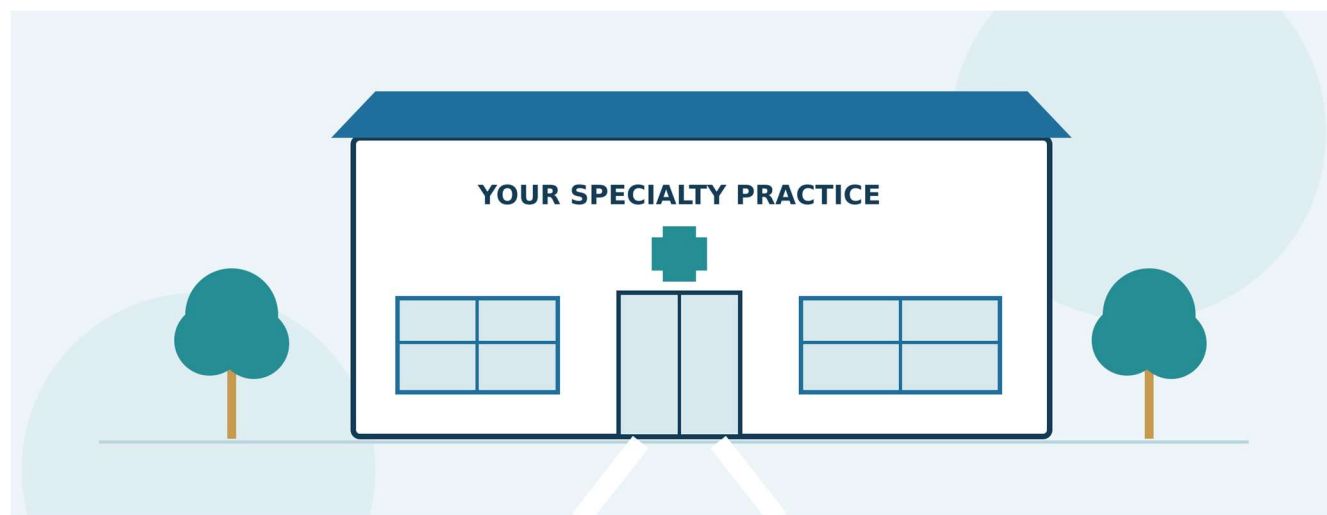


Your Guide to Specialty Practice Ownership

How Advanced Veterinary Partners helps you plan, launch and grow your practice



If you are considering opening a specialty veterinary practice, you need a clear picture of what ownership involves and a partner who can help you coordinate the work. Advanced Veterinary Partners helps you evaluate the opportunity, plan the investment and move from your clinical vision to a functioning practice.

This guide explains how we work with you, the decisions you will make along the way and what to clarify before committing to a project. The goal is a practice shaped around your clinical standards, professional goals and long-term ownership plans.

Your path from clinical vision to practice ownership



A guide for specialty veterinarians considering their next chapter as practice owners.



Build a practice around your vision

Your specialty, preferred case mix, patient experience and approach to medicine guide the plan. We help connect those priorities to the business decisions that make a practice possible, including location, capital, facility design, equipment, staffing and referral development.

Clinical judgment remains with appropriately licensed veterinary professionals. Our role is to coordinate the business and development work that supports your care, with the scope of our responsibilities established in your agreements.

Where we can help

- Evaluate your market, referral opportunities and proposed practice economics.
- Develop a capital plan and coordinate ownership and financing discussions with qualified advisers.
- Coordinate site selection, design, construction, equipment and technology.
- Prepare hiring, operational systems, referral outreach and opening readiness.
- Support financial visibility, operating reviews, growth planning and future ownership discussions.

A practical sequence of decisions

We begin with your goals and test the concept before moving into major commitments. From there, we work through partnership terms, funding, location, development and launch. Each phase gives you information needed to decide whether and how to proceed.



Start with your goals and evaluate the opportunity

Your first conversation with AVP should help us understand what you want to build and help you determine whether our approach fits your needs. You do not need a finished business plan to begin.

Tell us what ownership should look like for you

We discuss your specialty and training, preferred services and equipment, desired location, schedule and clinical capacity. We also explore why you want to own a practice, the leadership role you want to take and how you would define success over the next five to ten years.

Your existing referral relationships, regional connections and plans to recruit other specialists are useful starting points. We also discuss your available investment capital and financing constraints so the proposed project reflects your circumstances.

Understand the local market

Together, we evaluate the referring practices, emergency hospitals and specialty providers serving your preferred area. We consider access, travel patterns, local demand, competing services and opportunities to distinguish your practice through specialty expertise, technology, communication or appointment availability.

The purpose is to understand whether the proposed market can support your clinical model and the investment required. National trends can inform the discussion, but your decision needs a local foundation.

Translate your clinical model into a financial plan

We help develop a monthly financial model that connects clinical days, consultations, procedures, average revenue per case and expected utilization to staffing, occupancy, supplies and other operating costs. The startup budget includes design, construction, equipment, technology, professional fees, pre-opening payroll, marketing, contingency and working capital.

Reviewing slower growth, higher costs and delayed opening scenarios helps you understand the cash the practice may need before it becomes established. Revenue projections are planning assumptions, not guarantees.

What you should understand before moving forward

- Who is likely to refer to your practice and why they would choose it.
- What the facility and team need to support your proposed services.
- How much capital is required to open and fund the early operating period.
- Which assumptions carry the most uncertainty and how they affect the plan.



