why are they buying your service?
- Vision: What is the ultimate objective of your plan?

#### II. The Market

- Customer Identification: who's paying for good or service; e.g. private consumer.
- Market size, analysis and forecast: What is the need?
- Industry analysis and forecast: Who else is delivering this service already? What is the outlook on this type of activity? SWOT analysis.
- Your competitive advantage: What makes your clinical practice the best qualified/positioned to deliver the service you are proposing?

#### III. Financial Analysis

- Funding sources: Where will the money actually come from for the practice? What funding *already exists or is committed*?
- Budget with detailed projections through Year 1.
- Discuss assumptions and capital requirements.

#### IV. Funding/next steps

- How much funding/time does your plan require to get off the ground?

4. For Graduate Students Only- **Critique of an Existing Practice.** The purpose of this assignment is for you to learn to identify the strengths and limitations of a clinical practice. The exercise should also help you to determine opportunities to grow or expand the practice, streamline, increase revenue, etc. Start by asking how the practice got started, how opportunities were identified, how the clinician grew the practice and future plans. You will select a clinical practice and perform a thorough review of how the practice is structured and what works and what could be improved. You will interview at least 3 people who work in the organization so that you have multiple perspectives. Also, what is their exit strategy? (8 pages)
5. Quizzes- there will be two tests of material covered in the readings and in class lectures.

**Grading:**

Undergraduates:

- |                                      |           |
|--------------------------------------|-----------|
| 1. Interview of Practicing Clinician | 25 points |
| 2. Peer Review/critique              | 25 points |
| 3. Final Business Model              | 25 points |
| 4. Quizzes                           | 25 points |

**Total Possible Points** **100**

Graduate Students:

- |                                      |           |
|--------------------------------------|-----------|
| 1. Interview of Practicing Clinician | 20 points |
| 2. Peer Review/critique              | 20 points |
| 3. Presentation of Business Plan     | 20 points |
| 4. Critique of Existing Practice     | 20 points |
| 5. <u>Quizzes</u>                    | 20 points |

**Total Possible Points** **100**

Undergraduate Grading Scale

A+	100-97	B-	83-80
A	96-94	C+	79-77
A-	93-90	C	76-74
B+	89-87	C-	73 -70
B	86-84		

Graduate Grading Scale

A	100-94	B-	83-80
A-	93-90	C+	79-77
B+	89-87	C	76-74
B	86-84	F/WF	73 or below

**TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES**

This course will involve lecture, small group discussion and reflection, reading critique, speakers, site visits, and student presentations. The foundation of this course is to teach students how to effectively build and implement a successful business model (e.g. private practice) for the design and delivery of clinical practices, or related services. By providing the opportunity to develop a working business plan for clinical practice, students will learn through experience about the challenges of creating and running a successful clinical practice, the importance of articulating one’s vision, mission, entrepreneurial skills,

marketing, generating referrals, basic budgeting as well as the and legal structures for running a clinical enterprise. Additionally, students will explore their own strengths and challenges with regards to how they might establish a clinical practice by exploring various approached to delivering clinical services. Through reflective essays and discussions, students are asked to link course content to their business ideas and vice versa, deepening their understanding of the business management, both in the theory and in practice.

### **ATTENDANCE POLICY**

Except in unusual circumstances, attendance is required for all class meetings and/or online discussions. Students who miss classes or are unable to complete online discussions will not receive credit for the course.

### **ACADEMIC INTEGRITY POLICY**

Students are expected to abide by the UNCG *Academic Integrity Policy* which can be located at <http://academicintegrity.uncg.edu/>. Students should recognize their responsibility to uphold the *Academic Integrity Policy* and to report apparent violations to the appropriate persons. Students who do not understand the *Policy* or its application to a particular assignment are responsible for raising such questions with their faculty member. By enrolling in the University, each student agrees to abide by the *Academic Integrity Policy*.

### **DISABILITY STATEMENT**

The University of North Carolina at Greensboro recognizes its responsibility for creating an institutional climate in which students with disabilities can thrive. In accordance with University policy, if you have documented disability and require accommodations to obtain equal access in this course, please contact the instructor at the beginning of the semester or as soon as given an assignment for which an accommodation is required. Students with disabilities must verify their eligibility through the Office of Disability Services in 215 EUC, (336) 334-5440.

### **ADDITIONAL REQUIREMENTS**

1. Attend class and actively participate in all course activities (discussions, presentations, etc.). Since the foundation of this course is experiential learning, we share responsibility for the learning experiences that take place throughout the course. Therefore, your attendance and active participation in the class and projects are critical not only for your own learning and that of your peers, but also for the overall success of the course.
2. Read assignments prior to class and make posts to discussion board so that you are prepared to actively participate in discussions in class and online.
3. Complete all required assignments and submit according to the schedule provided.
4. Actively engage in learning about the business/practice model that is the focus of your final project through readings, discussion, and active involvement with the class and other experts.
5. Provide thoughtful and supportive critical feedback to peers towards assisting them in identifying strengths and contributions, challenging traditional ways of thinking, and becoming more aware and competent as a business owner/manager.

**Class Schedule** (Subject to Change)

Class	Date	Topic	Readings	Assignments
1	August 21	<i>Course Orientation: What is Entrepreneurship?</i>		
2	August 28	<i>Understanding Entrepreneurship</i>	Allen Chapter 1	
3	September 11	<i>Myths of Entrepreneurship</i> <i>Foundations of Running a Successful Practice</i>	Allen Chapter 2	
4	September 18	<i>Shaping an Opportunity</i> <i>The Framework for your Practice</i>	Allen Chapter 3 Grodzki Chapters 1-2	
5	September 25	<i>Developing a Business Model</i> <i>Aligned Vision and Mindset</i>	Allen Chapter 4 Grodzki: Chapters 3- 5	<b>Due:</b> Interview a Practicing Clinician
6	October 2	<i>Market Analysis</i> <i>Your message and referrals</i>	Allen Chapter 5 Grodzki Chapters 6-7	
7	October 9	<i>Building a Team</i> <i>Diversifying your practice and Adding Value</i>	Allen Chapter 7 Grodzki: Chapters 8-9	<b>QUIZ 1</b>
8	October 16	<i>Funding your Business</i> <i>Removing Blocks to Success</i> <i>Common pitfalls to avoid</i>	Allen Chapter 8 Grodzki Chapter 10	
9	October 23	<i>Proof of Concept</i> <i>Enjoying Your Business</i>	Allen Chapter 9 Grodzki Chapter 11	
10	October 30	<i>Legal Structures</i> <i>Personal Growth</i>	Allen Chapter 10 Grodzki Chapter 12	<b>Due:</b> Business Model Draft

11	<i>November 6</i>	<i>Ethics and Social Responsibility</i> <i>Staying Motivated</i>	Allen Chapter 11 Grodzki Chapter 13	<b>Due:</b> Peer Critique of Business Plan
12	<i>November 13</i>	<i>Designing Culture</i>	Allen Chapter 12	
13	<i>November 20</i>	Class Presentations: Critique of an Existing Practice		<b>Due:</b> Graduate Students- Critique of an Existing Practice <b>QUIZ 2</b>
14	<i>November 27</i>	Class Presentations: Your Business Plan		<b>Due:</b> Your Business Plan