



Private Practice Playbook: From Startup to Success+

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Ideas for today and tomorrow. The secret to getting ahead is getting started.

Private Practice

Going beyond the therapy room, from employee to entrepreneur, this is your independent practice roadmap.

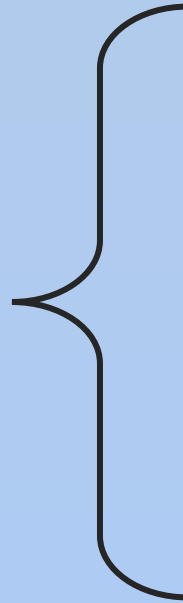
Starting a business is a huge commitment. Entrepreneurs often fail to appreciate the significant amount of time, resources, and energy needed to start and grow a business.

If you are considering launching a startup, these invaluable tips and resources should be required reading.





Agenda



Plan and validate your idea

What is your “why?”

Chose a legal structure and register

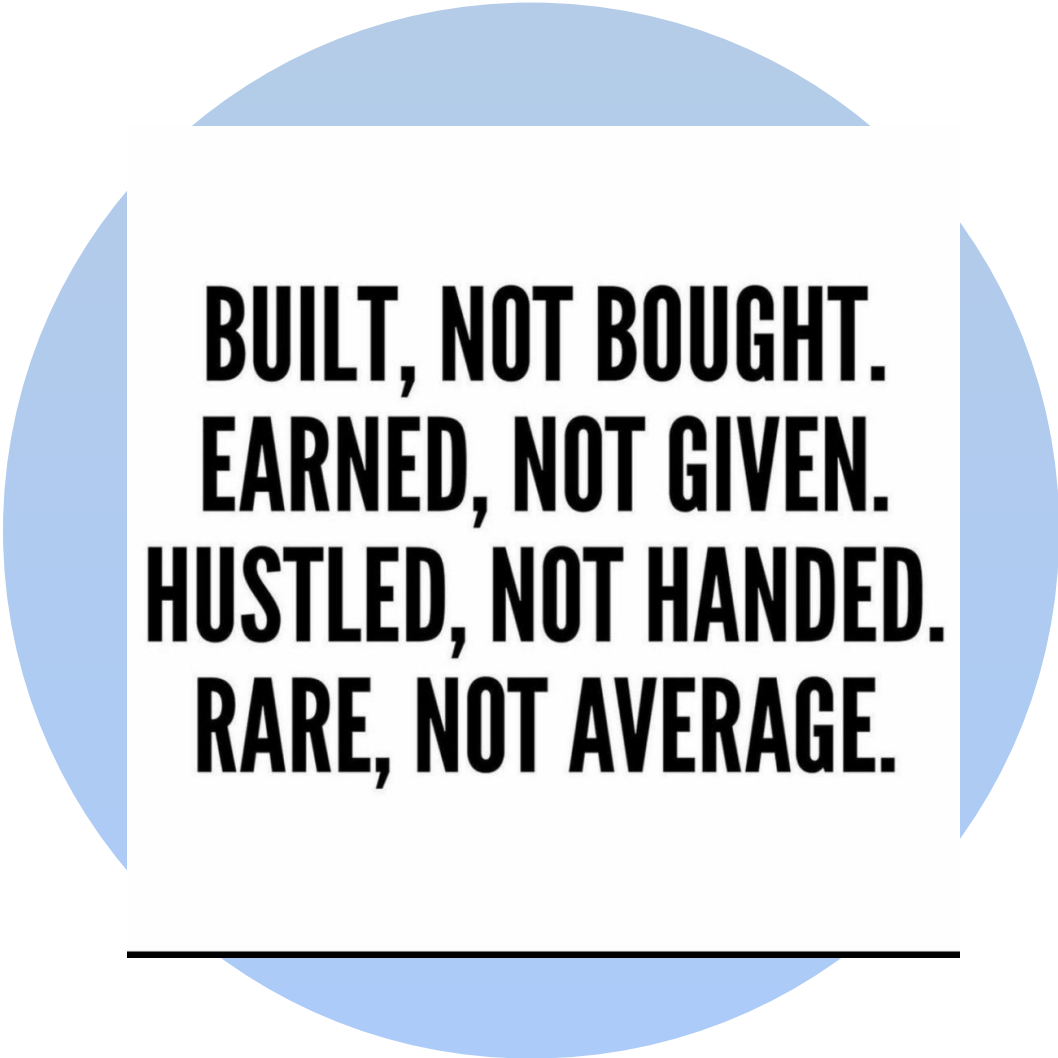
Finances

Brand and build

Become a leader and create a team

Who am I?

