

## How to Grow Your Practice – Ref 318

Steven Bruce 36:43

Good evening. It's wonderful to have you with us this evening for the last of our broadcasts before our summer shutdown. I'm talking once again to Russ Rosen, who is a US chiropractor with a long and illustrious track record in helping other health care professionals get the best from their businesses. And by that I mean the best for their patients as well as themselves. Russ is third show with you. It's great to see you again.

Russ Rosen 38:05

Yes, thank you. It's absolutely wonderful to be here.

Steven Bruce 38:10

At the bank there as well. He's just gone out of shop for a moment. Yeah, always like to see the dog on the show.

Russ Rosen 38:15

Yeah, yeah. And I'll tell you, it warms my heart to think about the professions being together, working together, seeing what our strengths are and what our weaknesses are, in any way about it. We all have our strengths. We all have our weaknesses. And the more we work together, from my perspective, the better it is for us as well as our clients. So yeah, maybe not happening. But you know, it's it's,

Steven Bruce 38:44

I'm really waiting with interest to see what happens if the university college doesn't move down to our Bournemouth Chiropractic College, which is the biggest one in the UK. Yeah. And I suspect that you know, it's not it doesn't mean that the two professions will start sharing a philosophy necessarily, but certainly there are some fantastic facilities at the Anglo European college. And yeah,

I think it could only work to our advantage. Anyway, what are we going to talk about? You talked about a dream team in the in the preliminaries.

Russ Rosen 39:17

Yeah, you know, what I originally started off with more of the Dream Team. And then I went more into more of a, how to run a very, very successful business, including the Dream Team. So now it's kind of a little bit larger than I started off with, but that's really what I want to focus on. And, you know, here's what I believe I know about all of us. And I'll ask you, Steven, if you believe that this is true. I believe that all of us love helping people. I believe that we love when we get great results with people. I believe that we love when we help people have less pain, more function, and better lives. I'm assuming you'd agree.

Steven Bruce 40:01

I certainly agree with you. It's certainly the premise on which we operate this the Academy of Physical Medicine as the premise in which we operate my clinic. And as you say, I mean, what better buzzes there than, you know, somebody phones up and tells it tells you that you've done a good job for them?

Russ Rosen 40:16

Absolutely. With that said, many of us are really frustrated. Because we're not as full as we'd like to be, we know we have such a wonderful gift to give. But there aren't as many people to give it to, as we would like. Many of us are frustrated that our clients don't see the complete value of our care. Many of us recognise this year says an expensive, I believe you guys call it Panadol. It's, you know, aspirin or Panadol, or, you know, Tylenol, or any of that kind of stuff versus so much more than we can actually do for them. I think many of us are not, as financially successful as we would like. And, and many of us get stressed running the business, I hear it all the time, when I coach chiropractors, naturopaths, Oskie, pas, acupuncturist and across the board, I hear the same thing, if I could just go in and take care of them, if I could just take care of my clients. That would be wonderful. But I also have to run the business and I get frustrated running the business does.

Steven Bruce 41:24

That yeah, and I think there's there's also a problem, which I don't know if it's, if it's prevalent in the in the states where you are. But over here, I kind of get the sense that people are a little bit scared of success, that they don't like the idea that they are actually in a business where they're making money. And under. A lot of people would say that in the States people celebrate success. Whereas over here, we kind of resent it. And, you know, I kind of felt the same way. When I started out as an osteopath. I was thinking oh God, if I'm if I'm seem to be making money, people will think I'm rocking them. But I think you know, the other. The other aspect is on the previous show that we did with you, you did a very, very good job of explaining how, you know, if you're getting people back in for treatment, you can do that, ethically, you can set goals and say this is what we're aiming to achieve.

Rather than saying to people, I just want to get you back in and back in and back in for no other reason than just filling my books. I don't know if that made sense to

Russ Rosen 42:22

you absolutely. See that. And here's the deal over there, as well as here. And I've coached practitioners, and I think 33 different countries and humans are humans. And many of us have real issues around success. We have issues around money and what will people think of me? You and I were just talking about I just got a brand new Corvette. I raised my my old Corvette my oh two. And I just got a brand new one, which I'm putting on some hefty miles in the next few days. So I can take it to the racetrack in two weeks. Yeah.

Steven Bruce 42:54

came on air rush showed me some pictures of his brand new Corvette, and it is a truly stunning vehicle. really stunning vehicle. I'm slightly jealous, although I do kind of prefer my motorbike to cars anyway.

Russ Rosen 43:06

Yeah. And look, here's the deal. It's a real issue for so many of us the headspace around success, what will people think of me, they'll think I'm trying to rip them off. Though think I'm not doing good, good service for them all those kinds of things, that our subconscious contradictions that keep us from having the success that we we truly deserve. And we truly want but but we're afraid of it. In the first part of this programme, we're going to dive into a little bit of that. And then I will, as I had mentioned, you I have an entire course it's a \$500 course that I am giving to all of you who are interested in diving deeper into this subject because in my in my five systems, we look at headspace, personal growth and philosophy, then we look at how to run a business and team how to communicate with our clients, how to market and then how to have flow, you know, and success. And the first one is headspace for a reason. Because if we're not clear here, about who we are, what we do and what and being okay with success, then the procedures don't matter at all. So big deal for me is what you just brought up and we'll be getting into that in more of a moment here. So I guess my first question you would be this. Your practice and I'm really speaking to all of you, but I'm asking Steven to speak for you. Is your practice. Also a business?

Steven Bruce 44:46

Oh, absolutely. Yeah, it has to be.

Russ Rosen 44:49

Yeah, it has to be and actually,

Steven Bruce 44:50

it was that kind of it kind of relates to exactly what I said about the University College earlier on. I've I've always felt that the Osteopath, osteopathic college is so struggle to run their business side of the affairs. You know, they concentrate a lot on the academic side. But as far as I'm aware, all of them have struggled to make ends meet. Because I just think a lot of osteopaths don't like the idea of running a business.

Russ Rosen 45:17

Yeah, as well as anyone in the healthcare field, is what I find is that I want to help people, I want to be a selfless servant. And one of the great things in chiropractic, especially in the United States, is this mantra of selfless service. It's this mantra of, we'll never let let finances get in the way of your care, and it's ruined more businesses, and more practices than anything else that I've ever seen. So the question is, is this a business? Well, when I asked that too often, what I hear from people is no, I'm a healer. No, this isn't a business. This is me helping to heal people. But my question then becomes, and for those of you who will agree with that, that it is not a business, I am not trying to make you wrong, and you get to hold on to that if you like, as a coach, I like to give you ideas to push against, that may open your mind, to greater success, greater joy, greater happiness, but I'm in no way telling you that you're wrong. In my world, my definition of a business is simple. In fact, let me ask you, Steven, what would your definition of a business be?

Steven Bruce 46:27

Oh, no, you don't put me on the spot like this. And for me, the business. The business is the nuts and bolts vendor quite apart from the the, the therapy, it's, it's the accounts, it's the accounting, it's the reception staff, it's the building itself, it's the mortgage, it's keeping all those going. And on top of all that, the business has to include the simple stuff like marketing and sales, if you're gonna get people through the door.

