THE ESSENTIAL GUIDE TO SMALL BUSINESS ACCOUNTING

IS YOUR BOOKKEEPING HELPING YOU... OR HIDING PROBLEMS?

FOR HEALTH, WELLNESS & PERSONAL-CARE PRACTICE OWNERS

Arthur

BOOKKEEPING • TAX • ADVISORY

START HERE

BEFORE YOU READ

You did not open a health practice because you dreamed of reconciling accounts. You opened it to help people. This guide gives you a simple way to keep the financial side from becoming the part of the business you avoid.

> **WHY THIS MATTERS**
>
> That is not a personal failure. Most health, wellness, and personal-care professionals were trained to serve clients or patients, not to build an accounting system. But once you own the practice, the numbers become part of the job whether you enjoy them or not.

This guide will help you recognize what healthy books should do, where common problems hide, and when the financial system that got you started is no longer enough for the practice you are building.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Could you answer one important financial question today without opening your bank app or waiting for tax season?

START HERE

BEFORE YOU READ

THE FULLER PICTURE

This is not a bookkeeping textbook. It is an owner's field guide to the financial questions that appear as a practice grows: Can we afford another provider? Is this service actually profitable? Why did cash decline during a strong month? How much should be reserved for taxes? Which reports can be trusted?

You do not need to memorize accounting rules to answer those questions. You do need complete records, a repeatable monthly process, and enough understanding to connect the reports with the decisions you are making.

BUILD YOUR FINANCIAL QUESTION LIST

✓ Revenue is growing, but cash still feels unpredictable.

✓ Tax season produces anxiety, surprises, or a scramble for records.

✓ You run reports but are not sure what decisions to make from them.

✓ You are adding providers, employees, services, or locations.

✓ You suspect the books are technically “done” but not genuinely useful.

WHAT THIS LOOKS LIKE IN REAL LIFE

By the end of this guide, you should be able to complete the essential monthly bookkeeping steps, identify warning signs before they become expensive, and prepare cleaner information for your tax professional, payroll provider, or practice manager.

TRY THIS THIS MONTH

01 Circle the two sections that reflect your biggest current concern.

02 Write down one financial decision you expect to make in the next six months.

03 Use that decision as the test: do your current books give you enough information to make it confidently?

OWNER DIAGNOSTIC

Could you answer one important financial question today without opening your bank app or waiting for tax season?

WARNING SIGN · 01

WHEN ACCOUNTS ARE NOT RECONCILED MONTHLY

A reconciliation is the monthly moment when your books and the outside world agree. If that step is skipped, every report that follows begins with a question mark.

> **WHY THIS MATTERS**
>
> Every bank account, credit card, loan, and payment-clearing account should be reconciled to an independent statement. The process begins with the prior reconciled balance, accounts for activity that cleared during the month, identifies legitimate outstanding items, and arrives at the statement balance. A difference should be explained, not forced away with an adjustment whose only purpose is to make the screen turn green.

For a health practice, reconciliation extends beyond the operating bank account. Card processors may combine several days of collections, subtract fees and refunds, and deposit the net amount. Payroll providers may withdraw wages, taxes, benefits, and service fees separately. Patient-financing companies may retain a percentage of the charge. If those clearing accounts are ignored, revenue and expenses can be wrong even when the bank account itself reconciles.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Is every bank, card, loan, and processor account reconciled through last month, with every difference explained?

WARNING SIGN · 01

WHEN ACCOUNTS ARE NOT RECONCILED MONTHLY

THE FULLER PICTURE

A completed reconciliation also creates a cut-off point. Once a month is reviewed and closed, later changes should be limited and documented. Otherwise a report the owner relied on in March can show different results when it is reopened in July. That undermines tax projections, performance comparisons, and confidence in the books.

HOW TO TEST YOUR BOOKS

✓ Run and save the most recent reconciliation report for every bank and credit-card account.

✓ Confirm that the ending balance agrees with the actual statement, not merely the bank-feed balance.

✓ Review old outstanding checks, deposits in transit, and unexplained reconciliation adjustments.

✓ Confirm processor-clearing and payroll-clearing accounts return to reasonable balances.

✓ Check whether your software allows changes to closed months, then set a closing-date password or review alert.

WHAT THIS LOOKS LIKE IN REAL LIFE

A massage practice records every processor deposit as service revenue. The bank reconciles, but $2,800 of monthly fees and $1,100 of refunds never appear. Gross collections, operating costs, and refund trends are all understated. Reconciling the processor statement reveals the missing components and creates a repeatable entry for future months.

TRY THIS THIS MONTH

01 Put every bank, card, loan, and processor account on your recurring monthly checklist.

02 Resolve differences while statements and transaction details are still available.

03 Complete a final reasonableness review before treating the month as finished.

OWNER DIAGNOSTIC

Is every bank, card, loan, and processor account reconciled through last month, with every difference explained?

WARNING SIGN · 02

WHEN PROFIT DOES NOT MATCH CASH

A profitable month can still feel cash-poor. That is not automatically a bookkeeping error, but it is a signal worth understanding before you spend, hire, or take an owner distribution.

> **WHY THIS MATTERS**
>
> The profit and loss statement measures revenue minus expenses for a period. Cash changes for additional reasons. Borrowing creates cash without creating revenue. Paying loan principal reduces cash without creating an expense. Buying equipment may reduce cash immediately while the accounting cost is recognized over time. Owner contributions and distributions change cash but are not operating income or expense.

Timing matters as well. A practice may earn revenue this month and collect it next month. It may collect cash for a package before delivering the services. It may incur payroll or supply costs before the related payment clears. Accrual accounting recognizes economic activity when earned or incurred; cash accounting generally recognizes it when money changes hands. Neither method makes the bank balance equal profit.

READ THIS SECTION WITH ONE QUESTION IN MIND:

If profit and cash moved in opposite directions last month, can you explain the difference in plain English?

WARNING SIGN · 02

WHEN PROFIT DOES NOT MATCH CASH

THE FULLER PICTURE

Owners need a bridge between the two. Start with reported profit, then identify noncash expenses, receivable and payable changes, debt activity, equipment purchases, owner transactions, and timing differences. The statement of cash flows provides that bridge, but a short management explanation is often more useful than the formal report alone.

COMMON REASONS CASH FALLS DURING A PROFITABLE MONTH

✓ Receivables increased because collections lagged behind services.

