



Insights from the industry to get started in the private sector





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Introduction

Starting a business is hard. Making it successful is really hard. While this applies to all industries, healthcare is particularly challenging as it involves multiple layers of complexity. Whether it is the services being sold, the regulatory requirements to open shop or the high degree of scrutiny by its customers, healthcare is no ordinary business. And this is without considering all the other challenges any business faces. How to position your business, branding, communication and marketing, customer service, insurance, finances, accounting, hiring, etc. Needless to say, it takes an immense dose of courage and conviction to start your own private practice as a clinician.

In this ebook, we tried to gather some useful information about various aspects of launching a business in healthcare. We have fantastic contributors, with a lot of experience in their respective fields, providing their learnings and insights for matters like branding, marketing, accounting, outsourcing of services and optimising workflows.

We hope this will be helpful. Beyond providing insights, the purpose of this ebook is to open the dialogue, so please feel free to reach out to us at hello@semble.io with thoughts and feedback!

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Previously Heydoc

Launching a brand in healthcare

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If you are reading this, this probably isn't the first time you have considered setting up a healthcare brand, and it is likely you have already explored various ways of setting yourself up – possibly in your own private clinic, working in somebody else's, or maybe by getting involved in one of the numerous telemedicine services that have hit public awareness in recent years.

But it is likely that, like many practitioners, you have come up against one or several hurdles:

Premises and their suitability
CQC governance
Handling of finances
An EHR system to record consultations in a confidential, GDPR-compliant manner
Indemnity costs
Finding a booking system
Support for holidays, evenings and weekends
Marketing costs
Finding a suitable location

The below playbook is one that many clinicians have tried and tested to get a successful brand to market.

Governance

Healthcare is an extremely well-governed, regulated industry and therefore to be credible it is incredibly important to adhere to regulations set by CQC. To stand out and to earn an excellent reputation, it is incredibly important to weave high standards of care throughout your business.

Brand

Sit down with a cup of tea and a notepad; it is time to have a think about what you want to deliver. Below are some key questions you can ask yourself:

- Purpose Why do you exist?
- Vision What future do you want to help create by practising privately?
- Mission How do you get to that future?
- Values Who are you? How do you work?

Keep the answers safe, read them regularly and refer back to them. They will help to keep you consistent and accountable as you work your way through the setup process and beyond.

'To stand out and to earn an excellent reputation, it's incredibly important to weave high standards of care throughout your business.'



Company name

There are so many companies out there it is incredibly difficult to think of an original catchy name, difficult but not impossible. We have put a few tips to help you along the way below:

- Google names that you like it will tell you what currently exists. For example, if you like the name McDonald's Health, although memorable you may struggle to ever get away from the fast-food chain association
- Refer back to your values there may be keywords that you want to include
- Use a thesaurus, add your values and you may find that they suggest a word that will inspire your name
- Think local add your local area to the name to encourage familiarity
- If you are using a combination of letters check that no one else has used them previously or that they mean something else in a different language – google is your friend here and will return common results

'Identify your targets... ensure that every penny that you invest to acquire patients will be optimised.'

Set up a limited company

You are starting a business and having that company registered from day one will make life simple – here is some of the logic behind it

https://www.gponline.com/gp-locums-setting-limited-company/article/1427520

When you are ready to register your name, follow this link: https://www.gov.uk/limited-company-formation

Identify your targets

A targeted approach is best and will ensure that every penny that you invest to acquire patients will be optimised. Some things to consider when identifying your niche:



Use these to build a picture of your patients and ensure that all of the materials you produce are relevant to this audience, i.e. a 48 year Muslim man with an interest in cars will require a different approach to a 30-year-old mum of two, with an interest in cookery.

The postcodes you target should be ABC1 households as it is far more likely they can afford your services.

Establish your brand

- Create your own website, this is a great way to get yourself on the map, the earlier you do this the more likely you are to start appearing in search results.
- Ensure that you have social media channels for your business and start to update them regularly with content, use hashtags that will get you noticed in your locality and start to follow people that may want to use your services

Market your services

You are in the perfect position to create a local marketing strategy.

