

The Practice Acceleration Method

The step-by-step system to double your profits, halve your hours and build a practice that doesn't depend on you

By Tristan Bond

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Published by Best Seller Publishing®, Pasadena, CA

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Printed in the United States of America.

ISBN 9798632646574

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Introduction

From the outside looking in, I had a really profitable physiotherapy business. On paper, things looked great, and I was making more money than ever. I was getting really strong growth in my business. But...

I was doing it all the wrong way. That's when my life came crashing down around me.

I had lost myself in the process of building my business.

I was miserable.

I was simply burnt out—I worked insane hours, and I couldn't sleep. I was fuelled by caffeine, and my business was always on my mind.

I started at 6:30 am with my first patient, and I finished working at 8:00 pm every day. On Saturdays, I worked at my clinic or with sports teams to keep the clinic growing. I had no social life; my business was everything. I was angry all the time. I stopped playing sports and doing the things I loved. I lost friendships, too.

I lived and breathed my physiotherapy business. I was hustling and striving every moment to make my business work. It was constantly on my mind—when I wasn't seeing patients, I was working with sports teams, meeting with doctors, personal trainers, and potential referrals

or I was desperately trying to organize meetings with them. This was the constant cycle of my life—I was either seeing patients or I was working on my business so that I could bring in more patients.

I was on a merry-go-round that constantly demanded my time, focus, and physical and mental energy. I was losing my health, my sanity, and my life to a business that had become all consuming. It was calling the shots, not me, and I felt powerless to its never-ending demands. I was scared that if I stopped doing everything I was doing, my business would stop working. It was all built around me, and I finally got to this point where I didn't know how I could go on.

I started having trouble even getting out of bed each morning—everything became a battle in my head. I felt so suffocated that I couldn't see myself keeping this up for much longer. I didn't know if I could do it another day, let alone for thirty or so years more. And then I got a phone call that changed everything.

It was my dad.

I was sitting at my desk writing patient notes and savoring a rare break. The moment I picked up the phone, I knew something was wrong. His tone was off. He was always confident; he ran his own accounting business and was quite successful. (In hindsight, I can see that I modeled a lot of my behavior on his.)

When he called that morning, I knew right away he wasn't well.

His symptoms were subtle at first. I noticed his slurred speech, and then his pitch changed. From there, things escalated quickly. He gasped through the phone that he thought he was having a heart attack. The next few moments were a blur as I tried to understand what he was saying as his speech had gotten significantly worse. The worst-case scenario had come to pass—he had a stroke while we were on the phone together.

Soon, the line went quiet, and he dropped the phone on his desk. I didn't hear him hit the floor but assumed the worst. I visualized him lying helpless on the ground. I hurriedly pulled out another phone and called his office manager who was in a different room. She was completely unaware of what was going on just meters from her door. Thankfully, she took swift action and burst into his room. Within minutes, he was ambulated to the hospital.

I was shaking. I could barely speak, and my whole body and mind were paralyzed with fear and panic. A dark cloud consumed my world, but, thankfully, it cleared. We were lucky—my dad survived, and he made a swift recovery. However, life would never be the same for him again.

To maintain his health, he decided to sell his business—a family company that had proudly served our local country community. It was first started by my grandfather over fifty years before, but had come to the end of its existence with my family. For my father, it was time to move on—risking his life simply wasn't worth it.

Like so many others, my father had become a slave to his business, and I knew I was on the same path. I couldn't bare it a moment longer. Things had to change. NOW!

I knew I had to create a better way. A new way.

I needed a new way to grow my physiotherapy business without it being so dependent on me, and without every single decision falling on my shoulders. I would no longer be a part of the workaholic culture that was so prevalent in small businesses. I would no longer settle for an exhausting job that took more from me than it returned. I would no longer put myself last.

The problem for me was that the model, strategy, and philosophy I was applying to my business were outdated. In fact, I don't believe they ever

worked in the first place. I was jumping between following what others in my market were doing, and taking advice from people who hadn't achieved what I wanted and didn't live the life that I wanted. It was never going to work.

The concepts I was using were based on hustle and grind, put everyone first and myself last, earning my stripes over time, focusing on referral relationships and hiring people based on experience and qualification level. It was a philosophy that would only ever result in a merry-go-round exchange of time and energy in sacrifice of lifestyle. I would only ever have a high stress job, not a thriving business and life like I wanted. My old ways were unsustainable, unscalable, and energy draining.

So, I started to change EVERYTHING.

Over the next twelve months, I completely re-engineered my business to energize and fulfill me.

Sure, there were lots of really smart people out there with plenty of great ideas who were more than willing to tell me what they thought I should do, but no one else had created what I wanted or was living the life I wanted. Furthermore, no one had a step-by-step process—a road map—for me to follow to make what I wanted a reality. It was up to me to make things happen for myself.

I went ALL in.

I created a strategy that completely streamlined my business, that took me out of the day to day and that's when I began to live the life that I had always wanted. And I found myself again.

I was able to create a profitable healthcare business that gave me lifestyle freedom.

I went from sixty hours per week consulting to zero hours per week and tripled my income inside 12 months.

Everything changed – I finally had the lifestyle that I had always dreamed of, the lifestyle that I thought I had to wait until “retirement” to achieve.

My stresses were gone, I could do what I wanted every single day, and by becoming the architect and no longer being a slave to my business, my business was now able to help even more patients and make a greater impact in the community.

On top of everything else, I was able to profitably exit on my terms because of my methods. I successfully sold my practice just before my wife, Melissa, and I got married.

Since then, I’ve been living my vision by helping other healthcare professionals to create their dream practices and lifestyles too.

I’ve been fortunate enough to have guided thousands of healthcare business owners just like you to earn what they’re worth and to finally take control of their businesses. They, too, can now live life on their terms. They’ve been able to achieve this by installing the exact frameworks for practice growth that I created for my business.

And in this book, I’m going to show you exactly how I did it so that you can do the same.

But first, a word of warning.

This book is not for the faint hearted. It’s written with a very specific type of person in mind.

If you’re not open to massive change, you are an excuse maker, you think you know it all already, or you’re simply just in business to make money, this is not the book for you.

I created my business, my programs and this book to help healthcare business owners who want to build a wildly successful business that completely transforms the lives of everyone they come into contact with—their family, team, patients, and community. This book is for the healthcare business owner that wants to create a far reaching ripple effect that helps far more people than would ever be possible otherwise.

If you seek massive change, you're an action taker, you want to learn an entirely new method for massive success and fulfilment and you want to build a successful business that serves you and everyone you know, then you've chosen the right book.

This was written with you in mind, and I'm glad that we've found each other.

Whether you're a physiotherapist, dentist, chiropractor, podiatrist, surgeon, osteopath, occupational therapist, speech pathologist, dietician, psychologist, massage therapist, exercise physiologist or work in any other of niche for that matter, the Practice Acceleration method works in your field.

Truth is whilst everyone feels their business is unique, my methods are universal.

Plus, I've worked with virtually every niche there is within healthcare. I've even worked with equine osteopaths who have excelled with my frameworks. In short, this stuff works.

Inside this book you'll find references to my clients as well as their case studies. In order to protect their privacy (much like you must with your patients) I have changed their names to respect their privacy. Clients of mine who are happy to share their stories are featured on my website, and in my emails. My clients refer to the people they serve as patients and/or clients.

INTRODUCTION

For ease of reading, I have chosen to use the term “patient” in this book.

Congratulations on taking this step to creating the healthcare business and lifestyle of your design. I hope that my frameworks, strategies, methods, and overall business philosophy help make the difference that you want, and—quite frankly—that I believe you deserve. I am excited to be a part of your journey.

Now, turn the page, and let’s get started!

CHAPTER 1

Transforming From Clinician To CEO

*“If you want to have more, you have to become more.
Success is not something you pursue. What you pursue
will elude you; it can be like trying to chase butterflies.
Success is something you attract by the person you become”*

– Jim Rohn

Congratulations on reading this book. Clearly, you are a healthcare business owner who wants to create something more than what you have right now.

I want you to have the tools, strategies, and tactics to create an amazing business and life for yourself and everyone that you come into contact with. This book and my Practice Acceleration method do exactly that—they provide you with the clear direction, frameworks, tools, and strategies that you’ll need to achieve exactly what you want.

Now, I’m betting that you probably want to dive in head first into everything that I share in this book. I don’t blame you—you literally

have a treasure chest of tools that will change your life in your hands. However, before you get started, with your permission, I'd like to over-deliver.

I want to share something with you that will enhance your results beyond your wildest dreams.

Something that will make your business journey more fun than you ever imagined.

A lesson that will turbo charge your results, accelerate your learning curve by years and bypass the frustration and failure that you'd otherwise encounter.

If you are not getting the results you want in your business right now it comes down to just a few things, all of which you can take charge of and change. To succeed in your healthcare business, you need the right direction, strategy, tactics, and tools to make it happen. You need a step-by-step road map to master marketing, re-booking, sales, team management, hiring, training, leadership and scaling up. Once equipped with these ingredients, you have everything you need to achieve your goals and beyond. But without the most important ingredient of all, even with all of these tools, you'd simply be like a child behind the wheel of a Formula One car. Potential that goes nowhere.

Perhaps this explains why healthcare professionals, some of the smartest people in the world, massively underachieve in business.

Before you attempt to make any changes, or adopt any of the strategies in this book, you must first commit to transforming yourself. You need to start thinking, acting, and behaving differently. You must become the version of yourself that you've always wanted to be; the person that you just didn't know how to be or perhaps you didn't give yourself permission to become, out of fear of judgement.

You need to embody the right mindset to create massive and lasting success in your business and life to break free of the limiting beliefs that are currently holding you back. You need to replace these with empowering beliefs that will propel you forward. You must challenge everything that you have been taught and everything you think you know about business.

To paraphrase Jim Rohn: *If you want to achieve more, you must become more.*

But who, and what exactly must you become? Why?

These are good questions.

I call it becoming “full stack.”

The full stack healthcare business owner *is* a marketer, business analyst, a master of sales, systems creator, powerful manager, and a strong and influential leader.

If you want to build a powerful, profitable, and predictable business, one that gives you the lifestyle you’ve always wanted and serves your patients, team, and community to the fullest, you must become full stack. There is literally no other option.

TO BECOME FULL STACK, YOU NEED TO CHANGE INTERNAL GEARS

Many healthcare business owners have so much internal conflict because they believe that focusing on business is to the detriment of clinical outcomes and vice versa. They are stuck in a constant internal battle, and it is re-enforced by other healthcare business owners who are experiencing exactly the same thing.

You need to completely understand that in creating the best business possible, only then can you serve your patients, team and community

to the highest level. It is my belief that the best businesses also provide the best clinical results. I'd even go as far as saying that it's your ethical obligation to create the most successful business that you can.

To reshape your beliefs about business in healthcare, you need to remove any and all negative beliefs that you currently have or have had in the past about business, marketing, sales, management, and leadership.

Let's address marketing first of all.

To build the best business you can, you need to completely re-shape your attitude and beliefs towards marketing. You need to view marketing as a vital part of your business that deserves the same respect and attention that you already dedicate to your clinical approach.

Without marketing, you would have no patients to treat.

You need to reshape your beliefs about the clinician-patient relationship and transform from a facilitator who is led by patients and instead become the trusted advisor who takes charge and leads your patients every time and makes best practice recommendations regardless of the personality type or resistance you come up against.

Without you and your team taking charge and owning the clinician-patient relationship, you cannot help the patients your marketing has attracted, nor can you fill your books.

You need to understand that your role is to manage and lead your team to create engagement, alignment, and accountability, and to do so requires you to step out of the "friend zone" and gain the respect and support that you need to lead your movement. Without you leading your team and holding them to the standard that you would hold yourself to, you cannot grow a predictable or sustainable business.

HOW YOU GOT HERE AND HOW TO MOVE FORWARD

Making these shifts requires you to re-shape your current identity.

What you need to understand is that you are not just a clinician, you are a business owner. You must grow into and own that identity.

Your identity ultimately determines the ceiling to which you can grow in your business and life.

What most people don't realize though is that it's their identity that prevents change from occurring in the first place and pulls them backwards when they do finally attempt to change. It's like an unconscious anchor. Keeping you stuck and pulling you back to square one every time you try to make change. But it doesn't have to be this way. It can also become your secret weapon, your unconscious jet engine propelling you forward when you know how to change it.

What I find most interesting of all, is that we are largely not in control of how we have formed the very identity that keeps us stuck. Our identity is formed by so many different external factors that are thrown upon us without us even realizing. And until this is addressed, real and lasting success is not possible.



Our thoughts determine our actions, which, in turn, determine the results we get. We create beliefs around those actions which then shape our identity, and so goes the cycle.

The problem is that most people, perhaps even you, are taught how to be great clinicians at college or university.

Yet, this only teaches you clinical skills. It doesn't even teach you how to get a patient to follow your advice, let alone return for repeat visits or refer to you. You assume the identity of a clinician. Which is great if you want to work for someone else, but a trap if you are a business owner.

Most are certainly never taught how to become powerful managers, leaders, marketers or data analysts.

In short, you were likely never equipped with the right tools and resources to grow a business in the first place. To be honest, to be where you are right now in the absence of a clear road map and the necessary tools is an absolute credit to you, your grit, and your determination.

Because you were not equipped with the right tools and skills from the beginning, that has already determined your current level of results, which has shaped your beliefs about yourself, about business and sculpted your identity. That of a clinician.

If you don't believe me, ask yourself what it is you instinctively answer when someone asks what you do?

Likely you'd answer "I am a (insert the healthcare profession you studied)."

You identify with it and it's keeping you stuck.

Until you change your identity, you will forever be limited by your current ceiling.

I have good news for you—your current reality and identity are not permanent, provided you are completely committed to change. If you are, everything you want awaits you on the other side, but only if you can shed the baggage and breakthrough your current identity ceiling. I apply a systematic approach to everything in business and in life, this area is no different. In fact, I've created shortcuts to accelerate your growth curve so that you can make an even faster breakthrough with your business.

The two fastest ways to change are to challenge your current and old beliefs about marketing, sales, management, leadership, and even financial success. It's important that you do this first or you'll continually get pulled back by the unconscious anchor that is already causing you to self-sabotage your business and life. Replace everything you think you know with new and even more powerful beliefs that will serve as fuel to grow your business. Remember, in growing your business that is how you can truly help more people. It is the right thing to do and a lot of people are depending on you.

Before proceeding in this book, at the end of this chapter take a few minutes to list off all the negative and unhelpful beliefs that you have regarding marketing, sales, management, leadership, and financial success. Write an exhaustive and honest list. Next to this list re-write a list of new beliefs that are more powerful, true and will support your goals.

This is your starting point, but reframing your beliefs is just fluff unless you can bring about real change. Positive thinking and affirmations are great, but without results, they're short-lived and not helpful.

It's important that you do intentionally reshape your beliefs first.

Next, to re-enforce your new beliefs and identity, you need to get results. This gives you undeniable "proof" that your new beliefs and identity

are real. To do this, you need to implement new tactics and strategies to get results in all areas of your business. This ignites your forward movement, and when repeated, gives you momentum and confidence.

This is the exact same approach I use in my Practice Acceleration program. First of all, we reshape the limiting or unhelpful beliefs and identity, then we provide our members with the road map and tools to really go for it. In working with over 2000 healthcare businesses, I've found this method to get the biggest, most transformational and, of course, lasting results.

If you refer to the diagram I've shared on the action-identity model, you can see that we are approaching change on two fronts to accelerate your results faster and in a way that sticks.

Action and identity need to be addressed together. Actions without an identity shift only provides short term wins and then a sharp drop back to reality, and often you end up worse off than when you started.

Addressing identity without taking the right actions to get results only results in short-term false positive thinking followed by a long-term struggle.

Hitting them both head on is the best recipe for success and that's what I want for you.

And that is what this book is about, directing you in the right actions.

USHERING IN THE NEW YOU

In a moment, you are going to access the frameworks, strategies, and tools contained in this book to take your business and life to a completely new level. But before you do that, I have an important challenge for you.

For the next 30 days, I challenge you to reshape your identity positively.

It involves one simple step, but don't underestimate its power. It will likely feel uncomfortable when you begin, but that's okay. This will highlight to you just how attached you are to your current identity, and how much it is holding you back.

With my Practice Acceleration program, I help transform people from identifying as a clinician to identifying as a CEO. The results that occur as a direct result of this identity shift are incredible, and it's something you must experience right now.

From this moment on, and for the next 30 days, I challenge you to change the way you answer the question, "What do you do?"

Instead of saying, "I am a (insert the healthcare profession you studied)," now insert what you'd like to identify *as*. I suggest either business owner or CEO.

For example, for someone who currently identifies as a dentist, instead of saying, "I'm a dentist," your only two options are "I own a dentistry business," or "I'm the CEO of (name of your business)."

Choose what you want to identify *as*. Remember, it will feel weird at the beginning, but that's only because you have become so attached to, and equally limited by, your current identity.

Go to this link and take advantage of the bonus book resources including the 30 day identity shift challenge.

<https://practiceacceleration.com/resources/>

Now, take some time to go through your homework and get clear on your identity. You will experience an unbelievable shift in internal motivation and self-confidence, which will transform everything that is possible for you.

I'm excited for you! Now, let's make you Full Stack.

MARKETING

*“The ability to get new patients on demand
is the ultimate super power”*

– Tristan Bond

Before you can help a single patient, you must first be able to create demand for your services. It makes sense therefore, that marketing should be your number one priority and be at the absolute forefront of your mind.

Imagine for a moment, that you were as skilled at marketing as you were at treating patients. Don't you think that would make a difference to your business? Hold that image firmly in your mind, but don't stop there—don't you think it would make a difference to your *personal* life?

I'm betting that you'd answer a heck yes to both of the above. Because the truth is, it would make the world of difference.

New patient flow and, more to the point, how much control you can exert over it, determines the success that your business will experience and the level of freedom you can have in your personal life.

The lack of new patients is the primary concern that many healthcare business owners share with me, and marketing remains one of their biggest frustrations. If you have experienced poor lead flow, a lack of control in your marketing, a poor return on investment (not to mention the energy and time that you put into marketing) or all of these things, you're not alone. However, you need to get this sorted if you are to build the healthcare business and lifestyle that you wanted in the first place.

Despite knowing that marketing and new patient flow is the lifeblood of all businesses, the majority continue to struggle to solve the marketing puzzle. So, what gives? How is it that such smart and dedicated

professionals find it so challenging to get new patients consistently and predictably, especially when they provide such great healthcare outcomes and their patients love them?

The truth is, marketing can be complicated. But it doesn't need to be. With the right system, everything can change. Imagine that you went away for an extended period. While away, your business attracted new patients every day, like clockwork. Imagine those patients were happy to see anyone on your team and weren't hell-bent on seeing only you.

The next three chapters will show you exactly how to create that reality. I'm going to shine a light on the three Practice Acceleration Frameworks that give my clients the ability to get new patients on demand every single day. I'll be sharing their case studies as I go.

Clients report to me that they feel like they have a super power when they are armed with this information. They finally feel empowered, in control, even unstoppable. Does that sound good to you?

If you are not getting enough new patients, want predictable control over your new patient flow or if you want to get new patients in a more leveraged way that doesn't zap your energy or time, then pay close attention to the next three chapters.

Study them intently, like your business depends on it—because it does. Turn the page, and let's bring in those new patients together.

CHAPTER 2

Your Marketing Message

“When you can communicate your audience’s problems to them better than they can describe themselves, that’s when they’ll choose you and only you as the solution for them.”

– Tristan Bond

Truth bomb—there’s more competition than ever before.

New competitors are entering your market virtually every day.

Everyone is spruiking the same message in the same market, diluting your message and forcing you to appear and compete as a commodity.

There is now for the first time in history, more supply of private healthcare services than there is demand.

And to further compound these problems, ad costs are rising at an alarming rate, which means that even if you did get new patients from paid media, it’s less profitable to do so and it’s going to get worse. Much worse.

The reality is that the power has completely shifted away from you, the business owner, to your patients.

The odds are stacked against you. Heavily.

WHY YOUR MARKETING ISN'T WORKING

So, what do you do when the market is crowded, ad costs are rising, and your prospects are more difficult to convert than ever before? The most common responses are to shout your message louder and more often, communicate an ineffective message on another marketing channel, or give up and rely on “word of mouth” referrals, which is the same as giving up altogether, in my opinion.

Because you're reading this book, I already know that giving up is certainly not an option for you. You're here because you're a go-getter, and someone who is committed to building a real business. So that's off the table.

But shouting your message louder is not the answer either.

Nor is putting your marketing across the newest and most popular platforms.

To put it simply, if your marketing isn't working, your message is not hitting the proper mark with your audience and doing more of it will simply result in a higher rate of frustration, failure, and increased cost. Likewise, communicating your message on another platform is simply adding another failed campaign to your list. All it does is make you *feel* like you're actually doing something. It's a false positive, because it won't help you at all in the end.

The rise of social media has been revolutionary and beneficial to healthcare business owners in so many ways. For example, it's never been easier to broadcast a message or reach a target audience than ever before—you have a virtual television studio literally in the palm of your hands in the form of your smart phone. However, it has also misled the vast majority of business owners into believing that they are actually “marketing” simply because they are posting and sharing content online.

Simply putting content online and expecting a result is no different than putting a note in a bottle at sea and hoping it will arrive at its intended destination. Likes, followers, comments are all great, but they are only vanity scores. This warped sense of marketing is not confined to social and digital media—it is evident in all platforms. At the end of the day, marketing has and always will be about attracting and converting a lead that does business with you. In your case, becoming a patient.

For example, the majority of healthcare business owners are finally embracing email as an engagement and marketing channel to reactivate inactive patients, sell new services, or even win referrals. Yet, when I ask the majority of people who do utilize email what their actual strategy is, they don't have one.