✓ Debt principal, equipment, or build-out costs consumed cash.

✓ The owner took distributions that do not appear on the profit and loss statement.

✓ Prior-period bills, credit cards, taxes, or payroll liabilities were paid.

✓ Cash was reserved or spent for prepaid services that have not yet been earned.

WHAT THIS LOOKS LIKE IN REAL LIFE

A therapy group reports $30,000 of profit but collects $18,000 less than the revenue recognized, pays $7,000 of loan principal, buys $9,000 of furniture, and distributes $8,000 to the owner. Cash falls even though the practice was profitable. The correct response is not to distrust the profit figure; it is to manage collections, capital spending, debt, and distributions together.

TRY THIS THIS MONTH

01 Review profit, balance sheet, and cash flow together each month.

02 Maintain a rolling cash forecast that includes debt, taxes, and owner pay.

03 Require a plain-English explanation for every material difference between profit and cash.

OWNER DIAGNOSTIC

If profit and cash moved in opposite directions last month, can you explain the difference in plain English?

WARNING SIGN · 03

WHEN EXPENSE CATEGORIES CANNOT BE TRUSTED

Categories are the labels that turn a list of transactions into a picture of the practice. When those labels are inconsistent, the picture may look polished while telling the wrong story.

> **WHY THIS MATTERS**
>
> A chart of accounts should reflect how the practice operates without becoming so detailed that no one can use it consistently. Clinical supplies should be distinguishable from office supplies when the difference supports pricing or margin decisions. Provider compensation may need to be separated from administrative payroll. Merchant fees, outside labs, patient refunds, marketing, rent, software, insurance, and continuing education should be visible enough to manage.

Consistency matters more than creating a category for every vendor. The same type of transaction should receive the same treatment from month to month. Otherwise a trend may reflect changing bookkeeping choices rather than changing business activity. Documentation should explain recurring judgment calls, such as whether a software platform supports service delivery, administration, or marketing.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Could you compare your five largest expense categories with last year and trust that the comparison is apples to apples?

WARNING SIGN · 03

WHEN EXPENSE CATEGORIES CANNOT BE TRUSTED

THE FULLER PICTURE

Some purchases do not belong entirely on the profit and loss statement. Equipment, leasehold improvements, loan payments, prepaid expenses, and deposits may affect the balance sheet. Personal purchases and owner reimbursements require separate treatment. Categorizing bank-feed transactions by vendor name alone can easily miss those distinctions.

CATEGORY-QUALITY TEST

- ✓ Can the owner identify the major costs required to deliver each primary service?
- ✓ Are provider labor and administrative labor visible separately when useful?
- ✓ Are merchant fees, refunds, discounts, and write-offs consistently recorded?
- ✓ Are equipment and loan transactions reviewed rather than automatically expensed?
- ✓ Do year-to-date category trends make operational sense?

WHAT THIS LOOKS LIKE IN REAL LIFE

A dental office codes all purchases from a large supplier to dental supplies. The vendor invoices include clinical materials, small equipment, office furniture, and a financed imaging device. The category total looks plausible, but service margin is distorted, assets are missing, and debt is incomplete. Invoice-level review is required for mixed purchases.

TRY THIS THIS MONTH

01 Create written rules for the twenty most common or material transaction types.

02 Review trends by category and investigate changes rather than recoding them reflexively.

03 Open the invoice, receipt, or contract whenever the bank description does not explain what was purchased.

OWNER DIAGNOSTIC

Could you compare your five largest expense categories with last year and trust that the comparison is apples to apples?

WARNING SIGN · 04

WHEN OWNER DRAWS, LOANS, AND REIMBURSEMENTS FEEL MESSY

Owner money has a way of entering the books through side doors: a personal card, a quick transfer, a reimbursement that never happened, or a loan that was never documented.

> **WHY THIS MATTERS**
>
> An owner contribution adds resources to the business but is not revenue. A distribution removes value from the business but is not an operating expense. A reimbursement may be a deductible business cost when it is supported and handled properly. Payroll is compensation subject to payroll reporting. A shareholder or partner loan creates a receivable or liability and should have terms, documentation, and a repayment history.

The correct treatment depends on the entity and the facts. Sole proprietors, partnerships, S corporations, and C corporations do not all pay owners the same way. In an S corporation, for example, wages and distributions are not interchangeable. In a partnership, payments to partners may require treatment different from ordinary employee payroll. The books should preserve those distinctions so the tax professional is not reconstructing them after year-end.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Can every owner transfer from the last three months be identified as pay, reimbursement, contribution, distribution, or loan?

WARNING SIGN · 04

WHEN OWNER DRAWS, LOANS, AND REIMBURSEMENTS FEEL MESSY

THE FULLER PICTURE

Commingling also weakens management information. When personal costs appear throughout operating expenses, the owner cannot see what it truly costs to run the practice. When business expenses are paid personally and never recorded, deductions and liabilities may be omitted. A clear process protects both the reports and the documentation.

OWNER-ACTIVITY CONTROLS

✓ Use dedicated business accounts for business activity.

✓ Submit supported reimbursement requests on a regular schedule.

✓ Record contributions and distributions to the appropriate equity accounts.

✓ Document loans between the owner and business instead of allowing unexplained balances to accumulate.

✓ Coordinate payroll and owner-pay decisions with the tax professional.

WHAT THIS LOOKS LIKE IN REAL LIFE

The owner of an S corporation pays personal expenses from the business card and categorizes every payment as an office expense. She also transfers cash to herself whenever the bank balance appears high. The practice overstates deductions, understates distributions, and has no defensible owner-pay policy.

TRY THIS THIS MONTH

01 Create separate categories for contributions, distributions, reimbursements, and documented loans.

02 Choose a regular owner-pay process rather than relying on irregular transfers.

03 Review owner activity monthly before details become difficult to reconstruct.

OWNER DIAGNOSTIC

Can every owner transfer from the last three months be identified as pay, reimbursement, contribution, distribution, or loan?

WARNING SIGN · 05

WHEN THE BOOKS ONLY RECEIVE ATTENTION AT TAX TIME

Tax season should be a handoff, not an archaeological dig. If the books only receive serious attention once a year, the practice spends eleven months making decisions with stale information.