Word of mouth

Have your business cards handy

Content / flyers

Create content for local newspapers/ bloggers and share regularly. Print some flyers and put them in local places of interest

Direct mail campaign

Specialist delivery companies can provide you postcode analysis and ensure you're targeting your desired audience

Guerrilla

Start small ensure you think through the idea fully to provide a return on investment

Launch 1

Social media and paid search advertising

Use the profiles you have built for targeting and start small. Review spend daily and invest in terms that convert to customers

Attend local business events

Meet influential local characters and get on their radar – they will be sure to recommend your services

Magazine advertising

Great for local brand awareness, pick your spots smartly and remember you may be more likely to convert customers in peak seasons (for many healthcare brands this is winter where seasonal illnesses are more prevalent)



How to leverage marketing to generate awareness

Oliver Capel

Managing Director - Medico Digital





Healthcare professionals are operating in a much more competitive landscape than ever before. Practices that once relied on word of mouth referrals are now coming to terms with the explosion in patient choice as a result of the internet.

Benefits of the enlarged online presence of Practices include more visibility for patients in terms of the information on treatments and clinicians to which they are privy.

For clinicians themselves, the development has engendered a need to be more business-minded, especially when taking into account their financial, administrative and marketing outgoings. In short, many practices must now use the internet as a tool in order to survive in the modern-day healthcare market. We are living in an age that is full of opportunities for clinicians who are hoping to compete with established practices.

Where to begin?

As a healthcare professional setting up a practice, the prospect of coming up with a marketing strategy might seem a little daunting, to begin with. After all, this isn't your typical line of work. However, there are some starting points that can help.



You should make the most of any marketing support available through the bodies, groups and institutions you're a part of. For example, the majority of hospitals will have a marketing or business development function that offers new consultants an induction programme. If you work in primary care or another allied health profession you may wish to seek the help of a marketing agency, ideally one that understands the healthcare market and the rules and regulations that pertain to advertising in the medical industry.

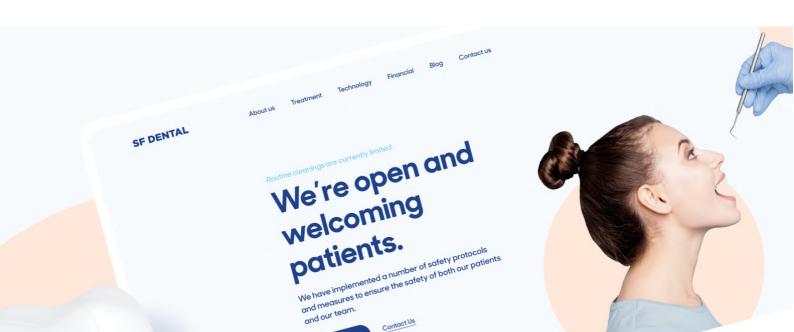
You should endeavour to:

- Set up a website the sooner you can do this the better, the rationale as to why can be found below
- Set up a Google My Business profile to put yourself on the Google Map (this can even be done before setting up a website)
- Enquire about the possibility of giving educational talks or providing content for industry newsletters

The importance of a website

Following initial enquiries, one of your first objectives should be to set up a website. There are so many reasons why having your own online home is imperative. It acts as a foundation for building your web presence and also performs the vital function of providing a destination for referrals.

'Think of your site as a stage upon which to showcase your expertise.'



Your website is where you can place your key information for the benefit of prospective patients, and then provide them with the best avenues to take their enquiry forward into booking a consultation – be it an email, phone call, or clinic booking software. Think of your site as a stage upon which to showcase your expertise; use different types of media in order to get your message across.

The wonderful thing about a website as a marketing platform is that the success of your activity is entirely measurable. Use resources such as Google Analytics to assess its performance on a regular basis, and tweak your strategy accordingly.

Think digital, think local

Naturally, healthcare practices play a big role in servicing patients in their locality. For this reason, marketing with a local emphasis can pay dividends and there are plenty of digital strategies you can take.

> 'Define your service, highlight its benefits and do everything you can to create a personalised brand of medical care.'

A priority should be verifying your business with Google, which is becoming increasingly localised, as users of smartphones with location-tracking capabilities are directed to the services of their choice within their locality. It's a quick and easy way to obtain rankings for your website and will place you in the A-Z map listings highlighted at the top of search results.