Russ Rosen 46:56

Yeah, all of that. So here's how I like to make things really, really simple, even goofy, simple. Here's my definition of business, you have a problem, I have a solution. If my solution can fix your problem, we might be in business. That's it's as simple as that. If you if I have a service that can possibly help you, we might be in business. Okay, well, then we have to take a look at do you get money for your service? Hopefully the answer to that is yes. Do you have overhead? Yes. Do you have staff? Maybe? Right? Do you have to pay them? You have to pay taxes? Yes, it's a business. Right. So if it is a business, we should, from my perspective, treat it as if it were one. For my first six years in practice. I prided myself when people would ask me questions about my metrics, my patient visits, dollars per visit retention, or PVA, all those things. And I always prided myself, that I have no idea, I don't do it that I just serve my patients, right. And then I was in a position where one day I saw Well, I saw a good number of people, but half of them were trades for free. And I was having a problem paying my mortgage. And I decided that day that I was done with that I was done with it, I am going to serve people, but I'm also going to get paid for my services. And I got rid of all that three. And there was like 44, that I saw that day, that were that were not paying, right or doing, like crocheting bracelets for a month of care, you know, and I just decided that's it, I got rid of all but three that were really good traits, you know, windows, mowing the lawn, you know, babysitting kind of stuff.

And then those were valid traits. And it dropped my practice in half for about six weeks. And then within about six weeks, when I shifted my mindset, my practice was back to where it was, only everybody was paying me and I could now pay my mortgage. So I'm a big fan of this is a business. And my goal today is to help you instal an operating system just like an operating system in your computer that will allow you to be more successful. And what I mean by more successful is that you have more ease and more growth and more success, and that you can serve more people and make more money and have a bigger impact be more efficient, more effective, less stress, more fun, more money, all of those things. So my basic rule of thumb is we're going to serve more people and make more money. And we're going to get as good or better results. So I always hear this when I have this conversation with doctors where they say, Well, yeah, but I'm not willing to give up my results. No, no, I'm in agreement with you. I'm saying as good or better results, if I can show you a way to get as good or better results, and serve more people and have less stress, which I know is counterintuitive. And make more money, more ease, more joy, more happiness. Would you want to do that?

Steven Bruce 50:30

Yeah, and I think that's a no brainer question. As, as you might say, in the States. I've got a chap I've known for a long time. He's a big marketing guru in this country. And he's, he's always coached business owners himself by saying, Well, you got to start out with what you want to get out of your life. You got to set that goal. And he doesn't mean something glib. Like, I want to earn \$100,000 a month or a year, or whatever it might be. It says, you know, what, what do you want from your life? I mean, do you want a big house? Do you want three kids? Do you want them all to go to private schools? Do you want to do you want to buy a new Corvette Do you want to go on holiday three times a year, from that you can work out what you need to earn. And from that, you can work out how your business can generate that sort of money. Now, that is one way of looking at it. And I think it's a very valid one, because people will say, the things I have just said, they might say, I don't want to be so ostentatious in my lifestyle. And if you're if your aspirations are that you simply want to take along at a at a fairly, what you might call a normal. In a normal lifestyle, you want this size of house, you want your kids at a state school, you don't want a swimming pool, you want a tiny little car, whatever it might be, again, you can work out from that what money you need to earn. If you then turn that around and look at the business and see what you're earning. Now you can quickly work out whether you can attain or maintain that sort of lifestyle. And you can also work out whether your business is capable of generating that lifestyle if it isn't already.

Russ Rosen 51:59

Yeah, absolutely. I agree with everything your your friend says and what you just said, I, personally, when I start off with my coaching clients, we look at a big umbrella. One piece of the umbrella is what do you want your practice to look like? But the big umbrella is your life? I want to look at your life, I want to look at your lifestyle. What kind of lifestyle do you want to have? What do you want, as far as your relationship? primary relationship goes with your family and your children? Is that important to you or not? And if so, how? So? Are you taking regular vacations together? Are you taking vacations with your children separately? Right? Like I mean, I'm really diving into this aspect. What about your spiritual life? What about charities? What about like, I don't want to look at every aspect of your life. And I want to look at what success would be one piece of that is your business but your business is going to fund the rest of this. Unless you have all the money in your world you're independently wealthy, then that's a different story. But for most of us, it's not true. So this is

going to fund that. But this I will never ever give up and get the best results possible. I need to be a look myself in the mirror and you'd be able to go to bed, sleep wake up feeling good about the work that I do. But for most of us, most of us have contradicting belief systems that keep us from being able to serve more people and make more money because we have subconscious belief systems around that would make me bad that would make me wrong, they would think bad about me. Bla bla bla so as you

Steven Bruce 53:37

read, I was going to interject earlier on when you were talking about you know sleeping well I mean one of the things that I think people often they're reluctant to give up is the things that cause them stress in their business. And that might be working out how much tax they owe and paying their VAT bills or their their lease or their utilities bills or whatever else you know and they sweat a lot about that and worry a lot about it and and maybe things get a lot better if they can outsource some of that stuff which of course costs money but you have to build that into your your business plan, don't you?

Russ Rosen 54:11

Absolutely. Absolutely. And you know, burying your head in the sand only works for a while. And after that more often than not we regret it. I personally have made so many of them states that I now help people not Do you know i My first year I made in practice 45,000 The next year I made 90 My next year I made 400 Well, unfortunately I didn't pay quarterly taxes at 400. So then all of a sudden I had way more taxes but I spent it all so like you know again burying your hand very in your head in the sand is not a good

Steven Bruce 54:51

thing to do so you have to sell

Russ Rosen 54:55

Why didn't have Corvettes yet at the time But yeah, so I think it's just really important to to pretend this as a business because it is one and treat it as if it were. And for those of you who do have staff that do have a team to recognise, getting on them on board is critical. It's absolutely critical and that some of what I want to talk about today is how to get them on board. Because if we don't get them on board, we're on a roller coaster, we will have ideal every single week, every single week with with practitioners who are having challenges with their staff. Right. And if you've had challenges with your staff, you know how awful it can be. And we can feel that we're being held at gunpoint. I had a practitioner, I was talking to you last week, who, who said to me, she has been with me, I think it was 12 or 14 years, I don't have the computer code, right? I don't have the access to the computer. I don't know how to run the software. I don't know how to do billing and collections. And I hate having her here. Well, push comes to shove, she hated being there, too. And she quit. And now this practitioner called me up saying what do I do? I can't even get into the computer. Well, that's not a healthy way to run a business. Right. So as far as I'm concerned, what I want to talk more about as

we go on is how do we run a successful business so we can have the life that we want. And it's more joy, more happiness, serve more people, if that's what you'd like to do, or spend more time and go deeper with people that get as good or better results.

Steven Bruce 56:33

Can I give you a little bit of context, before we get going proper. I've had a couple of comments sent in by our audience, Bob says, reflecting on his own training, and he doesn't know things have changed. But when he graduated in 2011, they'd had one day of sales and marketing training in the whole five years. And they only got that because one of the students was a business consultant, which kind of reflects how certainly how osteopathy addresses the business of running a business. But Gigi says, as easy puts a different spin on this. And I quite sympathise with what she says. She says we're all so consumed by greed and can no longer distinguish what's essential and what's just keeping up with the Joneses. Personally, as long as I have a roof over my head, and I'm warming the winter and cooling the heat, and I've got food on the table, I'm happy. The rest is a bonus, and I dare say I should be shared daresay should be shared more readily. But not through bogus charities. There's a number of points in that aren't there. And when I said you have a swimming pool, private schools and all that sort of stuff, I'm simply reflecting what some people might want. If you don't want all of that. That's great. Again, bogus charities, I don't know about sharing through bogus charities or charities generally. But I quite understand that if G's aspirations are at this this point, then that's great, then that means that perhaps she can do more for more people, I don't know.