Also, when faced with the question, “Could you send an email to your list or run a promotion on social media today and guarantee that it will get you the number of new patients booking in tomorrow that you need?” most admitted that they actually couldn't. They don't have a system for getting new patients in at all. They're just putting something out there and hoping for new patient flow, but it is ultimately out of their hands—they don't have control.

Having access to a marketing channel is easy. Anyone can jump onto social media and write a post or shoot a quick video. Anyone can send an email or a text message to a database. These are simply channels of communication, but if you don't have a compelling message in your marketing communication, no channel in the world will help you. So if shouting your message louder or more often or in more places is not the answer, then what is?

Well...*crafting* your marketing message.

A magnetic marketing message speaks directly to the person that you want to attract to your healthcare business. How you convey your

message will not only determine how your audience will perceive you in comparison to your competition, it will determine if you attract new patients or not, and the *type* of patients that you attract.

In today's market of oversupply and seemingly cut throat competition, most healthcare businesses are so focused on what the clinic down the road is doing (they're likely off track too, by the way) instead of focusing on what matters, they miss what they should be doing—connecting with their own audience on such a level that they become the **ONLY** choice in their eyes.

Think about this for a moment—if you are planning to use a service or purchase a product, and you've whittled it down to two or three companies to make your final choice from, what is it that makes you finally choose who you will do business with? What is it that separates the one you choose from the rest of the pack? And have you ever noticed that in most purchase decisions you've made, the company that you finally went with was likely way ahead of your second choice. Have you noticed this? I certainly have. When you think about it, you'll see that it's true for you too.

When you've made a confident buying decision, it's usually because two things have occurred:

- First of all, you feel completely confident that the person you went with could solve your exact problem.
- And secondly you feel that they “get” you on a deeper level than the rest do.

That's how you know you've made the right decision, and if you reflect on any of your recent decisions around high-level purchasing, you'll see that those two elements played a part.

And this is what your marketing message needs to do. It needs to clearly convey that you have the solution to your prospective patients' problems, and it needs connect with them on such a level that they feel that you are the right choice, and the *only* choice. They feel like you "get" them, and it's because you do.

If you do the first two things above with your message, then you'll do great. But when you add in this third element, you'll clearly separate yourself from the masses and cement yourself as the only choice in the eyes of your ideal patients.

So, what's the third thing that your marketing message needs to do? It needs to make you make you likeable and relatable.

It's important to understand that growing a business is about relationships and connecting with people. Where most people go wrong is in failing to do this at scale while using social and digital media.

Your marketing message needs to clearly demonstrate who you are, and what you are about. This is how you create that feeling of "they get me." The principles that work in a one on one setting and have worked to generate word of mouth referrals must now be applied on a worldwide scale. There is a reason that people already refer to you, and you now need to bottle that up and take it to a wider audience using your marketing so that you can get new patients every day with complete control.

You're reading this book, which means you are a healthcare professional, which is incredibly difficult to not only get into as a course, but also to complete. That puts you up there amongst some of the brightest minds around alone.

But that wasn't enough for you.

You decided to go another step and become a business owner so that you could take your talents and skills to an even bigger level and help even more patients again. Seriously, that is hard work right there. So, I think it's fair in assuming that not only are you incredibly smart but you're also committed, persistent, resilient and perhaps even a little bit crazy. Let's be honest, we'd have to be crazy to start a business right? But we love it and we're committed to it.

Now that I've taken the opportunity to congratulate you on your achievements and accolades, I want to shift gears and highlight some of the perils of our environment as health professionals and how they hurt you when marketing your business.

But first let me ask you this question—have you ever said to yourself, “My skills and qualifications are so much better than that other clinic. How the heck are they busier than me?” Have you ever wondered it or even shouted it out loud in a moment of frustration? Furthermore, do you ever feel, or have you ever felt like you're the world's best-kept secret?

If you have then you're not alone. I've met with some of the most talented healthcare professionals in the world across dentistry, surgery, physiotherapy, chiropractic, podiatry, as far ranging as an equine osteopath. In fact, I believe I've worked with almost every type of healthcare profession there is.

And there's a common theme. Being at the top of your game clinically doesn't guarantee that you'll get new patients or run a successful business.

It's a tough pill to swallow for most.

But once accepted, we can fast track to the solution which is what you are here to do.

Overall, healthcare professionals tend to be academics. Tremendously bright people. Type A personalities who have risen through the ranks and performed to an extraordinarily high standard academically their whole lives, and they've been acknowledged and rewarded for it.

We tend to form friendships with other health professionals and spend time doing healthcare type stuff... think conferences, seminars and even joining boards and so on.

The problem is that environmentally, healthcare professionals value qualifications and further education and we put a huge emphasis on it. If this is you, then I congratulate you too! Well done, you're at the top of your game clinically and academically.

Yet, some of the most talented, educated and celebrated healthcare professionals are struggling in business.

And no, it's not because they are not capable of doing so. They've clearly demonstrated that they are more than capable, even super-human on some levels. The problem is that something is "missing".

And if they (and perhaps you) had this "missing" piece to the puzzle, business would be thriving for them (and you).

The problem is that, in receiving kudos for and having so much focus on academic results and further qualifications in our clinical education, we have been misled about what actually matters when promoting our businesses. As a healthcare professional, you've likely never been taught how to communicate with your audience the way that you need to. Don't take this personally—if you do, move on quickly so that you can focus on growing your business instead.

Brace yourself for the truth bomb.

Your prospective patients do not care about your qualifications, education or even your techniques, facilities or equipment.

If you don't believe me, I'm sure you can quickly think of someone from your class at university or college who was at the top of the class and aced everything, yet is now struggling in their own business, while someone else from your class who cruised through, didn't get particularly great grades, didn't pursue further qualification, and doesn't have the same title is wildly successful in their business. So, what gives?

MEET YOUR PATIENTS AT THEIR PAIN POINT

First of all, you need to flip your thinking and start to focus on your audience and their needs above promoting yourself.

When I discovered this, it was a huge relief. I never felt comfortable at self-promotion. It felt too weird and salesy.

Let's go back to that missing piece. It starts with you meeting your audience at their "pain" points in your marketing. By "pain" point I don't specifically mean "pain", but it can include pain depending on the type of healthcare service that you provide. What I'm talking about is the problem that your audience experiences that they want your help in solving. It could very well be pain relief if that is what you provide or it could, however, be something else entirely.

For example, stained teeth could very well be the pain point that drives your audience to choose you, if you are a cosmetic dentist. Whatever it is, it's the reason that people choose to work with you. Speak to that pain point in your marketing and meet your audience there.

In any form of marketing communication, when you speak to someone's pain points, they pay more attention and listen to you because you are speaking directly to what they are experiencing. You need to get deep

inside the minds of your future patients and understand what they are experiencing on all levels. When you have a deep understanding of what your audience is experiencing, how it feels, how it impacts them, what they truly want and why, then you can communicate with them on a transformative level.

The truth is, your future patients will choose to work with someone who they feel truly “gets them”. And this I’m afraid to say, has nothing to do with the letters after your name which describe your qualifications, the type of techniques you perform or even the technology or equipment you paid a fortune for. These can all be helpful after someone has chosen you, but they are not how to get someone to choose you.

When your audience looks at you and says, “You are the person or business that helps people with XYZ problem to get 1,2,3 solution, and you truly understand your audience,” that’s when you have nailed your message and you can really connect with your audience.

I get my clients to create an in-depth profile of their ideal patient avatar prior to creating any marketing content. I call it the “becoming your patient” exercise, and it’s incredibly powerful. It involves getting inside the mind of your patients and putting yourself in their world. When you do this, you learn what it is that your patients experience and what the issues are that they want help in solving. You gain an understanding of the deep drivers behind their motivations as well as the language that they use to describe their problems and aspirations. It is literally like learning a new language, and the benefits are incredible.

I want to be clear—it’s not that your audience doesn’t care about you entirely; they’re just far more interested in themselves. They are interested in how you can help them, period. Those who can best communicate that they can help are the ones who get all the new patients. So, how do you communicate that you can help, without focusing on what your

audience doesn't care about, and, at the same time, give them exactly what they need to choose you?

One word—PROBLEMS.

At the beginning of this chapter I shared this quote: “When you can communicate your audience’s problems to them better than they can describe themselves, that’s when they’ll choose you and only you as the solution for them.”

Here’s what you need to know: People are “away” and “towards” motivated. They are motivated to move *away* from problems and *towards* goals.

Problems are the biggest motivator for change and given that healthcare is about helping people with problems, it makes sense for you to focus on that in your messaging. Your marketing message needs to either talk to the problem that your audience is experiencing or talk to the outcome that they want. This is how your audience will begin to relate to you because you are speaking their language.

Just so you know, the biggest motivator for change is an immediate problem. Overall, people are more “away from problem” motivated than they are “towards goal” motivated. This is human psychology so you best utilize this in your marketing message because humans aren't changing any time soon...

A SPECIALIST VS. GENERALIST MESSAGE

Understanding your audience’s hidden motivations and speaking to them will capture their attention.

But to make your message not just capture attention but deeply connect, you need to talk to one specific problem or outcome at a time. This is what we call targeted messaging.

And it's one of the main reasons that healthcare business owners do not get the results from their marketing that they need to.

You need to speak to people's problems in your marketing message rather than promote your skills, qualifications, or features of your business regardless of how important they are to you. *Remember, it's all about your future patient, not you.* You are simply a conduit to help your audience to get what they want. If they could get the outcomes they wanted without you, then they would. It's that simple.

Furthermore, you need to speak to one specific segment of your audience at a time to make your message hit the mark. **Think of it as more sniper vs. a shotgun approach.** Your message needs to speak so clearly to one specific type of person, that when they see your ad or content, they feel like you are speaking to them personally. You are calling out their specific fears, frustrations, wants, and aspirations so well that they say, "That's me, this is written for me. I need to contact this business now." That's the outcome that your marketing message needs to create.

To create this effect, anytime you build marketing content or a promotion, you need to talk to one specific problem that your audience may have. Use the principles that I described earlier in this chapter and "become your patient." For example, if you wanted to target headaches as a condition then you'd use this exercise and get deep inside your patients' minds to understand exactly what their fears, frustrations, wants, and aspirations are in terms of what your audience are thinking, feeling and experiencing.

When your marketing clearly speaks to someone with headache, or any other condition for that matter so well that your audience feel like you are communicating directly to them, that is when they will decide that you are the solution for them to try.

Contrast this to a message that speaks to multiple conditions at once. Even if that marketing piece is carefully created, it won't connect in the same way as a targeted message, and it would fall flat. There'd be nothing but crickets.

Ultimately, your message needs to talk about one specific problem, to one specific person with one specific action for them to take at the end of your piece of marketing content.

Let me give you an example.

One of my clients, Carter, was struggling to get new patients into his physiotherapy clinic in Brisbane. Now I first need to mention that Carter is one of the most educated headache specialists in the world, in fact he trains other clinicians in headache management. He's at the top of his game.

For years, he was promoting his skills and qualifications to differentiate himself and compete in a hyper-competitive market. However, things were getting worse for Carter, not better.

After we changed his "messaging" approach so that he focused purely on the problems that his audience were facing and provided them with great content and tips, things changed fast.

Carter went through the "*become your patient*" exercise and learnt the language that his audience use for the main conditions he wanted to work with.

He learnt their fears and frustrations, their wants and aspirations and then started communicating this in all of his marketing content.

Very quickly, he started to get new patients from every marketing piece that he sent out. He described the change in his marketing results like "flicking a switch. "It was that fast." People started to see Carter as the "headache" guy. The truth is, no one cared about his qualifications,

accomplishments or the letters after his name until he gained an in-depth understanding of how to connect with his audience by speaking their language.

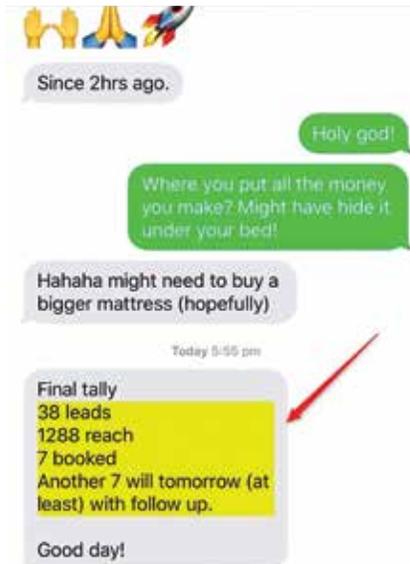
People gravitated towards Carter because he was describing their problems to them in a way that they could identify with and with words that described their problems even better than they could.

His content marketing on social media and email shifted from an academic-style newsletter instead to engaging, interactive, and valuable problem-solving information for headache sufferers.

Interesting to note, Carter uses this same messaging style to connect more with people that have back pain. He is their go-to man too.

He applies the same messaging principles to all types of conditions that he wants to attract and creates individual campaigns for each type to be laser targeted instead of a shot gun approach.

Below is a quick snippet of a text conversation I had with Carter the day that he released a targeted video on Facebook using our messaging strategy.



BUILD ATTRACTIVE CHARACTER WITH YOUR BRAND MESSAGE

When your message clearly speaks to one person, with one problem and communicates so well that your audience decides you are the go-to business in your space, you are one step closer to getting new patients from every marketing piece you create.

The missing piece of the puzzle to make your marketing pop, is to create your *attractive character*.

Your attractive character is “who” you are going to present as in your marketing content such as your emails, videos, social media posts and so on.

A word of warning—you need to be authentically you in all of your content. Do not attempt to be someone or something that you are not.

It will feel weird and disingenuous to you, and your audience will not connect with you.

Why is this important?

Have you heard the saying “It’s not just what you say, but how you say it?” When someone can truly relate to not only your message, but also you and your brand on a personal level, that is when you become the clear choice for that person to work with.

Due to social media and the ease of access to marketing technologies that were previously too expensive for anyone except big corporate healthcare companies, we are now very much in the personal brand era. And personally, I don’t see that changing going forward. In fact, my prediction is that personal branding will play an even bigger role in private practice healthcare than anyone first imagined.

As Jeff Bezos, CEO of Amazon and the world’s wealthiest man at the time of this writing, said “Your brand is what people say about you

when you're not in the room." So, the question is, what do people say about you and your business when you're not in the room? And it comes down to answering these simple questions:

Ask yourself...When you market your business whether through email, Facebook, Instagram, YouTube, video, or even content marketing, does your audience relate to your message?

Do they think that you (and your company) are the BEST option to solve their problems?

Do they think that you clearly understand exactly what they're going through, and what they want?

Do they relate to you and your company personally? Do they share your beliefs, do they relate to the person you are and the values that your company embodies to the point that they feel like you are the "one" for them to choose? Do they say to themselves, "This business stands out to me for all the right reasons?"

When you can deliver your message in the right way, that creates your "brand feel".

Truth is, people choose whom they like and relate to the most. At the end of the day, the concept of "unique selling propositions" (USPs) do not come into play in your audience's selection criteria. With virtually instant access to any type of service at the push of a button, healthcare businesses are vastly commoditized. Like I said earlier, I get that it's a tough pill to swallow, but it is the truth. Your audience will choose you based on message and brand feel.

What this means is that their decisions are made based on connection. In turn, connection is based on the attractive character that you share with them. So, if you connect with your audience better than everyone else with your marketing message, then you will rise above your competition in the eyes of your prospects.

Before you run around in circles and start worrying about how you actually go about creating your brand message, there's good news—if you already get word of mouth referrals then people already believe in you and connect with you personally. All you have to do is recreate what your avatar (or perfect patient) likes about you and instill this in your marketing continually. You need to consistently deliver the elements that your ideal patient loves about you and your company which make you stand out, and you need to take this message to the world repeatedly.

Think of who your perfect patient is right now. Get that person in your head. Chances are, they will have the following qualities:

- This person has problems that you can help with or solve.
- This person is a joy to treat at your clinic.
- This person happily pays your fees and understands your value.
- This person sings your praises wherever they go.

Now ask yourself—how much better would your business be if you had a way to attract more people like this every day? I'm betting it would be a whole lot better.

And what if you could do that without having to network, chase referrers or even wait for referrals?

The good news is that you can, when you convey your attractive character.

The best way to create your attractive character is to be, well, you.

We dedicate specific training to exactly this with our coaching clients, creating their attractive character. And what that is, is a specific formula to bottle up all of the elements that clearly articulate who you are, how you are different, what you believe in, what you stand for and equally what you stand against. That gives you content and an angle to convey your marketing message.

Then we focus on “how” to portray your marketing character in such a way that you will stand out in the right way to your ideal patient in your marketing. For example, we go into depth on the best writing style for your personality, presentation style on video and so on. And the best part is that it is a process to communicate exactly who YOU are. Not somebody else. Your marketing brand message should convey exactly who you are, which takes little effort at all. Because you’re already you. You just need to learn how to communicate that using a step-by-step framework.

HOW TO BUILD YOUR ATTRACTIVE CHARACTER

Communicate your message with your personality. Here some pointers on how to do exactly that:

- Insert your personal nuances into all of your marketing material so that your audience not only connect with your message, but with you personally.
- Write how you speak. As health professionals, we tend to write emails, blogs and more as if they are some sort of academic paper we have submitted for review. And the truth is, your content is not getting critiqued by your old university or college lecturer, nor are you submitting it for approval from your colleagues or other members of the profession. Plus, it’s worth noting, even if they did have an opinion, they’re not your future buyers anyway!
- Your content is created purely to appeal to your patients and future patients. So, write and present your content on a level that is person-person communication.

More and more, marketing for us is about “conversations” above all else.

- Seek to create genuine connections with your followers and future patients. The way that you do this is to first of all get crystal clear on the problems that your avatar has. Then create your marketing content and information around those problems so that your audience know that you are the clear choice to help them solve their problems.
- Next get clear on your personal communication style that is completely consistent with your brand DNA – Who you are, what you believe in, what you stand for and against, your writing style, your talking style, right down to what you wear on camera and so on. This then enables you to connect more with your ideal avatar who “get you” and vice versa.

If you are a generalist with your marketing message (not with your services) you will simply remain a commodity in the eyes of your market, forever condemned to compete on price, and you’ll struggle to grow your business.

The truth is, there is a specific person that we like to work with, and the same goes for you. When you are laser targeted with your message, and it speaks specifically to that person, what you will do is attract more of the person that you want to work with.

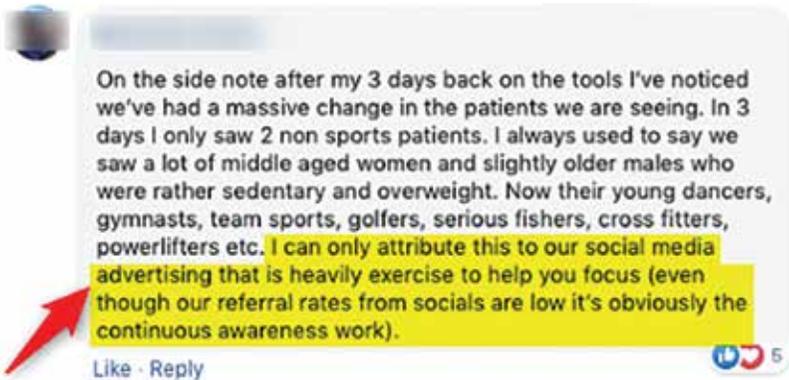
Now, it’s worth mentioning here, that whilst you likely want to attract more new patients to see your team members and not just you...

YOU are still your company’s brand.

Even when you get to the point of not treating patients anymore, your company will be still be made from your DNA, and you need to convey that in your messaging. Getting new patients to see your team members has nothing to do with building up the brand profile of your staff, but rather, clever internal systems. And that’s a separate operations strategy entirely.

The point of creating your brand is to stand out in a crowded market place in the right way to your ideal future patient.

Just recently, a physiotherapist client of mine, Emma, had this to say in our private FB group:



Since clearly articulating her unique message on the right platforms (more on those in the chapters to follow), she has been able to attract her ideal patients and spend more time working with people that she and her team love working with.

The same goes for one of our dental clients, Elizabeth, who loves and is extremely passionate about cosmetic dentistry. Since learning how to clearly communicate her message with her audience, she was able to attract 74 new teeth whitening patients in just three days, with another ten potential patients that she was following up on.



In conclusion, if you want to stand out to the right person for the right reasons in an overcrowded market and not fall victim to the ever rising costs of advertising (which will continue to go up at a frightening pace), then you need to develop your marketing and brand message. Once created, you then have a strategy that you can distribute and promote with confidence and also with the knowledge that you are representing yourself in a way that will attract your ideal patients, and in a way that you will feel great about how you market yourself.

***BONUS Marketing Swipe-file: Before you continue to the next chapter, make sure you check out the “become your patient” exercise described in this chapter.

To gain access, go to the link below and click on the “marketing” tab ***

<https://practiceacceleration.com/resources/>

CHAPTER 3

Your Marketing Rhythm

“It’s not just what you say, but how often you say it that counts”

– Tristan Bond

In the Practice Accelerator program, we help our members to become what we refer to as “full stack” healthcare business owners. The term full stack refers to the skills and attributes that you need in order to become successful. I’m sure you’ve noticed it’s a lot harder now to be a success than it’s ever been before. If you haven’t, it’s time you paid attention.

The reality is that with the rapid advancement of technology and new competition launching virtually every day, it’s only going to get harder for those that don’t develop their game and become full stack. The full stack healthcare business owner is a strategist, numbers analyst, manager, leader, and a highly skilled marketer. It is no longer okay to simply be the best at what you do clinically; you need to be a master of all these areas.

I’m not sure about you, but when I started my first business, a Physiotherapy clinic, I didn’t pro-actively market my business.