> **WHY THIS MATTERS**
>
> If twelve months of activity are reviewed at once, missing information is harder to locate, incorrect workflows continue all year, and the owner spends months making decisions without reliable reports. A collection issue discovered in February of the following year cannot improve last summer’s cash flow. A low-margin service identified after year-end has already consumed another year of capacity.

Tax planning also loses value when the books arrive late. Entity decisions, estimated payments, retirement contributions, equipment timing, payroll adjustments, and cash reserves require current profit information. A tax preparer can make assumptions, but the usefulness of the projection depends on the accuracy and completeness of the underlying records.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Were last month's books closed and reviewed while the information was still useful?

WARNING SIGN · 05

WHEN THE BOOKS ONLY RECEIVE ATTENTION AT TAX TIME

THE FULLER PICTURE

Monthly bookkeeping does not mean every business needs a formal board package. It means the core accounts are reconciled, open questions are resolved, the balance sheet is reviewed, and the owner receives information soon enough to act. Quarterly strategy can then build on monthly reliability.

THE COST OF WAITING

- ✓ Cleanup fees and your own time spent reconstructing old activity
- ✓ Missed collection opportunities and unresolved processor errors
- ✓ Late discovery of payroll, sales-tax, or estimated-tax problems
- ✓ Pricing and hiring decisions made without current margin information
- ✓ Lender or buyer requests delayed because financial statements are not ready

WHAT THIS LOOKS LIKE IN REAL LIFE

A med spa reviews its books only when preparing the return. The year-end cleanup reveals that package liabilities were recorded as revenue, inventory purchases were inconsistent, and processor financing fees were buried in sales. Management spent the year using overstated revenue and unreliable margins to plan hiring and promotions.

TRY THIS THIS MONTH

01 Set a monthly close deadline and a quarterly owner-review date.

02 Create a document-request calendar so information arrives throughout the year.

03 Schedule tax projections while there is still time to change decisions.

OWNER DIAGNOSTIC

Were last month's books closed and reviewed while the information was still useful?

WARNING SIGN · 06

WHEN THE TAX PREPARER KEEPS ASKING FOR MISSING INFORMATION

Repeated questions from the tax preparer are rarely just an April inconvenience. They are clues about what the bookkeeping system failed to capture during the year.

> **WHY THIS MATTERS**
>
> The tax preparer should not have to guess whether a large deposit was a loan, contribution, or revenue; whether a payment purchased equipment or ordinary supplies; whether owner health insurance was handled through payroll; or whether contractor information is complete. Those facts should be identified when the transaction occurs and supported with documents.

A tax-ready file includes reconciled financial statements, a fixed-asset schedule, debt balances, payroll reports, contractor totals, owner-activity detail, major purchase documents, and explanations for unusual transactions. It should also identify changes in ownership, locations, states, services, payroll, financing, and entity structure that may affect filing obligations.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Could you send a tax-ready package today without rebuilding payroll, fixed assets, loans, or owner activity?

WARNING SIGN · 06

WHEN THE TAX PREPARER KEEPS ASKING FOR MISSING INFORMATION

THE FULLER PICTURE

Missing documentation can delay filing, increase preparation cost, weaken deductions, produce inconsistent treatment, and leave the owner unable to respond efficiently to a notice or examination. A secure, organized document system is part of the accounting process, not an optional administrative extra.

BUILD A PERMANENT RECORDS FILE

✓ Formation, ownership, election, and governing documents

✓ Loan agreements, leases, equipment purchases, and closing documents

✓ Payroll registrations, benefit plans, and owner-compensation decisions

✓ Prior returns, depreciation schedules, carryforwards, and tax notices

✓ Recurring contracts and explanations for material accounting policies

WHAT THIS LOOKS LIKE IN REAL LIFE

A chiropractor replaces treatment equipment using a trade-in and financing arrangement. Only the monthly bank withdrawal reaches the books. At tax time, no one can identify the purchase price, trade allowance, loan balance, or disposal of the old asset. One contract captured when the transaction occurred would have prevented hours of reconstruction.

TRY THIS THIS MONTH

01 Create a tax-readiness checklist using the organizer and document requests supplied by your tax professional.

02 Attach source documents to material transactions during the year.

03 Resolve tax-preparer questions by changing the process that caused them, not only by answering the email.

OWNER DIAGNOSTIC

Could you send a tax-ready package today without rebuilding payroll, fixed assets, loans, or owner activity?

WARNING SIGN · 07

WHEN DECISIONS COME FROM THE BANK BALANCE INSTEAD OF REPORTS

Your bank balance answers one useful question: how much cash is there right now? It does not tell you how much is already spoken for or whether the practice can safely afford its next move.

> **WHY THIS MATTERS**
>
> Cash in the account may already be committed to payroll, payroll taxes, quarterly estimates, credit cards, vendor bills, debt, patient refunds, or services sold in advance. The balance says nothing about receivables that may arrive soon, liabilities that are not yet due, or whether the practice generated a sustainable profit.

Financial reports provide context. The profit and loss statement explains performance over a period. The balance sheet shows assets, liabilities, and equity at a point in time. The statement of cash flows explains how operations, investing, and financing changed cash. Receivable and payable reports add timing detail.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Before approving a major expense, do you review more than the current bank balance?

WARNING SIGN · 07

WHEN DECISIONS COME FROM THE BANK BALANCE INSTEAD OF REPORTS

THE FULLER PICTURE

Decisions should use the report that matches the question. Hiring requires a view of recurring revenue, labor economics, cash runway, and ramp time. Equipment decisions require contribution, financing, utilization, and after-tax cash cost. Owner distributions require profit, taxes, debt, and near-term liquidity. No single bank-screen number can answer those questions.

MATCH THE QUESTION TO THE INFORMATION

✓ Hiring: recurring collections, provider capacity, payroll burden, and cash runway

✓ Pricing: service-line contribution, demand, discounts, and collection experience

✓ Expansion: location economics, build-out cash, debt service, and break-even volume

✓ Distribution: available cash after obligations, projected taxes, and working-capital needs

✓ Financing: historical performance, balance-sheet strength, forecast, and repayment capacity

WHAT THIS LOOKS LIKE IN REAL LIFE

A salon sees $75,000 in the bank and signs a new lease. The balance includes $22,000 reserved for taxes, $14,000 of gift-card and package obligations, and cash needed for two payroll cycles. A twelve-month forecast would have shown that the build-out and ramp period required more financing than the practice had available.