Russ Rosen 57:54

100%. Again, if Gigi and I were working together, the first thing I would help her clarify is what she wants out of life. In every every of these different categories. What do you want out of life, I am not wanting to tell you that's good or bad. I'm just wanting you to get clear on what you want out of life. And then let's come up with a game plan to get there recognising that along the way, it may change. That may change. Many people end up wanting less material things, many people end up wanting more material things, many people end up wanting more money to do other things with them to go on mission trips, et cetera. I personally don't care. I just I know for my life, I care. I just want you to get out of your life. But I don't want it to be from subconscious contradictions of what mothers, fathers teachers preachers have laid on us. And therefore we believe that we want this or we don't want this. Because it's what we're thinking when it has nothing to do with what we're thinking. It's subconscious contradictions that had been laid on us. So I try to just help people through and I appreciate was usually the same is to help you find your truth about what you want, recognising that that very well may change along the way. Yes.

Steven Bruce 59:12

Yeah. Just as you're just as you're not imposing your aspirations on other people, I guess, you know, everybody watching the show will have their own aspirations and and hopefully won't be trying to impose those on their colleagues.

Russ Rosen 59:26

Sure, and, and again, look, one of the things in the chiropractic model, I know it's very different. When we're seeing volume, et cetera. I had this premise. And I when I got out of school, I spent a half hour per person doing a technique called Best and anybody spending less than a half hour per person was ripping people off. And then I got that down to about 20 minutes and anyone spending less than 20 minutes per person was ripping people up. And And this went on over a six year Your period until I was seeing 23 people per hour in the work that I was doing. Now, for many of you, I understand you're saying, You are ripping people off, I get it, I was saying that too. But at that particular time, I was a 100% Cash practice doing zero marketing. Everybody that came to see me was an internal referral. And I had, I'll just show you this, I gotta read here, this is one half of a book. This is one half of a book of testimonials right here, one half. So it's this thick of testimonials that I got in less than three years. So I get it, I've been there. The truth of the matter is, is all that and then by the way, I went to seeing less people per hour, because I wanted to go deeper. I do neuro emotional work, I do nutritional work, you know, I do visceral, you know, visceral, where he do all kinds of things. And I decided not to do it, then I went spending less time and going deeper with the I don't care, I just want you to have the practice that you want. I want you to have the success that you want. I want you to help people, that's all that there is to that, again, just recognising in this one module that you may want to go through, I'll give it to you. At the end, I dive into a lot of this where you get to get extremely clear. And I'm trying to help you find your contradictions that are keeping you from truth with a capital T, whatever that is for you.

Steven Bruce 1:01:38

Yeah, where do we stop?

Russ Rosen 1:01:41

Okay, so let me ask you this question. We all have a system that we run our business in, that we run our practice in our business, it's whatever that system is, okay? Will our present system support our future growth?

Steven Bruce 1:02:06

That's obviously gonna vary from practice to practice. It depends what you mean by systems, I suppose. Do you mean, the patient handling software, the electronic database?

Russ Rosen 1:02:18

Everything, everything, how many rooms you have, how many people you have the software, you're using? Everything learned? In fact, let me ask you this. If you're doing everything, right, okay, if you're doing everything right, and you're really helping people, would it be natural for your practice to grow? Yes. Okay, because in general, if people are happy, they refer. Yes. So if we're doing it, right, whatever that is, what our practice go, yes. Will our present system support the future growth?

Steven Bruce 1:03:00

I suspect for many people, the answer will be limited by the number of rooms they have and the time which they allocate to patients.

Russ Rosen 1:03:07

Sure, because let's just say you have our however many rooms you have, but you keep helping more people, and you keep growing. So now I need more room, I need more tools, I need better techniques, I need different software, I need more people, I need more associates, I need more read, I need more. And I need more until I draw a line in the sand and say that's all I want. Now, you may draw a line in the sand saying, I want to be a solo practitioner. And I want to see this many people and that makes me happy. And then we go wait list. So probably about a third of the practices that I coach right now are wait listed anywhere from a month to one and a half out. You cannot get in to see her for about a year and a half. Okay, the headspace that we've gone through with her for getting weightless, right at the beginning to a year to a year and a half is been very interesting because she goes through all this anxiety of people calling that want to see her and she can't help them. And a good patient in a good friend has their husband that wants to come in. So there's always headspace and procedural issues here. But I'm just saying that if we're truly helping people and we're doing a good job, the business will grow the business grows, our present system will not support our future growth. Unless we decide that's it. That's all I want. I don't want to grow anymore. And that's what we call weightless. Now weightless is a wonderful place to be. It's a joyous place to be imagine you've got two or three or six months out before someone can get in and see you. For many of us that brings a stress and anxiety. But once you get past that it's such a stable, wonderful place to be. Now if you'd like running in acute pain practice where people are in crisis, you can't do that. But if you're not running an acute practice where people are in crisis, and you're more focusing on function and health, which is more of my focus, it's not that the other is wrong, it's just not what I focus on, then this is a wonderful stable place to be, because there's way more demand than there is supply, meaning we must continually reorganise and then fill it. So we make space by reorganising and then we fill it and we make space. And we fill it and we make space and we fill it until we're as full as we want to be. And we say, That's it. And now we go waitlist. So far, so good.

Steven Bruce 1:05:42

Absolutely. Yeah. And I know and I know, as you've already implied there that there will be people watching who will say, Well, hang on, I can't, I can't, how can you manage patients if your waiting list is a year or year and a half long, because they're they're calling because they're in pain. So you then that and that is the way most of us operate here, which means we're running an acute practice as you describe it, which I guess means we have to have alternatives for them to give them good, good treatment, we have to be able to recommend where they do go.

Russ Rosen 1:06:11

Sure, yeah, so definitely, you want to have other people that you can refer to. So for the practitioners that I work with, they are looking at, when they're looking at function, and they're not just helping people out of pain, but they're also helping them get functioning better. You and I have

talked about this before with this chart right here. So we're gonna get you out of pain, but we're gonna get you functioning in Europe. So let's just take a look. There's an osteopath I work with in New Zealand. And one of the things that really helped him get better at in his practice has really grown from this is he was just helping people get out of pain. And he was proud, you know, two or three visits who were out of pain. And I said, I showed them a whole bunch of different myotome tests and motor tests kind of things, you know, will, you know, my toes motor test. And I said, when you've got someone feeling better, what I want you to do, is I want you to take these objective tests, and tell me if they're all clear. And he came back to me, and he said, wow, like, nobody was all clear. So let's just check, you know, we check the so as are we check the TFL. Right? So we checked, so as you check the TFL, you check the hamstring, and those are blown out, those are not functioning right. And they're playing tennis, the odds of them going and injuring themselves are very high. So what we started doing was asking people, I'm happy to get you just feeling better. And I'm happy to get you functioning at your optimum. And we would know, because all these tests will be strong, they would be clear, and you would be coming back in with them strong. And then we'll see you in a couple of weeks. And if they're still strong, we'll see you in a month. And if they're still strong, we'll see you in two months. And what he found was, especially with athletes, nobody was making it that long, because they're injuring themselves all the time. The question is, you're doing micro injuries before they have a macro injury. Right? Yeah. So he started in his practice with people that wanted to prevent injuries, to recover faster and have more personal bests in that from a marketing perspective, that became his mantra. So now these people are sticking around. And every once in a while there will be an acute person coming in, but he can hardly handle any more new people, because he's got such a full practice of people who want him for this service. Again, I'm not saying that it's better than that. I'm just saying it's different than that. Yeah, yeah. Yeah. Yeah. That fits and makes okay, that's okay.

Steven Bruce 1:08:45

Now, that works very well understand that. And as you say, we talked at length about that last time about establishing where people should be and how far you can get them towards that. And I'm assuming that if someone comes to you and says, No, I want to practice where I'm dealing with people who are in pain and acute practice, then your your teaching or coaching strategies would work for them as well.