- Speech Pathologist - 35 years
- Started my career in the hospital
- Co - Founder and co-owner of DiagnosTEX
- acquired in 2024
- Co - Founder and co-owner of Ampcare
- Owner of RNP Healthcare Consulting



**BUILT, NOT BOUGHT.
EARNED, NOT GIVEN.
HUSTLED, NOT HANDED.
RARE, NOT AVERAGE.**

5

Reasons to start a business

Be your own boss

Turn a passion into a career

Be a problem solver

Achieve financial independence

Create jobs and foster careers

Develop new skills, grow!

Leave an impact!



**Never start a business just
to “make money”.**

**Start a Business to make a+
difference**

It must be your passion!



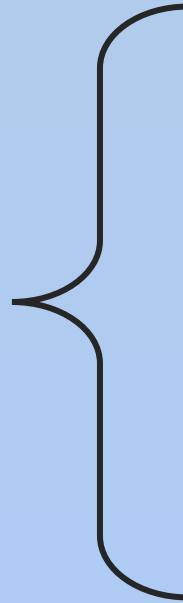
7 What is your why?

Focus on solving a specific problem for a targeted group of people.



My why

+



+

My why.....

When I started out in this profession, I did so wanting to change the world, change lives and be a change in the standard of care. Caring and serving others less fortunate was why I had an interest in healthcare. Dysphagia became my passion and was the way I could medically evaluate and treat patients in an often-life-threatening illness taken from them unfairly, helping them retrieve a basic pleasure in life, eating. The world is changed by example, not opinion. I wanted to make a difference. Service to others is my rent for my place on earth. I expect to pass through this world but once. Any good I can do, let me do it now, for I may not pass this way again.

Some of the BEST parts of a life journey is who you get to share it with. Excellence is the unlimited ability to improve the quality in other people's lives, not just the customers you serve but those you work with and employ. All these "why's" illuminated my entrepreneurial path and kept me motivated. Patients and people chose my business because of their "why", so that became my "why" for everything I did and do.

Dysphagia affects every aspect of someone's life — physically, mentally, and financially. And yet, after many years of speech pathologists evaluating and treating this disorder, it unfortunately continues to be under-recognized and undiagnosed in the medical community.



What and Who



Identify a market need and outline who your target customers are.

Plan and Validate

Estimate costs- *keep personal and business separate*

Resources

Who is your target audience

How is your idea a solution for others

What is your why?



**Use your JOB to fund
your business, until
your business can fund
your FREEDOM**

12 Market comparison

Stands out in market

Innovative features

Provides unique solution

Edge over competitors

User-focused design

Prioritizes user experience



BRAND

- The moment your name becomes a solution, you have won. **Build your personal brand!**
- Work until you no longer have to introduce yourself.
- Be humble enough to know you are replaceable, but confident enough to know it will be a downgrade.

You can't charge premium if you look like everyone else.

Branding builds the gap.



14 What is in a Name?

ALOT

- Texas requires you to register the legal entity.
 - An entity name can protect the name of your business at a state level.
 - It identifies your business
- 
- 
- Trademark – can protect your business, goods and services at a national level.
 - Domain Name – online presence – register a domain name.
 - DBA - A "Doing Business As" (DBA) name is a registered, public nickname for your business. Also known as an assumed or fictitious name, it allows you to legally market, sign contracts, and open a business bank account under a name different from your personal or legal entity name.
 - i.e. Springfield electronic – DBA – Tech Buddy
- 

15 Get Federal and state Tax ID numbers

- Your state tax ID and federal tax ID numbers, also known as an employer identification number **(EIN)**, work like a personal Social Security number before your business.
- You can obtain an EIN through IRS
- State tax ID ties directly to whether your business must pay state taxes.
 - Texas requires a state tax ID (specifically, a **Texas Sales and Use Tax Permit**) if your business sells or leases tangible personal property or taxable services. **If you only provide services or don't sell taxable items, you generally only need a federal Employer Identification Number (EIN).**

Choose a Legal Structure and Register

The primary types:

1. Sole Proprietorships (simplest, no liability protection),
2. Partnerships (shared ownership), LLCs (personal asset protection with flexible tax pass-through), and
3. Corporations (distinct legal entities with stricter regulations)

17 What is best structure?



Choosing the right structure impacts your day-to-day operations, ability to raise capital, and compliance requirements.