TRY THIS THIS MONTH

01 Write the decision first, then identify the reports and assumptions needed to evaluate it.

02 Separate committed cash from truly discretionary cash.

03 Document the decision threshold before optimism or urgency changes the standard.

OWNER DIAGNOSTIC

Before approving a major expense, do you review more than the current bank balance?

MONTHLY STANDARD · PART 1

THE MONTHLY CHECKLIST: RECONCILIATION AND TRANSACTION QUALITY

Think of the monthly close as a reset button. These checks turn downloaded transactions into records you can use with confidence.

> **WHY THIS MATTERS**
>
> Begin by confirming that every bank statement, credit-card statement, loan statement, and processor report is available. Reconcile each account through the same month-end date. Investigate duplicates, missing transactions, stale outstanding items, and transfers that appear on only one side. Review clearing accounts for payroll and payment processors rather than allowing balances to accumulate indefinitely.

Next, resolve uncategorized transactions and anything placed in a temporary account. When you code the books, use what you know about the business: who was paid, what was purchased, which service benefited, whether the purchase included equipment, and whether any portion was personal. If you cannot answer immediately, keep one dated question list and resolve it before closing the month.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Can you initial every item on this page for the most recently completed month?

MONTHLY STANDARD · PART 1

THE MONTHLY CHECKLIST: RECONCILIATION AND TRANSACTION QUALITY

THE FULLER PICTURE

Review loans, assets, and owner activity with supporting documents. Split loan payments between principal and interest. Record new equipment and disposals consistently. Separate contributions, distributions, reimbursements, and payroll. Confirm payroll withdrawals agree with payroll reports and that payroll liabilities clear when taxes and benefits are paid.

CLOSE CONTROL CHECKLIST

✓ Every balance-sheet account has an identified source document or reconciliation method.

✓ Transfers net to zero across the accounts involved.

✓ No material transaction remains uncategorized or unsupported.

✓ Processor deposits reconcile from gross collections to net bank deposits.

✓ Payroll expense, cash withdrawals, and payroll liabilities agree with provider reports.

✓ New debt, equipment, leases, and owner transactions have been reviewed individually.

WHAT THIS LOOKS LIKE IN REAL LIFE

Your month-end folder should contain the statements used, saved reconciliation reports, notes for resolved questions, and support for material entries. If something remains unresolved, write down what is missing and set a deadline instead of hiding it in a temporary account.

TRY THIS THIS MONTH

01 Use one standardized checklist every month.

02 Complete the checklist once for accuracy, then make a separate review pass for anything that does not make business sense.

03 Track recurring delays and redesign the source process that creates them.

OWNER DIAGNOSTIC

Can you initial every item on this page for the most recently completed month?

MONTHLY STANDARD · PART 2

THE MONTHLY CHECKLIST: RECEIVABLES, REPORTS, AND OWNER REVIEW

Once the transactions are clean, the work shifts from recordkeeping to understanding. This is the part that turns a completed month into better decisions.

> **WHY THIS MATTERS**
>
> Review receivables by payer, patient or client, age, and expected collectability. A large receivable balance is not an asset in any practical sense if no one expects to collect it. Separate timing differences from denials, disputes, documentation failures, or balances that should be written off. For insurance-based practices, connect the accounting total with the billing system at an agreed control point.

Review payables and near-term commitments so the owner understands what the bank balance must cover. Include credit cards, payroll, taxes, debt, annual renewals, equipment deposits, and approved purchases that have not yet cleared. Update the cash forecast for collection changes and unusual payments.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Did last month's review produce at least one decision, follow-up, or documented reason to stay the course?

MONTHLY STANDARD · PART 2

THE MONTHLY CHECKLIST: RECEIVABLES, REPORTS, AND OWNER REVIEW

THE FULLER PICTURE

Finally, read the profit and loss statement and balance sheet together. Compare the month and year to date with prior periods and expectations. Investigate material movements in revenue, provider compensation, clinical supplies, merchant fees, marketing, rent, software, debt, assets, liabilities, and equity. The owner review should end with decisions, not merely an acknowledgment that the reports were received.

THE OWNER’S MONTHLY QUESTIONS

✓ What changed materially, and is the explanation operational or accounting-related?

✓ Which revenue or cost trend requires action now rather than observation?

✓ What cash is committed during the next four to thirteen weeks?

✓ Which receivable, tax, payroll, or debt issue creates the greatest near-term risk?

✓ What decision did you make, what will you do next, and when will you review the result?

WHAT THIS LOOKS LIKE IN REAL LIFE

A concise package may include a one-page scorecard, profit and loss statement, balance sheet, cash-flow statement, receivable aging, cash forecast, and a short narrative explaining major changes. The package should be scaled to the practice, but it should always answer performance, position, liquidity, and action.

TRY THIS THIS MONTH

01 Schedule a recurring owner review within ten to fifteen days of month-end.

02 Maintain a decision log and revisit prior actions before adding new ones.

03 Close or lock the period after review and document any later changes.

OWNER DIAGNOSTIC

Did last month's review produce at least one decision, follow-up, or documented reason to stay the course?

THE BIG PICTURE

FINANCIAL HEALTH IS MORE THAN A BANK BALANCE

A healthy practice can pay today's bills and still be heading toward a cash squeeze. Financial health comes from seeing both today's position and the commitments arriving next.

> **WHY THIS MATTERS**
>
> The amount in the bank is important, but it is only one piece of the story. Financial health comes from knowing what happened, understanding what it means, and being prepared to act.

A bank balance is a snapshot, not a diagnosis. It does not tell you how much of the cash belongs to upcoming payroll, sales or payroll taxes, prepaid patient services, credit-card payments, loan obligations, or distributions that have not yet been taken.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Could your practice absorb one slow collection cycle or an unexpected repair without disrupting payroll?

THE BIG PICTURE

FINANCIAL HEALTH IS MORE THAN A BANK BALANCE

THE FULLER PICTURE

A stronger view combines three perspectives: profitability over time, the balance sheet at a point in time, and near-term cash commitments. When those three agree, the owner can see whether the practice is creating value, whether that value is accumulating, and whether enough cash is available to operate safely.