I thought I'd let my skills do the talking and build up by good old "word of mouth". But like so many others and perhaps even you, this only got me so far. No matter how hard I worked or how much effort I put into the relationships I developed with my patients, network, and referrers, I reached a point where not only did all the new inquiries want to see me, but the flow of new patients was not predictable or controllable. Some weeks I'd be flat out and others would be dead for seemingly no reason at all. Even when there was an avalanche of new patients, they wanted to see only me. My staff still struggled to build their books, which was eating a hole in my pocket financially. Combine this with seasonal ups and downs and school holidays, and all of it would wreak havoc with my business. Truth be told, I couldn't plan any holidays or time off for fear of what I'd come back to afterwards.

I begrudgingly came to the actualization that I had no control over my new patient lead flow at all. After putting up with this for far too long, I decided I needed to take control of my marketing once and for all. This was a huge breakthrough for me—I still remember the moment that I came to the decision that I needed to market.

There was so much internal conflict because I had this long-held belief that there was a particular way to build a business. My internal voice had been influenced and ultimately shaped by the beliefs and behaviors of my peers and also the professional healthcare influences around me, who sent a strong restrictive message that, to be successful, I had to earn it over time.

To be successful, I had to earn referrals.

To be successful, I had to do it "the hard way."

My internal voice also told me "it was wrong to market," and "only bad clinicians' market because their skills aren't good enough."

I had created a negative view of marketing that was severely restricting my ability to grow or do what it was I had set out to do in the first place, which was to help more people with my skills. The reason I'm sharing this with you is because this is the same belief that many of my clients held when they first came to me. If you've believed the same things, you're not alone. However, if you already have a healthy respect for marketing, that's great—you've already made the necessary mental breakthrough that you need to.

Truth is, when you look at the intended outcome of marketing, it's all about getting more new patients so that you can help them. I had to completely reinvent my relationship with not only marketing, but success as well. So, what I did (with quite some work, mind you) was reshape my belief system to the point that I viewed marketing as not only necessary, but also as my absolute ethical obligation.

Now, that last statement may raise a few eyebrows...

“Hang on for just one second! It's unethical not to market?!” You may ask.

That's right, that's exactly what I'm saying. That's exactly how I reshaped my belief system with regards to marketing. Your relationship towards marketing and business may be different to mine.

But for me, because my limiting belief was that it's unethical to market and only bad clinicians need to market and so on...I had to completely re-shape the belief system. This is important, because if you don't completely believe in something, even if you do the action, in this case “marketing”, there will be cognitive dissonance around what you are doing and you'll never truly do it properly or really give it what you've got. You'll end up self sabotaging.

You'll try it...without giving it the level of attention and commitment that it requires. Then as a result, it will fail, and this will further re-enforce

to you that either (1) you are no good at marketing like you've been saying to yourself over and over anyway or (2) you'll confirm to yourself that "good clinicians" don't market, it's only for "bad clinicians".

That's why it's so important to reshape your belief system with regards to marketing. And it's not just marketing that you need to develop a healthy and strong relationship with, it's management, leadership, and your relationship with money. As healthcare professionals, the beliefs we form around these core business drivers dramatically impact the results that we achieve, and ultimately the quality of our lives.

When it was my turn to tackle this problem myself, I re-shaped my relationship and beliefs around marketing and firmly re-established in my mind that by marketing, my team and I could help more of the right type of patients. I also anchored in my mind, that because marketing enables me to help more patients which leads to growing my business, that therefore successful business owners are by association, great marketers. And then I anchored my belief (which I still strongly believe) that marketing and building a successful profitable business is our absolute ethical obligation.

Once I embraced my new mindset, I threw myself into studying everything I could find on marketing, advertising, and copywriting (which means writing marketing content). After spending weeks preparing, I finally launched my first piece, a full back page ad in the local newspaper, which I still proudly display at the Practice Acceleration Headquarters in Adelaide.

I was incredibly nervous about the promotion and worried about making the \$3000 back that I invested in it. Based on the value of an average clinical case of \$600 at the time, I knew that I had to successfully convert and commit five new patient inquiries from the ad to break even on the campaign.

The paper where I ran the ad was released weekly. After a nervous first three days post launch, I booked in my fifth lead from the advert. I could finally stop chewing my fingernails. By the fourth day, I had eight bookings. By the end of the campaign I had booked fourteen people. That's a whopping nine more than I needed to break even! It was clear to me that I was a genius! I had cracked the code and was set to become a media mogul, in my mind at least. I was convinced that my business would explode from here on in.

Not long after my first successful campaign, I ran the same campaign a second time to build even more momentum. But this time it completely tanked! I got three new patients from the second campaign, with only two following my treatment recommendations. It was a complete failure and cost me money. I couldn't get my head around what went wrong. The first campaign nailed it—my audience resonated with my message. Yet, the second time, the same ad to the same audience failed. *What gives?* I thought to myself in frustration.

After feeling sorry for myself for a brief period, I dived back into my new obsession, marketing. I was resolute that I would master it. After all, successful healthcare business owners are great marketers, and they owe it to their patients to become great at marketing!

Now equipped with considerably more knowledge and marketing experience I can tell you the real reason why my second marketing campaign failed. And if you have ever run a great campaign yourself, be it on email, Facebook, Instagram or any other channel, only to back it up again later and have it fall flat like mine did, then this is likely the reason why it's happened to you too.

You see, I didn't change a thing with my campaign. I ran it on the same channel and to the same audience. Yet the second time it failed.

It's worth mentioning here, that this was really in the pre-internet days where no one had even discovered Google AdWords yet, yes, I've really been marketing THAT long!

The problem that I since discovered was two-fold, but one mainly influenced the result.

They were (1) ad fatigue and (2) lack of trust equity.

Let me address the first one, ad fatigue.

Ad fatigue occurs when someone is exposed to a campaign with enough frequency that their interest in it dies off. There was an element of that at play here because I ran the second ad four weeks later and seemingly all the interest in the opportunity had already been satisfied by the first ad.

But the main issue was lack of trust equity. I hadn't delivered enough value to the market in my marketing, and I hadn't built up enough trust to ask for the next step, which was to book in an appointment with me. With any marketing campaign, when you have a compelling message, there will always be a small percentage of early adopters or followers who want to take the opportunity that is advertised within that message. But after that initial period, you need to earn the right to ask for future commitments. You cannot simply run offers all the time and get new clientele.

In short, you need to give more than you ask for in return. This is truer now than it ever has been and plays an even bigger role than it ever has.

EARNING THE RIGHT

It all comes down to two things: *Value* and *trust*.

Your marketing needs to focus on delivering value to everyone that consumes it and to build a relationship with your audience that establishes trust.

When you can deliver the right message to your market in a way that is valuable (even if they don't take the next step with you and book an appointment) and builds trust equity, only then have you earned the right to ask for the next step, which is a call to action.

Here are some statistics that you need to know:

Right now, your audience are exposed to over five thousand marketing messages each day. Research from The Online Marketing Institute indicates that someone needs to see your message or be exposed to your content on average thirteen times before making a buying decision with you. This number is rising continually due to the high volume of ads and messages we are exposed to daily on social media.

This is important to know because if you've run an ad or marketing promotion for the first time (or for the first time in a while), and it's fallen over even though the messaging was laser targeted to your audiences problems, then it's highly likely that you didn't build enough trust equity through your content marketing.

Let me put it this way—think about your best friend for a moment. Get that person in your head. Likely you've spoken to them in the past week on social media, text message or maybe even on an “actual” phone call. Now, think about all the types of things you and your best friend have communicated about together for the past 6 months. Likely there is a mix of humor, gifs, exchanges to just say hello, shared photos of events you've attended, and then some deeper exchanges. I don't go a day without sending a message or connecting with my best mate. My last message was simply a photo of the crepes my wife made me for dessert just for fun. You get the idea (he was jealous btw, so I achieved my goal).

Now, imagine if you heard from your best mate out of the blue and you hadn't heard from him or her in say 6 months and they asked you for a favor. Get that in your mind.

Likely, you would do the right thing and oblige them right? Of course you would. You're a good friend.

Now, let's say that after you help your friend, that you don't hear from them for another six months.

And when you they do finally contact you; they ask you for another favor, similar to the first.

What would you do? How would you feel? I'm betting you would start to feel a bit used. And imagine if it just kept going on like this?

No doubt it would affect your friendship and eventually at some stage, you'd stop obliging them.

So, why am I sharing this example? Quite simple really. Because this story mimics your relationship with your audience. If you only market when you want something from your audience, then it's not going to work. Much like a bank account, in order to grow, you need to deposit more than you withdraw. It's the same with your marketing—you need to deliver more value with consistency and frequency so that your audience loves you, raves about you and responds to your campaigns when you do run them.

So, what is the “right” frequency for marketing content and promotions? That's a good question. However, there is no hard and fast rule. Everyone is different, and the psychology of the market is never set in stone. But in all likelihood, the answer is a lot more frequently than you currently are.

Some people like to differentiate between content and promotional pieces and follow the tactic popularized by the media juggernaut Gary Vaynerchuk in *Jab, Jab, Jab, Right Hook: How To Tell Your Story In A Noisy Social World*. Before making a promotional offer, they would run say three or so content pieces first.

Due to the ever changing nature of our audiences and even the platforms we are all using (more on this in the next chapter) I'd recommend you take a more overall less limiting approach to the exact frequency you use and instead commit to making marketing communication a focused constant in your business. As the statistics state, people now require more nurturing and repeated exposure to you and your message prior to taking action with you. Therefore, the volume and even the type of marketing you will engage in will continue to change. It's ever evolving.

TRAITS OF SUCCESSFUL HEALTHCARE MARKETERS

Clients of my program are privy to the latest trends that I recommend based on real time results, and the truth is that trends change fast. Every quarter we have new tactics and strategies that we recommend to our clients based on changes, what's new and of course, the new innovative ways to market that we develop with our talented in-house marketing team. We literally provide our clients with the step-by-step strategies and even Done For You campaigns so that they can short circuit the whole research and testing phase and just execute what we have created for them.

But to recommend an exact frequency and style for you right now, could quite possibly not match what I'd recommend in 3 months' time. Like I said, things change fast in marketing.

There are, however, a number of traits and behaviors that our clients possess that if you took on, you'd be on the path to taking charge of your marketing rhythm and as a result your business. Let me take you through these now.

When you embody the following traits and behaviors, you will create a successful marketing rhythm to drive your business forward.

Before you consider the below, you must first completely commit to marketing itself.

You need to understand that it's not a debate as to what is more important in your business. It is not a choice between focusing on clinical excellence over marketing or vice versa. Both must co-exist. To build a successful business that is stable and predictable you must have a highly successful marketing system to drive it forward.

Here are the traits that my clients have that support a highly successful rhythm with their marketing.

Adopt the following and you will make dramatic improvements.

- **Make marketing a priority.** To assume that you don't need to market is not only arrogant but extremely naïve. The best brands in the world never stop marketing, even when the whole world is talking about them. Your favourite brands continually market, and you need to continually market. The first decision you need to make to truly take control of your healthcare business is to prioritize marketing. If you knew how to get new patients on demand like my clients do, wouldn't you value it more and do it more? Of course you would! But to achieve this level of result, you need to earn the right to get that result.

One of the sayings I'm known for around the office is "The diary is the boss." Quite literally everything of value must be diarized, or it will NOT happen. If I ever want to see where someone's priorities lie, I simply take a look at their diary. From there, I can quickly determine what their priorities are. My clients install my diary management system and diarize everything, including their marketing. By not diarizing your marketing, you are not really committing to it. Either you haven't accepted that it's vital to the survival of your business,

or you are not as organized as you need to be in order to take control of your business. Either way, you won't succeed until you embrace and love marketing.

Once you get clear on the marketing rhythm that you are going to execute in your healthcare business, diarize all its elements. Diarize your marketing creation, including when you will send it out and when you will collate the statistics. Diarize your content, videos, lives on FB and Instagram, email marketing, campaign promos, and so on. Diarize, Diarize, Diarize. It doesn't matter who's doing it in your business—whether it is you or someone on your team, it must be diarized and checked off as an important task. There is freedom within a structure. Remember that.

To make marketing a priority, as with everything in your business, I strongly advise that you commit to a specific daily, weekly, monthly and quarterly marketing rhythm and score your progress weekly. On the most part, planning 12 months ahead won't work due to the constant changes that will occur during that time frame. Anyone that tells you otherwise should be questioned and treated with red flags. We plan twelve weeks ahead and even then, we pivot quickly based on real time feedback daily, often completely changing our quarterly projects when data gives us the heads up.

If you're just getting started, start with something. If you're already marketing, make it more consistent and frequent than you are currently. Prioritizing doesn't just mean diarizing something, it means to make it something that you value and commit to. By giving an activity pride of place on a weekly progress and score card, you are really showing that it's a priority that is to be valued and is here for the long haul. It's not just a part of your life, it's the fuel that drives your business

success. Anything less would be gambling with your livelihood in my expert opinion. Score your company's marketing weekly in terms of what activity you have taken, not just the results it has delivered.

- **Consistency is king.** Commit to consistent marketing. Like investing, your results will compound over time. Trust and brand equity occur over time and with reliable repetition. My clients are consistent like clockwork with their marketing creation and distribution—they commit to a frequency that will work for them and they stick to it. Much like going to the gym consistently will work better than infrequent fast and furious workouts, consistent marketing will reward you in the same way. You'll get your business into great shape and build a routine that will keep it that way.

Commit to your consistent rhythm by diarizing and scoring the activities and results weekly as I just covered. (In areas where you can utilize automation effectively to your advantage, go for it. Just remember—automation simply means that it will go out without you having to manually do it each time. If you automate a marketing message where the message doesn't hit the mark as covered in the previous chapter, all that will happen is that you'll accelerate the rate in which people do not take up your campaigns, leaving you frustrated or disappointed.)

- **Know your patient's value.** Before doing any marketing of any nature, you need to first of all understand exactly how much money a new lead is worth to you. You may have short or long treatment engagements with your patients. You may sell a high-volume of low-priced services or maybe your service is a higher ticket, premium investment that occurs as a once off. Everyone is different, even within the same profession.

There are endless variations based on treatment methods and philosophies. But you **MUST** know what your patients are worth to your business so that you can gauge the performance of your marketing and take control of your business. This knowledge will give you freedom and control.

In the previous chapter, I talked about how I knew I needed to get five new patients to respond to my first newspaper ad to break even on my investment of \$3000. Over time, I learned how to ethically provide more value to my patients and increase that number significantly. This meant that the value of my marketing increased, and I could control my growth even more.

Knowledge of your numbers will give you clarity over the results you need and correspondingly help you to set expectations and goals with regards to your campaigns. It will also give you the information that you need so that you can scale up and grow at will.

Before I allow my members to run any promotion or content of any nature, I ensure that they have a clear understanding of exactly how much money a patient is worth to them, and I teach them how to systemize their clinical recommendations so that everyone on their team can generate this level of income per patient with absolute predictability (more on that in the next chapter).

Discover your patient's value now so that you know what your marketing efforts need to return for you. This knowledge will give you the information to guide your decisions in turning up a campaign and investing more, tweaking a campaign to optimize it, or even turning off a campaign that is not working. Most of the time I find that practice owners have a combination of the above and with some shifts, they can double their new patient flow fast.

INVESTMENT VS. COST MINDSET

Related to the above is the investment vs cost mindset.

To generate a lead, you need to invest. And you invest in either money, time or both.

I have an investment approach to marketing and so do my clients. This is a total game changer in and of itself.

Take Nina, one of my clients in Sydney for example. In reviewing one of her digital campaigns recently the data showed that she was investing \$2000 per month on this one particular channel. That number may or may not evoke your thoughts of that's too much, that's about right or even that's not enough. But before giving it further thought, consider this...

That campaign was attracting 40 new patients to her practice per month every month.

Nina had already installed a step-by-step case recommendation and acceptance system by implementing the Practice Acceleration Methods and knew with certainty that each patient was worth \$2000 to her practice.

So, with some basic mathematics during that month Nina generated 40 patients that spend \$2000 each with her which relates to \$80,000 of case value.

This is generated from a tiny \$2000 investment.

\$80,000 from a \$2000 spend. That's a 4000% ROI.

Whichever way you look at it, she's crushing it.

But the funny thing is, she didn't always see things this way. (Neither do most clients when I first meet them.) The turning point for her was

when she learned the value of her patients, and finally changed her point of view from a “cost” to an “investment” mindset. This is just one of the platforms that she advertises on by the way. Nina also utilizes 2 other channels with exactly the same approach.

This approach has enabled her to grow her physiotherapy business by \$564,000 per year with the Practice Acceleration method. Another interesting point to note—when you increase the frequency of highly valuable marketing, you will get better and better quality of new patients over time because repetition of the right message creates your brand image in the market place.

Before Michael and Ellie, podiatrists from the Gold Coast, joined our program, they already loved marketing, but they were only running campaigns when they needed new patients to fill their books. They had a great message, but they were not consistently adding value to the market. Since marketing with highly valuable content to their audience not only are their campaigns getting record responses, but they are able to get more quality new patients every day due to the improved brand they have created.



CHOOSING YOUR RHYTHM

Just be clear that there is no right or wrong rhythm. The key is to adopt the principles and traits covered in this chapter so that you develop a consistent rhythm for you that you stick to.

But remember—you must make sure your marketing message is irresistible to your audience before its rhythm even enters your mind.

CHAPTER 4

Your Marketing Platform

“If it requires time, energy or can’t be scaled, don’t touch it.”

– Tristan Bond

Have you ever felt like you’re the world’s best-kept secret? Like you’ve got all these amazing skills to help your patients yet not enough people know that you exist? If only more people knew about you then everything would be different, right?

Many of my clients have felt exactly this way when we first met. This is how I used to feel too. I remember the frustration of feeling that I was working so much harder than everyone else, yet I wasn’t getting rewarded for the effort I was putting in or even for the results I was getting for my patients. Everything just felt like a grind and for a good reason—because it was. Perhaps you’ve felt the same?

I still remember my last referrer’s visit—it was to a local surgeon near my physiotherapy clinic. I was treating his assistant as a patient and after months of asking her for an introduction, I was finally granted the opportunity to meet with him. After waiting for 45 minutes in the waiting room—despite having an appointment time that he set with

me— I was finally shown into the surgeon's room by another one of his assistants. My patient, Mary, gave me an excited thumbs up as I walked into the surgeon's room to wish me luck. Little did I know, I needed more than she could provide. The meeting itself was far from the worst I had been subjected to, but this was the final straw for me.

After being shown to my seat and politely given a glass of water, I sat for twenty minutes and listened to the surgeon rattle off his credentials, his published papers and tell me why he was the best shoulder expert in my city. He was not rude in any way. In fact, this was a pretty standard spiel that I had become accustomed to, but this was the last meeting I ever attended to discuss referrals.

Despite one of his own assistant's organizing the meeting and raving about how much I had helped treat her injured shoulder, I felt like my expertise was not given a second thought. There was no mutual respect like I had hoped. I had personally followed this particular surgeon's work for years and had idolized him prior to the meeting. It was like meeting a celebrity, but our meeting broke my spirit. I felt dejected.

I left the meeting resigned to the fact that I'd likely never receive a referral from this guy, ever. I thought: *At least I'd made the effort, maybe I'll get a referral or two if I send a letter or a thank you card.* Yep, that would be my game plan. Chase the prize, and I would be rewarded. *Get your mojo back on,* I told myself. *This is a win.* However, deep down I knew it wasn't. I was running out of steam.

By the time I had returned to my clinic, I had literally wasted two hours of my time. I could have seen six patients in that time; it had cost me money to chase this opportunity, not to mention how degrading it was to wait for 45 minutes and get treated like some sort of sales rep by the surgeon himself—the surgeon, who up until 15 minutes prior, I idolized. I made a mental note not to refer to him again either.

But something interesting happened when I walked back into my clinic after that particular encounter.

Upon arriving back at my clinic my assistant excitedly told me that we had booked eight new patients while I was out. Eight new patients in the two hour period since I had left the clinic.

It's worth mentioning that, at this stage, I was lucky to be getting eight new patients in a week, let alone on the same day. *Where the heck did they come from?* I wondered.

I was soon to discover that all eight new patients had come from a new marketing channel that I had launched an ad on that very morning, Google AdWords. I had invested \$200 that day to test the new platform that I had seen advertised. I figured I had nothing to lose so went for it, treating it much like a gamble.

I had applied my marketing message method to the ad platform, set a daily ad budget of \$200 and simply pushed the button. Based on my average case value, I was set to make \$1,600 from my initial \$200.

Boom! Once again, I had decided I was a genius—this time for certain! However, the truth is I had quite the learning curve with Google. It took me some time before I could predictably get the results I wanted from the platform. But this was a game changing moment for me because what I had discovered was that I no longer needed to chase referrers, network, give presentations or “chase” new business anymore. I had discovered search marketing and my life would be changed forever, and this was just the beginning of my obsession with scalable marketing.

Fast forward to the current day. I now have very clear criteria when it comes to my marketing strategy.

- If it's not scalable I won't touch it.
- If it requires me to leave my office and “pitch”, the answer is a heck no.
- If it isn't digital, there is no way I'll even entertain it.

At the end of the day, you can always make more money, but you can't get more time. So anything that takes time away from me is an absolute no. Anything that involves time also involves energy—if you have to meet someone to discuss an “opportunity”(i.e. pitch for them), it's not only physically energy zapping, but also mentally exhausting.

If you think about it, at it's very core the purpose of your marketing is to put the right message, in front of the right person, on the right channel, at the right time.

We've already discussed messaging and rhythm, now it's time for you to choose your preferred marketing platform.

THE ISSUE ISN'T WHAT YOU THINK IT IS

So what is the best platform to get your message out there so that your ideal patients see you and choose to work with you every day?

Well, the truth is, the platforms that are best will vary from person to person.

And above all else, before you even consider choosing the right platform to deploy your message, you must know this.

With so much obsession about what's the latest and greatest way to market...

The truth is that a marketing “platform” is simply a channel, a conduit to communicate your message.

The most important thing above all else, is to understand the science of marketing itself.