Russ Rosen 1:09:05

It would, it absolutely would, but I would refer them to somebody else. It just, it doesn't bring me joy. That's not the kind of practice so much of what I do is helping duck practitioners shift their consciousness to be able to want that, to be able to recognise how to do that and accomplish that. And then to get their clients to recognise it and want it. There's so many guys like me out there that deal in a pain based model, that I would just refer out for that. Okay. Yep. So let me ask you this. Let's take a look at the team aspect. Now, if you are a solo practitioner, almost everything we're about to talk about right now is going to apply to you. But we're going to talk about team. So if you are a solo practitioner But you also answer the phone and do scheduling, we would consider that hat as a staff member. Okay? Otherwise, you've got a person doing that, or you're doing it, but somebody's doing it, somebody's collecting money, someone's balancing the books, you know, I mean, somebody's doing all that stuff. So I look at you, as a practitioner, hands on with your clients, and then every other aspect of running the business. So let's look at those who do have a

team, they have more than themselves at least one other person, how would you define what a successful team is? Steven?

Steven Bruce 1:10:43

I don't like to be put on the spot for definitions. Because definition should be concise and exhaustive, and, and so on. And exclusive, but there's got if a team's going to be successful, every team is going to be successful, a team has to work together towards the same aim, and there should be no overlap of activity. So I will say that, if you the chiropractor, you are working with a team then you can concentrate your efforts on doing whatever you want to do with your patients, while someone else deals with potentially the marketing and sales, but also specifically the the meeting the greeting the telephone calls, the handling the money perhaps.

Russ Rosen 1:11:23

Yeah, beautiful, great answer. By the way. Let me read you mine. And you will see that we're right on the same. Yeah, yeah, this is

Steven Bruce 1:11:29

gonna be totally different from mine. It'll be about that long, and I'll feel a fool.

Russ Rosen 1:11:33

No, no, no, no, we're, we're literally saying the same thing. It's a group of people who work together. That was your first statement. Yeah, who support each other to do their very best. Now, this is different than a lot of teams. They're not supporting each other to do their very best. And what I'm going to be showing you is how do we actually cause that? How do we create people to work together, not apart, not separate. So we can all do our very best. It's a group of people who are well trained, highly motivated, and passionate about growing this practice. To me, that would be a successful team. We're all on the same team. We're all rowing together, we're all moving towards the same direction. Again, solo practitioner is enough. You just wear a lot of different hats. Now, one of my favourite books is called the E Myth by Michael Gerber. Steven, if you've heard that book before?

Steven Bruce 1:12:31

Yes. And the E Myth revisited as well.

Russ Rosen 1:12:35

Yes, yes. All right. So the E Myth stands for the entrepreneurial myth. He starts the book out saying just because you know how to make a great apple pie doesn't mean you know how to great run a great pie shop. Just because you're a great osteopath and you have wonderful hands on work,

doesn't mean you know how to run a great osteopathic practice, okay? Chiropractor, naturopath doesn't, it's all the same thing.

Steven Bruce 1:13:05

They got one day, one day of training and this and all of their five years, which isn't enough. It's really

Russ Rosen 1:13:11

slow. I mean, truthfully, most of us have no idea how to run a business, which is why I put this programme together. And this particular programme, right here is a three hour programme that you go through with your team, several sections, you have discussions, stop, come up with your truths, right, go to the next section, blah, blah. And again, I'll be giving you a link you can go to and, and, and watch that over the 30 day access to that programme, which as I've been talking to Steven, I have not done before, for these two programmes, so I'm happy to be able to give them to you guys. So one of the things that Michael Gerber talks about is he says each position wears three hats. So you've got your receptionist, wears three hats, you as a practitioner, wear three hats, your marketing person wears three hats, we all wear three hats. We have the hat of the CEO, which is the visionary. Okay, we have the hat of the manager, which manages everything in relationship to what I do. So I it's my responsibility to make sure that everything is running smoothly around me so I can do my job perfectly. And then there's me as the technician, the technician, is the person answering the phone, the technician is the person with their hands on the client, et cetera. So far, so good. So everybody has three hats. Again, if you're a solo practitioner, when your hands are on people, you have three hats as an osteopath, but when you're answering the phone, you have three heads as a staff member or receptions. So far, so good. Yep, okay. So again, My goal is more joy, more happiness, more ease, more success, bigger impact, greater success, less stress. Again, I know it's counterintuitive. Let's see more people that have less stress. But it doesn't have to be if we have the right systems in place. So one of the things that Michael Gerber talked about was he talked about the difference between McDonald's and a mom and pop burger place. And he said, in the United States, 75% of all new businesses will go bankrupt and out of business in the first year, but 85% of franchises will still be in business five years down the road, let me repeat that 75% of all new businesses will be gone in the first year in America 85% of franchises will still be in business, five years down the road. What is the difference between mom and pop and McDonald's? Systems? Steven. So it's, its simplest as that when you purchase a franchise, you're purchasing system, purchasing systems, you may have a brand equity, right, you have a brand name, but it's the systems that allow it, if you've ever watched the the Netflix, oh, gosh, I forget the name of it right now. But it was on. I'm forgetting his name, but the guy who started McDonald's started with okay. Anyhow, he was first guy to come. And I'm not suggesting that that's a great burger at all. But it's a great business. It's a great business. It's the most successful business on the planet, run by 16 to 17 year old children that don't care about the business, they have no stake in your business, they don't care. But the systems are so brilliant that it works. One of the things he talks about is if you have to have a five star Michelin chef at every single McDonald's, you can't make it work. But the system is take the french fries, put them in the oil, hit the button. When it buzzes take them out, take a salt shaker with these many holes and do three shakes, you can teach a kid who doesn't care about it at all, to get the perfect same French right every single time again, I'm not talking about the quality of the food, I'm talking about the quality of the systems and the quality of the business so bad.

Steven Bruce 1:17:44

Yeah, but you are talking to a lot of people right now who do care about the quality of the burger, ie the quality of the care about the quality of their practice. They don't want something bland, which churns patients out every five minutes, they want something where patients get the best possible treatment. They want the mum, the mum and dad business that you were talking about.

Russ Rosen 1:18:06

With you, 100% I'm talking about member we started with you clarify what you want, what you want to, then we're not going to ever, ever give up on quality of results. So we're gonna get as good or better results. Right? That was our basic premise. And now we're saying if you could add systems, so that you could serve more people, or go deeper with people and get better results. If you could have less stress, if you could have a bigger impact. If you could make more money? Is that something you would want? And for for so many of us, Steven, that's exactly what turns people off. And they say, I'm not doing this, because I'm a healer. And I'm not saying that you're not doing great work. I'm just saying. For many of us, when we look at how we run our business, we have no clue. And we're chasing our tail. And we're stressed out all the time. And therefore we're actually giving less of a quality service. Right? Yeah. So I'm just saying I'm not talking about that particular burger I'm talking about the systems are what makes the difference that allow you to take your business to the level you want you to make.

