

Chapter 5: Growth and Strategy

Scaling without losing your soul

Healthcare is not getting easier, and growth for its own sake is a trap. This chapter builds the discipline to evaluate every opportunity against strategic fit, financial viability, and operational readiness, so you partner strategically instead of desperately.

How to use these worksheets

Work through one chapter per session with your leadership team.

Know it is answered individually. Own it is answered together. Do it assigns an owner and a date.

Finish each chapter by filling the 90-day action plan, then review it at your weekly standup.

www.edisonbreakwater.com

CHAPTER 5

Growth and Strategy

Scaling without losing your soul

Healthcare is not getting easier, and growth for its own sake is a trap. This chapter builds the discipline to evaluate every opportunity against strategic fit, financial viability, and operational readiness, so you partner strategically instead of desperately.

Suggested session: 90 minutes with your leadership team

Healthcare isn't getting easier. The question is whether your structure can absorb the challenges when they come. That is the Breakwater.

From the Operator's Chair

Growth for its own sake is a trap. Practices add service lines, open satellite offices, and chase every shiny opportunity, only to find themselves stretched thin, burning out staff, and losing money on ventures that never should have started.

The practices that grow successfully are the ones that ask three questions before every opportunity: Does it align with our Independence Aim? Can we afford it? Do we have the systems and people to support it? If the answer to any of those is no, the answer to the opportunity is "not yet."

Three questions before every opportunity

Does it align with our Independence Aim?

Can we afford it?

Do we have the systems and people to support it?

Partner strategically, not desperately

Some partnerships strengthen independence and some quietly erode it. The test is simple: Does this partnership make us more independent or less? If you can't answer that clearly, you're not ready to sign.

This chapter is where you evaluate growth opportunities honestly, fix the bottleneck that's actually holding you back, and review your partnerships and alliances against the only standard that matters: whether they strengthen or erode your independence.

WORKSHEET 5.1

Growth readiness assessment

Lesson: Evaluate Before You Expand

Purpose: Evaluate potential growth opportunities against strategic fit, financial viability, and operational readiness.

Participants: Leadership team, practice manager, and financial staff.

From the Operator's Chair: Healthcare isn't getting easier. The question isn't if challenges come, it's whether your structure can absorb them. That is the Breakwater. Growth for its own sake is a trap. Practices add service lines, open satellite offices, and chase every shiny opportunity, only to find themselves stretched thin, burning out staff, and losing money on ventures that never should have started. The practices that grow successfully are the ones that ask three questions before every opportunity: Does it align with our Independence Aim? Can we afford it? Do we have the systems and people to support it? If the answer to any of those is no, the answer to the opportunity is "not yet."

1 KNOW IT

Answer individually before the group discussion.

1. What growth opportunities is your practice currently considering? List them:

2. For each opportunity, what's driving the interest? (Revenue? Patient demand? Competitive pressure? Partner enthusiasm?)

3. What's the single biggest bottleneck preventing growth in your practice today?

2 OWN IT

Rate each growth opportunity as a team.

1. Rate each opportunity on a scale of 1 to 5 (1 = Low, 5 = High)

Growth Opportunity	Strategic Fit	Financial Viability	Operational	Total (Max 15)
1.				
2.				
3.				
4.				

2. Discussion prompt 1: Which opportunity scored highest? Does the team agree? What concerns remain?

3. Discussion prompt 2: For the top opportunity, what's the break-even timeline? What would need to be true for this to succeed?

3DO IT

This week and beyond. Turn this into action.

Action 1: Fix the bottleneck before pursuing the opportunity

- ☐ Identify the single biggest bottleneck preventing growth
- ☐ Assign an owner to close that gap
- ☐ Set a deadline for resolution
- ☐ Do NOT pursue the growth opportunity until the bottleneck is resolved

Owner	Deadline

Action 2: Build a business case for the top opportunity

- ☐ Estimate startup costs, ongoing costs, and projected revenue
- ☐ Define the break-even timeline
- ☐ Identify the operational requirements (staff, space, systems)
- ☐ Present to the leadership team for a go/no-go decision

Owner	Deadline

WORKSHEET 5.2

Strategic partnerships & alliances

Lesson: Partner Strategically, Not Desperately
Purpose: Evaluate current and potential partnerships against your Independence Aim.
Participants: Leadership team, practice manager, and legal counsel (if applicable).

From the Operator's Chair: Not every partnership is a threat to independence, and not every partnership is an opportunity. The key is knowing the difference. Some practices enter management services agreements that slowly erode their autonomy. Others build alliances that make them stronger: shared purchasing groups, co-located specialists, joint marketing. The test is simple: Does this partnership make us more independent or less? If you can't answer that clearly, you're not ready to sign.

1 KNOW IT

Answer individually before the group discussion.

1. List your current strategic partnerships or alliances (hospital affiliations, shared services, vendor relationships, etc.):

2. For each partnership, does it make you more independent or less? Be honest.

3. What partnership or alliance would strengthen your practice most right now?

2 OWN IT

Evaluate each partnership against your Independence Aim.

Partnership	Strengthens	Risk to Independence?	Action Needed
1.			
2.			

Partnership	Strengthens Independence?	Risk to Independence?	Action Needed
3.			
4.			

3 DO IT

This week and beyond. Turn this into action.

Action 1: Review your most important partnership agreement

- ☐ Pull the contract and read it
- ☐ Identify any clauses that limit your autonomy
- ☐ Discuss with legal counsel if needed

Owner	Deadline

Action 2: Identify one new strategic alliance to pursue

- ☐ Choose an alliance that strengthens your Independence Aim
- ☐ Define what you want from the partnership
- ☐ Initiate a conversation with the potential partner

Owner	Deadline

90-DAY ACTION PLAN | CHAPTER 5

Growth and Strategy

Consolidate every action item from this chapter into one tracking sheet. Review progress at each weekly standup.

#	Action item	Owner	Deadline	Status
1				
2				
3				
4				
5				
6				

Session date

90-day review date

Key insight from this chapter