NUMBERS WORTH TRACKING

- ✓ Days of operating cash available after committed obligations
- ✓ Operating margin and owner compensation before discretionary distributions
- ✓ Current receivables by age and realistic collectability
- ✓ Debt payments and fixed commitments as a percentage of predictable collections

WHAT THIS LOOKS LIKE IN REAL LIFE

A med spa has $92,000 in the bank and appears healthy. But $28,000 is reserved for payroll and payroll taxes, $17,000 relates to prepaid packages not yet delivered, $12,000 is due on credit cards, and $15,000 is needed for quarterly taxes. The useful number is not $92,000. It is the amount left after those commitments, viewed alongside expected collections.

TRY THIS THIS MONTH

01 Separate unrestricted operating cash from money already committed.

02 Review profit, cash, receivables, and liabilities together.

03 Set a minimum operating reserve based on real monthly obligations, not a generic rule.

A SIMPLE FRAMEWORK

CLARITY

Your records are current, organized, and reliable enough to show what is happening.

CONFIDENCE

You can explain the major movements in revenue, costs, cash, and profitability.

CONTROL

You can make hiring, spending, pricing, and tax decisions before circumstances make them for you.

OWNER DIAGNOSTIC

Could your practice absorb one slow collection cycle or an unexpected repair without disrupting payroll?

01 · ACCURACY

YOUR BOOKS SHOULD TELL THE TRUTH

Good books should feel like a clear window into the practice. You should be able to trace the important numbers, explain unusual changes, and know what still needs attention.

> **WHY THIS MATTERS**
>
> Accounting software will accept almost anything entered into it. The real question is whether the information reflects what actually happened in the practice.

When payments, merchant fees, payroll, loans, owner activity, and transfers are recorded incorrectly, the reports may still balance while telling the wrong story.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Can someone trace the major numbers on your reports back to real transactions and explain the differences?

01 · ACCURACY

YOUR BOOKS SHOULD TELL THE TRUTH

THE FULLER PICTURE

Accuracy is not perfection down to the penny at any cost. It means the records are materially complete, consistently classified, reconciled to outside evidence, and documented well enough that another qualified person can follow the logic.

The balance sheet is often where weak bookkeeping reveals itself. Old receivables, negative loan balances, duplicate assets, payroll liabilities that never clear, and unexplained owner-equity entries can carry forward for years. The profit and loss statement may look reasonable while those unresolved items quietly undermine every later decision.

COMMON WAYS THE STORY GETS DISTORTED

✓ Deposits are recorded as revenue without accounting for fees, refunds, or timing.

✓ Personal and business activity are mixed together.

✓ Loan proceeds or owner contributions are treated as income.

✓ Equipment purchases are buried in ordinary expenses.

✓ Payroll withdrawals are recorded without the related taxes and liabilities.

✓ Old balances remain because no one knows how to resolve them.

WHAT THIS LOOKS LIKE IN REAL LIFE

A therapy practice receives a $40,000 business loan. If the deposit is coded as service income, reported profit is overstated by $40,000. The monthly payment then gets coded entirely to expense, even though part reduces the loan and part is interest. The bank reconciles, but both profit and debt are wrong.

TRY THIS THIS MONTH

01 Review the balance sheet, not only the profit and loss statement.

02 Investigate old, negative, or unusual balances until you can explain them.

03 Keep receipts, loan statements, payroll reports, and processor statements available as source evidence.

OWNER DIAGNOSTIC

Can someone trace the major numbers on your reports back to real transactions and explain the differences?

REVENUE ISN’T ALWAYS THE DEPOSIT

The deposit is what reached the bank. Revenue is what the practice earned. Processor fees, refunds, insurance adjustments, patient credits, and timing differences often sit between the two.

> **WHY THIS MATTERS**
>
> That matters because a practice can overstate revenue, miss processing costs, or misunderstand collections even when every bank deposit has been categorized.

Your revenue workflow should connect what was charged, what was collected, what was withheld, and what ultimately reached the bank.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Can you reconcile gross charges or sales to deposits, fees, refunds, adjustments, and outstanding balances?

02 · REVENUE

REVENUE ISN’T ALWAYS THE DEPOSIT

THE FULLER PICTURE

The correct workflow depends on how the practice earns money. Insurance-based offices may need to separate charges, contractual adjustments, reimbursements, patient responsibility, and write-offs. Cash-pay practices may need to reconcile a scheduling platform or merchant processor. Memberships and packages add another question: has the revenue been earned, or has the practice collected cash for future services?

The bank feed only shows the final deposit. It cannot explain a processor’s gross collections, fees, refunds, chargebacks, financing deductions, or deposits in transit. When bookkeeping begins and ends with bank-feed categorization, those components disappear and management loses the ability to evaluate pricing and collection performance.

WATCH THESE MOVING PARTS

✓ Patient or client payments collected at the time of service

✓ Insurance or third-party reimbursements

✓ Packages, memberships, retainers, or prepaid services

✓ Merchant-processing fees and platform deductions

✓ Refunds, disputes, write-offs, and failed payments

✓ Timing differences between service, payment, and deposit

WHAT THIS LOOKS LIKE IN REAL LIFE

A dental practice collects $50,000 through a processor. The processor withholds $1,450 in fees and $550 in refunds, then deposits $48,000. Recording the deposit as revenue understates both revenue and operating costs. A proper entry shows $50,000 of collections, the fees and refunds separately, and a $48,000 deposit that can be reconciled.

TRY THIS THIS MONTH

01 List every system that charges, collects, adjusts, or deposits revenue.

02 Reconcile processor activity to both the operating system and the bank.

03 Track discounts, refunds, write-offs, and failed collections separately enough to manage them.

OWNER DIAGNOSTIC

Can you reconcile gross charges or sales to deposits, fees, refunds, adjustments, and outstanding balances?

KNOW WHAT IT COSTS TO DELIVER CARE

A full schedule is not the same as a profitable schedule. To understand which services support the practice, you need to see what it costs to deliver care.

> **WHY THIS MATTERS**
>
> More appointments may require more providers, support staff, supplies, software, marketing, rent, or equipment. If those costs grow faster than revenue, a fuller schedule can create more work without creating more financial strength.

Useful bookkeeping separates the costs that move with service volume from the costs required simply to keep the doors open.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Do you know the contribution margin of your most common service after its direct delivery costs?

03 · COSTS

KNOW WHAT IT COSTS TO DELIVER CARE

THE FULLER PICTURE

Start by distinguishing direct service costs from overhead. Direct costs change because a particular service was delivered: provider compensation, clinical supplies, labs, product cost, or transaction fees. Overhead supports the whole practice: rent, administrative payroll, insurance, software, and professional services.