Steven Bruce 1:19:29

And of course while you're talking I'm trundling away here trying to think of flaws in the analogy. And one of the aspects of this is the dream team. And the 16 year old kid who doesn't care about the business in McDonald's is hardly my dream team member. So I'm thinking

Russ Rosen 1:19:47

I'm not saying that I remember I said that, that the dream team and let me go back to this right here was who are well trained, highly motivated and passionate about your practice? It's right through in our world philosophically, we'll get to that in just a second. If they are not on board about serving people, and helping people have better lives, then we don't consider them in our in our business at all. I'm simply saying, with people who don't care. McDonald's has been that successful. Could you imagine what it would be like if they had people who did care? Right, Joel, I'm trying to point out that systems make a huge difference, versus trying to recreate the wheel. And today, I'll try this and tomorrow. I'll try that. Yeah, that's all

Steven Bruce 1:20:40

being financially you know, I'm, I'm really intrigued to see where we're gonna go with this. Because of course, one of the great advantages that a business like McDonald's has is that everything can be drop it in the oil, press the button, take it out, when it's when it's gonna go as being, whereas in your

practice, my practice anybody else's, you don't know what's coming through the door next, and there can be huge variety in the demands placed on the the people in the business.

Russ Rosen 1:21:05

Yes. So let's take a look at that for a moment. So would it be worth? Let's just start with the person on the phone? Would it be worth trying several different versions of how to answer the phone and finding the one that works the very best? And using that one? All the time? Would that make sense?

Steven Bruce 1:21:29

Yeah, absolutely. But I'd go a step further. And that is to make sure the bloody phone is answered in the first place, because so many businesses that it isn't so.

Russ Rosen 1:21:39

Absolutely. Yeah, absolutely. The in the myth he talks about this is that remember, we're always reorganising make space and fill it always reorganising, remember, you're the CEO of your position. So your present system will not support your future growth. Period. It just, it just can't. So if you keep growing, you're gonna you might need more space, more people, etc. So every position let's talk about the receptionist, is always looking at how do I improve how I answer the phone? How do I do that? And how do I improve how I do billing? And how do I improve I do collections? How do I improve as a practitioner? How I speak with my patients, of my clients? How do I? How do I do that? So we're always looking at never ending improvement? How do I continually get better recognising, as I'm growing and evolving, have to reorganise and get better, after reorganising get better, after reorganising get better? And that is the ever improving system. And that's what Gerber is talking about all the time, you're always looking at? How do I improve the system to give a better quality service? Now, specifically, Steven we're talking about is when a practitioner is in with a client, same thing? Could I just go in willy nilly and try different things with them and just kind of hope it works? Or could I continually improve my level of expertise? Now, I happen to know some of the courses coming up with you guys. And those are the kinds of courses that would allow me to improve so I could give a better quality service, correct? Yes. So that would be this system. It's my system of ever improving to be a better practitioner. Yes. Yes,

Steven Bruce 1:23:39

Ross, if I may, we've had some people have some problems logging in to the show this evening, which is something that we are actively addressing here. And then in the effort of improving our own service, just in terms of recapping and Russ, you can correct me when I get this wrong. We started off this, this show, really talking about establishing what you want to get from your business. Now that means, you know, what do you want from your lifestyle, as well as what you want for your your patients and everything else. And that need not necessarily mean you want your own private jets or Rolls Royce in a swimming pool on massive estate in Hampshire. It could mean that you just want to tick along and see as many people as you want. But establishing what you want is fundamental. And just recently, Russ has been talking about how systems can help us to improve in

delivering what we do for our patients and achieving what we want for ourselves. And, you know, we haven't got into the detail specifics of that yet. But I know that Russell is not in his rush very generously offered to provide us with one of his courses free of charge. But I'm sure we'll get into some more detail in a moment. Russ, I could have missed some stuff out there. I just wanted to make sure that the people who missed the start of the show, were able to follow what we were talking about.

Russ Rosen 1:24:53

Yeah, absolutely. It really is just looking at starting with what do you want out of your life and how you're in And is this a business is your practice in business? And yes, it is, you know, serve people take money, it's business. So what role does your business play in your life and for most of us, it, it funds our life. And so we want to have the type of practice that we want to have with the kind of impact that we want to have the kind of results that we want to have make the kind of money we want, have, etc. And what what I know for sure is that if you have thought through if you've been thoughtful about how you do it, everything from how do you answer the phone? What are the colour of the walls? How do you speak with your clients? What kind of techniques do you use every aspect of running your business? If you get clear on those systems, you will get better results recognising that your present system will not support your future growth. So what do you see?

Steven Bruce 1:25:58

What then Ross, would you say? When you do your coaching and you coach, clearly you coach people across the world, not just in the States, so all sorts of different approaches to business? Where would you say the most common failings are on the part of the the average osteopath chiropractor setting up business or running a business?

Russ Rosen 1:26:17

They have no idea how to run a business. They're really good at what they do as far as their hands on, as you said, keep the phones don't get answered. The people that do answer the phones and never been trained. They're not highly trained. They're not passionate, they're not highly motivated. They're simply answering the phones. Because in chiropractic, I help you know, these are people who are passionate about helping these people have better lives. They're doing everything they possibly can to help these people. And they're highly trained. Every aspect from when the client walks through the door. I have thought through I've tried different things. And I come up with what works best. And I'm always reorganising, again, present system will not support future growth. So eventually the wheels start to shake just for fun. Let's say you see 10 people a day right now. Okay. Now, I'm not suggesting you want some saying, can your present system support that? Yeah, at one staff member I do by myself, I see 10 people, and it works fine. Cool. Could you see 20? Whoo, that would get a bit stressful. Okay, if you wanted to see 20, what would you do? Well, I'd need a another staff member, I need to get better at this, I need to get more clear about that. Blah, blah, blah. So the present system won't support future growth. Now, can we get to future growth and go weightless? Yes, we can just say that's it knowing fully waitlisted. And there's more demand than there is supply. But otherwise, we're reorganising and getting better at what we do. Right. And then that fills a space. Then we got to reorganise, which fills the space, but each person wears three hats,

CEO, manager, and on and technician. And each position is required, required to continually look at how do I get better at what I do? How do I better serve the people in front of me? Can that's kind of where we, where we got to. Yeah.

Steven Bruce 1:28:13

And just again, because the audio might be a little bit difficult for some people. What it sounded as though you said was that you want your practice to be Wait, unless you're what you're actually saying is you want to be in a position where you have a waiting list. Yes. In other words, you are you are at capacity, and there are people waiting to see you, which is a good place to be.

Russ Rosen 1:28:34

Yeah, more demand and supply.

Steven Bruce 1:28:36

Here's what here's what Kim says Kim says I think it's about knowing how much passion you have about the job. There seem to be two directions, healing, all making money. Well, that might be an interesting one to debate. As a sole trader, my conscience says healing is the best and the rest will follow. As word of mouth reputation is the best advert which again, you said earlier on, it's very valuable. Now Fiona says if you do a course or two, then surely you're suggesting you try these new techniques, which is enhancing your work. But this is also just trying different things willy nilly as you say, we shouldn't do two things for you. So think about that.

Russ Rosen 1:29:12

Try things willy nilly. I'm not saying at all I'm saying have procedures. I personally have a whole learning centre, where I show very specific ways of doing things. And then the people that I work with, I have them go try those out and then help them customise it for their practice as far as the person who said, but you're always reorganising and doing the best he can certainly not willy nilly and and if you do happen to go through the two programmes that I'm offering to you. You'll see there's nothing willy nilly about it. It's very well thought out. And it helps you come up with your truths as far as these two being separate that is, and again, I appreciate it. It's the number one killer of most healthcare practitioners is that they're separate. It's either I have People or I make money. And I personally have seen that ruin more practices than anything else. Because if I'm really serving people and helping them, as a side effect, will I make money? Yeah, unless I'm giving it all away for free, right, which I've done. But if we're really helping people, and that's got to be our number one focus, that's cause the money is in effect. It's simply an effect. And if you serve more people, and you get better results, and therefore they're referring, would you as a side effect, make more money? And the answer is, yes,

Steven Bruce 1:30:37

yeah. And I think I can, I can see perhaps what Kim is thinking here. She's saying that if making money takes over from delivering a good service, and that's your sole motivation in life is to make money, then it will alter the balance of what you're doing in life, you might make them on money, but you won't be delivering that good service.