For official guidelines, requirements, and state-specific regulations, you can refer to the [U.S. Small Business Administration \(SBA\)](#) or consult the [Internal Revenue Service \(IRS\)](#) guides.

18 Sole Proprietorship

- **Overview:** A business owned and managed by one individual. The owner and the business are considered the same entity legally and for tax purposes.
- **Liability:** Unlimited personal liability; your personal assets can be seized to cover business debts.
- **Taxes:** Pass-through taxation; business income/losses are reported on your personal tax return.
- **Best for:** Freelancers, independent contractors, and low-risk, home-based businesses

Partnership

- **Overview:** A business owned by two or more people who share profits, losses, and management responsibilities. Includes General Partnerships (GPs), Limited Partnerships (LPs), and Limited Liability Partnerships (LLPs)
- **Liability:** Varies by type. General partners have unlimited liability, while limited partners are only liable up to the amount of their capital contribution.
- **Taxes:** Pass-through taxation; the business files an informational return, and profits/losses are claimed on the partners' personal tax returns.
- **Best for:** Co-founders, professional practices (like law or medical firms), and real estate ventures

Limited Liability Company (LLC)

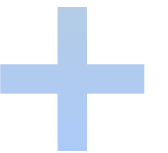
- **Overview:** A flexible hybrid structure that allows owners (called "members") to operate like a partnership but with the liability protections of a corporation.
- **Liability:** Limited liability; members are generally not personally responsible for business debts or lawsuits.
- **Taxes:** Pass-through taxation is standard, but LLCs can also elect to be taxed as an S corp or C corp.
- **Best for:** Small to medium-sized businesses looking for a balance of risk mitigation and tax flexibility

21 Corporations (C Corp and S Corp)

- **Overview:** A corporation is a distinct legal entity separate from its owners (shareholders).
- **C Corporation:** The standard corporate structure. It faces "double taxation" (the corporation is taxed on its profits, and shareholders are taxed again on dividends)
- **S Corporation:** A special tax designation that allows profits and losses to pass through directly to owners' personal income, avoiding double taxation



- **Liability:** Strongest personal liability protection.
- **Best for:** High-growth startups, companies seeking outside investors/venture capital, and businesses that plan to go public.



22 Nonprofit Organizations

- **Overview:** Formed to serve a public, charitable, educational, or religious purpose rather than to generate profit for owners.

- **Liability:** Provides liability protection similar to a corporation.
- **Taxes:** Can apply for tax-exempt status (e.g., 501(c)(3) in the U.S.) to avoid paying federal income tax on donations and related revenue.
- **Best for:** Charities, foundations, and community or educational projects.