That distinction makes contribution margin visible. A service may have a high selling price but contribute little after provider pay, supplies, financing costs, and discounts. Another service may look modest but produce stronger margin, repeat visits, and predictable collections. Revenue alone cannot show the difference.

ASK EACH MONTH

✓ Did revenue grow faster than the cost of delivering it?

✓ Which service lines or providers are supporting margin?

✓ Are staffing and scheduling aligned with actual demand?

✓ Are recurring tools and subscriptions still earning their place?

WHAT THIS LOOKS LIKE IN REAL LIFE

A wellness clinic adds an infusion priced at $325. The medication and supplies cost $105, the administering clinician costs $70, card fees average $10, and marketing incentives average $25. The service contributes $115 before rent, administrative labor, insurance, and other overhead. That figure, not the $325 price, should guide volume targets and discount decisions.

TRY THIS THIS MONTH

01 Calculate a simple contribution margin for each major service line.

02 Compare provider compensation and clinical supplies with the revenue they support.

03 Review low-margin services for pricing, workflow, supply, or scheduling changes before simply selling more.

A SIMPLE FRAMEWORK

PEOPLE
Wages, payroll taxes, contractors, benefits, recruiting, and training.

DELIVERY
Clinical supplies, products, labs, merchant fees, and service-specific tools.

OPERATIONS
Rent, software, insurance, phones, professional fees, and administration.

OWNER DIAGNOSTIC

Do you know the contribution margin of your most common service after its direct delivery costs?

PROFIT IS NOT CASH

Profit is the score for a period. Cash is the fuel available today. Both matter, and confusing them can lead to owner draws or expansion decisions the practice cannot comfortably support.

> **WHY THIS MATTERS**
>
> Profit measures revenue earned minus expenses incurred. Cash flow measures when money actually enters and leaves the business. Loan payments, equipment purchases, owner distributions, tax payments, and collection timing can make the two look very different.

That difference is why decisions based only on the profit and loss statement, or only on the bank balance, can be misleading.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Can you identify the three biggest reasons this year's profit differs from the change in cash?

04 · CASH FLOW

PROFIT IS NOT CASH

THE FULLER PICTURE

Cash problems often come from timing. Payroll may be due every two weeks while insurers pay in thirty to sixty days. Annual insurance, equipment deposits, tax payments, or owner distributions can create a sharp outflow in an otherwise profitable month.

A rolling cash forecast turns those timing differences into a plan. It begins with available cash, adds expected collections by week, subtracts known obligations, and shows the likely low point. It does not need to be perfect. Its purpose is to reveal when a decision must be made before cash becomes urgent.

FOUR CASH-FLOW QUESTIONS

✓ How much cash is truly available after near-term obligations?

✓ Which large payments or tax deadlines are approaching?

✓ How long does it take to collect revenue after services are delivered?

✓ What happens if revenue softens or a major expense arrives unexpectedly?

WHAT THIS LOOKS LIKE IN REAL LIFE

A chiropractic office reports a $24,000 monthly profit but buys a $36,000 treatment device with $12,000 down, repays $5,000 of loan principal, distributes $10,000 to the owner, and waits on $18,000 of receivables. Profit remains positive while cash falls sharply. Neither number is wrong; they answer different questions.

TRY THIS THIS MONTH

01 Build a thirteen-week view of expected collections and required payments.

02 Schedule taxes, debt, annual renewals, and planned purchases in the forecast.

03 Set a distribution policy that protects payroll, taxes, and the operating reserve first.

OWNER DIAGNOSTIC

Can you identify the three biggest reasons this year's profit differs from the change in cash?

CLOSE THE BOOKS EVERY MONTH

Closing the books means the month is finished enough to trust. Transactions are not merely imported; they are reconciled, classified, supported, reviewed, and ready to compare.

> **WHY THIS MATTERS**
>
> A consistent month-end close turns scattered transactions into a reliable financial picture. It also catches problems while the details are still fresh and the fix is usually smaller.

A close is both a checklist and a control. Each account should have a source document, a completion date, and a separate review step. Reconciliation confirms that the accounting record agrees with an independent statement. Your review then asks whether the result makes business sense.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Have you chosen a close date, completed your checklist, and resolved or documented every open item?

05 · MONTH-END

CLOSE THE BOOKS EVERY MONTH

THE FULLER PICTURE

Speed matters, but only after the workflow is reliable. For many small practices, a reasonable target is to finish and review the prior month within ten to fifteen days after month-end. Delays usually come from missing statements, unclear transactions, disconnected systems, or steps that were never added to a repeatable checklist.

MONTH-END DELIVERABLES

✓ Reconcile every bank, credit-card, loan, and payment account.

✓ Confirm that deposits, merchant fees, refunds, and transfers are recorded correctly.

✓ Resolve uncategorized transactions and unusual balances.

✓ Verify payroll, payroll taxes, and contractor activity.

✓ Review amounts owed to the practice and bills the practice owes.

✓ Compare the current month with prior periods and expectations.

WHAT THIS LOOKS LIKE IN REAL LIFE

The final package should include reconciled financial statements, a list of unresolved questions, explanations for material changes, current receivable and payable information when applicable, and a short record of decisions or corrections. Merely sending a profit and loss statement is not the same as completing and communicating the close.

TRY THIS THIS MONTH

01 Choose a target close date and define who supplies each missing document.

02 Use the same checklist every month and record unresolved items.

03 Lock or control closed periods so later changes are visible and intentional.

OWNER DIAGNOSTIC

Have you chosen a close date, completed your checklist, and resolved or documented every open item?

READ THE REPORTS THAT ANSWER REAL QUESTIONS

You do not need more reports. You need a small set that answers the questions you actually face: Are we profitable? Where did the cash go? What is owed? What can we safely do next?

> **WHY THIS MATTERS**
>
> Start with the reports that explain performance, position, cash, and collections. Then add detail only when it supports a specific decision.

Read reports in sequence. Begin with revenue and profit trends, then examine the balance sheet for what created or consumed resources, then review cash flow and receivables for timing. A single report can point toward an answer, but the combination usually explains it.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Can you name the decision each report in your monthly package is meant to support?