Russ Rosen 1:30:56

Yeah, that's the problem is when making money becomes the cause. It's not the effect, making money as a side effect of doing great quality work. When making money becomes the cause or the intent. We have all kinds of problems, and there are serious contradictions, which eventually lead to destruction. So Kim, I agree 100%, with what you're saying there? Absolutely. Okay, so we've got, we got three aspects of this, what I'm looking at how to run a specific a successful business. Now, I knew because of our previous conversation, Stephen, that we may not get through all of this. This one right, here is a three hour course, we don't have three hours. So I'm hitting highlights. Which is why if you go at the end, you know, the the OAC system.com, forward slash APM. Number two, which you will give everybody, I have these two different programmes, both of which are three hour courses, that you can go through on your own and get extreme detail up. My goal right now is to give you enough to say, I think that's nonsense, and I'm not interested, or wow, that's really interesting. I'd like to know more. And I'm willing to invest the time to go learn more. And you'll see it won't be willy nilly. It's very, very specific.

Steven Bruce 1:32:23

So that's the investment. The investment is time, isn't it? It's not, you're not asking people to give you \$1,000 for these courses, if you needed the time to look at them and see that they're worthwhile.

Russ Rosen 1:32:34

That's right. And literally, it's \$900 for these two courses. That is crazy, because I really want you to get get the results with it. So the in building the successful business and building your dream team, there are three pieces that we need to look at the first one is headspace, which we were just talking about these headspace contradictions, the second pieces is by present team on board. Are they the right team? Are they philosophically congruent with what we're trying to accomplish? are they passionate about serving and helping people? Or are they a 16 year old, Pimply kid that just doesn't care would never ever hire that person. So we got to get very clear headspace? Do we have the right people in the right positions? And do they want to grow the practice? And the third thing is assuming they do want to grow the practice? How do you actually grow a practice? How do you grow a business? There are very specific steps to make that happen, which is what I want to jump into. So we'll start with the first one. So we've got Okay, so we're going to start with the first one. And the first one, we're going to add again, I hope that you'll all go do this on your own. We're going to answer these questions. Who are you? What do you do? What makes you different? What is Elysian? Do I use supplements? And if so, why or not? Do I do neuro emotional work? If so, why or not? Do I give lifestyle advice, stretches, exercises? Eating etc? Why or why not? Do I use therapies? Yes or no? Why or why not? These questions first go around seem well, that's easy. I'm an osteopath and I help this. I've had 1000s and I mean 1000s of people go through this in detail. And I have yet to

ever have anyone go through this particular module and come back and say I didn't get anything from it. It is one of the most powerful things I have seen from People to shift their consciousness and get clarity about their truth. Many of us have not taken the time to think these things through. And if we don't think them through, and we're not clear about who we are and what we do and what it is that we do and why we do what we do, etc, if we don't know that, how do we then go market? It? How do we come up with plans, care plans for it? How do we communicate with their clients? for it? Right. So those are the first series of questions. And again, we're not going to have time to go through those right now. But I do go through great detail of these to help you find your truth. Again, doesn't matter what profession, chiropractor, naturopath and path, whatever. Yeah,

Steven Bruce 1:35:50

this is, again, there are two sides of this coin that have just come through on the on the chat here. And on the one hand, Fiona says that osteopathy or chiropractic is still a vocation surely. And of course, I don't want to answer that. I don't want to address that instead of you. But my my view is, yes, you can say vocation. But that doesn't mean you have to be poor as a churchmouse, and suffer as a result. But Sarah has said, I got a bollocking from my accountant when I was shattered from working. And the accountant reminded Sarah that she needed to look after herself in order to serve her patients and look after her associate. So she changed her fees and her hours. And she says she still does freebies when she wants to. But she stopped behaving like a charity. And she now has a life and hobbies. And she's so grateful to her accountant. And I think I understand what Fiona is saying, Yes, we're a vocation. But I still think that, you know, as you rightly said, Here, we've got to think about our own lifestyle, our own well being, wherever we pitch that.

Russ Rosen 1:36:49

Yeah, so let me ask you this. When I got rid of those 40 people that were doing trades with me, that were ridiculous straights, you know, like, ridiculous things. And

Steven Bruce 1:37:06

you gave an example earlier on somebody was crocheting bracelets for you or something in return for treatment, things you don't need.

Russ Rosen 1:37:12

Yeah, making bracelets and getting a month's worth of care for me. Right, just no pair exchange, right? When, when I was doing that, I wasn't making enough money to pay my overhead. I was in real trouble, couldn't take care of my family couldn't get my kids to the schools that he wanted to get him to. Couldn't couldn't pay my mortgage, like it was having real problems. When I shifted that, I served the same number of people. I chose a handful of people that I would do, I always had a certain percentage that I would do charity work for of people who couldn't afford care, but were really wanted. And I really wanted to help them. But I set a limit of what I would do, because at that point, it was half. Right half my business was people who couldn't afford my care. And they all have friends who can't afford your care to by the way, and that's who they refer in. So it didn't that so let

me ask you this question. And I'm Rand lover or hater, one of my favourite quotes of hers is if you want to help the poor, don't be one of them. So let me ask you this question. If you can barely make it. How many people can you help? If you're making an extra 10 or 20 or 50 or \$100,000 euros drachma, whatever? a month? Can you help more people? And the answer to that is yes. I personally have very specific things that I like to do with my money to put my money where my mouth is certain organisations that I like to support. If I'm not making enough money, I can't do that. Right. So again, just just my opinion on this, I'm not saying anyone's bad or wrong. Just I've been lucky. I've been doing this 23 years, helping people grow their businesses. This is one of the hardest things to get people through. And once they do, their lives get better, and they help more people. It's just what I've seen. Yeah.

Steven Bruce 1:39:28

Again, you're talking about staff being well motivated. And Sharon has said, how important it is to look after your staff because it doesn't matter if they're employed or self employed. If they're happy at work, then the patient experience is excellent and the business will be successful. I suspect it's a contributory factor. It may not be the only factor.

Russ Rosen 1:39:46

Yeah, we will be successful. Maybe not. It has a better chance of being successful without a doubt. I hear this all the time. I mean, all the time, at least once a month, and it happened to me My practice dropped by half at one time, couldn't figure out why. One of my clients called me up and said, Brother, your front desk gal is, is what he said. He said, she's a bitch on wheels. She is driving people from your practice. So I called a whole bunch of people that had left and they just said, I can't come in. She's, she's just miserable to be around, blah, blah, blah, I had to let her go, she was a dear friend of mine to have let her go business came right back up, etc. So I agree with what you were saying. We really need to take care of our team because they're going to take care of us. Right, if you're a solo practitioner, that's one thing. But you know, if you take a look at Bill Gates when he was running Microsoft, you know, he had, what, 6000 employees? What, how much could bill get done? If none of his employees showed up one day? The answer is nothing, he could do nothing. So we really need to take good care of them. We need to get the right ones in and I have a whole how to hire and all that kind of stuff. We need to get the right one. And we need to have them fully trained. Again, I have a full training process of how you train these people. But you need to make sure that they're philosophically on board. They they want to help people they want to run. They're part of doing. Sure.