Choose Product

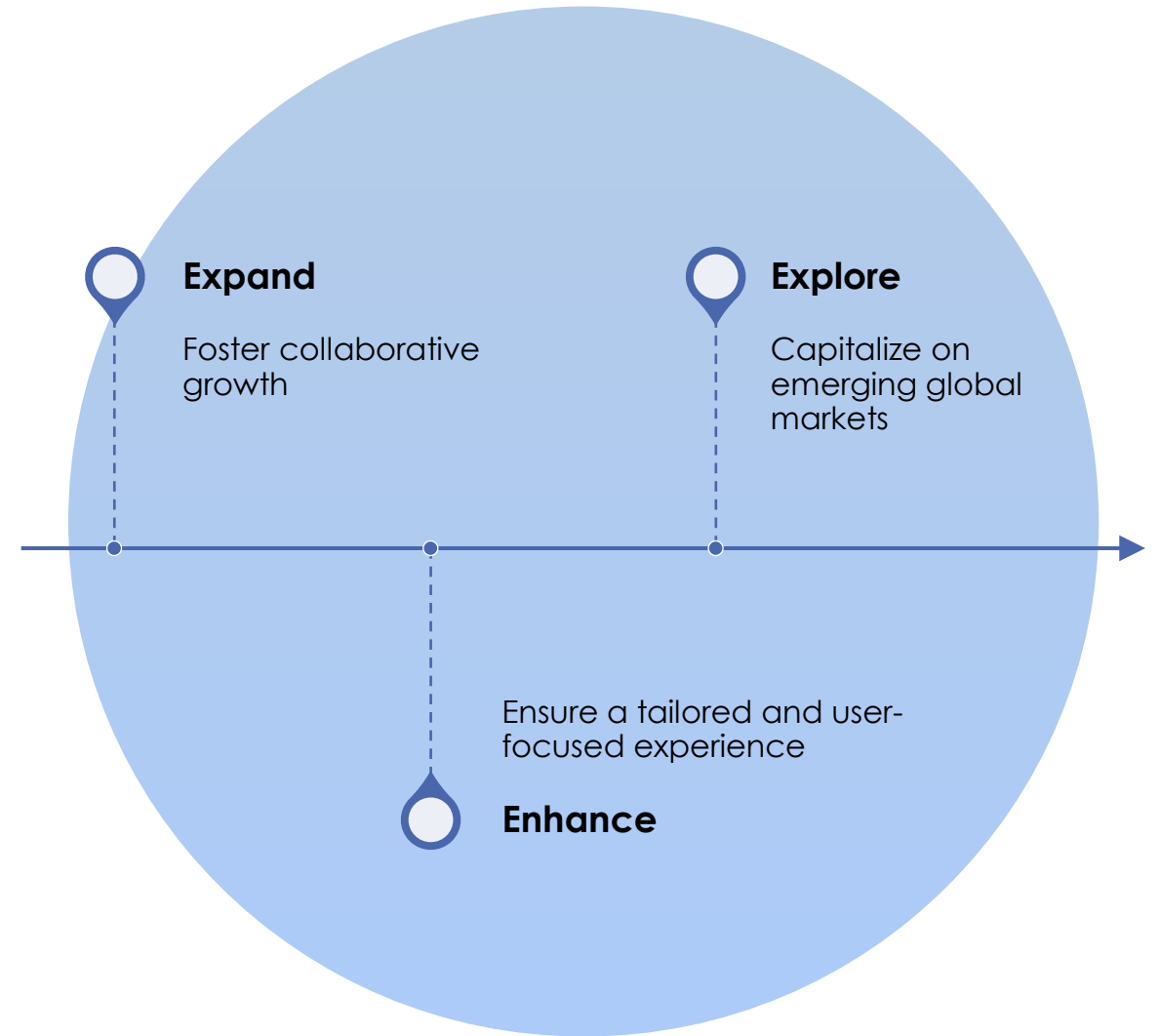
Pick an industry based on high demand and low competition.

Perform market research on the individual products within that industry.