06 · REPORTS

READ THE REPORTS THAT ANSWER REAL QUESTIONS

THE FULLER PICTURE

Percentages often reveal more than raw dollars. Payroll as a percentage of revenue, supply cost per visit, average collection per provider day, and operating margin can show deterioration before the total dollar amounts become alarming. Use only measures that are defined consistently and tied to decisions.

USE COMPARISONS

✓ Current month versus prior month

✓ Year to date versus the same period last year

✓ Actual results versus budget or target

✓ Revenue and margin by provider, service, or location when reliable

WHAT THIS LOOKS LIKE IN REAL LIFE

Revenue rises 12 percent, but operating profit falls. The detailed profit and loss shows provider labor up 20 percent and marketing up 35 percent. Scheduling data shows only a small increase in completed visits. The decision is not simply to cut costs; it is to investigate productivity, staffing mix, campaign quality, cancellations, and pricing.

REPORTS WITH A JOB TO DO

PROFIT & LOSS
Are revenue and expenses producing a sustainable profit over time?

BALANCE SHEET
What does the practice own, owe, and retain at a specific date?

CASH-FLOW STATEMENT
Why did cash increase or decrease even when profit looked different?

A/R AGING
Who owes the practice money, how much, and for how long?

TRY THIS THIS MONTH

01 Select five to seven measures that reflect the economics of your practice.

02 Add a short written explanation for every material variance.

03 End each monthly review with an owner, due date, and expected result for any follow-up action.

OWNER DIAGNOSTIC

Can you name the decision each report in your monthly package is meant to support?

TAX READINESS IS A YEAR-ROUND SYSTEM

Tax readiness is built in ordinary months, not in one heroic week before a deadline. Current books create time to plan, document, and avoid preventable surprises.

> **WHY THIS MATTERS**
>
> Accurate, current books make both possible. They support estimated-tax decisions, entity planning, reasonable-compensation discussions, retirement contributions, equipment timing, and cash planning before a deadline removes your options.

The goal is not to chase every deduction. It is to understand the tradeoffs and make intentional decisions that fit the business.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Do you know your projected tax obligation, upcoming payment dates, and the cash reserved for them?

07 · TAXES

TAX READINESS IS A YEAR-ROUND SYSTEM

THE FULLER PICTURE

Tax-ready books have clean reconciliations, correctly recorded fixed assets and debt, separated owner activity, complete payroll and contractor records, and enough documentation to support significant deductions. When those foundations are missing, the tax return becomes a reconstruction project rather than a planning process.

Planning should also consider cash. A deduction can reduce taxable income while still requiring the business to spend more cash than the tax savings. The correct question is not, “Can I write this off?” It is, “Does this purchase make business sense, and what is the after-tax cost?”

A PRACTICAL QUARTERLY RHYTHM

✓ Review year-to-date profit and expected full-year results.

✓ Confirm that estimated payments and payroll deposits are on track.

✓ Discuss major purchases, hiring, debt, or owner-pay changes before acting.

✓ Keep owner, personal, and business activity clearly separated.

✓ Update cash needs for tax, payroll, and other near-term obligations.

WHAT THIS LOOKS LIKE IN REAL LIFE

A practice considers buying $60,000 of equipment in December for a possible deduction. If the equipment is not needed, spending $60,000 to save a fraction of that amount in tax leaves the owner poorer. If it supports profitable capacity and the timing fits the cash forecast, the tax benefit may strengthen an already sound decision.

TRY THIS THIS MONTH

01 Schedule tax projections before year-end, while choices still exist.

02 Reconcile payroll, contractor, loan, and fixed-asset records before tax preparation begins.

03 Keep a separate tax reserve and update it when projected profit changes materially.

OWNER DIAGNOSTIC

Do you know your projected tax obligation, upcoming payment dates, and the cash reserved for them?

WHEN BOOKS HIDE PROBLEMS

Bookkeeping problems rarely announce themselves with a flashing warning. They show up as small oddities: a growing clearing account, old receivables, negative balances, or reports that never quite agree.

> **WHY THIS MATTERS**
>
> The seriousness of a warning sign depends on its size, age, and effect. A small unreconciled difference discovered this month may be routine. A six-figure discrepancy carried for two years can affect taxes, lending, owner decisions, and the credibility of every report.

Do not solve structural problems with a plug entry simply to make a reconciliation screen turn green. A cleanup should preserve a trail of what changed, why it changed, and which periods or filings may be affected. If prior tax returns relied on incorrect records, the bookkeeping correction and tax response should be coordinated.

READ THIS SECTION WITH ONE QUESTION IN MIND:

How many of the warning signs on this page appear in your current books, and which one will you investigate first?

08 · WARNING SIGNS

WHEN BOOKS HIDE PROBLEMS

PRIORITIZE BY RISK

✓ Accounts have not been reconciled through the most recent month.

✓ The balance sheet contains old, unexplained, or negative balances.

✓ Revenue on the reports does not reasonably connect to collections.

✓ Merchant fees, refunds, or platform deductions are missing.

✓ Payroll liabilities do not clear after payments are made.

✓ Loans, equipment, or owner transactions are treated like ordinary income or expense.

WHAT THIS LOOKS LIKE IN REAL LIFE

Classify each issue as transactional, process-related, or historical. Transactional errors can often be corrected directly. Process failures require a new workflow so the error does not recur. Historical uncertainty may require source-document reconstruction, professional judgment, and a decision about how far back the cleanup should reach.

TRY THIS THIS MONTH

01 Quantify the unexplained amount and identify the periods affected.

02 Correct the underlying workflow, not only the visible balance.

03 Document adjustments and coordinate with the tax professional when prior filings may be involved.

OWNER DIAGNOSTIC

How many of the warning signs on this page appear in your current books, and which one will you investigate first?

YOUR 15-MINUTE MONTHLY REVIEW

You can learn a great deal about the practice in fifteen focused minutes. The key is reviewing the same questions every month and writing down what you will do next.

WHY THIS MATTERS

Fifteen minutes works only after the bookkeeping work is complete. The owner review is not the time to categorize months of transactions. It is the final management step: understand the results, challenge anything that does not make sense, and decide what deserves attention.

Use the same sequence each month so patterns become easier to recognize. Begin with cash and obligations, move to revenue and margin, examine receivables and liabilities, and finish with the few changes large enough to influence a decision.

