FINANCE, MODULE 4

The monthly close and your scorecard

After this module you know what "closing the books" means and why it matters, what arrives on business day ten, how to read the four pages of the scorecard, and what the first ninety days look like.

What closing the books means

A month is not finished when it ends. It is finished when every number in it has been checked against something outside the books and nothing can change it afterward. That is the close. Eight steps, every month:

1. **Every bank and card account reconciled** to the statement, to the cent (Finance 3).
2. **Inventory counted** and the product used moved to cost of services by service line (Operations 3).
3. **Deferred revenue rolled** from the booking system: packages and memberships delivered this month become revenue; the rest stays owed (Finance 2).
4. **Payroll, commissions and incentives accrued** to the month they were earned.
5. **Depreciation booked** on equipment; loan payments split into interest and principal.
6. **Sales tax reconciled** and the figures sent to your CPA.
7. **Anything odd questioned.** A vendor that doubled, a deposit that does not match the booking system, a personal charge on the company card.
8. **The month locked** so nothing dated inside it can drift.

> **Why a locked month matters.** A lender, a landlord, a partner or a buyer will one day ask for your last 36 months. Closed months are evidence. Open months are opinions. The difference shows up as a price (Advanced 6).

The month, start to finish

Every day

Bank feeds download overnight. Receipts get photographed the day they happen. Benchmark codes the feed two or three times a week so nothing piles up.

Around the 5th

Payroll runs. The provider posts to QuickBooks. Commissions and incentives for the prior month are accrued.

Business day 1 to 3

You send the month end inventory count (Operations 3). We pull the deferred revenue and provider reports from the booking system.

Business day 3 to 9

The close, steps 1 to 8 above.

Business day 10

Your package arrives: the four page scorecard with the read, then the P&L, P&L by month, balance sheet, and reconciliation reports. Read the scorecard first, the P&L second.

Mid month

A 30 minute call if anything on the scorecard needs a decision. Otherwise questions by email or text, answered within a business day.

Quarterly

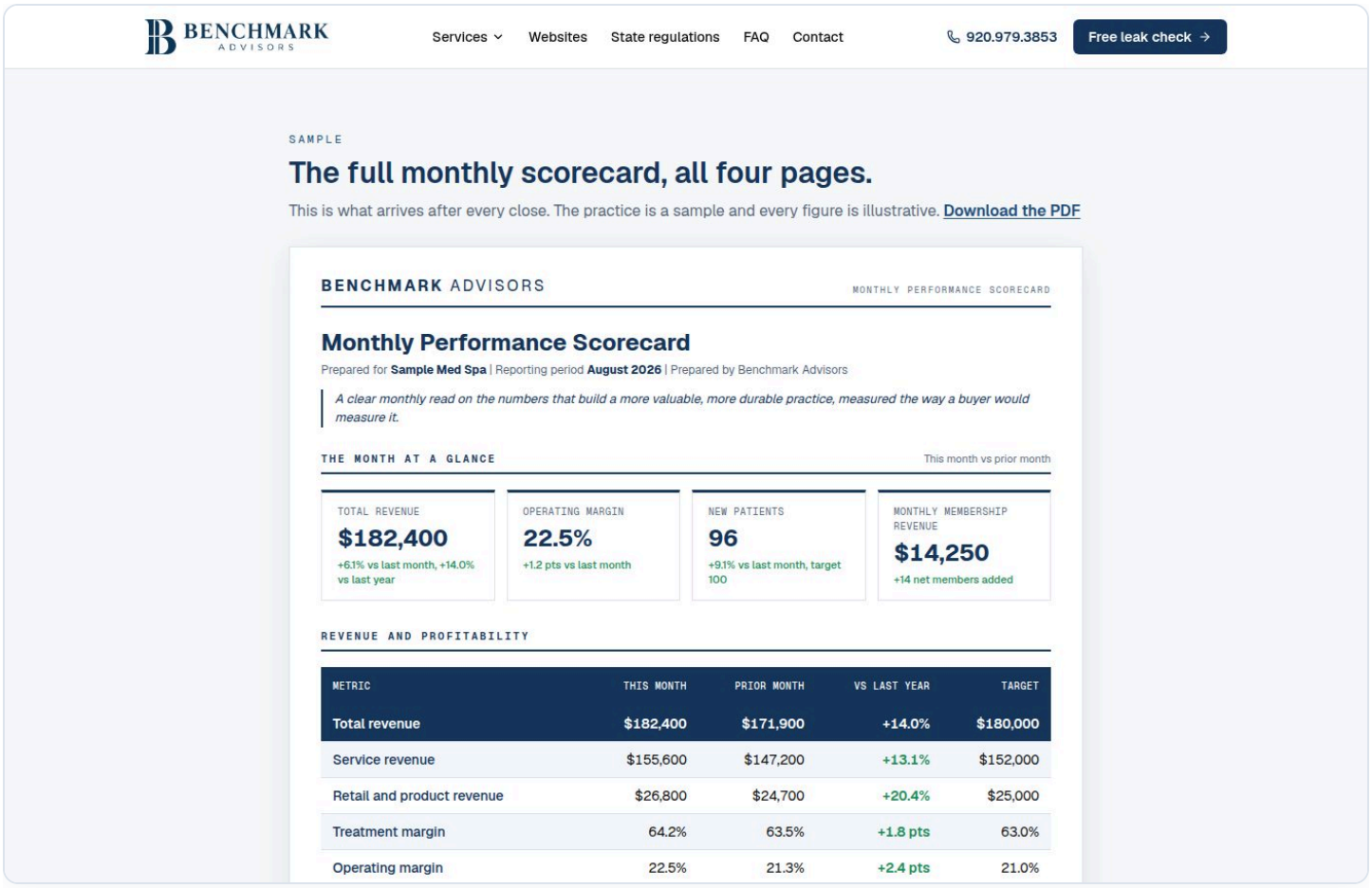
Sales tax figures to your CPA. The cash forecast and the financial model updated with actuals. Budget against actual reviewed.