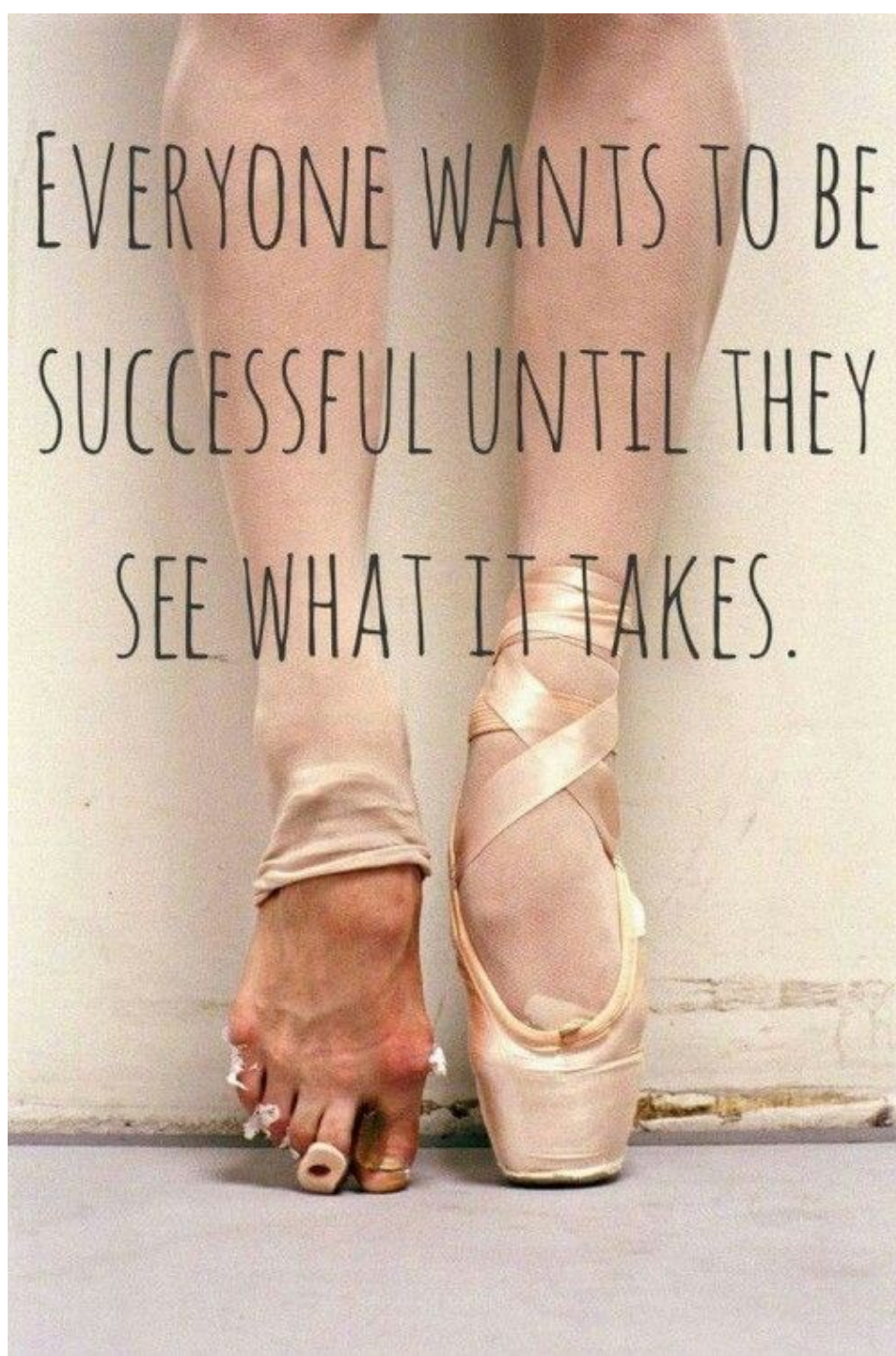


Growth strategy

- Expand market reach through strategic partnerships
- Enhance product features based on user feedback
- Explore other market opportunities



EVERYONE WANTS TO BE
SUCCESSFUL UNTIL THEY
SEE WHAT IT TAKES.



Optimize Production and Supply Chain

- Do not spend start up money on marketing. It is generally ineffective. If you treat your clients right, they will do the marketing for you!
- For your first year, set the production to a small amount but charge the maximum price.
- Check your suppliers every single year and switch to the highest-quality supplier that charges the lowest price.
- Hire employees and pay them the market rate to maintain high morale and competency, which directly affects your bottom line



Business Tax Responsibilities

- IRS
COMPTROLLER
MARKETPLACE INFORMATION
SETTING UP PAYROLL IN TEXAS
OBTAIN AN EMPLOYER IDENTIFICATION
NUMBER (EIN)
KNOW THE DIFFERENCE BETWEEN AN
INDEPENDENT CONTRACTOR (W-9
FORM) AND EMPLOYEE (W-4 FORM)



EMPLOYER REQUIREMENTS FOR PAYROLL
UNEMPLOYMENT TAXES
I-9 EMPLOYMENT ELIGIBILITY VERIFICATION
TEXAS WORKFORCE COMMISSION
CONFERENCES/WEBINARS FOR
EMPLOYERS



6 Mandatory Federal Posters

- **Fair Labor Standards Act (FLSA) Minimum Wage:** Outlines federal minimum wage, overtime pay, and youth employment rules.
- **OSHA "Job Safety and Health: It's the Law":** Informs employees of workplace safety rights and hazard reporting procedures. Must be at least 8.5" x 14"
- **EEOC "Know Your Rights: Workplace Discrimination is Illegal":** Summarizes protections against discrimination based on race, color, sex, religion, or national origin
- **Family and Medical Leave Act (FMLA):** Mandatory for all companies with **50 or more employees**. Explains job-protected leave protocols.
- **Employee Polygraph Protection Act (EPPA):** Notifies employees that private employers generally cannot use lie detector tests
- **USERRA (Uniformed Services Employment and Reemployment Rights Act):** Informs military veterans and active service members of their workplace reemployment rights

29 Texas State Mandated Posters

- **Texas Payday Law:** Outlines minimum wage, pay periods, and deductions.
 - **Unemployment Compensation:** Provides employees information on filing for unemployment benefits
 - **Workers' Compensation Notice:** Advises workers on injury compensation coverage (required for employers carrying coverage).
 - **Reporting Workplace Violence Notice:** Mandated for display in English and Spanish
- You are not required to purchase pre-printed "6-in-1" posters. You can print all required federal notices for free via the [U.S. Department of Labor](#).

30 Workplace posters

Postings must be hung where employees naturally gather, such as break rooms, common entrances, or near time clocks.