Get clued up on keywords and search phrases

Keywords can also allow you to rise up the Google rankings, whether used as part of paid advertising or embedded in your website content. It makes sense to do some research when collating a keyword list, using resources such as Google Ads to see which relevant local searches are the most popular. You might choose to target 'longer-tail' search terms which are more likely to give you a prominent rankings placement, rather than more general keywords which are generally more competitive and represent a lesser degree of purchasing intent.

Real-world signals

It might seem obvious, but including evidence of a physical presence to your practice, such as a name, address or local telephone number triggers a 'real-world signal' element in the Google algorithm. And while some clinicians are cautious about opening up their web presence to patient reviews, if you choose to go down this route, there are great benefits to be had from allowing prospective patients to see positive feedback.

Content is king

There are very few forms of digital marketing in which content – and the way it is used to inform, educate, entertain and engage – is not crucial to the success of a strategy or campaign.

The success of your website might hinge on its content, so don't be afraid to try and engage the reader: tell your career story and explain why you are passionate about healthcare.

The language you use in your copy should be professional, accurate and informative (as stipulated by GMC and BMA advertising guidance), but try not to make it too formal. Reassure patients that their needs will be met, and always open up a channel of communication for questions and queries.

Incorporate keywords into your copy while retaining its natural flow, and don't be afraid to use a copywriting service to bulk up content.

Do you have some good case studies on surgical procedures you have performed or treatments you have administered? This is your chance to use them.

'There are very few forms of digital marketing in which content - and the way it is used to inform, educate, entertain and engage - is not crucial to the success of a strategy or campaign.'

Know your USPs

Like any service or product which is being marketed in a competitive industry, it is beneficial to know your unique selling points. Consider how you can make yourself stand out ahead of competing practices in your locality. Define your service, highlight its benefits and do everything you can to create a personalised brand of medical care.

If you need help shaping your digital strategy to grow your practice, contact Medico Digital's healthcare marketing specialists for a complimentary needs assessment.

Oliver Capel is the Managing Director of Medico Digital, a specialist digital marketing agency for the healthcare sector who work with some of the UK's most prestigious clinics and hospitals. For more information on how to market your private practice to attract more patient referrals, please contact Ollie directly on ollie@medicodigital.co.uk.

Practical tips from a specialist medical accountant

Aaron Swinton

Partner - Sandison Easson





Here we cover some practical tips for starting out in business but this is also a useful reminder for anyone who is already established.

Structure of your Private Practice

A business can be structured in a number of different ways and not one structure is the best structure for everyone. You can if you wish, be involved with multiple structures and below we outline the most common structures seen amongst medics.

Sole Trader

This is basically a sole person who practices on their own. For example, this may be you and you may employ other people but ultimately all profits of the business are yours. Historically this was the most common structure as it was easy to set up, maintain and understand. The downside of this structure is that you pay tax, national insurance and student loan repayments on all of your profit, regardless of whether you need all of the money from your business or not in a particular tax year.

Expense Sharing Arrangement

This is common amongst groups of medics who wish to come together to share expenses such as employing a secretary or sharing rooms but do not wish to share income. This allows each person to retain their own income but contribute their fair share towards specific business expenses. Having a legal agreement in place for the expenses is recommended to safeguard you in the event of any disputes.



Partnership

This is basically two or more people (known as 'Partners') who practice together as one business and share the profits amongst each other. Each partner is allocated their share of profit based upon a pre-agreed method of allocating those profits. This is similar to a sole trader from a tax perspective in that you pay tax, national insurance and student loan repayments (if applicable) on all of your share of profit, even if you do not need all of the money from the business.

A robust partnership agreement is recommended for two main reasons. Firstly it allows the partners to discuss the future and ensure they all have the same goals and objectives which is an important factor in a successful partnership. Secondly, and most importantly, it provides a legal framework for how the partnership should deal with all matters important to the partners aiming to prevent ambiguity and possible fallouts in the future.

Limited Liability Partnership

This is similar to a Partnership but this is a legal entity and has Limited Liability. Often groups use this structure as opposed to a Partnership to provide an extra layer of protection should the group be subject to legal action.

