# Less revenue, 14x the profit, and fewer sessions for the owner

Group therapy practice · with Navigator since 2023

**NET MARGIN**
from 1%
**18%**
goal was 12–14%

**NET PROFIT**
from $3.9K
**$55K**
14x

**OPERATING COSTS**
from 49%
**32%**
share of revenue

## WHERE THEY STARTED

A 10-clinician group practice at a 1% margin. She'd just lost five clinicians, and she was still carrying a full-time caseload herself.

## WHAT WE DID TOGETHER

- Built clinician profitability sheets to track each clinician's ramp
- Split her pay into admin, leadership and clinical work, so the true cost of each role was visible
- Tracked operating expenses against the margin goal she set

## WHAT CHANGED

She lowered rent, set retention goals and brought on three interns who grew into staff. In 2025 she beat her goal with a 15.2% margin, and her own pay rose 43%. Since then she's added a training side, a future partner and a third location.

The biggest change isn't on the P&L. She's stepped back from full-time sessions, and her team now brings in most of the revenue.

## THE NUMBERS

| | 2023 | 2024 | 2025 | LAST 12 |
|---|---|---|---|---|
| **Revenue** | $413K | $351K | $330K | **$310K** |
| **Net profit** | $3.9K | $6.9K | $50K | **$55K** |
| **Net margin** | 1% | 2% | 15% | **18%** |

## THE LESSON

**A bigger top line isn't the goal. A practice that runs without you in every session is.**

**Curious what your own numbers could show?**
Book a free discovery call at navigatingyourbooks.com

Figures come from this practice's own books, with names withheld. "Last 12 months" ends August or September 2026. Every practice is different, and results depend on your own numbers.