If you employ hybrid or completely remote staff, you should supplement your physical board by providing **digital access** via your corporate intranet or internal HR portals. [1]



31 **Protect Intellectual Property**

- It is important to protect your company's intellectual property
- Patents
- Copyrights
- Trademarks
- Confidentiality agreements for employees and consultants

32 Leasing office space

Length of lease term

Check for a Break Clause:

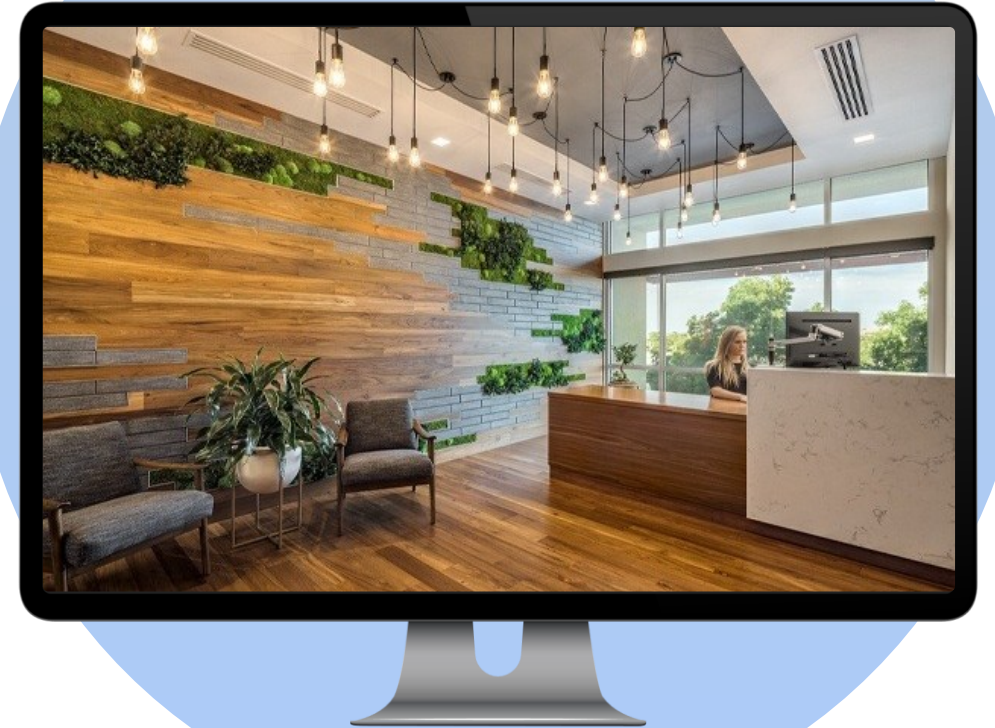
Tenant improvements

Rent and rent escalations

Repairs

Assignment

Consider tenant broker



33 Capital Investment required

- Hardware - Equipment
- Furniture
- Office space
- Insurance
- Software



- Determine liabilities required – loans and leases
- The upfront financial commitment scales dynamically based on medical specialty, technology requirements, and physical infrastructure, there is no one-size-fits-all budget



Serve, do not Sell

Sell the problem you solve not the product you offer.

When people trust your brand, they will not question your price

Your brand is not what you do, it is how you make people feel. Relationships are everything. *(all business is personal, make friends before you need them)*

Run a business you can advertise by being you

If serving is below, you than leadership is beyond you.



Traction

Product launch

- Successful introduction of product to market

Set a user milestone

- Substantial user base, indicating growing demand

Strategic partnership

- Expanding market presence and capabilities

Milestone	Quarter
Product launch	Q1
Set a user milestone	Q2
Strategic partnership	Q3
Campaign launch	Q4

Areas of growth (Just an example)

Quarter	Revenue (\$)	Expenses(\$)	Net Profit(\$)
Q1	\$200,000	\$150,000	\$50,000
Q2	\$300,000	\$200,000	\$100,000
Q3	\$400,000	\$250,000	\$150,000
Q4	\$300,000	\$200,000	\$100,000

Growing

Get more funding

Expand locations

Merge

Become a federal Contractor

Export products

Woman owned businesses – SBA helps entrepreneurs launch new businesses.