Limited Company

This is a separate legal entity that has Directors and Shareholders and must file certain documents such as accounts and confirmation statements on public record each year. In basic terms, Directors are responsible for running the company and may be paid or unpaid and Shareholders are those who own the company. Usually the Shareholders are also the Directors. With this structure, the Limited Company pays Corporation Tax on its profit, currently at 19%. The Directors and Shareholders usually only pay tax on the money they extract from the company. This structure can therefore be advantageous as it allows more flexibility with tax planning as a Shareholder may take more dividends one year and fewer dividends another year if there is a tax advantage in doing so.

It is also possible to extract money from the company in a number of different ways such as a Salary, Bonus, Loan, Dividends and even Benefits in Kind. It is possible to include a spouse or civil partner as a shareholder too which can be tax-efficient if they pay tax at a lower rate than you do. You should discuss with your accountant the best way to extract money from the company. As the dividends paid are based upon the number of shares held, rather than work undertaken for the business, this structure is usually utilised by husband and wife shareholders as opposed to a group of medics who may not for example wish to share profits in the same proportion each year (e.g. equally).

A specialist medical accountant can help you choose the right business structure as they understand your industry and which structure would be most beneficial for you.

'Your accountant should be one of your most trusted advisers.'

Employing Staff

As your practice grows you may need dedicated secretarial or administrator services. These individuals can be employed or self-employed. If self-employed, further advice is needed to ensure that HMRC do not deem you to be an employer and seek additional tax and national insurance that should have been deducted from the payments made to the self-employed individual.

For employed staff, depending upon the level of salary paid or whether they have another employment, you may need to operate a PAYE Scheme which needs to be registered with HMRC. Your accountant can set up and maintain your PAYE Scheme on your behalf.

Providing a salary can be justified, there is also nothing stopping you employing your spouse, civil partner or children over a certain age within the business. This is often tax efficient.

Business Records

As a business, HMRC expects you to keep accurate financial records to ensure your declaration of business profits is timely and accurate. In addition, you will no doubt wish to keep excellent records to ensure you always know who has paid and who hasn't. Using a package such as Semble helps you to keep track of performance and maintain your medical records in one place.

Banking: Saving For Tax

It is highly recommended that when you start your practice, you open two new bank accounts for the business, one current account, one savings account. The current account is to bank all business incomings and to pay all business outgoings. Use the accounts strictly for business and transfer money out to your own personal account to spend on a personal level. Your personal expenses should not be paid from the business account. This keeps business and personal matters separate and avoids complicating matters should HMRC enquire into your business tax affairs. The second bank account is to help you save for tax. Every month it is recommended that you transfer a set percentage of the gross receipts into your business current account to your business savings account. This is to help you set aside enough money for when your tax liability becomes due. Your accountant will be able to help you work out how much to transfer to save enough money for tax.

Information Commissioner

You are required to register under the Data Protection Act 1998 with the information commissioner. The website is www.ico.org.uk.

This is a legal requirement when processing individual details. It is an online application process that is relatively straightforward. You will be required to adhere to the European General Data Protection Regulations, GDPR, and the private hospitals will also set out their policy to you in respect of patients under your care at their establishments.

Choosing an Accountant

Your accountant should be one of your most trusted advisers. They play an important role in helping you to manage your tax affairs and to keep you protected from unsafe tax schemes. It is important to know that anyone can call themselves an accountant, even if they do not hold any professional qualifications. The main qualifications in the UK are Chartered Accountants and Certified Accountants. It doesn't really matter where your accountant is located as all services that you need can be obtained via video conferencing, telephone, e-mail and also post. Having the backing of good professional advice from advisers familiar with the medical sector is important and applies not just for choosing an accountant but also to solicitors and financial advisers.

These practical tips have been provided as a general guide only and do not constitute financial advice. Before taking any action you should seek professional advice.