Steven Bruce 1:41:17

One of our viewers, viewers, Chris is trying to keep us on track here. He says Can we get some tips on moving from acute care to waiting list practice? I love working with patients to achieve personal best tool goals as opposed to pain is a far more is far more interesting as you start to get into the deeper issues associated with their complaints and or goals. However, not sure if it's just my locality. But since the recent financial crisis, I've seen a large shift in demand for acute care, and people considering if they can really afford optimising health right now.

Russ Rosen 1:41:46

Yes, it's a huge issue when it all comes down to value. Is that a real issue? Yes. Are people having financial issues? Yes. Are people concerned about recessions? Yes. Can most people find money when they truly value it? Yes. The trick is, how do you get them to value it? We did a whole programme on that. And what I would suggest is if you can give them that link to that because we did a whole programme on that exact subject of how do we move people from just wanting to feel better to wanting to be healthy, stay healthy, be functional, and prevent problems in the future? etc. And and I would suggest and I agree, that's my favourite subject, by the way, and it's my claim to fame.

Steven Bruce 1:42:27

But we've got a whole programme on that which we did before. So if Chris wants to look, look you up on our website, he can find that programme or he or she can find that programme.

Russ Rosen 1:42:39

Yeah. Alright, so headspace, headspace philosophy? Who are you? What do you do? What makes you different? What is Elysian really important question? Do I use supplements? Do I do motional? Work? Do I give lifestyle advice? Do I use therapies? What do you offer? Really important question? What would you like to deliver? What are you certain you can deliver? Hopefully, those are different? How do you monitor what you deliver? Do you just pray and hope? Or do you have ways of actually monitoring what you do? How do you communicate what you deliver? What is your mission, vision, purpose, all of these are things in the importance of certainty that we go through that I can't recommend enough that you go through that programme. And again, you'll be getting the link for that. So getting tight on time here. Let's go on to the second piece. So now the question is, now that the team is the right team, they're philosophically on board. We they understand who we are, what we do, they want to be a part of it, et cetera. They're excited to grow. Now the question is, do they actually want to grow the practice? So Steven, let me ask you, what would be some reasons why a team member would not want to grow the practice?

Steven Bruce 1:44:00

I'm not sure I can think of many reasons why they would want to not grow the practice, unless they were expecting to move out of the practice and go somewhere else. But I can think of a lot of people who might be indifferent to practice growth, because that actually requires effort beyond what the set job description is, if you like.

Russ Rosen 1:44:22

Yeah, beautiful. So here's my version of reality. And my wife ran my chiropractic practice. So I was privy to all kinds of information from my other stuff through her. And now I coach a lot of teams. So I'm really proven you and I have for three years. But the number one reason is this. If we see more people, it means more work to me. Why do I want to work harder? That's the number one reason they don't want to grow. It could be they don't believe in what you do. Get rid of them. Find

someone and let them go find what they want to do in life. that they're passionate about, find people to do believe in what you do. It could be that they're not motivated. Well, we need to make sure that we give them reasons to be motivated. Because we aren't going to ask them to be more present, we're going to ask them to work smarter than have to work harder, they're going to still do the same number of hours. But I need more present time consciousness. I need them always looking at the three hats growing and evolving, right? So I need them to be motivated, might I want to bonus step I might, there's four different sets of types of bonuses, etc, that I go to in that in that module I don't have time to right now. Could be that they're lazy, get rid of them. But again, if their mission vision purpose, purpose doesn't align with yours, they're the wrong person, the Pimply kid at McDonald's, that's the wrong person. Now we got the right people, I got to make sure they want to grow the practice. So the number one thing that I need to do, once we're at this point is I look at this chart right here. And I look at Are you bored stress are in the zone? Are you bored? stressed, you're in the zone. So there's ease tools, skill, level and time, and there's workload, okay, if I have more work to do, then I have ease tools skill level in time, I'm stressed and overwhelmed. If I have less work to do, and I'm really good at what I do, I have the skill level I got the time, I'm bored. What I'm looking for is the zone, I want them in the zone. So if they're bored, if they're stressed, the first thing I have to do with them. Steven, I've mentioned this before, what are your thoughts? If they're stressed out? What's the first thing I have to do? Talk to him. Okay, talk to him, but in the in, alright, so I'm just going to run out of time for me to play around like that. We have to reorganise, we have to fix the problems, we have to look at what's causing the stress, we have to fix it. Yeah, here's an example. And you're gonna think I'm kidding. And I swear to you, I'm not I was talking with a staff member who is having a problem setting appointments. And we were talking about what was the problem. And the problem was that the phone cord back in the days of phone courts, wasn't long enough to reach the appointment book suits, you'd have to look at the appointment book, come back and talk to that person, I swear to God, I'm not kidding you. And then she'd come back and go back and come back and go back, Stephen, what might be a better solution,

Steven Bruce 1:47:44

either move the book or get a longer phone call.

Russ Rosen 1:47:49

Nowadays, get a cordless phone, right, have something in your like, whatever I'm just suggesting, when you clarify the problem, this solution becomes self evident. So we have to help them unstressed. We have to reorganise first. And we look at every aspect of what they're doing. And I have, like, literally, I have these, you'll have all of these, where we look at all of the behaviours that we hope for, from them. And we have all of the tasks that that they're doing, and I've Word documents on all this kind of stuff. But we look at that. And then we look at where the problems are. And we fix those, we help them fix those problems. So they can now say to you, I'm either bored or I'm in the zone and I'm ready to grow. Because a very famous and I he in the chiropractic world, he's really well known, but I don't know if you guys know him or not. Kenny Bruce Lipton is an EPA geneticist. And he says, We cannot simultaneously be in defence and growth at the same time. on a cellular level, you cannot simultaneously be in defence and growth. So if they're in defence, because they're overwhelmed, you cannot ask them to grow. So far, so good. So step one, fill it up quickly. Step two, make sure that they are excited, and they have the space to grow the business. So far, so good. Yes.

Steven Bruce 1:49:17

Can I give you it? Can I give you a personal question from one of our viewers? Please? JW says, this seems to assume that we're big enough to have staff, I'm a one man band, give my patients everything and get a lot of personal recommendations. So I was looking for advice on what I'm doing wrong as I'm barely making ends meet.

Russ Rosen 1:49:38

Yes, thank you. You may have been one of the ones who came out a little bit late. So we talked about earlier that in the E Myth by Michael Gerber, he talks about the three hats so your three hats as a practitioner when hands are on hands on clients is the CEO or visionary detecting the manager and the technician when you're answering to phone or when you're taking money, or when you're doing marketing, you were wearing the hat of the team member. So you you would need to look at every aspect of your business and clarify where things are not working out and reorganise. So you feel you have space, once you feel you have space, and you can grow. And again, this is the number one issue that I run into with so many practitioners that are trying to grow, but they feel so overwhelmed right now. Remember earlier, I said that it sounds like a contradiction that you can serve more people and have less stress. That's what I mean by that. So many of us are so overwhelmed right now. We got one nostril above water, we can't imagine doing more. So step one is reorganise. Step two is fill it. So now what I want to look at is, how do we fill it? Right? So fill us up clean on board. Number two, do they want to grow the practice? And do they have the space to grow the practice? Again? If not, and I hear this all the time. Did that practitioners will tell me I have a new, a new client tomorrow, and I can't sleep I'm so stressed out. Right, they can't handle their load as it is. Don't look at growing and seeing more until you reorganise and you're bored. Make a lot of space. Now there's plenty of room for people. Now let's look at how to fill it.

Steven Bruce 1:51:32

So Ross, the the two modules, the two modules that you're sharing with us? If JW looks at those, is that going to give him or her a good idea of what they should be doing to start out?