Marketing is a psychological science. A science of influence. That's the truth.

It's the process of taking someone from the point of completely not knowing you and then strategically guiding them through the process of knowing you, liking you, trusting you and then buying from you and referring to you.

When you honestly break it down, we are talking about the science of influence here.

The best part is that marketing is a clinical process. Much like how you apply a clinical reasoning process to assessing and treating your patients, marketing plays by the same rules.

Miss a step with assessing or treatment a patient, and the patient doesn't get the desired result.

With marketing, it's exactly the same.

There is literally a step-by-step system to install to help you master all the steps in the marketing process. This is a huge focus of the Practice Acceleration Method. And we can teach it to you.

When you know how to market like a pro, it doesn't matter if a new platform emerges or an old favorite slows down or even stops working because you have the skills of marketing, and those can be applied to any platform that there is.

So, some advice for you based on my experience—don't get attached to the platform itself. The platform is just a delivery method to get your influential message out there and into the hands of your hot

prospect. I've seen too many people get attached to platforms that once worked well, yet they didn't master their marketing skills, so when new channels emerged that were far more effective at message deliverability and reach, they were stuck in a bad place. Their old channel that they had relied on for so long was now letting them down (every channel eventually becomes obsolete), and they didn't know how to make the new one work. The outcome? Not enough new patients and no control of growth—bad times indeed.

The lesson here is that you must learn how to market. And like I said, the best part is that it is a step-by-step clinical reasoning process just like you go through with your clinical work. And you don't need to spend 20 years learning like I have, because we've broken it down into simple teachable steps for you in our program.

So remember, based on many factors that we know, and more that will come into play in the future that we don't even know about yet, over time some platforms that are currently working will drop off or not work at all, and instead be replaced by new platforms that likely don't exist yet. And those people that can master marketing messaging and rhythm, they will be the ones who dominate on the platforms of the future.

Personally, as I mentioned earlier in the chapter, I used to love Google AdWords. Today, I have more love for Facebook and Instagram. Likely I'll fall in love with a new platform later on, and my current favorites will move down the list at some stage.

My point is, platforms are always changing so I recommend that you don't get attached to them. Rather, seek platforms that match the criteria that you have for choosing one in the first place.

CHOOSE YOUR PERSONAL MESSAGE PLATFORM

Later in this chapter, I'll reveal my go-to platforms for you to use right now, but first, let me share with you how I choose a platform to launch my message, and why I recommend this method to people like you, the healthcare business owner.

Like I said earlier, for me it's all about conserving time, energy, and avoiding situations that are out of alignment with my values system. If a marketing opportunity requires me to give up time in ways such as delivering an in-person presentation to win business, I won't do it. The reason being that even if the right audience are in the room, I still have to exchange my time (which I cannot replace), physical energy (which is better directed elsewhere) and unless it's a paid speaking engagement then it feels a little too much like chasing business to me, which is completely out of alignment with my values system.

I believe in getting chased, not doing the chasing.

Quite simply put, any time you're chasing, they're running. And the same goes with chasing business.

There's also an opportunity cost in giving up my time. Remember, when you say "yes" to something, you are also saying "no" to something else. Personally, I'd rather sit at my office, write an engaging video script while enjoying a cup of coffee and have a promotional piece that I can run online to millions of people all year round, more so than giving up my time to pitch in the hope that I'll get a referral. You may be new to online marketing, but I'm sure that you can already see the benefit of not exchanging your time to meet with referrers, networking, pitching, or giving presentations. In light of my above point, it's simply common sense.

My next criteria is that the platform must enable me to replicate my message. Much like with the book you are reading right now (and again, thank you for reading it) everyone who picks up my book and reads it will receive the same message. It's replicable. A book is also an authority piece—so I've doubled up here and put two of my criteria into one.

Next, the platform must provide me with measurable data so that I can assess how it's performing and then scale it up. Like I said earlier, the type of marketing system that I operate and teach my clients to operate is exactly the same as a clinical reasoning process.

Now, with your clinical work, I'm sure that you have objective measures to determine the progress that a patient is making so that you can best direct their clinical management.

Can you imagine what would happen if you didn't subjectively and objectively re-examine your patients to determine their response to clinical intervention? Disaster comes to mind. It would be gambling with your patients' health and well-being—unethical, right? Exactly.

Marketing is the same. You need to have quick access to objective data measures to determine the effectiveness that your marketing is having. Without getting too technical, ROI (Return on Investment) is a very crude way to measure the effectiveness of your marketing. ROI is the ultimate outcome measure and the goal is to get the best ROI possible of course. Much like getting your patient better is the ultimate outcome.

But with your patient management, there are many points along the line where you are subjectively and objectively re-evaluating during the course of treatment. Based on your findings, you may continue with a treatment path, accelerate it, or even change course entirely.

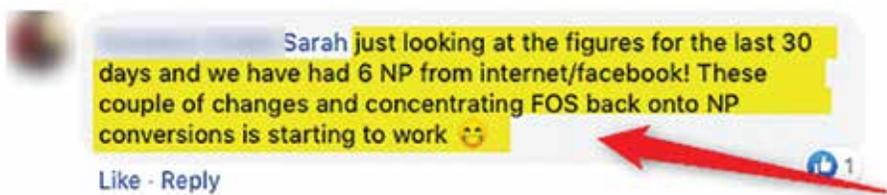
Marketing is no different. To get the best ROI, it is vital that you have instant access to meaningful data feedback at crucial re-evaluation

points, exactly like you would with your patient care. Based on this data, you can make informed and confident next-step decisions with each of your campaigns.

It's also important to know what the data means, what the goal range is, plus what steps to apply to quickly course correct when the data shows your campaign is off track. With ready access to the information and when equipped with the knowledge and tools to act on it, that is when you can truly understand what is going on, influence it, and control your results.

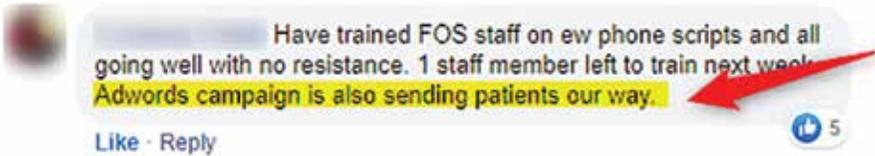
One of our dental clients, Karen, attended a coaching call with my team to get our insights into her Google AdWords campaign. I still love Google AdWords for dentists, but the trouble is that most dentists are missing key steps in the clinical reasoning process of Google AdWords itself.

By assessing the data, we could very quickly see where the numbers were off. Based on this data and knowing where the missed step was, a quick fix to one element of her landing page was all that was needed. Karen made that change in less than 45 minutes after following our step-by-step training and she saw rapid results. In the next week, she went from 0 online patients to 6, and that was just the testing phase. The lifetime value of each patient is over \$3,000—that's an extra \$18,000 for a test that she only invested \$300 on.



Now, this would not have been possible if we were not able to put her campaign under the microscope and act on the data.

So in choosing your marketing platforms, ensure that they have the ability to provide you with meaningful data that you can understand and then act on to get the results that you want.



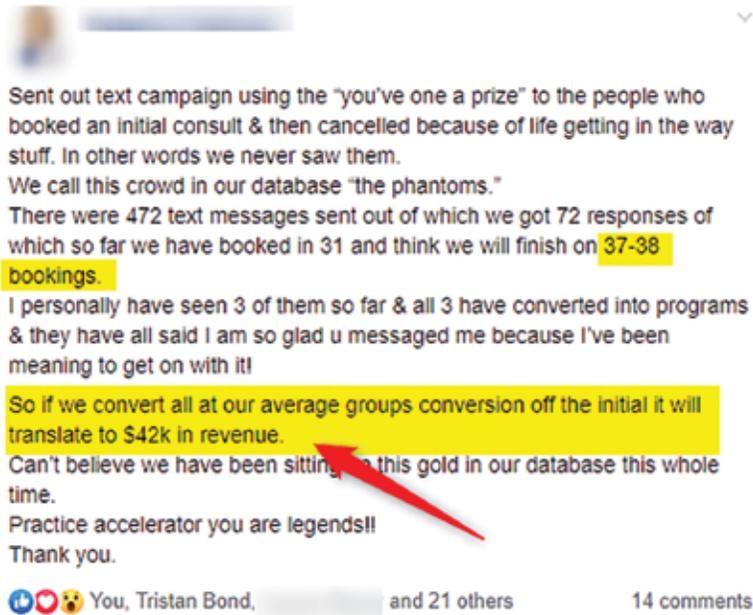
By assessing Jenny and Rebecca’s (also dentists) email campaign data, we were able to quickly identify a problem that was causing their campaign to not convert. By making one key shift, Jenny and Rebecca were able to get 90 new patient bookings in less than three days on email and book an extra \$100,000 of casework.



The Practice Acceleration approach of following a clinical reasoning process and utilizing real data applies to all platforms. Even text message campaigns.

Vicky, a physical therapist, was running text campaigns through her automated software, but was missing one key step. By adding this step

in, she was able to get 38 new patients with a literal push of a button—that’s an extra \$42,000 in revenue.



So in choosing your marketing platforms, ensure that they have the ability to provide you with meaningful data that you can understand and then act on to get the results that you want.

DON'T PUT ALL YOUR EGGS IN ONE BASKET

Getting new patients on demand is the ultimate superpower that every healthcare business owner needs. It gives you the ability to predictably control your growth.

But far too often, I see people fall short in what’s possible—they even set themselves up for failure by putting all their eggs in one basket. Like I mentioned earlier in this chapter, don’t get attached or dependent on a platform. Platforms change as do their effectiveness over time.

So make sure that you have multiple marketing platforms working for you at all times.

If you are dependent on just one lead generation platform to grow your business, then you are on risky ground. It could stop working in an instant.

Even if you are getting great results from one platform, branch out and make other platforms work for you also, so that you not only future protect yourself, but you also grow bigger, faster and with more confidence.

I should probably be clear that I don't believe in chasing referrers or networking on any level. Those are not marketing platforms and you do NOT need to deal with them ever again if you don't choose to. You've probably gathered this already from my personal story at the beginning of this chapter, and for the reasons I shared with regards to the requirements I need from a marketing platform. But to make it even more clear, chasing referrers and networking is time and energy zapping, it's not scalable, it's not replicable, it's anti authority and you cannot gather data from it that you can utilize to scale up.

If you want to build more referrers and word of mouth, there's a better way to do it, and it doesn't involve attending another meeting ever again. And here's the best part—it all happens naturally as a consequence of installing the Practice Acceleration Method. You'll go from chasing to getting chased.

BACK TO WHAT MATTERS—MARKETING THAT YOU CAN CONTROL

I recommend to most healthcare business owners that they use up to four platforms at once. When you follow this approach, you can get new patients on demand every day. But first, you must master one platform by applying the psychology of marketing and utilizing its features to

distribute your message. Only once you are getting predictable results from one platform, can you then turn your attention to the next one.

This is important, because people commonly misunderstand using a platform as actually having marketed on it. For example, most people and likely you have posted content to say Facebook or Instagram right? Maybe you've email sent an email or two to your database but had no luck.

The thing is that using the platform and hoping for a result is a completely different story to actually marketing on it with a real, proven and tested strategy. People are far too quick to blame the platform for their lack of results rather than the lack of strategy they used on it which is the real problem.

My approach is simple. Apply a proven and tested strategy to ONE platform.

Optimize it for maximum results. Then repeat, systemize and scale the process to work without you.

Then I move onto the next platform whilst the whole time, assessing the real time data from the previous platform and making changes and tweaks continually to optimize results.

I repeat this process over and over so that I can maximize the results from each platform with a laser targeted approach.

The overall result is that you build marketing “assets” that continually deliver you results, in a way that is measurable, controllable and even predictable. It's the philosophy behind my Practice Acceleration Method.

The first mistake that people make is not just to depend on one platform, but also not get the most out of that platform and miss out on scaling it up for lack of understanding how.

The next mistake is to divert attention to the next platform and give up on the last because it wasn't delivering the results they had hoped for. The Practice Acceleration method is about following a tried and tested process that is based on science and delivered with clinical reasoning precision—start with one, make it work, then systemize it and make it work without you. Then add the next platform into your mix.

It's also worth noting that different platforms do require different styles of marketing so that your message and brand is what we call “native” to the platform. That is marketing speak for fitting in with what the platform wants from you, and equally what users of that particular platform like and respond to. This is especially true with marketing on multiple social media channels. Our strategy on one platform is likely going to be entirely different on another platform.

If you are starting to think that this sounds complex and even a little bit overwhelming then I agree, it absolutely can be. But when you keep it simple, take one step at a time and follow my recommendations here, you will expand your marketing knowledge very quickly and soon you will not only excel, but love doing it too. It's fun when you know how. We love marketing at Practice Acceleration, so do our clients and it's my aim that if you don't already, that you will soon. The ultimate goal of utilizing this approach is that you will develop a marketing system whereby you are successfully educating, engaging and booking in people with your marketing constantly.

And when you utilize a few clever hacks that my marketing team have created, you can achieve the ultimate outcome of becoming “omni present” with your marketing message.

This is important because when you are omni present to your ideal audience, you become the premier business in their mind to help them, and this gives you the ability to work with exactly who you want and to charge a premium for your services.

MAKING YOUR CHOICE

In getting started, I strongly recommend you choose a platform that you already have access to that can deliver your message to people that already know, like and trust you. Think email, text, or even your Facebook followers. You don't need to choose a platform that you don't have access to yet, or that you haven't used before. Choose the path of least resistance and launch your marketing message on a platform that you have easy access to.

And remember, it doesn't need to be complicated, most often, simple is best.

The key is to just get started. With just one marketing win under your belt, your enthusiasm and excitement to learn more will ignite. Soon you will be obsessed with marketing like me, my team, and my clients are.

Then over time, add more platforms into your arsenal using the messaging and rhythm lessons that you've learned here.

And remember, to gain control over your business, you need to be able to control your lead flow. This is important, your practice literally depends on it.

***BONUS Marketing System: To gain access to our training video on The Practice Acceleration Marketing Frameworks, The Practice Acceleration Marketing Checklist plus case studies of people just like you who have used them, go to the link below and click on the "marketing" tab ***

<https://practiceacceleration.com/resources/>

REBOOKING - THE PATIENT PIPELINE

Marketing ignites your business, but your patient pipeline is the system that drives it forward. To build a successful healthcare business, you need a systemized service delivery model that gets consistent and predictable results. While marketing gives you the opportunity to meet a new patient, it's what happens after that matters the most.

Think of it this way—without retaining the patients generated by your marketing, your business won't grow. If you don't have a structured system for inquiry conversion, patient re-booking, and next level recommendations, then results will vary from day to day and person to person and your business would be in chaos. In the bigger picture, that will not give you the income, control, or lifestyle freedom that you seek.

Now, imagine for a moment that you had a system, a patient pipeline that everyone on your team followed to convert every inquiry with precision and create the same patient outcomes no matter who on your team was treating him or her by recommending exactly what you wanted with ease.

Imagine you went on holiday. While you were away, your marketing delivered new patients to your business every day, your team converted all the inquiries with confidence, everyone on your staff recommended the same treatment that you would, rebooked patients in the way that you would, and provided the same high level of service.

Would that make a difference to your business results, and would it change the dependence of your business on you? For most business owners, it would make the world of difference.

To create a successful healthcare business, one that can grow predictably without stalling, roller-coaster ups and downs, or even dreaded declines, you must install a predictable pipeline that ensures that the patients

created by your marketing are converted into new appointments and rebooked at the required and pre-determined rates as set out by you, the business owner.

This is the single greatest weakness of healthcare business owners, but also the biggest opportunity for growth that exists. This is the ingredient that you need in order to be able to scale up your business.

The next three chapters go deep on how to maximize the results of your marketing so that you can create a profitable and predictable healthcare business that delivers superior clinical results and more fulfilled staff members. When you install these frameworks, you will take your business from stuck, stalled, or even unpredictable ups and downs to a business that grows with predictability and control.

In my experience as a healthcare business consultant globally for over 10 years, these frameworks bring about the biggest and fastest changes for business owners. Whether you realize that re-booking and case acceptance is an issue in your business or not, the next three chapters will completely revolutionize your business and what is possible for you.

Strap yourself in, prepare yourself for some much needed but likely surprising facts and truth bombs, and most importantly action the secrets I'll share with you.

Let's turn the page and start building your predictable and sustainable patient pipeline.

CHAPTER 5

Convert

*“Every aspect of marketing is entirely useless
unless it produces conversions.”*

–Jeremy Smith

A few years ago I was sitting in one of my platinum clients’ waiting rooms. I had flown to the Gold Coast from my hometown of Adelaide to visit my client John at his request.

In the five months we worked together, he had made some great progress in his sports injury clinic. He had grown by over \$30,000 in monthly revenues, he was seeing patients just one day per week (down from five and half days a week when we first started together), leading and managing his team three days a week, and enjoying long three-day weekends with his family every week. He was doing well, but he had recently hit a roadblock, and he couldn’t figure out why he had slowed down.

Over coffee in his office, he talked excitedly about all the progress he had made, and how much better things were since we started working together. His business was doing better than ever, he had finally freed up his time to work on his terms and was spending more time with

his young family. Most of all, he loved that he was able to spend more time at the beach training for his beloved sport, the Iron Man, without any guilt.

Thirty minutes into hearing about all the improvements in John's business and life, I politely cut him short. I said, "John, I am so happy for you. You've done great! But that's not why I am here is it?" He nodded yes.

I continued. "I love working with you. It's great to hear about your wins, but people don't normally pay my fees to fly me half way across Australia just to high five me. I'm the guy they fly in when they need help. So let's get to it, shall we?"

John's energy and tone changed. He became solemn. "Look, maybe I want too much. I mean, we've done so well. I really want to keep growing my business, but lately, things have hit a standstill. Our numbers are strong—my business is doing over a million dollars a year now, but I just don't understand why it has hit the skids." John's hands were now in the air. He was looking at me, expectantly, hoping I'd have an instant fix for his problems.

"So, what I'm hearing is that you want to know a few things, John," I replied. "It sounds like you're frustrated as to why your growth has slowed in the last month, and if there is a reason behind it, you want a solution to address it." John nodded in agreement.

"Secondly," I continued, "You are really happy with your growth and you want to know if this is the best it can get. If it is, you'll be fine with that, and rather than continue to beat yourself up, you'll celebrate your success instead and express more gratitude. Is that right?"

"You are so spot on!" John replied. His excitement started to return. "If I've maxed this model out, tell me. I'll happily enjoy my success and

maintain it, but if I'm missing something, let's fix it!" We got to work. The fix John was looking for came 90 minutes later.

THE POWER HAS SHIFTED AWAY FROM THE BUSINESS OWNER

Before we get into John's solution, you first need to understand that the power now lies in the hands of your patients and future patients. The world has changed, and you need to regain control. The ultimate purpose of speaking with a prospective new patient is to book them in, whether the inquiry arises via phone, FB, Instagram, email or even an in-person meeting. The purpose is the same—to turn an inquiry into a new booking.

However, prospective patients now behave in an entirely different way to how they did just a few years ago. For the first time ever, in many cities, there are now more healthcare services than there is demand. Patients are more educated and informed than they've ever been in history. With the assistance of Google, many even tell you, the health professional, what treatment they want instead of asking you what you think they need.

With increasing convenience offered by apps and other online features, booking an appointment can all be done in seconds without needing to even speak in person. What has occurred is that there has been a dramatic shift in the clinician-patient relationship in the following ways:

- There's an overabundance of health services in many areas.
- Patients want to drive their own treatment based on how they educate themselves online.
- Technology and social media obsessed lives encourage instant gratification.

- And to make things even worse, everyone wants your services at the lowest possible price, which is the cause of some distress for healthcare business owners.

In effect, inquiries are getting, and will continue to get more and more difficult to convert and book in as new patients. But even in a world that is instant gratification focused, where everyone wants healthcare at the cheapest possible price, and where inquiries are seemingly interviewing you and treating healthcare professionals as a commodity, there is a way to thrive even more than ever.

GREEN, ORANGE, AND REDS

When it comes to inquiries it is no longer an apples vs. apples conversation. It never has been to be honest, but the dramatic change in human behavior in the social media age has exaggerated the issue 10X.

New patient inquiries now arise via multiple platforms. There's the inbound phone call, Facebook Messenger, Instagram, Email, Text or an in-person meeting. I'll start by using phone call inquiries as an example here because, for most healthcare businesses, a good percentage of inquiries still come in the form of a phone call. Here is where it gets interesting—pay close attention.

While all of the people who have picked up the phone to make an inquiry have taken action on your marketing, it's important to understand that not all inquiries present in the same way. Knowing how to master this is vital in turning your marketing inquiries into new patient bookings.

Think about your inquiries coming in, like a traffic light system. *Green, orange, and red.* A green light inquiry is someone who calls and is already pre-sold and committed to booking an appointment, no matter what happens on the phone. They're the dream inquiry; we all want more of

them. They represent approximately 30 percent of callers or about 40 percent at the high end.

Now let's talk about orange light inquiries; they are where you need to focus your attention. This is someone who calls, but they're not sold or committed *yet*. Notice I said, *yet*, because orange inquirers can be taken to green in most cases, and that is what your front office needs to do—take this inquirer from orange to green and get the booking. Orange inquirers make up a whopping 50 percent of inbound inquiries. I have observed this in the market and on client feedback from thousands of business owners worldwide.

Things are not going to get easier—this number is going to continue to *increase* as people seek more confirmation that they are choosing what is best for them in a healthcare provider. To be honest, it is totally fair. I, too, am an orange inquirer when I contact people for virtually any service I need help with. Likely you are too.

You need to turn your orange lights into greens.

A red light inquiry comes from someone who contacts you, but will not buy from or book in with you no matter what you do. They represent someone who doesn't match your ideal patient avatar. Furthermore, even if you could help them, they'll do anything to not take your advice.