Leveraging the services of a medical assistant

Jane Braithwaite

Managing Director - Designated Group





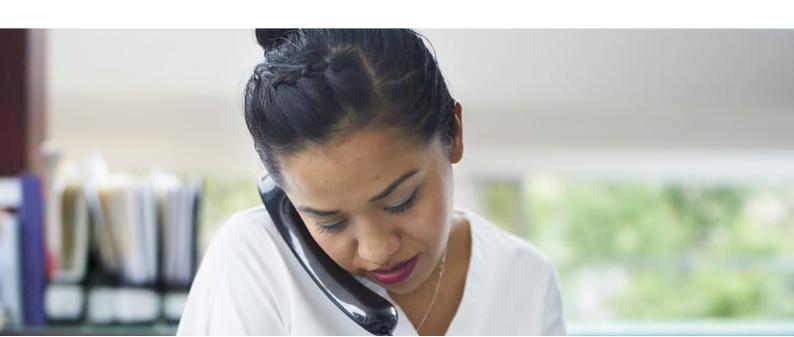
Your Medical PA will have an enormous impact on your private practice. The Medical PA role is considered an admin role but I strongly argue that is much more than that and would encourage you to consider them as the owner of customer service, where the customer is your patient. The Medical PA role will work alongside you, caring for your patients and ensuring they feel safe and receive good quality care. Many people in the medical industry now talk about the "patient experience" and the service your Medical PA delivers is a significant and important part of your patient's experience that impacts your reputation as a doctor. Your medical PA acts as an ambassador for your practice.

It is imperative that your Medical PA is fully engaged in your vision of your practice. Your Medical PA should understand your goals and objectives and understand how they contribute to achieving them.

The patient journey can be broken down into three parts. Below we determine the Medial PA's role in each part of the journey.

Before Treatment

Your Medical PA will handle your patient's initial enquiry, responding to questions about your practice and starting to build a relationship with a new patient who is often anxious and needs reassurance. This relationship building is key and can determine whether your patient decides to book or not.



For every interaction you have with a patient, either during a consultation or planned surgery, your medical PA may have more than 6 interactions by phone and by email. When a patient has decided to book an appointment to see you by phone or email, they have their first human interaction with your practice. It is at this point where your Medical PA will start to build their relationship with your patient.

Semble and other practice management systems allow patients to book online. If this is the case, the patient's first human interaction will come at the next stage, follow up and confirmation, which is still incredibly important.

Communication is key throughout the patient journey but in this initial stage there is an opportunity for your Medical PA to provide valuable information such as patient information leaflets.

Over recent months the use of video conferencing has grown exponentially, and whilst face to face consultations will always be preferential you may decide to include video as part of your patient care. This may allow you to "meet" patients more quickly than face to face and therefore deliver a greater patient experience, especially for those who need urgent reassurance. Your Medical PA will arrange video calls on your behalf, ensuring both you and your patient have the correct login details to ensure the video call goes smoothly.

'It is imperative that your Medical PA is fully engaged in your vision of your practice.'

Your Medical PA will contact your patient prior to their appointment to confirm the date, time and location. As I am sure you know, Semble can send out automatic reminders by email the day before the appointment which makes life much easier.

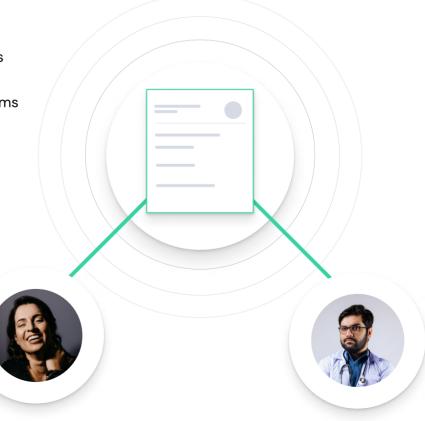
When your patient does visit the practice, the physical environment in which you meet will also impact the patient experience. To enhance this, it is important that your PA reconfirms the appointment the day before and ensures the patient has accurate details regarding your location, how to find you and other considerations such as parking. The aim of this communication is to ensure your patient is fully briefed, has clear expectations of what to expect and from a practice time management perspective, arrives on time.

During treatment

Following your initial consultation, you will have a list of follow up actions, which we refer to as "outcomes" and follow up communications to deliver. It is your Medical PA's role to ensure all the outcomes and communications are handled on your behalf in an accurate, secure and timely manner. This requires enormous attention to detail and the creation of robust processes and systems to ensure mistakes are eliminated.

For example, for every test your patient has done, your Medical PA needs to ensure that results are received and communicated to you so you can dictate a letter. The dictation needs to be transcribed and sent in a secure manner to the patient and/or GP. One missing result letter can be disastrous.