Medical Billing

Do not do what you don't know



Billing Resources for SLP's on TSHA Business Management Committee (TBMC) website

- [ASHA SLP ICD-10-CM CODE REVISIONS 2023](#)
- [CPT UPDATES: ASHA SLP CPT & HCPCS CODE REVISIONS 2023](#)
- [MEDICARE NATIONAL CORRECT CODING INITIATIVE \(NCCI\) EDITS](#)
- [MEDICARE/CMS - MEDICARE COVERAGE DATABASE SEARCH](#)
- [NATIONAL COVERAGE LINK: MEDICARE COVERAGE DATABASE REPORTS](#)
- [A56589 BARIUM SWALLOW STUDIES, MODIFIED: *DOCUMENT ARCHIVED](#)



- [A54111 SPEECH LANGUAGE PATHOLOGY SERVICES: COMMUNICATION DISORDERS SLP BILLING AND CODING](#)
- [MEDICAID PRIVATE INSURANCE – MEDICARE](#)
- [ADVANTAGE PLANS IN TEXAS](#)
- [PRIVATE HEALTH PLANS FREQUENTLY ASKED QUESTIONS](#)
- [PAYING FOR EARLY CHILDHOOD INTERVENTION SERVICES](#)



Additional resources for general Reimbursement on TBMC website

- [2023 ICD-10-CM DIAGNOSIS CODES RELATED TO SPEECH, LANGUAGE, AND SWALLOWING DISORDERS](#)
- [MEDICARE FEE SCHEDULE FOR SLP'S ICD CODE LOOK UP](#)



- [MEDICARE NCCI EDITS FOR BOTH SPEECH AND AUDIOLOGY](#)
- [BILLING AND CODING: SPEECH LANGUAGE PATHOLOGY \(SLP\) SERVICES: COMMUNICATION DISORDERS HEALTHCARE REIMBURSEMENT: CURRENT AND FUTURE PAYMENT MODELS](#)



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Negotiating Insurance Contracts for optimal reimbursement

- Find resources on TSHA Business Management Committee website and the review the 4-part series article titled Medical Economics.



TSHA Business Management Committee presents





- Health Insurance Portability and Accountability Act

HIPAA is a national law that sets rules for handling and protecting medical records and health insurance data. It applies to doctors, hospitals, health insurance companies, and other groups that handle patient care or billing

- Privacy Rule - **Who** can access and share data.
 - Covers information in **all forms** (paper, oral, and electronic).
 - Authorizations, "minimum necessary" use, and patient rights.
- Security Rule - **How** to protect electronic data.
 - Covers only **Electronic Protected Health Information (ePHI)**.
 - Administrative, physical, and technical safeguards (e.g., encryption).

Breach Notification Rule

Breaches affecting **500 or more people** require immediate notification to the HHS Secretary and prominent local media within 60 days. Breaches affecting **fewer than 500 people** must be logged and reported to HHS annually

Notifications to affected individuals must be sent without unreasonable delay, but no later than **60 days** after the breach is discovered



45 Competitive landscape

- Strong market presence
- Positioned as a market leader
- Infrastructure
- Dedicated team of experts
- Outperforming competitors
- Good brand name recognition



- More agility and adaptability
- Stronger competitive edge
- Ability to adapt swiftly
- Stay ahead of the curve
- Continuously improve offerings
- Integrate user feedback



46 Becoming an effective leader (Ronda's advise)

- Great leaders do not set out to be a leader they set out to make a difference, it never about the role, it is always about the goal.
- Build a team so strong, no one can point out the leader.
- Bad leaders think the employees work for them. Great leaders know they work for the employees.
- Hire character and train skill
- The leader is not the one above, but the heart within... sensing, guiding and empowering what others already carry.
- Be teachable. You do not know everything and you are not always right.
- You cannot defend your team; you do not deserve to lead one.

**ONE OF THE
TESTS OF
LEADERSHIP
IS THE ABILITY
TO RECOGNIZE
A PROBLEM
BEFORE IT
BECOMES AN
EMERGENCY.**

ARNOLD GLASOW

**A COMPETENT
LEADER CAN GET
EFFICIENT
SERVICE FROM
POOR TROOPS,**

**WHILE ON THE
CONTRARY AN
INCAPABLE
LEADER CAN
DEMORALIZE THE
BEST OF TROOPS.**

JOHN J PERSHING



48 Leadership requirements

Be willing to be misunderstood, criticized, opposed, accused and even rejected

The first responsibility of a leader is to define reality. The last is to always say “thank you”. In between, the leader serves.

