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Checklist for accelerating financial outcomes for ABA

- [ ] **Track handoff timing**
  Pick five recent hires and note the date of each step: application, first contact, offer, onboarding complete, and first billable session.

- [ ] **Count how many times you enter the same data**
  List every system or spreadsheet where new hire information gets typed in, from your applicant tracking system to onboarding, credential tracking, scheduling, and payroll.

- [ ] **See who's hired but not yet billable**
  Count the registered behavior technicians (RBTs) on payroll today who haven't had a first session, and note what each one is waiting on: credentials, a supervisor, or a client match.

- [ ] **Look at early exits and payroll fixes**
  Pull last quarter's 90-day retention and the number of off-cycle payroll corrections. Check whether you know why each early leaver left.

- [ ] **Are my books telling the truth?**
  Split payroll into clinical and admin departments for an accurate view of your books.

- [ ] **Is my margin healthy for my specialty?**
  Compare gross profit margin against specialty benchmarks.

- [ ] **Where is margin leaking?**
  Conduct profitability by employee analysis, contracted rates analysis, and salary benchmarking.

- [ ] **Can I afford to grow right now?**
  Get set up with a line of working capital for your payroll cushion.

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