We all get red light inquiries. They make up approximately 10% of inbound leads and up to 20% on the higher end. (The bigger the number, the more work you need to do on your marketing message) Expect 10% of these leads and target your marketing message more specifically to keep that number down.

IT'S TIME FOR THE GOOD GUYS TO WIN

In the past, many of the world's leading marketers and I viewed the purpose of marketing as just a way to create a booking. If you thought

the same way, then you're in good company. But, as discussed, the world has changed, and it's going to continue to change even more and at an even faster rate.

I understand the stress associated with change. I mean, no one in his or her right mind wakes up in the morning wanting to change. No one wants to have to learn new processes or do things differently in order to get the same result that they've become accustomed to achieving, myself included. I mean seriously, I want things to get easier not harder—perhaps you're the same.

But when it comes to the changes that are occurring with marketing inquiries, I'm fine with them. As a matter of fact, I love them. I'll tell you why. It's a chance for the good guys to win, finally.

Yes, that's right—all of the big changes that have occurred and will continue to occur are an opportunity for the truly good people to finally excel in business. This is because marketing is now about creating conversations and not just direct bookings.

As you know, people who are inquiring want more information than ever before to make a buying decision or a booking. Social and digital media makes it easier than ever to start an inquiry or conversation with you. At Practice Acceleration, we measure as a strict KPI, the number of conversations that we have with inbound inquiries on a daily basis.

And yep, you guessed it—the more conversations we have, the more bookings we get and the more we grow.

The same goes for our clients because they install the exact same frameworks that we do, and when you deeply want to help your patients, and your patients feel that connection, that's when they'll make a booking. Like I said, it's time for the good folk to win, and I love it!

CONNECT, ENGAGE, AND COMMIT

Twenty-seven minutes into observing John's front office team, I could pinpoint the problem. Remember, he had focused a lot on marketing with us, especially on social and digital media, and his phone was ringing off the hook. However, soon after sitting in with his awesome team, I noticed a pattern had emerged. The green lights were all booking in, but the orange lights were hit and miss, and therein lay the problem. (Remember orange lights make up 40-50 percent of inbound inquiries.)

In total, I recorded seven missed opportunities from phone inquiries. Now, to put that into perspective, John's average treatment value per new patient is \$800 (he knows this down to the dollar for every condition because he's mastered his Signature Systems. You'll learn about them in the next chapter). So that's five x \$800, which is \$4000 of missed booking opportunities in just twenty-seven minutes alone! And that was just from the phone inquiries.

What was happening was that his team was very comfortable with the green light inquiries, but anytime there was an orange light inquiry, especially regarding questions around price, they'd do what I call "lose control of the frame" and miss the opportunity. To complicate things further, some of John's team were converting some of the orange light calls better than others. Overall, the issue was clear. They were not following a system to connect, engage, and commit.

This is extremely common. It's likely happening right under your nose, even now. Obviously, every phone call is different. However, the truth is, they don't need to be.

In fact, to take someone from the point of inquiry to making a booking confidently, there are certain emotional and logical "hot buttons" that must be pressed by your team. The good news is it's a system that anyone

can follow, no matter what his or her personality or previous comfort level with handling difficult inquiries is. That's what was holding John back—the absence of a step-by-step inquiry conversion process that could be followed easily by his whole team.

This process needs to go well beyond scripted processes and also include emotional and logical engagement points. People are driven by emotion first and logic second, so your conversion process requires both engagement types to be mastered by your entire team.

Upon assessing the way John's team were handling Facebook, Facebook Messenger, Instagram and email conversations and inquiries, I found much of the same pattern was occurring. While we recommend vastly different tactics to convert a conversation from different channels into bookings, the principles of connection, engagement, and commitment are the same.

Following my findings, I put John and his team on a strict diet for the next ninety days of working purely on conversations that convert on the phone, email, Messenger and on social media.

Soon, John's business growth kicked up another notch. His bottom line grew by an extra \$20,000 a month by focusing on these strategies alone.

MEASURE WHAT YOU CAN CONTROL

Most of the time, the results that we want can be achieved far more quickly (and easily) by changing our current processes rather than adding other layers of complexity. Anytime I look at a business, I always assess conversion and re-booking first. By turning up the dials there you can grow rapidly and without any additional cost.

However, for some reason, when we business owners experience problems that cause us significant frustration, we tend to look for

complex solutions. We think that if a problem is big, the solution must be something fancy that we've never heard of, otherwise we would have solved it already. That's rarely if ever true. The reality is that the problems are usually right in front of us, and usually manifest in "how" we do something. Often, we are not measuring accurately enough as to what really drives growth.

Anyway, back to John. After he installed our Practice Acceleration Conversion frameworks, he grew his bottom line by \$240,000 per year. At the same time, he decreased his spend on marketing. (Remember, he's a smart guy who was already doing over a million dollars a year in revenue.)

So, if a seven-figure a year business owner can see value in addressing this, do you think it might be worth your while to focus on it too? I hope that you answered yes because keeping things simple is the best way to scale. The biggest levers to success are best kept uncomplicated.

FILLING YOUR DIARY

Now you've learned how quickly things can change when you optimize conversions and systemize the process, imagine how different your business and life would look if you applied this same approach to all the core drivers of it. That's exactly what we are about to do.

We are going to go deep into the most important part of your re-booking system. We're going to look at how to advise like a true authority so that your patients stick to your recommendations and get the best possible outcomes. Let's get into the next chapter, shall we?

CHAPTER 6

Advise

“The purpose of a business is to create and keep a customer”

– Peter Drucker

The first three chapters of this book are dedicated to the importance of marketing. Don't get me wrong, it is highly important, and I'm OBESSESED with marketing, but it's not usually the biggest problem that exists in a healthcare business. Nor is it the biggest growth opportunity.

In simple terms, the real magic happens once you turn the new inquiry into an initial consult (Conversion). From that initial consult, your patient books in your recommended treatment and follows it to the letter (Advise), continues to (1) utilize your services for the long term, (2) purchases new services, and (3) refers more people to your business (Ascension). That is what the Rebooking frameworks are all about. However, let's talk about you and your obligations first.

You have an obligation to your patients to lead them in the transformation of their health. Based on this alone, there is an enormous amount of responsibility on your hands and on those of your team. That's a lot of pressure, but it's also a privilege. To have so much trust in

you and the advice that you give is an honor and one that you must treat seriously. You literally *owe* it to your patients to help them. I don't think that anyone reading this book can argue with that. It's your absolute obligation.

It is up to you to clinically to make the right recommendation for your patients and ensure that they follow it so that they can achieve the outcome that you are in healthcare to achieve in the first place.

Now, this may not seem new or revolutionary to you, and that's because it's not. But actually achieving those goals, that is revolutionary.

What is likely going to surprise or even shock you is the stark reality that your patients and those of your team members are not actually following the advice that you want them to. What may surprise you even further, once you've moved past the initial denial of my previous statement, is that most healthcare professionals, and maybe even you, are not recommending to their patients what they clinically believe to start with.

Don't believe me? I wouldn't expect that you would initially. However, once you complete this chapter, the evidence will be undeniable, and you'll be excited about the changes that you can make. I'm excited for you, your team and your patients.

MAKE THE SHIFT TO LEAD

As health professionals, we are faced with many different obstacles from patients. We are faced with price resistance, patients who insist on altering our clinical recommendations, patients who know better than you and want to do things "their way", and patients who expect quick fixes even when presenting with lifetime histories of chronic conditions. The list goes on and on.

Furthermore, we are faced with different patient personalities, running the gamut from friendly and receptive patients (who make it clear that they'll do everything you recommend at one end of the scale) to dominant and overbearing personalities (who want to call the shots and run the show) and everything in between. All of these personality types have a profound effect on the healthcare professional consulting them, what the recommendation is, and how they carry it out.

The problem with this is that overall, healthcare professionals view themselves as facilitators to their patients and not leaders, which is what they need to be. They confuse empathy with sympathy. Instead of leading, they allow themselves to be led. Instead of standing tall and demanding respect, they shrink to the patients' level and seek to be liked. Let's go a little deeper here.

A facilitator is someone who is led by their patients. Led by their patients' tone, posturing, body language, requests, demands, and even objections. Instead of leading the patient, the facilitator seeks to recommend to the patient what they believe they will accept without putting themselves in a situation of potential conflict or rejection. Rather than make best practice recommendations and take charge, they dilute their recommendations based on what a patient makes clear (either verbally or non-verbally) they'll accept. These verbal and non-verbal cues are present throughout the entire consult, and health professionals are extremely sensitive to these cues and are guided by them in making their recommendations. The impact of this is under-recommending. No amount of excuses—believe me, I've heard them all—can justify under-recommending.

Let's put it this way—if every patient came in with a blank check and gave you permission to recommend what you wholeheartedly believed in, you'd likely recommend something different, as compared to the patient who presents with exactly the same issues yet demonstrates behavioral traits that you are less comfortable with. Before you can fix

this situation, you need to get completely honest with yourself that this is happening, and it's definitely happening for your team also.

There is no judgment here. Like I said, I'm your biggest cheerleader. Of all the books in the world, you have picked up mine. I'm firmly in your corner. But I'm here to advise you on what you need to hear, not necessarily what you want to hear, and that's what you need to do with your patients as well.

This problem is so pronounced that it affects all professions within healthcare, and because it's so global in its nature, it has become acceptable to be led by patients and to be the "facilitator". It's such a common problem that it's now the norm.

To the point that when the masses of "facilitators" observe a "leader" in healthcare—someone who can confidently, comfortably, and ethically recommend what they believe in and have their patients happily accept—instead of celebrating this individual, they brand him or her an outcast. They look at this person as someone who is "salesy," or my personal favorite, "unethical" when in reality, the opposite is true. This mindset is rife in healthcare, and it's keeping everyone, including you, stuck.

Let's break this down. A healthcare leader is someone who *leads* their patients to get the best possible healthcare outcome. They do this by first of all recommending best practice treatment and then, by successfully getting their patients to accept these recommendations and stick to them.

Pay careful attention to one of the words in that last sentence—*accept*.

You see, a person who takes a leadership approach with their patients achieves *acceptance* of their recommendations. Their patients say, "Yes, I want to follow your advice." They have clearly communicated what they recommend, why it should be followed and have successfully achieved acceptance of the intended recommendation.

Let's further debunk this unethical myth once and for all right now. Let's get clear on who actually has been, and is continuing to be, unethical. You'll be surprised.

When someone (the leader) makes the best treatment recommendation without being influenced by any patient bias, and the patient happily accepts the recommendation and follows advice, this is the very definition of healthcare excellence, which is indeed ethical. No one can disagree—it's clear.

But when someone (the facilitator) varies, dilutes, or increases treatment recommendations based on what they believe the patient will or won't accept, to me, that is the very definition of manipulation and demonstrates a clear lack of ethics. However, this approach is the norm, and these are the people who are crying foul. They insist that the person who confidently recommends and gets acceptance of their recommendations is in the wrong. When in fact the opposite is true. Hopefully the penny just dropped for you.

Brace yourself, I am going to make a strong statement here.

Here goes.

It is unethical to not make the right recommendation to your patients regardless of what you believe they will or won't accept. It is your ethical obligation to recommend what is right, based on clinical indicators. It is also your absolute responsibility to ensure that your patients follow your advice. Anything less and you are not doing your job properly. Like I said, I'm going to tell you what you need to hear, not necessarily what you want to hear. It may hurt, but you'll soon love me for it.

So how has this become such a problem in healthcare?

Well, that's a good question and before we push on in this chapter it's important to address it.

First of all, you were not taught how to ethically influence in your communication whilst at university. Communication is after all, influence. So is marketing. Let's be clear.

Communication that results in you getting the best outcome is ethical. Remember that. So therefore, learning how to influence, namely pre-objection and objection handle to reach the most desirable outcome for the person you are serving, is in fact, the only way to be ethical.

So, bearing that in mind, if you don't know how to communicate effectively with all patient types so that you can get your best practice treatment recommendations accepted (regardless of how difficult the patient is or the excuses they give you) then you can't provide the right treatment. So by definition, that is unethical.

To not be able to communicate with influence is unethical.

Are you still with me? I hope so—it's logical, but it's a head spin. But it's only a head spin because you have likely been programmed by your peers and environment that it's unethical or pushy to recommend what a patient hasn't asked for. Wrong.

It's unethical to not recommend what they need. Remember, your patient is not qualified to know what they need.

Let's think laterally for a moment with an analogy. Recently, I took my wife Melissa's car in for service. My mechanic, Michael, ran a series of diagnostics and told me exactly what needed to be done. After making his recommendations, he said matter-of-factly, "Do you want me to do the work I've recommended or not?"

I replied, "You're the expert Michael, I'm in your hands."

Seriously, what the heck would I know about fixing a car compared to this pro? Can you imagine what would have happened to Melissa's car if I had modified Michael's recommendations or worse, rejected them

altogether? We'd likely have even bigger problems than when we started. Out of curiosity I asked him, "Michael, just out of interest, what would you have said if I had asked to modify your recommendations?"

He replied, "That happens every now and again. Sadly, if someone wants to modify my recommendations, I won't work with them. I send them down the road to our competitors and let them do the Band-Aid work. I won't do work that doesn't match the standards that I demand of my team and myself." Bam—he nailed it. Michael was completely unwilling to compromise his standards, even when his clients thought they knew better. I'm exactly the same as a business coach. So is my team. With your patients, you must be the same way.

In my coaching program, we take healthcare business owners from thinking and acting like clinicians to thinking and behaving like CEOs. When you make the necessary mindset shifts, then you can help more patients, and build a more successful business.

The good news is that making the shift from "facilitator" to "leader" doesn't require you to change your personality. You don't need to become an extravert. I find that while outgoing personalities are more open to change, it's the quieter, self-proclaimed introverts that experience the biggest shifts with my recommendation and rebooking methods. Most importantly, you can learn how to do it and so can anyone on your team.

The reason that I've gone into so much detail is because, even with the right strategy and method, those who apply it with the right mindset are the ones that get the best results and build sustainable, scalable, and extremely profitable businesses.

To grow your business, you must have a predictable and scalable healthcare model. No amount of marketing can help it grow if the model is busted.

To be crystal clear, if you don't have a step-by-step system for case recommendation and acceptance that you train, track, measure daily and audit weekly, your model is busted. It's like a boat at sea taking on water—you can row as fast you want, but the result is inevitable.

THE TIME-OUT TEST

Now, I want to ask you an important question. I call it the “time out” test.

Could you in all honesty, take three months off and go on holiday with the knowledge and confidence that, while away, everyone on your team would make the exact clinical recommendations that you would, achieve the same re-booking and case acceptance rates as you, treat patients to the same clinical standard as you, and do this to the point that you make large profits when you're not in the picture?

If the answer is “maybe”, “I'm not sure” or “no,” then you need to focus on systemizing and training your treatment advice model and transform your team from facilitators into leaders. However, if the answer is “yes,” you're still in denial. Either that, or yours is the ONLY company I've come across in working with over two thousand healthcare brands that has this sorted. If that's the case, my hat is off to you, and you can focus on the first and last third of this book.

Let's go back and address the question and the hidden objection before you dismiss what I'm about to say. You might be thinking: *Does this actually apply to me?* Or you may say, “Tristan, I've been running a successful business for a long time, this doesn't relate to me. I just need more leads, get me more leads and I'll be sorted.” Maybe you're also thinking: *Hang on a second, I've done plenty of work on myself and I'm really into personal development. I've got this covered. Let's back into the marketing stuff so I can grow.* All of those responses are normal and even expected. But know this.

This applies to you no matter what you think, no matter your current level of experience, success or business size. If you think it doesn't, then it especially relates to you.

How do I know, well, having worked with over 2000 healthcare business owners ranging in size from start up to \$20 million dollars/year in annual revenues across virtually every healthcare niche there is, I have never met someone that this doesn't relate to.

So listen up, because this chapter is going to completely change what's possible for your business and your life.

Your business is built around your ability to fill your diary. The engine room behind that is your ability to recommend treatment and get acceptance of that recommendation. In order to build a business that is predictable, controllable, and scalable, this process must be systemized. What I'm specifically talking about is a step-by-step process for what you and your team recommend, and how you communicate that message to your patients so that you can control the clinical and business outcomes. This is logical, but what is not logical is *how* you deliver that actual message itself. This is the magic that changes the game for practice owners in my program.

I'm talking about a treatment recommendation and rebooking system that can be replicated by everyone on your team, no matter the personality or experience level of the clinician, and still deliver the same result, predictably and reliably. This ensures clinical excellence AND at the same time builds your practice. Despite what the naysayers will tell you, clinical and business excellence must co-exist together.

Let's explore the importance of a recommendation and rebooking system for a moment. If you think about it, attracting more new patient inquiries to your business is a waste of time if you have leaking pipes in your rebooking process. All your marketing will achieve in the absence

of a finely tuned rebooking process is exacerbating the leaking pipes that exist in your business already. In short, more new opportunities will slip between the cracks, and things will get worse at a faster rate.

If you have a team in place already, you'll likely relate to this next example, but if you haven't given it any thought yet, please make sure that you do.

In the instance that some people on your team retain well and rebook patients better than others, what will happen if you focus on marketing instead of your recommendation and rebooking system is the roller coaster results will continue with even larger peaks and troughs, resulting in even more frustration for you, more dissatisfied staff and patients, and minimal, if any, improvement to your bottom line.

Your busy clinicians will hit a ceiling to where they are fully booked, but your quieter staff members will consume all your new patient flow, effectively killing your growth opportunity. They won't do this intentionally—they'll either be unaware of it or in denial themselves.

When a rebooking system is missing or not fully optimized, it's not unusual to see a healthcare business increase significantly in revenue while staying at the same level or even shrinking in profits. Perhaps you've experienced the same—I certainly have.

In these cases, growth can be artificially inflated. It can actually "feel" to the owner that they are growing. On a superficial level, new patient flow and overall patient volume are increasing, and everyone is busier. However, all that's happening is the current rate of inefficiencies has accelerated. In short, there are more patients that are being under-booked and mismanaged. It's chaos, and your business is built on a foundation of quicksand.

This was the case for many of our clients when we first met. They were extremely frustrated and even dumbfounded as to what was going wrong in their businesses. This was one of the biggest roadblocks for Ollie, an amazing client of mine who owns two physiotherapy clinics in Sydney.

As with almost everyone that speaks to me about their problems, Ollie thought his stalled business results all stemmed from unsuccessful marketing and felt that more leads would be the solution. (This is a common line of thinking. If you've thought the same, don't worry, you're in good company. But soon you'll know better.)

After assessing Ollie's nine core business drivers (there are three core drivers in each of our three Practice Acceleration frameworks), I was quick to identify that the recommendation and re-booking frameworks were his greatest missed opportunity and also the cause of his most frustrating and expensive problems. It's worth noting that the marketing and management frameworks also needed attention, but it was the recommendation and rebooking aspects that were stalling his business the most. Left unaddressed, nothing was ever going to change for Ollie.

When I work with clients, most will benefit from ALL of the Practice Acceleration frameworks, BUT the key is in installing them in the right order and with the right strategies and tactics for each individual personality and situation. Otherwise, there is no change or results simply won't last. The biggest growth spurt typically comes from focusing intently on the ONE core framework that is holding you back the most.

Let's go back to Ollie. Like all of my clients, he was an excellent clinician and had a reputation for being among the best in Sydney in his field. The first thing we did was measure the following:

- The type of rebooking recommendations made by each individual practitioner in his clinics.

- What rebooking advice was ACTUALLY followed and adhered to by the patients of each individual practitioner.
- Revenue generated per condition per practitioner.
- Referrals generated by each practitioner.

After completing this process, we created baseline measures for what Ollie wanted his team to achieve. For each clinical condition we built what I call Signature Systems. This is a system for best clinical practice. It includes the best practice treatment techniques and clinical recommendations including timelines, frequency of treatment and so on in order to achieve the best possible clinical results for each condition presented to the clinic. And because all of my clients have different clinical approaches based on education, experience and personal preference, I guide all of them to create their own best practice Signature Systems.

Now, here is where it gets even more interesting. We benchmarked everyone's results, Ollie's included, against the Signature Systems that he created himself and assumed that everyone was achieving.

Guess what? Yes, you guessed it.

NO ONE was hitting the standards that Ollie had just created as per his Signature Systems—not even Ollie, who was in shock.

I wasn't so surprised. In my experience, this is a normal occurrence. So as you are reading this, I absolutely encourage you to do this exercise yourself as it's highly likely you're experiencing the same and this will help you too. If you are not measuring this daily in your business, then you absolutely have this problem in your business. You just don't know it yet. But this is a problem that represents a massive opportunity.

The disparity in recommendations and case acceptance rates for Ollie's patients versus his team was undeniable. The results showed that Ollie

was rebooking his patients at a rate that was twice that of the median result of his other physiotherapists, and five times that of his lowest performers. Furthermore, Ollie was generating four times more referrals than anyone else on his team. His rebooking problem was confirmed—he had data to back it up and was able to begin making changes.

It was clear that without Ollie working fifty-hour clinical weeks that his business would not have been profitable. He had been carrying it on his shoulders for quite some time—he just didn't know how dire it was until now. That kind of workload is not sustainable for the long term or enjoyable for the mere mortals among us.