READ THIS SECTION WITH ONE QUESTION IN MIND:

What decision or action came from your most recent monthly financial review?

09 · OWNER ROUTINE

YOUR 15-MINUTE MONTHLY REVIEW

A 15-MINUTE AGENDA

✓ Minutes 1-3: cash position, near-term obligations, and immediate risks

✓ Minutes 4-8: revenue, margin, payroll, and material variances

✓ Minutes 9-12: receivables, debt, taxes, and open accounting issues

✓ Minutes 13-15: decisions, owners, deadlines, and the next review date

WHAT THIS LOOKS LIKE IN REAL LIFE

Ask: What changed? Why did it change? Is it temporary or structural? What happens if it continues for three months? What action, if any, will you take now? Those questions convert a packet of reports into a useful owner review.

TRY THIS THIS MONTH

01 Keep a one-page scorecard with current month, year-to-date, target, and prior-year comparisons.

02 Record assumptions and revisit them next month rather than relying on memory.

03 Escalate any unexplained cash, payroll, tax, or balance-sheet issue immediately.

OWNER DIAGNOSTIC

What decision or action came from your most recent monthly financial review?

WHEN DIY STOPS BEING THE SMART CHOICE

DIY bookkeeping can be a smart way to understand a young practice. It stops being smart when catching up, second-guessing, and fixing errors cost more attention than the work saves.

> **WHY THIS MATTERS**
>
> The tipping point is not a specific revenue number. It is the point where complexity, risk, or opportunity exceeds the time and confidence you can reasonably bring to the work.

The hidden cost of DIY is not only the hours spent entering transactions. It includes delayed decisions, missed deductions, weak collections, incorrect payroll treatment, poor lender readiness, and the opportunity cost of using owner time on work someone else can perform more accurately.

READ THIS SECTION WITH ONE QUESTION IN MIND:

If you priced your bookkeeping time at the value of your clinical or leadership time, would DIY still be the economical choice?

10 · THE HANDOFF

WHEN DIY STOPS BEING THE SMART CHOICE

THE FULLER PICTURE

Outsourcing does not remove the owner from the financial process. The owner still approves payments, answers business-context questions, reviews reports, and makes decisions. The professional owns the accounting workflow; the owner retains business control.

THE PRACTICE MAY HAVE OUTGROWN DIY WHEN...

✓ You avoid the books until a deadline forces your attention.

✓ You are adding employees, contractors, providers, services, or locations.

✓ You cannot tell whether growth is improving profitability.

✓ Tax estimates or notices keep producing surprises.

✓ Your time is more valuable in patient care, leadership, or business development.

✓ A lender, partner, or adviser needs reliable financial information.

WHAT THIS LOOKS LIKE IN REAL LIFE

If an owner spends eight hours a month on bookkeeping, two hours locating missing information, and several days each year cleaning up for taxes, the cost is larger than software and professional fees. Compare those hours with the value of patient care, leadership, sales, or recovery time that the owner gives up.

TRY THIS THIS MONTH

01 List the bookkeeping tasks only you can perform and the tasks that can be delegated.

02 Compare ongoing support with the recurring cost of delay, rework, and annual cleanup.

03 Choose a provider based on process, communication, and relevant complexity, not price alone.

OWNER DIAGNOSTIC

If you priced your bookkeeping time at the value of your clinical or leadership time, would DIY still be the economical choice?

WHAT GOOD FINANCIAL SUPPORT SHOULD FEEL LIKE

Good financial support should make the practice feel clearer, not more dependent. You should know what was done, what the numbers mean, what needs attention, and what happens next.

> **WHY THIS MATTERS**
>
> The right financial partner creates a clear division of responsibility, asks informed questions, explains what matters, and gives you a predictable rhythm for decisions.

Good support is proactive without taking authority away from the owner. Questions arrive promptly, deadlines are visible, responsibilities are clear, and important changes are explained in plain language. The adviser should be able to say what is known, what is uncertain, and what additional evidence is needed.

READ THIS SECTION WITH ONE QUESTION IN MIND:

Does your current financial process leave you informed, current, and confident enough to make the next important decision?

11 · BETTER SUPPORT

WHAT GOOD FINANCIAL SUPPORT SHOULD FEEL LIKE

THE FULLER PICTURE

The relationship should also scale. As the practice adds payroll, locations, financing, providers, or new service lines, the chart of accounts, workflows, and reporting should evolve deliberately. A system designed for a solo practitioner may not be enough for a multi-provider practice.

ARTHUR CAN HELP WITH

- ✓ Monthly bookkeeping and financial review
- ✓ Catch-up and cleanup work
- ✓ QuickBooks setup, correction, and support
- ✓ Payroll and related processes
- ✓ Tax preparation and proactive tax planning
- ✓ Cash-flow, profitability, and decision support

WHAT THIS LOOKS LIKE IN REAL LIFE

Ask who will perform and review the work, what the monthly close includes, when reports will arrive, how questions are handled, how corrections are documented, what is outside scope, how tax information is coordinated, and what happens when the practice becomes more complex.

TRY THIS THIS MONTH

01 Agree on a monthly close date, deliverables, and communication rhythm.

02 Define the owner’s responsibilities as clearly as the provider’s.

03 Require reports to arrive with context, questions, and recommended next steps when appropriate.

A SIMPLE FRAMEWORK

CURRENT

Your books are maintained on a defined schedule and issues are addressed promptly.

CONNECTED

Bookkeeping, payroll, tax, and advisory decisions are not treated as unrelated tasks.

UNDERSTANDABLE

Reports come with context, not just attachments.

OWNER DIAGNOSTIC

Does your current financial process leave you informed, current, and confident enough to make the next important decision?

WHEN THE BOOKS TAKE MORE THAN THEY GIVE BACK

YOU DO NOT NEED TO DO ALL OF THIS ALONE.

The goal is not to remove you from the numbers. It is to give you current, dependable information without asking you to become the accounting department.

BOOKKEEPING THAT SUPPORTS THE PRACTICE YOU ARE BUILDING

Arthur Bookkeeping & Tax helps health, wellness, and personal-care practice owners clean up the past, keep the books current, prepare for taxes, and understand what the numbers are asking them to do next.

If you are spending more time fixing, searching, and second-guessing than reviewing and deciding, it may be worth a conversation.

START THE CONVERSATION

ARTHURBOOKKEEPING.COM