January 15

1099 vendor list to your CPA. Year end close package follows.

The scorecard: four pages, read in order

The numbers come from the books and the booking system. The read is the advice. Over a year the reads become the operating history of the clinic, and the numbers become the benchmark you measure every new idea against. Every metric on the four pages is defined in Finance 5.



Page 1 of the sample scorecard: the month at a glance, revenue and margin, and revenue by service line with a market read. See the whole sample or download the PDF.

Page	What is on it	The question it answers
1. The month at a glance	Revenue, operating margin, new patients and membership revenue as four tiles. The six numbers to read first. Revenue and margin against last month, last year and target. Revenue by service line with a market read.	Did we make money, and from what?
2. Providers and productivity	Revenue, revenue per hour, rebook and retail attach by provider. Revenue per appointment, appointments per day, room use, minutes per visit, units per patient.	Is the schedule producing, and how much rides on one person?
3. Patients, marketing, reputation	New patients, returning share, rebook, back within 90 days, no-shows, lapsed patients brought back. Leads to consults to treatments, cost per lead, cost per new patient, revenue per marketing dollar. Reviews and rating.	Are patients coming, coming back, and what does each one cost?

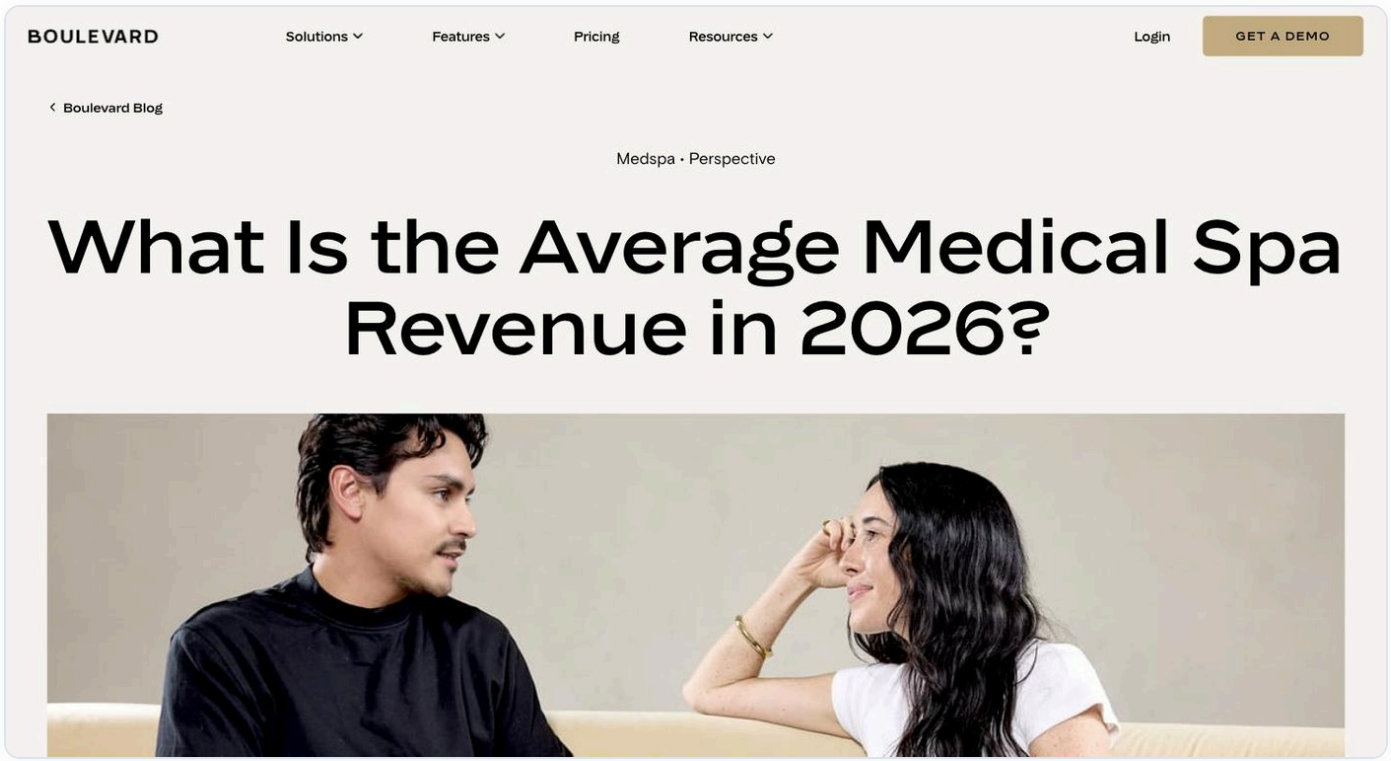
4. Membership, add-ons, goals, the read	Members, adds, cancellations, churn, membership revenue, member versus non-member spend. Add-ons and packages. The goals scorecard against the targets we set together. Wins, risks, next moves.	Is the recurring base growing, and what do we do next month?