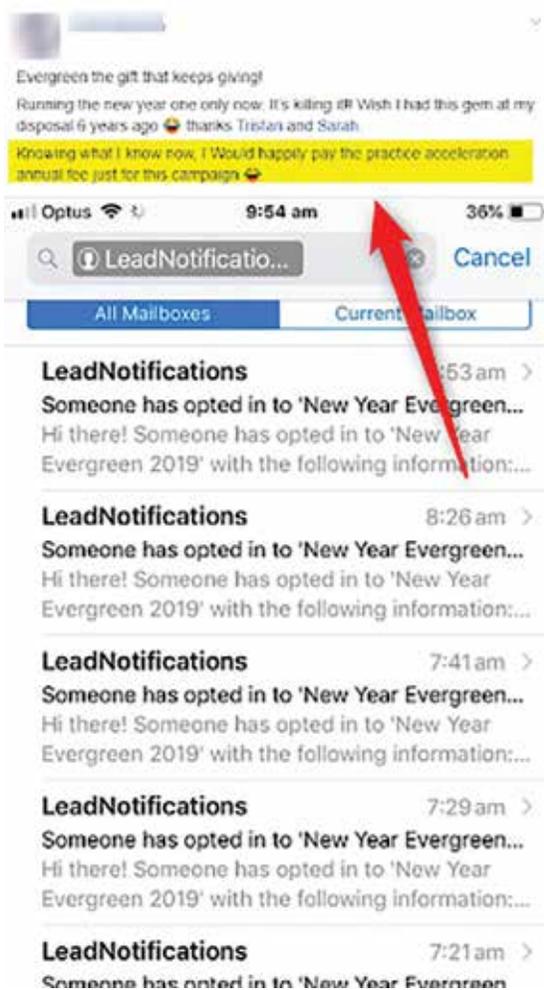
Thankfully, Ollie took my assessment seriously and followed my advice to the letter. The first thing we did together was focus his attention on installing the rebooking frameworks from the Practice Acceleration Method. We crafted Signature Systems for best practice with clear guidelines for him and his team to recommend to patients. That was the easy part.

Next, Ollie utilized our method to the letter and coached his team on how to increase case acceptance in a systematic way that they loved. This took longer, we are talking about a completely new way of communicating with patients here. But it was totally worth it.

Within four months, Ollie's team was able to build busy lists of delighted patients who were all treated to the same clinical standards that he required of them because they followed his signature systems. Acceptance rates of his best practice recommendations went through the roof. The once leaking pipes were replaced with a watertight patient pipeline—no opportunity slipped by. Ollie's bottom line grew by over \$40,000 a month in profit (yes, an extra \$480,000 per year).

At the same time, he removed himself as the bottle neck of his clinic, decreased his hours and gained control over his business.

With our recommendation and case acceptance frameworks firmly in place, only then did we turn our attention to working on what he came to me for in the first place, marketing. With our work, he's exploded there as well. His first email campaign using our Done For You system attracted twenty-four new patients in three days, returning over \$12,000. He can now market confidently with the knowledge that his team will recommend and rebook just like he would, even if he is on holiday in a different country.



Like with Ollie, most practices can experience significant growth—regularly 50 percent or more—by simply installing our recommendation and case acceptance systems.

Regardless of the type of profession you are in, you too, need a systemized approach to recommendations and case acceptance - it's the engine room of your business.

To date, this has worked successfully in over two thousand clinics, who all describe this ONE framework as the most important driving force of their business.

TAKING YOUR HEALTHCARE BUSINESS TO THE NEXT LEVEL

Once you have successfully installed your advice model with rebooking and case acceptance systems, it's time to add in your ascension system to recommend high-ticket products and services and maintenance treatment in a way that your patients love. And that's what the next chapter is about.

CHAPTER 7

Ascend

“The most expensive aspect of growing a healthcare business is in acquiring new patients.”

– Tristan Bond

When you think about it, there’s always a “cost” in finding a new patient. You “pay” in time, money, or both. Most owners are fixated on this aspect of their business—it makes ZERO sense.

As discussed in the previous two chapters, the biggest threat to your healthcare business growth is the lack of conversion and retention of the current marketing opportunities that you create for yourself. These should be your absolute focus so that you can deliver an outstanding healthcare service that is predictable, profitable, and “scalable”—that’s the key word here.

By now you understand that without a step-by-step system that everyone on your team can follow to create predictable results, the truth is that you’d be better off just staying solo and working for yourself. Quite simply put, scaling up variables can only result in one thing, chaos.

So creating a scalable system that is “plug and play” no matter who joins your team must be your absolute priority.

That brings me to the purpose of this chapter—your Ascension system.

The Ascension system is a vital part of the Practice Acceleration Re-booking Frameworks.

SO WHAT IS AN ASCENSION SYSTEM?

An ascension system, is a system you use to recommend additional services and/or products beyond your standard or primary services, to help your patient to achieve an even better result than what they came to you for in the first place. This is also the best opportunity to grow your business.

As John Jantz stated in *The Referral Engine*, you need to create a systemized process for your prospects to go through in order to acquire a patient in the first place. This process goes know/like/trust.

Once someone knows, likes, and trusts you, they will progress to doing business with you. This is known as the “buying” stage. However, most business owners stop at this stage instead of focusing on the next logical progression, which is *buy*, *refer*, and *repeat*. That’s where the Ascension system comes into play.

Once your team is converting and re-booking to the exact level that you demand of them, your next step is to create an Ascension system beyond your core treatment offering. This is also commonly referred to as the “second sale.” It can also be referred to as “complimentary services” or even “upsells,” but I prefer the term “ascension opportunities.” While this concept is nothing new, the difference between healthcare businesses that do this well in contrast to those who haven’t systemized it or simply do not do it, is night and day.

Not only is this the fastest and easiest way to increase profits, it's also *free* because you have already paid with your time and money to acquire that patient, plus you have delivered results to your patient by this stage. The ascension opportunity is not only logical, it's also desired by your audience.

In fact, it's sitting right under your nose...

WHY DO ASCENSION OPPORTUNITIES WORK SO WELL?

Good question. But first I want to address something—a new perspective that could just well change your business and life.

The quality of the questions we ask determine the results that we achieve. For example, what if instead of asking, “How can I get more new patients?” all the time, you asked, “How can I provide an even better service to my patients and also grow my business in the process?”

The Ascension system is the answer to that exact question, and it goes even one step farther in that it creates raving fans that refer like crazy.

ASCENSION IS THE NEW PREVENTION

The old healthcare focus is broken in that it targets “relief” in the form of Band-Aid treatment and occasionally prevention. Don't get me wrong—Over the past decade marketers have done an amazing job at educating the world on the idea of “prevention”. And this is fantastic. The more we can prevent issues arising the better off everyone will be.

But healthcare has changed, and will continue to do so faster than we've ever seen before. With the advancements in technology and a multi- billion dollar wellness industry, prevention is now the standard. To thrive in the current environment, you need to offer *ascension* to your patients. Your aim needs to be to provide more opportunity

to your patients so that they can achieve more than relief and prevention alone, but to give them the opportunity to live an even better life than what they've previously experienced.

We are all programmed to seek new opportunities. People seek out “new” over improved.

Anytime there is a new bright and shiny object, we instinctively chase after it. You don't have to look too far to understand this concept. Think about your local Apple store. With every new device comes a line of people who wait overnight to have the experience before everyone else. We are programmed to chase the next opportunity, and this instinct bodes well for your business. You can regularly show your patients a new opportunity for treatment.

From a young age we are programmed to seek “next level” opportunities.

It's programmed into our DNA.

However, for far too many practices, the next step offered beyond core treatment service is simply to discharge the patient. While that is clinically the best recommendation in some cases, in others there are much more beneficial and desirable next steps that a patient would take with you. All you need to do is offer them that option. However, therein lies the problem—knowing how to offer next step recommendations without coming across as pushy.

My most successful clients have all mastered the Ascension system process. In fact, it is the biggest driver of profits for them. They like to think of their core services as leading into their more premium next step services. Interestingly enough, the clients who take on their premium ascension services refer other patients to them the most. It's a referral engine in and of itself.

MY WIFE REPRESENTS THE PERFECT CLIENT

After initially presenting with back pain to a local physiotherapy clinic (one of my clients of course), one of Melissa's favorite things to do is attend their Pilates classes twice per week. She buys in blocks of ten (to get a discount) and has been going at least three years.

While she is no longer in pain, Melissa chooses to go because the health benefits offered by Pilates are the ascension step that she wanted to keep her healthy. For her it's not even about prevention, it's about being healthier and fitter than she's ever been in her life. If my client didn't have this pilates opportunity in place or a systemized way to have that conversation in a very "non-salesy" way, then Melissa would have missed the chance to achieve the next steps that she wanted. In turn, my client would have missed out on the extra \$2000 plus per year that she's paid them since. (It's also worth mentioning that Melissa has referred dozens of her friends to her physiotherapist.) None of this would have been possible without an Ascension system.

Does it have to be a pilates class, of course not?

Classes, however, are a great natural next step to offer your patients.

Think far and wide about what your patients need and would otherwise pursue following discharge from your clinic. My clients have had outstanding success with all sorts of education-based classes beyond the scope of their baseline treatment including arthritis management, running, hydrotherapy, gym, personal training, headache management, stress and anxiety management, pre and post- natal classes, and mindset classes. The list is only limited by your own imagination. You may want to include popular products such as shoes, orthotics, pillows, supplements, equipment, guards, branded clothing, home, office and car modifications, braces, or supports—the list goes on and on. Online subscription models that our clients provide to help their patients

with education and support beyond their hands-on treatment are also quite popular.

Teeth whitening is one of my favorite services for my dental clients to promote. What was once seen a “luxury” service is now a virtual must have in our social media focused society.

It doesn't matter what you're providing that's next level—that's entirely up to you.

Products that add value and don't require your time and input are the Holy Grail from a business perspective. For you, this amounts to instant profit. Clinics who systemize this approach and offer ascension opportunities will thrive. Those that don't will struggle.

Once again, go deep in thinking about what will work for your audience, but only recommend what is in your patient's best interests. This should be a given.

The simple reality is that what patients are demanding from healthcare has changed, and healthcare businesses need to flip their thinking to satisfy the new market demands. You can no longer rely on “what used to work”, the world has changed.

ADOPT A TRANSFORMATIVE APPROACH

Leading healthcare businesses now take a “transformative approach,” meaning their intention and goals are to help their patients to achieve a better level of healthcare than they've ever experienced. Their goal is to not simply help their patient return to the level that they were at prior to coming in for an appointment, but to help them achieve a level of health that they may have always desired, but may not have thought was possible.

Ultimately, this all comes down to creating a complete treatment solution for your patient to follow step by step.

You can start by asking yourself, if you were to help your patients create a complete transformation, what additional services and products would they need from you in order to achieve that?

Of course, you'll discover not all options will be viable for you to offer, but many will be. Start the process by creating ascension opportunities for the top two or three conditions that you and your team see on a weekly basis. Then expand your offering over time as you build your profits.

WRITE THE SALE AWAY

The simplest and most professional way to introduce ascension opportunities into your clinic is to write up your recommendations to your patients.

You're a healthcare professional, and professionals make prescriptions. By formally providing your recommendations via the written word, you are reducing the pressure of a verbal agreement, which can instill fear into even the most experienced pros. You are also creating a process that anyone on your team can replicate, regardless of personality type. Written recommendations are a standard process that we insist our clients use at all stages of the patient treatment journey. Adding ascension opportunities to your recommendations is not only logical, but it's met with a welcome and excited response by most patients.

Remember, by the time you are making a next step recommendation, your patient has already benefited from your treatment. In effect, you've earned the right to make the next step recommendations in terms of selling psychology.

DIARIZE IT

Even with a systemized patient journey to guide your patient through, and the written recommendation treatment planning process, you still need to actually deliver the recommendation.

Knowing “when” is the right time creates enough second guessing for most healthcare professionals to feel awkward enough to dismiss the opportunity altogether.

The problem with that is that you’ve let your patient down and your business suffers. Now that’s enough reason to get this right!

The solution to this problem is simpler than you might think. Diarize the ascension conversation. The best advice I can give to you is to break your treatment up into phases and book each phase in it’s entirety. Then at the review appointment where you finalise the current phase of treatment, that is where you make your formal next step recommendations including the Ascension opportunity.

My clients call this the “re-exam.” We have step-by-step frameworks for them to follow including exactly what to say, how to say it, and even how to write up the recommendation to their patients. Of course, we also have a systemized training process so that our clients can train their team in how to successfully recommend the ascension opportunity and get their patients to happily accept it.

With this in place, you can comfortably and easily make next step recommendations to your patients so they can take advantage of your higher-value services. Remember, it doesn’t cost you anything to recommend the new product or service to an existing, happy patient—it’s the next logical step in the clinician-patient relationship.

By flipping your thinking and focusing on providing a completely transformative experience for your patients, you'll build raving fans that follow your advice to the letter, purchase your premium service, and become brand evangelists for your company.

Think of your favorite patient for a moment. Get that person in your mind. The one that you enjoy treating, that follows your advice to the letter, is incredibly grateful AND refers likeminded people to you continually.

Imagine how different your business and life would be if you had a clinic full of these types of people—that is what the Ascension System is all about.

PULLING IT ALL TOGETHER

Now that you know how to revolutionize your re-booking system, you need to make sure that it works consistently and predictably with all of your team members. It all comes down to your management model, and that's what the next three chapters are focused on. Let's head there now and build the exact business that you desire.

***BONUS Re-booking System: To gain access to our training video on The Practice Acceleration Re-booking Frameworks, The Practice Acceleration Re-booking and Retention checklist plus case studies of people just like you who have used them, go to the link below and click on the "Re-book" tab ***

<https://practiceacceleration.com/resources/>

MANAGE

“Leadership is a skill that you must master, and it be can be learned”

– Tristan Bond

Your team is your engine room—it is what drives your business forward every day. To build a highly successful, engaged, aligned, and responsive team, you must become an effective, strong and respected manager and leader.

Before you jump headfirst into the next three chapters, which focus on the Practice Acceleration Management Frameworks, I want to share some information with you so that you give the following chapters the respect that they and your business deserve.

First of all, I want to drop some truth bombs that will help you on your journey to build a scalable, predictable, and controllable business.

Here it goes.

Your team are your engine room and your management and leadership is what determines your team’s success. Everything that your team do is a direct result of you and your leadership.

You either encourage it or enable it. It’s ALL on you.

Even if you are not the manager personally, you are responsible for who you allow to become a manager and leader in your business. Everything comes back to you—you need to own everything that happens in your business.

The truth is that weak or absent leadership will ruin even the most talented team. You cannot abdicate your responsibility as the leader of your business, and you can’t pay away the problem by simply hiring

someone to do your job. Even if you are not actively involved in the day-to-day of your business (like me), it is your absolute responsibility to guarantee that it embodies your DNA, your core values and performs to your standards consistently.

Like Jeff Bezos said, “Your brand is what people say about you when you’re not in the room.” Everything that happens in your business is a direct reflection of your brand and you. So ask yourself, what do people say about you, your team and your overall business when you’re not in the room? Because it is happening already. They’re already talking, but it’s up to you to shape that conversation.

It’s up to you to steer the ship no matter what your personal involvement is.

Whether you are full time clinical, part time clinical or even out of clinical altogether, everything that happens in your business occurs because of you.

You hire your team members or allow someone to do so on your behalf. You train, or don’t train your team to hit your collective goals.

You allow team members to remain employed or move on of their own accord.

Literally everything that happens in your business can be traced back to you.

It feels like a lot of responsibility, doesn’t it?

Well, that’s because it is. It’s a huge privilege to be able to manage and lead employees, as well as managers and leaders as you grow. The keys to successful management and leadership lie in clarity, accountability, and performance management rhythm.

If you have ever wanted your team to perform better, your business to depend less on you, or grow with less of a battle, the next three chapters contain the road map for you to build a high performing, engaged and aligned team that you love working with.

It's the recipe for building a company that continually attracts talent.

Turn the page and let's get started.

CHAPTER 8

Manage Expectations

“The single biggest problem in communication is the illusion that it has taken place.”

– George Bernard Shaw

Giselle, physiotherapy business owner had run out of patience. “My team keep burning through my new patients!” she told me on the phone. “They just can’t re-book like me. Without me, there would be no profit! I’m carrying all of them and I can’t keep going like this.” She was frustrated, angry and exhausted. It was clear she’d had enough; it was make or break time for her and her business. Giselle was working five and a half days a week clinically in addition to time spent running her business, plus a half-day weekly at the local hospital.

Her story is an all too common one. She was generating the most revenue personally, the new patients to the clinic would request to see her over everyone else, and she was booked out weeks in advance, working more and more just to keep her head above water. All the while her staff had quiet patient diaries, were not generating referrals, and were generating 47% less income per patient case on average as compared to Giselle.

The reality was that without Giselle generating the income that she was, the business could not stay afloat. At the same time, the pressure was taking an immense toll on her mentally.

“What the heck is wrong with people?” she shouted. “It’s not that hard! Just re-book like I do, help your patients more, and you’ll build busy lists. It’s unethical to not re-book more!” she shouted.

I let her catch her breath and then shared my advice. “Look Giselle, this was always going to happen. It was always just a matter of time until you felt the effects of what you created when you hired your staff.”

“So, you’re saying it’s my fault?” Giselle shot back, stunned.

“Not exactly. It’s because of you and your leadership, but it’s not your fault. And there’s a big difference between the two. This is extremely common. The problem is your training, accountability loops and feedback systems. You don’t have a structured process to ensure your success.”

Giselle had created a business that depended on her, not a business that was fuelled by her systems and methods. She was now feeling the impact of the lack of strategy that she started her business with.

And Giselle is not alone here. I made the exact same mistake when I started, and hundreds of my clients have been in the same situation. Perhaps you can relate.

You start off your practice as the only clinician, and you fill your books on the back of your clinical and rapport building skills. Over time, you get too busy to service the demand by yourself alone and you hire someone. This seems so logical. You think: *This is it! I’m now set to build a wildly successful business.* All your new hire has to do is... well, exactly what you do right?

Therein lies the problem. Because what you've been doing naturally on autopilot, is not natural to virtually anyone else that you're going to hire, ever. It's all in your head. And anything that's in your head, stays there.

Your new hires are simply set up to fail from day one.

Now, back to Giselle. I asked, "Have you given your team members specific numbers with regards to recommendation and retention requirements in order to be successful in their roles? And I mean EXACT numbers to achieve."

"Well, ah...no," she said. "But they know. I mean, we talk about retention all the time"

"That's interesting," I said. "Do you measure their case recommendations, case acceptance rates, retention rates, and number of referrals won on a weekly basis and give them feedback as to whether they are reaching your standards or not? Because it's black or white here."

"Uh, no, not exactly," Giselle replied. "We talk about it at team meetings, but not as specifically as you just said."

"Okay, so that's a 'no' then," I replied. "Like I said, they are hitting their goals or they aren't. And you're either measuring specific numbers and giving feedback to address it or you aren't. It's black or white."

I then continued "So, do you train your team regularly in what to do and how to do it literally word for word to help them to achieve the goals that you want them to reach?"

"When new team members join, we do that as part of their induction." Giselle replied.

"Okay. Well, that's a definite 'no' then," I told her.

“But we do weekly clinical professional development!” Giselle added, hoping that would win her some points. It didn’t. The truth is, Giselle’s team was not set up to be successful at any stage.

This situation is present in almost every healthcare business to some extent, and the problems it causes are dire for the business. In most cases, staff members do not have hyper specific goals and expectations laid out for them from the beginning. There is typically a “vague” importance placed on patient retention and building a busy list, but all vague expectations create is poor performance.

As Irene Rosenfeld said, “The most important role of a leader is to set a clear direction, be transparent about how to get there, and to stay the course.”

In the absence of extremely specific expectations, disappointment is the default outcome. However, this is just the first step where things can go off the rails with team.

In situations where specific goal standards are crystal clear, if the goals are not measured then once again, results are not likely to be met.

But it gets worse...

Even when hyper-specific goals and standards are in place and they are measured and fed back regularly, there are rarely consequences for under performance. All this manages to demonstrate to team members is that your leadership and management style is not worth taking seriously.

But wait, it gets even worse...

When feedback is given for under-performance, it’s usually punitive not forward focused. There is a widespread lack of performance-based training and education to get staff up to speed or continue improving to an even higher level.

And the worst is not over yet...

In most situations, the performance conversation comes way too late. By the time you get to it, you've bottled it up for so long that you're set to explode, and so you do. It usually signifies that the end is near.

All of this sounds dire right? It is, but it doesn't have to be. The good news is that there is a solution, but it's not easy—anything of value rarely is.

Let's start by getting clear on what drives success in the first place. If you are building and developing a team for the first time, then this is perfect timing, you can get it right the first time out of the gate. If you already have a team, then you can install these strategies to create an aligned and engaged team that performs at a much higher level and delights your patients and community.

Giselle installed these exact strategies in her physiotherapy and Pilates business. Within five short months her income increased by \$30,000 a month, she reduced her clinical load from five and a half days per week to zero, and she built an aligned and engaged high performance team that loves coming to work for her every day.

CREATE CLARITY OF THE GOAL (THE KEY PERFORMANCE INDICATOR)

Making assumptions is the absolute biggest mistake that any business owner can make. Perhaps, like me, you've learned this the hard way. If you're going to make assumptions, make the assumption that no goal will be achieved in the absence of absolute clarity, deliberate training and relentless follow up.

One of the training modules I provide to my clients is the six-week Turnaround Program, which is used by every new team member that joins their team. In that time, my clients repeatedly focus on the exact goals and standards expected of their new team members. This is to set the clear rules and indoctrinate them into their practice. Beyond this

intense 6 week onboarding, these specific numbers are referenced daily and measured weekly in performance management support meetings. Numbers and goals become a cultural and continual focus.

Clarity around outcomes is not just for your clinical staff—it's crucial that all team members have extremely clear goals and complete clarity with regards to all expectations of their roles. Ensure everyone knows what is expected of them and be hyper specific with regards to the numbers that you require your team to hit daily, weekly, monthly, and quarterly.

If someone were a shareholder of your business, they would demand specific projections from you as the CEO, and you and your family *are* the shareholders of your healthcare business. As the business owner, you must approach your company as if it is publicly listed if you are to get the results that high performers get. If you approach it casually and lack specificity with your expectations and follow through, then it should be no surprise that's exactly what you'll get. Goals, role clarity, and expectations are the first things that need to be made crystal clear to all staff so that you can achieve alignment and move in the same direction. In their absence, disappointment, frustration, anger, and business failure are the only outcomes.