Your medical PA will handle the management of the outcomes, ensuring your patient is booked for the various tests that you have requested, follow up appointments or surgery. Liaising with other clinics and hospitals as needed. Prescriptions must be completed and referrals to other health care professionals managed.



Your patients will also need to be billed for the treatment they receive. I know that many Medical PAs also manage billing and credit control (I used to do it myself), but my experience is that doctors are better served by using a professional billing company to fulfil this role for two reasons. Firstly, billing is a complex process requiring excellent knowledge of insurance company codes. Second, it is very difficult for your Medical PA to maintain their relationship with the patient when they need to have discussions about overdue invoices, insurance company shortfalls etc. These discussions are best handled by your billing company.

'Relationship building is key and can determine whether your patient decides to book or not.'

All your medical suppliers, ordered by your Medical PA, will need to be paid for. This again can be handled by your Medical PA, although you may be wise to engage a professional bookkeeper. Your bookkeeper will be able to provide you with monthly management accounts so you can assess the performance of your practice. Semble integrates with Xero which is a brilliant finance management system and well worth considering.

After treatment

In most cases, patients will attend a follow-up appointment with you which is normally in person. Your Medical PA will ensure that all follow-up appointments are booked in a timely manner. After the appointment, your patient may be discharged from your care or you may require a longer-term follow up, for example, an annual check-up.

Your Medical PA will set a "recall" task for your patient which will notify your Medical PA, at the right time, to contact your patient and arrange said check-up. This is a great time for your Medical PA to encourage a review on the platform of your choice, e.g. Google Reviews, Doctify, I want great care etc.

I encourage all doctors to view all patients as long-term patients as they may need further treatment in the future, or they may refer friends and family who have a need for your services.

Summary

Overall, I recommend choosing your Medical PA with care, recognising that they will represent your practice and have a significant impact on your reputation as a doctor.

There are of course functional skills that your Medical PA needs to show competency in, for example, audio typing, but the most significant impact your Medical PA will have is on the way in which your patients are looked after and cared for. The skills to deliver this are developed through training but are also dependent on attitude and is aligned with your vision for your practice.

If you require any further help, please do contact me directly at jane@designatedgroup.com. I would be more than happy to assist.

Jane Braithwaite is managing director of Designated Medical, which offers business services for private consultants, including medical secretary support, marketing, website development, book-keeping and HR support.

Optimise your workflows

Mark Philpott

Chief Executive Officer - NPH Group





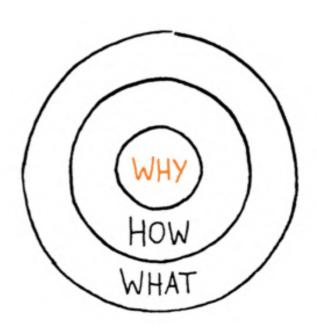
Success in clinical practice is about winning the trust of clients and enabling the very best from the clinical professionals employed to deliver services. The clients we help need to know, like and trust the practitioner and business, and excellent well-developed systems and processes can enable this.

'We can't manage what we don't plan to measure.'

From a business point of view, responsible owners want their clinicians to deliver exceptional care, which is highly valued, whilst working towards the commercial aspiration of their business model. This requires businesses to truly understand the clinical roles, and for the practitioner to have some commercial awareness of how the business operates. The two must sing as one. What enables this to work well is integrated systems and processes, which are fit for purpose.

A clear vision for 'why', 'how', and 'what' a clinic business expects to deliver for its clients is another fundamental enabler. What is the purpose of the clinic business, the systems, and processes needed to operate it?

A clear vision coupled with the adoption of systems and processes which have been configured with purpose will provide the bedrock for success and future growth.



If clinical businesses adopt systems and processes without consideration for 'why', 'how', and 'what' they deliver, clinicians will adopt learned and preferred habits, which may not necessarily support the commercial success of the clinic business or meet the expectations of clients in what is now a very discerning world.

Looking at this another way, systems and processes can support the delivery of highly effective professional health care or they can be a hindrance, leaving the practitioner and client feeling frustrated and dissatisfied. The difference is in the vision, preparation, and planning of the clinic business model.