Define your partnership and investment

Before you take on material project commitments, you should understand your proposed ownership, financial obligations and decision rights. We work with you and qualified advisers to put those expectations into clear written agreements.

Clarify what your investment means

A potential starting point discussed in AVP planning is a practitioner cash investment of approximately 10% of initial equity capitalization, where appropriate. This is illustrative and is not a fixed requirement or an offer of specific terms.

Your percentage of contributed cash does not, by itself, establish your ownership percentage. Your actual contribution, AVP's contribution, ownership allocation, financing obligations and any future ownership opportunities are determined through diligence, financial modeling and signed agreements.

Separate compensation from ownership returns

You should understand how you will be paid for clinical work, what benefits are included and how any distributions will be determined. We also address operating reserves, debt obligations and the circumstances in which additional capital could be needed. Ownership does not guarantee distributions or a particular return.

Agree on responsibilities and decision rights

- Your role in clinical leadership, hiring, management and referral relationships.
- AVP's responsibilities, service scope and any fees or other compensation.
- Approval authority for budgets, spending, borrowing and major business decisions.
- Reporting expectations, access to financial information and how disagreements are resolved.
- The treatment of future capital needs and any effect on ownership.

Discuss the ownership path ahead

If increasing your ownership is part of your goal, discuss the proposed mechanism early. Any buy-in, buy-up, vesting, transfer or exit provisions should explain eligibility, timing, valuation and funding. Future ownership changes are available only to the extent provided in your definitive agreements.

The agreements should also address continuity if a partner leaves, becomes disabled or dies, along with records, data, insurance and other obligations relevant to your practice. Qualified advisers review the structure and documents for the applicable jurisdiction.



Develop your facility and prepare your team

Once the partnership and funding plan are established, your clinical priorities become a detailed development plan. We coordinate the workstreams so facility decisions, hiring and equipment preparation support the same opening schedule.

Choose a location that supports your practice

We evaluate referral access, drive times, parking, visibility, staff accessibility and room for growth. Site diligence also addresses layout, zoning, utilities, lease or purchase economics, landlord allowances and construction complexity. A location needs to work for your patients and team as well as your budget.

Design around the way you deliver care

You help define the clinical workflow, including examination, imaging, procedures, anesthesia, recovery and discharge. The plan also considers clean and dirty flow, sterilization, pharmacy, laboratory, storage, staff areas and future capacity. Architects, engineers and other qualified professionals translate those needs into the facility design.

During construction, we coordinate schedule and budget visibility, long-lead decisions, inspections and change tracking. Proposed changes should show their cost, schedule impact and required approval before work proceeds.

Select equipment and connect your systems

Equipment planning starts with your specialty and clinical requirements. We help coordinate procurement, delivery, installation, training and service arrangements for imaging, anesthesia, monitoring, instruments, sterilization and other required systems.

Your digital platform should connect practice management, referral intake, records and imaging, communications, payment processing and accounting. Access controls, backups, cybersecurity and downtime procedures are included in operational planning.

Recruit and train the team you need

Your staffing plan reflects your caseload, service mix and operating hours. Practice management and lead technical roles typically need to be recruited early enough to help build workflows and onboard the remaining team. Hiring dates are planned around the project and local recruiting conditions.

Before opening, your team needs clear roles, compensation and benefits information, payroll readiness, onboarding and training. Employment materials and applicable requirements are coordinated with qualified advisers.

Keep funding visible throughout development

We track committed costs, remaining spending, contingency and working capital against the funding plan. Regular reviews help you see the effect of changes and make informed decisions before costs accumulate.



Launch with confidence and support your growth

A successful opening depends on more than a completed facility. Your referral network, people, equipment and systems need to be ready to work together.

Build referral relationships before opening

We help organize outreach to referring veterinarians and introduce your clinical background and services. Clear referral instructions, records transfer processes and communication expectations make it easier for referring teams to work with you. Your website, contact channels and opening communications support that effort.

Confirm readiness before seeing patients

In the final weeks, we coordinate reviews of facility completion, required approvals, insurance, staffing, equipment, supplies and technology. A mock opening rehearses the experience from referral and scheduling through examination, consent, procedures, discharge, payment and the referring veterinarian's report. Emergency and downtime scenarios should also be tested.

The opening date should reflect readiness. Critical gaps in safety, required approvals, staffing or equipment need to be resolved before patients are scheduled for affected services.

Establish a useful operating rhythm

During the first 90 days, regular reviews help identify issues while they are manageable. Brief team huddles address patient flow and immediate needs. Owner reviews focus on referrals, revenue, collections, cash, staffing and actions. Monthly financial reporting and forecasts give you a clearer basis for decisions.

As your practice grows, we help evaluate demand, appointment access, utilization and financial capacity before adding doctors, services or facility space. Ongoing support, reporting cadence and ownership planning are defined by your agreed scope and partnership terms.

Prepare for your first conversation

- Your specialty, training status and preferred geographic area.
- The services you want to offer and the practice you envision.
- Your desired timeline, schedule and leadership role.
- Your existing referral connections and approximate investment capacity.
- Your questions about ownership, compensation, responsibilities and long-term goals.

Explore your practice ownership opportunity

If you are ready to explore opening a specialty practice, contact Advanced Veterinary Partners through advancedvetpartners.com. Our first discussion can help clarify your goals, identify the questions that need answers and determine whether there is a practical basis to work together.

This guide is an introduction to the AVP process. Project scope and partnership terms are established in written agreements. Legal, tax, accounting, lending, architectural, engineering, employment and other regulated matters are handled by qualified professionals. Clinical judgment remains with licensed veterinary professionals.