The six numbers to read first

Page 1 leads with six numbers because they catch most problems early. Each has a target, this month, last month, and a note that says what to do.

Number	Why it matters	What good looks like
Revenue per provider hour	Is the schedule producing?	Depends on your mix; $450 and up for an injector heavy clinic
Gross margin on your biggest service	Does pricing cover product?	Neurotoxin around 70% and up
Members and monthly churn	Recurring revenue is what buyers pay for	Growing every month, churn under 5%
Marketing cost per new patient	Is growth spend earning back?	Under $150 for most clinics
Rebook at checkout	Retention starts at the desk	55% and up for the best desks
Cash runway	Months of operating cost in the bank	Three months is the floor we work to

Where those targets come from: the annual AmSpa State of the Industry report, Boulevard's published revenue data, the M&A advisor reports in Advanced 5, and what we see across clients. The sources page lists each.



Source Boulevard, What Is the Average Medical Spa Revenue in 2026? One of several industry references used to set the targets.

The first ninety days with Benchmark

Month 1

Bank feeds connected, rules built as real vendors appear, first inventory count. Expect questions; the first month is where the coding conventions get set.

Month 2

First full close on real numbers. First scorecard with actuals rather than targets. The close training session happens here, on your books.

Month 3

Targets set together from the first two months of baseline. Budget against actual becomes part of the package. From here the rhythm above is steady state.

> **Where Benchmark comes in.** The close is your bookkeeper's, reviewed by us every month, or ours with the bookkeeping add-on. The scorecard and the read are ours. The count, the reading and the decisions are yours. In every plan we also write the plan for the month and do the initiatives with you.

Try it yourself

- [ ] Pick the one number of the six you would want to see first every month, and say why.
- [ ] Find out today whether your booking system can report rebook at checkout and revenue per provider hour. If not, it is a setup task.
- [ ] Ask your current bookkeeper for last month's reconciliation reports. If there are none, the month is not closed.

Check yourself: Finance 4

Your monthly package arrives. What do you read first?

The balance sheet

The scorecard and its read

The reconciliation reports

The scorecard is the summary and the advice. The statements are the backup.

A month is "closed" when

The calendar month ends

Every account is reconciled, the adjustments are booked, and the month is locked

The bank statement arrives

Closed means checked against outside evidence and locked against change.

Gross margin on neurotoxin fell four points. The first thing to check is

Marketing spend

Product cost per unit and the inventory count

Rent

Gross margin is revenue less product cost. A supplier increase or waste shows up here first.

Cash runway means

Total revenue this year

How many months of operating cost the current cash balance would cover

The loan balance

Cash divided by average monthly operating cost. Three months is the floor.

When does the close training on your own books happen?

- Before the sprint
- After the first full month of real transactions
- At year end

Training on a sample teaches the idea. Training on your own first close makes it stick.

Pick an answer for each question.

Want this done, not just explained?

The 10-Day Sprint finds the leaks for $1,000, one time. After that, on the plan, the scorecard keeps coming and at least one growth initiative is executed with you every month. Plans from $2,299 a month. Everything in this module is part of that work.

See the sprint and pricing | Text Nate

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