Accountability breeds response-ability



Words to live by

RESPECT

IS EARNED

HONESTY

IS APPRECIATED

TRUST

IS GAINED

LOYALTY

IS RETURNED



TEAM

There is no “I” in team

- Leadership arrogance is thinking you know better than those doing the work
 - TRUST is what turns people into a team.
 - Strong leaders do not avoid hard conversations, they lead them.
 - Your job may give you authority, but your actions earn you respect.
 - People who shine from within do not need the spotlight.
- Company culture is not words on a wall, it is how people feel o Sunday night.
 - If you want to build a great team, create an environment where someone can raise their hand and say “I disagree” without fear.
 - Great leaders are NOT the best at everything. They find people who are the best at different things and get them all on the same team.



Employees

- Treat your employees like they make a difference and they will.
- When you become a leader, you were not given a crown, you were given the responsibility to bring out the best in others.
- Strong people will automatically stop trying if they feel unwanted or unappreciated. They will not fix or beg, they will just walk away.



A tall building at night with a large illuminated sign on its side. The sign is white with black text. The building's facade is visible on the left and right sides of the sign. The sign is lit from within, and the building's windows are also lit.

**People don't
Quit Jobs.
They quit:**

- Toxic culture**
- Micromanagers**
- Burnout schedules**
- Lack of growth**
- Feeling Undervalued**

Success of those you are responsible

Success is creating a successor

You are not a leader until you produce another leader, who can produce another leader.

The greatest mark of leadership is not far you go, but how far others go because of you.

To build a strong team you must see someone else's strength as a complement to your weakness and not a threat to your authority.



Appearance

- Dress how you want to be addressed
- Clothing is form of self expression. There are hints about who you are in what you wear.
- Your smile is your logo; your personality is your business card. How you look and leave others feeling after having a experience with you is your trademark



**WITHOUT SAYING
A WORD, YOUR
CLOTHES TELL
A STORY OF
WHO YOU ARE.**

\$

Show me the money

Prices are based on talent and specialty

You do not get paid by the hour; you get paid for the value you bring to the hour.



The difference
between
ordinary and
extraordinary
is just that
little "*extra*"



Do not lower your
value

Add value!



Get your heart and mind ready

Know your values. Set aside your ego and be willing to fail sometimes

Resources

Selecting a Business Structure

<https://www.sos.state.tx.us/corp/businessstructure.shtml>

Assistance with Small Business in Texas

<https://gov.texas.gov/business/page/small-business-programs>

Business Tax Responsibilities

<https://www.irs.gov/>

<https://comptroller.texas.gov/taxes/franchise/>

<https://comptroller.texas.gov/taxes/sales/marketplace-providers-sellers.php>



Resources

Private Practice

TWC link - <https://www.twc.texas.gov/>

Background Checks -
https://www.dfps.state.tx.us/Background_Checks/

NPI - <https://www.cms.gov/Regulations-and-Guidance/Administrative-Simplification/NationalProviderStandards>

<https://nppes.cms.hhs.gov/#/>



Con't Resources

- Setting up Payroll in Texas
- <https://www.irs.gov/publications/p15>
- Obtain an Employer Identification Number (EIN)
- <https://www.irs.gov/charities-non-profits/employer-identification-number>
- Know the difference between an Independent Contractor (W-9 form) and Employee (W-4 form).
- <https://www.twc.texas.gov/businesses/classifying-employees-independent-contractors>
- <https://www.irs.gov/pub/irs-pdf/fw4.pdf>

Con't Resources

- Employer Requirements for payroll unemployment taxes
- <https://www.twc.state.tx.us/businesses>
- I-9 Employment Eligibility Verification
- <https://www.uscis.gov/i-9>
- Texas Workforce Commission Conferences/Webinars for Employers
- <https://www.twc.texas.gov/texas-conference-employers>

Con't Resources

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- Required State of Texas and Federal Workplace Posters and Notifications
- <https://www.twc.state.tx.us/businesses/posters-workplace>
- https://webapps.dol.gov/elaws/firststep/poster_direct.htm?p_osh=1&_ga=2.172234147.1855463397.1615826529-738105873.1615826529
- <https://www.dol.gov/general/topics/posters#workplace-posters>
- HIPAA Compliance for Medicare Fee-For-Service
- <https://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downloads/HIPAAPrivacyandSecurity.pdf>
- <https://www.hhs.gov/hipaa/for-professionals/training/index.html>

63 Buy or sell a practice

- When – practice life cycle
- Beware of profit squeeze
- Practice value
- Preparing for a sale
- Transaction options
- Transition of staff and patients



**Shine Bright and go for
everything you wish for.+**
You have what it takes!



The world needs more light!

Do not wait for the perfect moment, take the moment and make it perfect!

Thank you

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