Class Notes

From Social Worker to Practice Owner
with Brent Metcalf

Heard Business School

Presented by Heard

Lead with Mission During Hard Times

When his community was hit by a natural disaster, Brent paused business thinking and leaned into service. Offering free therapy sessions reminded him and others that doing the right thing often pays off in the long run, both personally and professionally.

Don’t Wait to Hire Support

Brent’s early hesitation to hire was rooted in fear of financial risk, but once he brought on provisionally licensed therapists, his practice scaled faster and served more people. Sometimes the best next step is the one that feels scariest.

Get a Financial Advisor Before You Think You Need One

Brent credits his financial advisor with helping him transition from solo work to group practice, and eventually into real estate. Having trusted guidance on money can unlock clarity and confidence in the business side of therapy.

Your Practice Can Be Both Ethical and Profitable

Brent proves it’s possible to take insurance, pay your team well, and still run a successful business. Thoughtful planning, low overhead, and staying close to your values can make that balance sustainable.

Therapist Doesn’t Mean You Have to Do Everything

Brent once did his own billing, credentialing, and marketing while seeing clients full-time. But over time, he learned that protecting his energy as a leader meant letting go of control and trusting others with key parts of the business.