It's an absolute given that you must demand the highest level of clinical standards and patient satisfaction, but you must understand that clinical and business excellence are directly related upon one another. While it is possible to be an excellent clinician that underperforms in business, it isn't possible to get consistently excellent business outcomes in the absence of clinical excellence.

Be clear and absolute with what you expect from your team in terms of case recommendation levels, case acceptance rates, revenue generation and referrals. You can and should communicate all your standards to

your team and not limit them to just these alone, but the aforementioned Key Performance Indicators (KPIs) are absolutely non negotiable if you wish to succeed in business.

CREATE CLARITY OF THE METHOD (THE KEY PERFORMANCE ACTION)

If you've ever set crystal clear goals for your team regarding KPIs then you already know it's easier said than done. Like myself, perhaps you've experienced the disappointment associated with setting goals, getting agreement from your team that they will go after those goals at full speed, only to see them massively fall short. Setting goals and demanding outcomes is no more helpful than simply shouting at someone "just do it because I said so!" It's not surprising that goals are rarely met in those circumstances.

This is more common than you might think. In fact, a popular philosophy among disgruntled healthcare business owners is the belief that their staff should be able to reach a certain standard because they as the owners can do it themselves. It's the old "you should be able to do it because I can do it" approach. Once again, it's not helpful or realistic.

The disconnect between achieving the standards you want versus falling short, is the method that is applied to achieve that goal in the first place. The method is what I refer to as the Key Performance Action or KPAs as my clients refer to them in short.

It stands to reason, if you have a systematic method that you or your top performers use over and over again to achieve a high level of performance, that this same method can be taught and subsequently adopted by all of your current and future team members.

The key is to systemize it.

If Key Performance Indicators are the “what” that your team aims for, then Key Performance Actions are the “how” or the method that you apply to achieve that goal. Without teaching the “how” you cannot achieve the “what.” While this is logical and simple, it’s the missing link between scalable and sustainable growth and chaos and certain struggle.

Most likely, your team members want to succeed in their roles as much as you want them to. They want to perform at the highest level possible, and they are looking to you to lead them in achieving success. If you have agreement from them that they want to go for it, and they fall short, you can bet that they are just as disappointed with the outcome as you are. The problem is in the disconnect between what is expected of them, and the “how” of actually achieving that goal. Solve this disconnect, and you will not only create a team of high performers, but a team of grateful, loyal staff that love working with you.

Once again, frameworks are the answer here—step-by-step predictable and replicable processes for your team to follow to ensure they are successful in reaching your high standards.

Literally everything that you measure as a KPI in your business needs to have a step-by-step KPA behind it so that you can train, measure, and manage it. When you are crystal clear on “how” to achieve success, your team are much more likely to be able to achieve success, and much faster and with less stress for everyone. Sure there’s still a learning curve, but this process ensures success at 10X the speed.

You might be wondering what to measure and train as the “how.” That’s a great question.

For the ease of simplicity and to get your head in gear, here are a few examples.

To increase patient re-booking or retention rate, that comes down to “how” the initial consult is delivered as well as what is recommended. The Key Performance Action to train here is the step-by-step initial consultation process that you systemize and determine is best practice for everyone on your team to implement.

I teach my clients a step-by-step process including not just what to say, but how to say it so that they can systemize patient conversion, re-booking and retention. To ensure high performance, because it’s a systemized process, we also teach our clients how to audit “how” the initial consult is delivered. Our process is called the conversion consult, because it converts opportunities into patients that follow your advice, book in exactly what you recommend and later become raving fans. It’s a total game changer.

To increase the number of inquiries into patients who attend for initial consults, the Key Performance Action to train here is the Lead Conversion Mastery process that we have systemized. It’s a step-by-step system to use on the phone, email, Instagram, Facebook messenger, or text to guide the inquiry comfortably towards ultimately booking in and becoming a delighted patient of the practice.

To ensure more successful outcomes from team meetings, the Key Performance Action to train here is the step-by-step process that I’ve created called The Transformational Meeting method. That’s a step-by-step framework to apply to any meeting with staff to achieve alignment of your team and to lift performance to an agreed and desired level.

As you are hopefully getting from the above examples, anything that has an outcome measure that you want your team to achieve, Key Performance Indicator, must have a trainable Key Performance Action to support achieving that goal.

We use dozens of Key Performance Action frameworks in our clients' businesses.

The benefit is that you can bring virtually anyone up to speed very quickly to achieve your goal level, regardless of age or experience bias. In fact, in my experience, staff with less experience typically grow faster than those with more experience once they are given the “how” tools.

When your team has clarity about “how” to achieve what you want, everything changes.

CREATE CLARITY OF THE SCORECARD

Yes, you read the above correctly—scorecard.

Without measuring and providing feedback, there is little point in setting goals or doing any training in the first place. Can you imagine going to watch your favorite team play, but no one keeps score? Not only would no one attend, but no one on the team would be motivated to play or train. How could a coach actually give any meaningful feedback, or plan the team's training sessions? In short, it would all be for nothing.

There will be more on accountability in the next chapter, but before you can actually hold someone to account, you must measure his or her performance in the form of a scorecard so that you have “proof” of performance. Be crystal clear with your team members that you will be scoring their performance and giving feedback to each person on a weekly basis. (Yes, on a **weekly** basis.) The faster the feedback loop, the faster the growth of everyone on your team, and the quicker they will get better results.

Lack of clear communication is where most businesses go off-track. Until that is corrected, they cannot get back on track, period. While this may seem so logical, therein lies the trap—more often than not, when we

experience a problem in business that is so overwhelming and painful, we convince ourselves that the solution must be extremely complex in order to solve it.

Here, we take ourselves even further off track, and the supporting I often tell my clients, “Building a scalable and profitable business is simple, but it’s not easy.” The reason it’s not easy is because we let our emotions get in the way of logic, and we pursue new and exciting instead of what is true and tested.

At the core of every successful business in the world is absolute clarity of expectations, how to reach those expectations and a clear understanding of how those performances will be scored and feedback to every team member. Imagine the difference that these frameworks could make in your business—I’m betting it would change the game for you completely. Once you and your team are clear on role and goal expectations, and you’ve engaged and aligned your team in your united vision, it’s time to ensure it all happens. To do that, you need to create a culture of total accountability, and that’s what the next chapter is about.

CHAPTER 9

Accountability

“If you can’t measure it, you can’t improve it.”

– Peter Drucker

“They just don’t seem to get the WHY,” Andrew announced at a recent leadership workshop I was running. Andrew is an owner of seven podiatry businesses. He had just joined my coaching program and was off track. He ran a huge risk of going EVEN further off track, but didn’t know it. Like so many business owners, he was focused on fixing the wrong problem.

The problem that Andrew came to me to solve was that his podiatry staff were not performing the way he wanted them to. Sure, his businesses were generating over two million dollars in annual revenue, but they were barely profitable.

The patient rebooking rates, case acceptance rates, referrals won, and revenue generated varied massively across his team. The result was an unscalable business plagued by rollercoaster results that were unpredictable, uncontrollable, and not nearly profitable enough.

Andrew's BIG goal was to continue to expand. He wanted to open more clinics, eventually sell, and happily retire young. The reality was he had a stressful job, not a business, and everyone knows that is not salable. The irony was that Andrew was more profitable when he owned only two clinics as compared to the seven, he now had in his group. Sure, his revenue looked impressive on paper, but profit was of huge concern. Some weeks, he was barely taking a wage himself.

It was time to dig in, or as Andrew put it, he'd, "have to throw in the towel and go small again."

"Is your team crystal clear on exactly what is expected of them, Andrew?" I asked.

"Absolutely!" Andrew replied with confidence. "They just don't get the WHY we do what we do. If they could just get that, then their results would improve."

Like so many healthcare business owners, Andrew was caught in a trap that I've seen hundreds of times before and with increasing frequency as of late. He was convinced that there was some deep, mythical missing link as to why his team was not rebooking his patients to the level that he had required. He was certain that, if he could get his team to understand their "why," they would start to get better patient rebooking rates and superior clinical results. The solution, however, was a lot simpler than influencing belief systems, yet more challenging than he thought. You'll soon see how...

"Just so I'm clear Andrew—is your team clear on the exact number that it is expected to reach with regards to rebooking recommendations, case acceptance rates, referral rates, revenue targets and the exact methods they are to implement in order to achieve these goals?"

"Yes," Andrew replied confidently.

"But they're not hitting their goals?" I asked again.

“That’s correct,” Andrew responded.

“Interesting,” I mused out loud.

“Andrew, you’re obviously measuring the results because you know where everyone is at in your team. But...are you feeding your team members their actual results back to them regularly? Weekly, at least?” I asked.

“Err...no,” Andrew replied. “I’m not giving them feedback on their numbers, but they know I measure them. Surely that’s enough. Plus, anyone can log into our software reporting system and check their numbers. They know where they’re at.”

Bingo! It was hidden in his last statement: “They know where they’re at.” There was the problem for Andrew. And it’s a common one among business owners. The truth is, his team had no idea where they were at, and they certainly had no idea that this was important to Andrew because his actions said otherwise. While he had clearly communicated his expectations to his podiatrists, and they were in agreement to go after those goals and knew he was measuring the results, he wasn’t feeding back their results to them or doing anything about it. And without feeding back the results, there’s literally no objective grounds to manage or improve performance. For all they knew, his lack of action could have meant that they were doing better than he had hoped!

As Peter Drucker said, “If you can’t measure it, you can’t improve it.” In my experience, if you also don’t act on what you measure, you can’t improve it.

Quite simply, if you set a standard, measure results, but fail to focus on those results intentionally to bring about change, then no one cares that you’re measuring anything in the first place. The very act of measuring results does little to improve outcomes in the absence of deliberate and direct feedback. All it does is to successfully communicate that the standards you set are not important. If it’s not backed up, it’s not worth

a pinch of salt. This is extremely common and it's so logical, that most people miss this step. Overall, business owners make way too many assumptions with regards to accountability.

“Andrew, what you are looking at here is simply an accountability problem,” I told him matter-of-factly.”

Accountability requires your team to know what the expectation is.

Accountability requires that you measure the outcome and give feedback on it.

Accountability requires that you take action, based on the outcome measures that you give feedback on. The absence of any of these concepts simply results in missed goals, lack of control, and disappointment for everyone.

This was the reality check Andrew needed, but it was not enough by a long shot. If only business was so simple, right? The question that needs to be addressed before we dive in headfirst is: *if it's so darn logical, then why the heck does everyone simply not fix it?* This is where we cut to the chase and get to the real reason of why teams not only under-perform but continue to do so. And here it is—fear of confrontation.

This is why under-performance goes unchecked. No one likes confrontation. Well, no one who is normal, anyway. The very thought of speaking our minds to a staff member can raise fear inside even the most successful and confident business leader. So what's the answer? Well, it's not running guns blazing into a meeting and unleashing hell.

Personally, I dislike confrontation. Not just because it's uncomfortable, which it certainly is, but also because it's unnecessary and doesn't create better outcomes or aligned team relationships. However, just because addressing someone's poor performance can be confronting, does that mean that we simply allow it to slide?

Definitely not! That would simply be burying our heads in the sand and hoping the problems solve themselves. If only...

Performance needs to be managed and enhanced.

Four hours later, Andrew walked out with an entirely new strategy to grow his business and align his team. With his new strategy and tools, he was an entirely new man. Three short months later, his business was barely recognizable. I'll reveal more at the end of this chapter.

MEASURE THE “HOW” AND THE “WHAT”

In the previous chapter, we went in depth on creating absolute clarity of your expectations. I detailed the importance of setting clear expectations with regards to standards and outcomes your team needs to meet, or Key Performance Indicators (KPI's). This is the “what” you expect your team to achieve.

I described the importance of setting clear standards regarding the method that your team needs to put into action to be successful in meeting those standards. This is the “how” your team needs to achieve the goals that you have set.

And I wrote about the importance of being clear on how you are going to measure your team's performance and the method, as well as how you will give feedback, what will be expected when you do, and, finally, frequency of that feedback.

Now, you have to do the actual measuring of what you want to improve and record it in a clear and transparent scorecard for everyone on your team. While all healthcare businesses will vary in what they measure, ultimately, everyone needs to measure two types of metrics. Those that drive growth, and those that detracts from it. I would strongly suggest paying close attention to the following areas that drive growth:

- What your team recommends with regards to treatment planning
- Case acceptance rates from your patients
- Revenue per case generated
- Revenue per week (monthly is too long a time frame; weekly is better)
- Referrals won

On the flip side, focus on these areas that detract from and impede growth:

- Case non-acceptance rate
- Incomplete treatment plan rates from those who initially said “yes” to treatment but ended up not finishing it
- Cancellations
- Non-attendances

Once you measure and know which outcomes are being achieved, it’s time to drill down into how your team arrives at these outcomes. You need to understand exactly “how” they are carrying out the Key Performance Actions that are bringing about their current level of results so that you can actively improve growth and support them in doing so.

OBSERVE HOW TEAM MEMBERS WORK

The concept of measuring to improve your business is not new—far from it. Not only that, but in isolation, it’s not a particularly helpful one. If you’ve tried it, then you’ll know what I mean.

A common example that anyone reading this can easily relate to is that of measuring revenue. It’s an absolute must, and you need a system in place to measure it weekly if not daily, depending on the size of your business and other variables. But simply measuring revenue on it’s own

is not going to improve it. All it's going to do is highlight the current results that you are getting. Much like staring at the scales at the gym day after day is not going to change the number that stares right back at you.

What we measure in business, Key Performance Indicators are exactly that. They are indicators of how things are going for you based on the actions that you are taking. To improve these results, the actions that you take are what need to change. These actions are called Key Performance Actions.

KPAs underpin KPIs, yet most people overlook them. There are only a few reasons for this. One is a lack of understanding of Key Performance Actions in the first place. The second is that addressing the real issue can feel too confronting. (We will get to that later.)

To really accelerate performance for you and your team, both your clinical and non-clinical team members need to understand “what” actually drives results in the first place, I’m referring to the Key Performance Action here.

And secondly “how” to actually perform that Key Performance Action (The Method) to achieve success. This is the game changer.

If you’ve ever employed multiple staff that perform the same roles, then you already understand that the “way” that two people carry out the same action can yield highly varied results. It used to drive me crazy watching my team get different results when they were all performing the same task, and it was most evident in measuring patient re-booking and case acceptance rates.

The reason for the variation was because—even though they were all following my patient conversion system (Key Performance Action)—they were all doing it differently. In short, “how” you perform the “what” makes all the difference.

So, what's the fix? Good question. Much like you need to develop your best practice approach to clinical recommendations, you also need to develop a best practice approach to "how" your methods are delivered. Plus, you need to measure "how" the methods are delivered. That is how you accelerate performance and ensure that anyone who joins your team can get the same level of results that you expect with consistency and predictability. This is only possible when you have a training system in place that develops the actions that bring about success.

In essence, we've reverse engineered the process to make hitting goals a whole lot more certain.

Before you can measure any key performance actions, you first need to create the method that you want your team to follow in a step-by-step way.

That's because when something is step-by-step it can be trained, measured, managed and improved.

With all key performance actions in my business, Practice Acceleration, we have an audit process that is used regularly to measure "how" our Key Performance Actions are being carried out so that we can quickly and easily help anyone on our team to perform better and enjoy their career with us even more.

In short, when people perform well and feel supported, they love what they do. That's important to me, and no doubt, important to you too.

You can audit anything that is process driven. And you must audit everything that drives success in your business.

You must do it with a high frequency—the more frequent the feedback and the shorter the feedback loop, the faster people will improve. Also, with a higher frequency of feedback, your team will start to view feedback as a positive not a negative and thrive on it. All peak performance

environments be it business or even professional sport, have a high volume and frequency of feedback.

The game changer here is that when you audit a process in your business using the feedback framework that we recommend, it is based on something that has actually happened, not simply on opinion. As a result, the feedback is real, neutral, and designed to help your team raise their standards and play at the highest level that they are capable of.

Make sure you observe how all functions of your business are performed. Much like how a tennis coach would know how their student is performing based on the score line each week. The way that they can gain an understanding of what is determining their results is to actually observe the “method”, in the case of tennis, the way their student is playing on the court each match.

Once you have data at hand regarding the results your team members are achieving, and you can see exactly what is causing this result, only then are you equipped to bring about change and take action.

WITHOUT ACTION, IT'S ALL FOR NOTHING

Measuring outcomes and observing actions is crucial, but they are worthless without taking direct and decisive action. Once again, this is logical, and once again I'll say what I say every day to my team and my clients, “Business is simple, but it's not easy.”

When I say action, what I'm talking about is actually giving feedback to your team. As I said in chapter Eight, “The single biggest problem in communication is the illusion that it has taken place.”

Now you have been completely clear and transparent about what will be measured and scored, how it will be measured and scored, and even how you will give feedback and what is expected when you give

feedback. Now you actually have to do what makes all the difference, give the feedback and take action.

Unlike what so many people will tell you, everyone craves feedback. We thrive on it. People want to know where they are at, and the very act of giving feedback shows that you care and are invested in your team members' future. Without taking action on the information you have, you won't make a difference to your team or your business. It is your duty and the duty of your leadership team to guide and support your staff to perform to a higher standard. But without taking action, no change is possible, and things will get worse.

So how do you do it? Well, objectively and neutrally. Goals are either hit or they are not. The method you require your team to implement is either executed or it's not. The best way to view feedback is like this:

- “Here is the goal level we agreed on; here's where you are at.”
- “The method you need to execute to achieve these goals is... and this is how you have gone.”
- “You have hit your goals/or you haven't.”

Keep it simple, stay out of drama, and stay neutral. This is how you can address performance with your team in a safe, non-threatening environment.

There are specific frameworks we've created for providing feedback as well as dozens of strategies and tactics. However, outside of joining my program and installing these frameworks, the best advice I can give you is to keep it simple, honest, neutral, and forward focused.

When giving feedback there are two outcomes that you are looking for:

- Firstly, when the KPIs and KPAs have met your standards, congratulate your team member and set future goals. We all need next steps so that we have a clear focus and goal to go after. Absence of new goals for high performers is a recipe for disaster. Acknowledge, congratulate, and reset the goal.
- Secondly, and this is the more common scenario, and likely what needs your focus right now, is when goals and standards are not met, you must take action in the form of performance-based feedback.

One of the frameworks we train our coaching program members in is the *Feedback Formula*.

It's a step-by-step process to follow to address goals and/or standards not being met in a neutral way that brings about fast change.

My clients Sarah and her husband Nathan, dentists from Ireland, applied my accountability and feedback system. They were amazing dentists, with a talented, dedicated team but they did not have an accountability or feedback system in place to clearly and confidently address issues in a calm and forward focused way.

When they installed the Feedback Formula and Team Transformation Methods as taught in my coaching program, everything changed for them. They were finally able to address issues which were previously swept under the carpet, quickly and for the benefit of all. They have now successfully engaged and aligned their team so that their business is driven by the entire group and not dependent on them as the owners alone. Here is a message they shared in my client only forum:

Held our first transformational team meeting. Went through the module and completed the worksheet and script in preparation. Listened to Tristan Bond and Sarah Pappas podcast on how to engage team members.. and I 10x'd the energy levels and we were able to smash the meeting!! (A big thanks to the Acceleration Crew and the tribe for support and suggestions). The whole team were engaged (even the member who sometimes displays downer tendencies!!) and a really strong attitude of positivity and most importantly ACCOUNTABILITY was introduced as pillars of team culture. Concerns were expressed but pushback was pre-empted and annihilated!! Each team member has their tasks and accountability was demanded. Patient retention trackers and phone conversion trackers introduced. Next team meeting already diarised.
BOOM 🎉🎉🎉

Like · Reply · 1w · Edited



Bec, a physiotherapist from Brisbane, felt that her clinic was too dependent on her doing all the “driving.” Even with a large team and not working clinically personally, she was still mentally exhausted. She installed our meeting engagement system to increase team commitment and energy to drive the business forward. As she said below, her team have stepped up ten times over. Now her business brings her energy rather than draining it from her.

Tristan Bond just thought I'd let you know that after meeting with team on Friday regarding energy in consults everyone has upped it 10x. My husband had to go into the practice to approve something with the reno and he high fived my new grad who told him to try again with more energy (I think he's probably only briefly met her once). #energyandconfidence 🎉🔥

It's vital to have a systemized process in place here because inevitably, goals and expectations will go unmet purely as a result of human nature. Rather than spending your life trying to avoid this, instead develop a

strategy to comfortably address these situations and turn them into growth opportunities.

In the event that results haven't been achieved or the method you require has not been delivered in the way you want, the feedback you give needs to communicate the truth neutrally, ensure understanding from your team member that they know where they are at with regards to performance and what is expected, get agreement from your team member that they are committed to achieving the goals set for them by executing your Key Performance Actions, provide supportive methods to ensure you work with them to achieve success, and clearly document what actions they will take in order to demonstrate a fast improvement. And finally, schedule the next meeting to cover what actions they have taken to make improvements within 7 days following the meeting. This process ensures that everyone is on the same page, re-enforces your goals and methods, provides support to win together, and involves clear accountability steps and timelines to make it real.

The type of action that you take based on what you measure and observe will obviously vary. Sometimes you will be focused on bringing someone up to speed, and other times you'll be focused on driving their performance even further forward so that they can ascend in your organization and take on a more senior role.

My mantra is to performance enhance continually rather than performance manage reactively, which is why I'm a stickler for weekly reviews and performance coaching. The reason for this is that feedback loops are powerful, and when they are frequent and consistent, your momentum becomes unstoppable. With the right process in place, feedback is a tool for enhanced performance that is not only welcomed by everyone on your team, but also loved because it engages and unites your culture towards achieving your collective mission with genuine purpose and intention.