I refer to this as the ergonomics of health care, in which systems and processes are developed around the needs of the client to enable the practitioner to deliver the best possible experience.

So, besides adopting excellent systems and processes with a clear vision for what a business clinic intends to deliver, what is the single most limiting factor to success? In my view, it is the willingness to change and embrace this new technology.



There is now no escaping the speed at which technology is evolving. Clinic businesses ignore this at their peril. I believe that many clinicians have an inherent fear of systems, processes, and technology because they are often perceived to be a threat to the clinician-patient experience and because technology is constantly changing, making it hard to continuously adapt.

Technology developers must recognise this when creating solutions. Clinic businesses must adopt ways of managing change to bring down the barriers of fear, apprehension, doubt, and uncertainty. These are important soft skills, which can engage health care professionals and support clinicians, helping them to become excited about adopting new technology. Innovation and change must be embraced and requires leadership.

The population of the world is getting older, people are living longer, and medicine is advancing at an exponential rate. All of this is putting more and more demand on health care systems, and the technology and treatments we use are in most cases not getting any cheaper.

'Innovation and change must be embraced and requires leadership.'

Consequently, we must find ways of delivering more care at a reduced cost, so that what we have can be spread as wide as possible and within boundaries of affordability.

This requires every clinician and clinic business to become more effective in the time available, without diluting the client experience. The only way to do this is to constantly improve ways of working by embracing technology to enable efficiency. This means working smarter not harder.

If Healthcare providers want to keep up with the times and stay ahead of the competition, they must choose to change. If you want different results than what you're getting, you have to try different approaches.

The change will happen anyway, but Healthcare providers have a clinical, ethical, and commercial responsibility to take their teams with them if they want to achieve success. I have heard it said that 'running a business is easy if it was not for the fact that we must employ people'. I would agree but of course, it is a fallacy.

'Everything in our lives reflects a choice we have made. If you want a different result, make a different choice.'

Employing excellent people presents an opportunity to embrace individualism and to promote even more innovation in business if we choose to. Leading change and working with teams, can be an opportunity for everyone's personal development and success, so long as there is a clear purpose and vision.



Because of the need to embrace our people, besides adopting well thought through system and process, clinic businesses must also build a culture that stimulates personal growth and fulfilment.

When a vision has been clearly defined, systems and processes have been implemented effectively and our teams truly take ownership rather than fear innovation and change, then the magic of excellent systems, process, and reporting capabilities can unfold. When the value of this is recognised and embraced, ever more imaginative and creative ways of using technology will deliver even better clinical experiences.

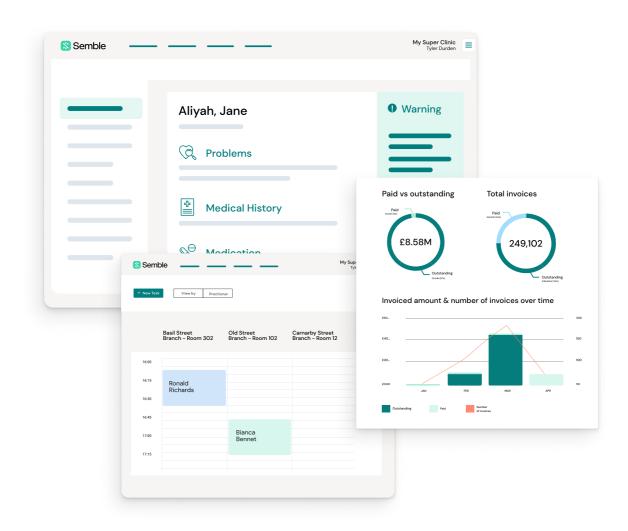
Ultimately, the one person who benefits from getting it all right is the client. If their experience is excellent, then the revenues required to sustain, grow, and scale a clinic business will naturally flow.

About Semble

Semble is an innovative cloud-based and mobile-friendly clinical system covering all the medical and admin needs of a practice or larger groups. Our system allows for arduous processes to be streamlined efficiently saving valuable time, improving the working day, whilst enhancing security by using one truly fully integrated system.

Semble includes features like online booking and forms, consultation and letter templates (incl. Word integration), lab and online pharmacy integrations, automatic billing with payment, video consultations, patient portal, API, analytics and much more.

semble.io







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