People often compliment me on my team, which I love. This is usually followed with either, “You’re so lucky,” or “Where did you find such great people?” My answer to both comments is the same: “My team is great. I am extremely grateful to work with them. But they didn’t come to me this way—my processes and systems created them and turned them into who they are today.”

With the right training, managing, and coaching processes in place, I’ll back the right systems over the right people any day of the week. To shift from a business owner who is in the thick of everything, juggling multiple tasks and pushing uphill to a business owner who is in flow with great momentum, it’s crucial that you learn how to measure, observe, and act. Your business will improve, and your team will love and respect your leadership at the same time.

MAKE IT REAL

Now you’ve learned how to be crystal clear on roles and goal expectations, how to engage and align your team with united vision, and create objective measures for accountability. To make your success a reality, next it’s about creating a management and leadership rhythm to ensure follow through and peak performance. Let’s get into the next chapter.

CHAPTER 10

Your Meeting Rhythm

“Success is...knowing your purpose in life, growing to reach your maximum potential, and sowing seeds that benefit others.”

– John C. Maxwell.

The most successful healthcare business owners are those who can inspire, align, and direct their teams to become as engaged in their vision as they are themselves.

In the past two chapters, you have learned how to create clear goal expectations for your team as well as how to score their performance and provide feedback on it. If, after learning these golden nuggets, you’ve pat yourself on the back, declared it a job well done, and thought you’d just solved your business headaches, then you’re not alone. They are after all, vital pillars in your management arsenal. But without the right performance management rhythm, changes are unlikely to be big enough or sustainable enough to build the business you want.

“I’ve already learned how to manage my dentists. After all, I’ve done coaching before,” Kate told me abruptly at our first meeting. “The problem isn’t my management. It’s the quality of the people I’m working with, and the type of new patients we’re getting,” she continued.

Kate was an owner of a dental practice in Brisbane and had built a successful and well-respected clinic. Her husband, Sam, was the main dentist at the practice and had 30 years experience.

Despite their experience, reputation and prior skills learnt in a coaching program, for the past 2 years they had been in steady decline. More competition was opening in the local area and they were having difficulty keeping their other dentists busy despite an increase in new patient numbers to the clinic following a fantastic marketing drive by Kate.

On inspecting their marketing key performance indicators, it was clear that the new patient opportunities were not maximized. Sam was driving over 50 percent of the clinical revenue himself and outperforming the other three full-time dentists, even though he was barely taking on any new patients personally.

“These young people just don’t get it!” Kate exclaimed. “They want everything hand fed to them. They have to do the hard yards and roll up their sleeves like we’ve done if they want to build a list of patients. Nothing seems to be getting through to them! We need older and more experienced dentists. Can you help us Tristan?”

Kate and Sam were at their wits end. They’d tried using the management strategies they had picked up in the years before, but following a short initial performance improvement, their team members quickly reverted to their old behaviors. When that failed, they directed their focus elsewhere and put their effort into marketing to attract more new patients for their junior staff. But this failed too.

The case acceptance rates from their team were low. Their revenue increased slightly, but their overall profits declined due to the cost of the new lead generation, and things kept getting steadily worse. Eventually, one of their dentists had quit, citing not enough new patients as the reason to leave. Ironically this particular dentist had been given the

most new patients from all the marketing efforts yet was unable to build any sustainable following.

In any event, Sam and Kate were now on the back foot and worried that more dentists might walk out the door.

Their greatest concern was that their dream of Sam cutting back to three days/week and being able to take time out to spend time with their family was looking further away than ever before.

Sam was now working five and a half days a week, and following the recent resignation of his young dentist, he had to cancel a family holiday overseas. His hopes of retirement were looking a world away.

While management principles have remained relatively similar over the past decade, the way that those principles are delivered varies dramatically from manager to manager. Not surprisingly, so do the results.

My management approach has multiple different layers.

Ultimately it is about ensuring your team are clear on your performance expectations, measuring and recording their results, providing that information back to them in the form of feedback, and then supporting them to maintain or elevate their performance.

The absence of any of these management loops results in frustration, under-performance, and workplace friction, and these can drive even the most levelheaded leader to the point of madness.

In the case of even the highest business performers, I've found the missing link to be management rhythm. I've obsessively tested and measured different strategies, tactics, and meeting frequencies since I started my first healthcare business at 23 years old. The principles contained in this chapter have become a superpower in my businesses and life, and to thousands of healthcare business owners worldwide who I've since taught.

As the world of business continues to change at warp speed, the need for strong leadership and management will dictate who achieves the greatest level of success. New marketing trends will continue to emerge, and new software will replace more roles, but, at the end of the day, it is the leader who can build the most aligned and engaged team that will own the future.

Because in leading and managing, that is how you amplify performance on a group level and achieve “scale”.

Whether you’re making your first hire or you have hundreds of staff like some of my larger scale clients, this chapter will help transform your business into a peak performance engine.

When Kate and Sam installed this method, their dental clinic grew by over \$35,000 in monthly profits in less than a hundred days. My hope is that when you install it, you will move faster, your results will exceed all expectations, and you will do it with more ease and fun than you’ve ever experienced. Your practice will become more vibrant, connected, and full of energy so that you, your team, and your patients love being a part of your movement.

LOYALTY IS OUT

Before you dive in head first and start applying your new management rhythm, I think it’s important that you understand a key principle that underpins and drives its success. My management rhythm at its core is designed to create, maintain and improve alignment.

The truth is, loyalty is out. Perhaps you’ve been thinking this yourself. It would be a rare day for me to not hear a practice owner say that their staff “aren’t like they used to be” or “there is no loyalty anymore.”

Comments like...

“They want it all at once.”

“Younger people want instant gratification.” “They don’t know what hard work is.”

And my favorite: “They don’t know how lucky they are.”

You get the idea—loyalty towards you and your business is out.

But here’s the truth. Loyalty was never there in the first place. We just thought it was.

Let me explain and then we will get to the fix.

In the absence of opportunity, you tend to get more commitment and over a longer period from staff members. Their commitment in the past has often been as a direct result of a lack of other opportunity elsewhere. With faster moving technology, better and easier ways to access promotion, and the entrepreneurial movement that has been gaining more and more momentum, there has never been more opportunity for anyone looking for work in the history of the world. In the past, it was lack of opportunity that provided longer-term commitment, not loyalty as so many incorrectly misinterpret it.

For you, the answer is to not seek loyalty, but to create a culture built on alignment.”

By definition, a loyal team stays together. To that effect, I’ve seen many practices with long term staff that are actually holding them back and ruining the business.

But an “aligned” team achieves together.

And the best part, you can create an aligned, performance focused culture just like we do for our clients every day.

To me alignment is where every person on your team cohesively strives to achieve the company goals every day whilst embodying your core values.

The first step in creating alignment is clarity of your goals and installing the feedback loops required to communicate performance-based feedback.

The second step, and where the real work is done is in the meeting rhythm itself—this is where you build unstoppable momentum.

SHOW UP AND SET THE STANDARD

A key principle for you to understand, embrace and live by as a healthcare business owner is that seeing patients is not the best use of your time.

If you are to truly make an impact with more patients, then you need to invest in the development of your team. This should be your top priority. When you can influence your team to lift to your level (and above), that is when you can make a truly meaningful impact and help even more patients, while doing a lot less (even zero) clinical personally.

Before I share with you the meeting frequency I recommend and live by for peak performance, you need to first make your meeting rhythm a priority.

A mantra that I'm famous for with my coaching clients is, "The diary is the boss." I quite literally insist upon putting everything that I want to get done in my diary. Not just that, I insist that my COO score me on my ability to execute what I put there. Accountability is king in my world.

Unfortunately, the way that most people are taught to run meetings is completely wrong. As a result, they aren't disciplined at scheduling them. But know this—if something isn't scheduled, not only is it highly

likely that it won't happen in the first place, but in the event that it does, you've still sent a clear message that the meeting is not important. The intention behind your behavior and what it communicates to your team is absolutely vital.

Make sure that you schedule all meetings AND you score people as a key performance indicator on meeting attendance and participation as part of their weekly scorecard performance review. By prioritizing meetings you have the set the intention and made it clear that you are committed to showing up and performing every day and that you demand the same of your team.

PERFORM LIKE A PRO

Peak business performance has been my absolute obsession for over sixteen years. I am completely immersed in it and approach it with more enthusiasm every day. More often than not, when I'm delivering a keynote or a workshop, I use sporting analogies to get my point across. I've always approached business like professional sport, and I also encourage you to do so. I admire many leaders of peak performance businesses and sports teams, but one that really stands out for me is John Wooden.

John Wooden is a famous basketball coach. The "Wizard of Westwood" won ten NCAA National Championships in a twelve-year period as the head coach at UCLA. These wins also included a record seven in a row. (No other team has won more than four in a row.) Wooden was renowned for his short, simple, inspirational messages to players, and as a result of those messages and how they were delivered, he had an amazing team.

When other people came in and assessed Wooden, they noticed that even though other coaches were more outgoing, he gave his team more

feedback per unit time than any other coach. He was recorded as giving out hundreds of coaching messages to his team per day and outstripped his counterparts at a ratio of greater than 3:1, and his results showed it. His story is proof that frequency, consistency, and repetition of messages works. Period.

In my opinion, coaches and leaders who give more direction than those who don't not only build higher performing teams, but also build more alignment and engagement. This is evidenced by the amazing cultures that they build.

“You can have a bad day with me, but not a bad week,” I told a room of healthcare business owners at a recent two day Practice Acceleration intensive. My team and I were helping over two hundred of our clients who had flown in from around the world to my hometown of Adelaide, South Australia to install my management rhythm system. Over two full on days, we installed my management frameworks, strategies and meeting types into their businesses and trained them in how to deliver each meeting type, step-by-step.

They walked out completely different people.

EMPOWERED, CONFIDENT, EXCITED, AND IN CONTROL

One of the reasons that my business grows so quickly (we've enjoyed 50 percent growth year on year for the past five years running) and my clients' businesses can as well, is because my management meeting rhythm combines the right meeting types with the right frequency. I run my business like a professional sporting organization, and my team and I love it. If you think about sport for a moment and how the best teams in the world become the best, then you'd know that they do a few very particular things that others they leave in their path do not.

Firstly, I'm a big advocate of the saying that "a champion team will beat a team of champions," such is the power of alignment and engagement. I'm also a big fan of preparation and performance review strategy. Let's take a look at the management frequency behind coaching a professional sporting team so that I can illustrate a point prior to sharing my meeting frequency with you.

Think about a football team (or soccer for Americans and us Australians). On the day of the big game, a professional football team arrive at the ground early and go into a pre warm up routine.

Prior to hitting the ground for pre match warm up, they are addressed by the coach.

They then warm up and return for a pre-game address from the head coach before the kick off begins.

Following kick off, literally hundreds of coaching messages are conveyed to the players while they battle their opponents. The coach changes the game's tactics as needed and makes strategic substitutions while also managing possible injuries that arise. At half time, the coach engages his team and aligns them to execute his strategy for the second half.

The second half once again sees hundreds more coaching messages communicated all whilst strategically trying to influence the all important score board and win the match.

Following the game, the coach delivers another address. In the event of a loss, draw, or a win, post-match reviews will be conducted and training plans will be designed for the following week.

Then a week of intense training follows prior to the next big game.

Professional sporting teams embody a peak performance approach that aligns individuals to perform together as one. Now, just think for a

moment...what would happen if the football team in the example above missed just ONE of the coaching elements that I described? What if they arrived late at the grounds for warm up? What if they skipped the pre-match address? What if the coach didn't deliver those all-important messages during the game? What if following the match, let's say a loss, that the coach didn't give post-match feedback, and didn't plan specific areas to focus on and improve upon at training the following week?

It would be a total disaster that's for sure.

There is a reason that professional sporting teams have such high frequency of feedback; it creates results and alignment. So, ask yourself—if you approached the running of your business like a professional sports team, what difference would that make for you? If you're anything like my clients, then the difference would be life changing. Common feedback I've received from clients who have installed my meeting rhythm is that of record results, improved team alignment, and a culture that is driven, committed, energized and grateful.

MEETING FREQUENCY FOR RAPID SUCCESS AND UNSTOPPABLE MOMENTUM

There are so many different types of meetings that we run and that our clients run based on goals, number of departments within their team and many other factors. But there are three types of meetings that you need in place to accelerate your performance and build an aligned team. Install these, and your performance and momentum will go through the roof.

- **Daily** – Let's go back to my comment from earlier in this chapter: “You can have a bad day with me, but you can't have a bad week.” I treat every day like it's the big show and so do my team members. It's always the grand finale. We install a

very specific project management system which means that every single day we are going after our daily goals that are linked to our weekly, monthly, quarterly, annual and three-year goals. They are all interlinked. The way that we can do this is by reverse engineering our big picture three-year goals and working every goal backwards to a micro level.

Each meeting type that we run personally (and that we help our clients install) has a very specific process to follow, which includes the purpose, agenda, scripting, and even documentation of each meeting.

Each day we prepare like a professional sports team does for a match. Each person on our team has a daily warm up routine to get ready for the day. This is all highly visual to engage every member of our team and is recorded so that a team manager can audit or review it.

Following the morning routine, next is our morning stand up meeting. We have a very specific process that we follow, but to keep things simple, the overall purpose of this meeting is to get clear on what needs to be different on that day compared to the previous day on a personal level. Our team then declare individual goals and tasks for the day, ask for any support from their manager in achieving the goals of the day and we unite as a team.

With this process, you create intentional action every day and align your team in your vision. You can also use this morning stand up platform to address any issues from the previous day or to prevent any issues that are of concern for you on that coming day.

During the day, much like with a sports team, the manager (or managers) provide feedback to each team member in the form of encouragement, acknowledgement, and advice to improve

performance when the manager notices an opportunity to do so. The faster the feedback loop, and the more deliberate you are about addressing what it is you want to address, the faster your team will improve. At the same time, you'll make feedback a normal and valued experience every day, rather than something that is avoided or dreaded.

At the end of the day, we recommend the end of day stand up meeting. This is to review the day that has just passed, close the loop on all tasks for the day and ensure that everything has been completed prior to anyone going home, and to prepare for the day ahead.

We also like to add in fun aspects such as thanking one person from the team who has helped us or inspired us the most that day, as well as share a learning lesson and an intention that we will take into the following day. These stand up meetings are short, about seven minutes, but they are the most powerful part of our day. Personally, I don't know how any business could survive without them.

The changes that these twice-daily meetings make for our clients are absolutely mind blowing. As people, we all seek to be a part of something, and this truly does provide a tribal support system where everyone is rowing in the same direction.

Before using the Practice Acceleration meeting rhythm method, Tess a physiotherapy and pilates business owner from Perth, was struggling under the pressure of her large practice. She was reacting to the drama of the day to day and couldn't find the time to work on her business. Even when she did, she felt too mentally exhausted to make any headway.

Early on in our program we installed the right meeting rhythm, complete with our step-by-step meeting process and now she

is controlling her days rather than re-acting to them, and her amazing team is driving her business with her.

Here is what Tess posted in our members only chat room:



Tess has since trained her managers on how to run this process across her multiple clinics.

Now, all she has to do is run two strategic CEO meetings weekly, which we teach our clients to run after they've built a leadership team.

- **Weekly** – I recommend that you (or your managers) run one to one weekly meetings with every person on your team, which is absolutely vital if you are to build a high performing team. This is a brief ten to fifteen minute per person meeting where you give feedback on your staff performance and demonstrate how they are doing with regards to key performance indicators, key performance actions, and how they are upholding your cultural values. Every person on your team also needs a personalized score card as referenced in the past chapter.

Based on what you find, you can provide additional training, resources and support to help a team member achieve goals in the event that they are not hit. I strongly recommend that you also provide your team member with tight timelines for performance improvements to occur. If you don't, nothing will change.

The easiest way to ensure you have a higher frequency of feedback is to schedule these meetings. I live by my diary, and I encourage you to do the same. Your meetings and your feedback cadence system are going to be your greatest tools. Quite simply, diarize it and it will happen.

Stefan a client of mine in London was blown away by the one-on-one meeting method he learned in our coaching program. He runs ten clinics with a large multidisciplinary team of seventy staff (and growing). While a large team represents greater scale opportunities, without a tight management rhythm, it becomes the perfect recipe for chaos, which is what Stefan was experiencing.

We showed Stefan the weekly one-on-one meetings complete with scorecards. We told him what to say and how to say it in each situation. He, in turn, taught his managers how to run those meetings to free him up. By doing this, Stefan increased revenue by £35,000 pounds a month in his first seven months with us. But it's not just the money he's happy about. He's gained control over his business and life.

Stefan loves the meeting processes and so do his team members. He shared this message with us in our client only forum and the message that his delighted staff member sent him after her one-on-one meeting with him. Imagine if you could achieve this level of alignment and engagement from each of your team members. It would be a total game changer! Here's what Stefan had to say:



- **Quarterly** – Each quarter, I recommend a formal staff review. Most businesses run quarterly reviews of some kind, but they lack specificity with regards to their structure and even intention. In our experience, when you are running two stand up meetings daily, and you are reviewing performance with

scorecard feedback weekly, the quarterly review results are not usually a surprise for your team members because they have a clear understanding of how they are performing already. We utilize quarterly reviews to reset goals for team members on a personal and professional level, and create step-by-step individual growth plans to help each staff member to achieve their goals. This is also a prime opportunity to discuss promotion opportunities if your company has a need or to discuss more serious performance issues if they have arisen during the quarter.

Because the management frameworks that we give to our clients include the exact process to follow, from agenda items to scripting, even the toughest meeting with difficult personalities can be handled neutrally and easily.

In most cases, the majority of team members absolutely love the meeting rhythm. If you think about it, people are always looking to take forward steps and experience growth. This process does exactly that, all while building a supportive and empowered culture.

A client of mine, David, owns a multimillion-dollar healthcare business in Melbourne across multiple sites. His team of over sixty people provides a range of services including physiotherapy, osteopathy, massage and pilates. His revenues are in the high seven figures.

Even though David had high revenues and profits, he was sick of chasing up his team, putting out fires, and having the success of the business depend on him. As the CEO, he wanted to spend his time on strategy and business development without getting involved in day-to-day management. He needed his managers to create the level of accountability, engagement,

and professionalism for their staff that David demonstrated on a daily basis.

He installed the Practice Acceleration management system with our guidance and things have completely changed for him and his growing team. Take a look at what David posted in our group forum after a recent quarterly review of his management team:



THE FREEDOM FORMULA

The three things that people most often tell me they are motivated by are money, time off, and control. That's exactly what my method achieves, but to achieve freedom you need to create a business that operates successfully without you. It's not something you can do by hiring the right people alone—it's done by instilling your character traits, beliefs, and philosophies across all aspects and then ensuring that your business is conducted in exactly the way that you want every single day. Install the methods from these past three chapters and you'll be able to create the freedom that you deserve.

PRACTICE ACCELERATION

***Bonus Management System: To gain access to our training video on The Practice Acceleration Management Frameworks, the Practice Management Checklist plus case studies of people just like you who have used them, go to the link below and click on the “Manage” tab ***

<https://practiceacceleration.com/resources/>

Conclusion

“The best way to predict the future is to create it.”

– Peter Drucker

Business is simple, but it’s not easy, and there’s a distinct difference between the two ideas. The best businesses seek simplicity over complexity by following proven and tested methods over painfully reinventing the wheel.

My philosophy and approach is a systematic one.

It’s a clinical reasoning approach to growing your business so that you can achieve the three things that you got into business ownership for in the first place.

To help more patients with your amazing skills, get paid what you’re worth, work on your terms and live a life of abundance.

The Practice Acceleration Method and Frameworks enable you to do exactly that.

By reading this book, you have now learned that there is a step-by-step method you can use to achieve exactly what you want. You have read case studies of people just like you who have completely transformed both their businesses and their overall lives with it.

Much like how you apply a clinical reasoning approach to helping your patients, I apply a clinical reasoning process to helping health professionals like you grow their businesses.

Can you imagine what would happen if you didn't have a systematic way to treat your patients? It would be madness, not to mention clinically dangerous.

So how is it any surprise that in the absence of a method to grow your business that the outcome is equally unpredictable and that attempting to grow a business without a proven methodology is equally negligent and dangerous?

It's the same.

Now you know there is a method, one that is proven and tested. A method that is clearly documented step-by-step.

A method that you can learn.

A method that is guaranteed to work for you. It's up to you to take the next step.

Thank you for reading my book and sharing in my life's work.

I hope to get to know you better in the months and years to come.

Thank you.

About the Author

Tristan Bond is the CEO and founder of www.practiceacceleration.com. He has lived in the trenches as a physiotherapist and healthcare business owner and is a renowned authority on growing healthcare businesses.

Tristan's *Market. Rebook. Manage.*TM system has been used by every healthcare profession there is including physiotherapists, chiropractors, podiatrists, dentists, osteopaths, occupational therapists, speech pathologists, dieticians, exercise physiologists, veterinary surgeons, cosmetic surgeons, and even as far ranging as an equine osteopath. It has been implemented by clinics ranging from solo start-up businesses to companies doing over \$20 million in annual revenue with over 160 staff members.

Tristan shows healthcare business owners how to create predictable, profitable, and scalable businesses that deliver more exceptional patient outcomes by installing his marketing, re-booking and management step-by-step frameworks in his coaching program.

Since 2008, Tristan Bond has been the go-to for healthcare business owners who want to earn more, work less clinical hours, and build a real business that operates without depending on the owner's time or effort.

Tristan's company, Practice Acceleration is the world's largest "Done With You" coaching program. It has helped over 2000 healthcare professionals with its well sought after proprietary methods. Tristan

works with clients who understand that the way to their first and next seven figure earnings is through following his proven and tested method without reinventing the wheel.

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