Russ Rosen 1:51:42

100%? Right, yeah, the first one on philosophy is called the importance of certainty. The second one is called Get the team to grow the practice, where we go through all of this stuff. And all of the forms I'm talking about and all of the exercises that you do. So nothing willy nilly about it at all. You just go through and answer all those questions, and it will help you find solutions to your problems. And then if you're confused on something flipping email around, yeah,

Steven Bruce 1:52:09

yeah. And on that same topic, I'm disappointed that JW hasn't been in touch with us here at 8pm. Because I'm sure that we could, we could help out a little bit. And I'm more than welcome to take for

more than willing to take phone calls from home JW to see what we can do to help. Anyway, moving on. Sorry, I interrupted you.

Russ Rosen 1:52:24

Alright, so now, now that everyone wants to grow the practice, how do you actually grow it? Alright. Step one. I know it's not sexy. Clarify where you're at. Right now. I don't want to go by emotions. I want to go by metrics. Is it a business? Yes, let's treat it like one. So you need to be clear about what metrics you want to grow? Do you want to grow the number of new clients? Do you want to grow? How often they see you or stick around you want to grow the kind of results that you're getting? Do you want to grow? Your your retention? Do you want to grow your signup rate? Do you want to grow how much money you receive? I don't care. I just want you to know, this is how I know I'm successful. And get clear about where you're at right now. Now, along those lines, on this landing page, I also have my statutes, my statutes give you about every important metric that you could need. And they're right there for you. And it does all this. It's an Excel spreadsheet to figure out all these things. So if you'd like that, you can download it and I have a video on how to use it, etc. But that's where I would start I would look at that stat sheet and I get very clear about where am I presently at. And you'll be surprised if you don't keep these kinds of steps. It might be better than you think. And it might be worse. And once you're clear about it, then say these are the ones that I want to see grow. And now I gotta start to look at how am I going to get it to grow? Okay, so far, so good. That's step one. Clarify the zone chart. Everybody clarify the zone chart, if one person is stressed and overwhelmed, you cannot sustain growth, you're only as strong as your weakest link. Right? So every single person get clear about where they're at. If there is overwhelm, we have to fix those problems by reorganising. So, then we're going to look at our aligned quarterly business objectives. So there's a difference between goals and objectives, goals shoot for the moon, and you shoot for the stars and you hit the moon. Objectives are, I am going to get this or I'll lose a finger. I ain't kidding around. I'm going to make this happen. Period. Those are the ones I'm talking about. All right, I have an entire programme inside of that of how to set SMART goals specific, measurable, attainable, attainable, attainable, realistic, and in a certain timeframe, it goes into extreme detail and forms on everything that you would need to make that happen. But you got to be able to get clear about, here's where I'm at, and this is where I want to get to. So let's take a look at reorganisation. First, Steven, what are some things that we can do on our office to reorganise and make more space?

Steven Bruce 1:55:35

Without physically changing the practice, which is something I've done in mind to make more space, you can change the length of your appointments. So that gives you more space? I'm sure I'm struggling to work out how else I get more space for my patients. I mean, I certainly I don't follow the model of some practitioners where we have more than one patient in a room at the same time. But I know that is done in some places.

Russ Rosen 1:56:04

Yep, what would you used to do each position needs to look at where am I not being efficient? Where am I not being effective? Where am I doing the same thing over and over that could have

been done with one step, I might need a different software to make that happen, I might need a longer phone cord, right? I might need a different tool or technology or computer. Oftentimes, we'll see people who have two different rooms that will have this kind of table in this room, and this kind of table in this room. And now someone's in that room, but I need that table. So I gotta wait. Now there's 10 or 15 minutes. And now I'm behind two tables in both rooms. Like, I'm just saying, you want to look at every aspect, you might need to add more people, you might need to add more space, you might need to change the flow of the space, but you got to reorganise it. So everybody says, I got space, I feel that I'm ready to grow. Now that I'm ready to grow, I need to look at what metric do I want to grow? Do I want to bring in more people? Do I want them to stay less amount of visits? Do I want them to stay more about a visit so that they'll get their functional stuff get taken care of also, do I want to make more money? Do I want to make less money, etc. So you want to be really, really clear about that. Here's an example. Let's assume and we're going to take a real number, I want 80 new clients in the next three months, right for you. It might be eight for you might be 800. I don't care. So if we were to get if we were to create more new people, what could the doctor do Steven to create more new people?

Steven Bruce 1:57:56

Okay, loads of things. I mean, the first, everyone I speak to says that their biggest marketing tool is word of mouth. So one of the things you do is to get the people who are coming through who are successfully treated to give you recommendations, whether that's reviews on Google or whether it's, you know, whatever other method might be referring friends or whatever else. If you want more people in others, you can make contacts with other practitioners and offer your services where you know, their own services don't cover what you do. You can you can do marketing of one sort or another.

Russ Rosen 1:58:27

Absolutely, all of those. So, again, I could ask for referrals. I could get better at asking for referrals, I have a whole programme and how to do it. You know, there's ways to do it that work. And there are ways that don't work. There are ways that you feel like a used car salesman or saleswoman or salesperson. And there are ways that it's just having a wonderful conversation, you could do a series of talks on what you're really really good at, you can get people to get their families check if that works in your practice, you could get better at your communications with a new patient and your doctors or your your practitioners reported findings. You could do inside marketing you could do outside marketing, doctor, there's all kinds of things. I've been practitioner, I apologise for practitioner, there's all kinds of things that you personally could do. Right? What about your staff? Are there any things that your receptionist could do to bring in new people, Stephen?

Steven Bruce 1:59:27

Oh, yeah, there are loads and loads of things and assuming that they have time and we've gone through our we've addressed what they're doing and whether it could be automated or made more efficient. You know, there if we've got time, then they can be doing a lot of our marketing for us. They can be looking at patients who, who have been in and we haven't seen them for a while and

checking that they're okay. And I'm not suggesting we want to get them back in but we want to show a level of care that makes them think that we're great.

Russ Rosen 1:59:55

Absolutely any at all. So they could be the ones out See for reviews, they could be the ones asking for referrals, they could be the ones helping people get to the series of talks that we could do. You know, I do this with many offices where I work with the entire team. And I run it for a while I instal a particular this system, and then I run it for a couple of months. And within about the first month, everybody says to me, Oh, I get it. You just want me to do my job. See, if they're doing their job, and they're doing a good job at doing their job, that's all I need them to do. Problem is, when you look at forms like this, and we look at all of their behaviours and all of their tasks. They're not, they're not in a great obesity, they're not in and all these things, and therefore we're having problems. And remember, will that system support future growth? No. So we're always looking at, am I starting to feel stress? If so, how do I reorganise? How do I get better? When I do, I think I'll get a phone cord. Right? When I had one call every four hours, it wasn't a problem. When I get 10 calls an hour, that's a different story, I need a longer phone cord. So we're looking with we're looking at every aspect within we were continually upgrading. And we're always and again, it doesn't this one just happens to be new people, it doesn't matter, whatever it is that you're trying to accomplish. So the so the two specific things that we're going to look at category categories, or I can look at projects, when I come to growing, I can look at projects, or I can look at KPIs for key performance indicators. Projects are things like, I need new software, I need to change the carpet, I need to prepare a talk I need to paint the walls. That's a project. Right? So who's gonna do what? And how, who will do what, by when and how the other is KPIs. That's where I was asking you to look at your stats and be clear about the ones that you want to see grow. Right? Is it all about the stats? No, those are an indicator of what a good job I'm doing. If I'm doing a great job, my practice is growing period. Now, I know I just offended a bunch of people who are saying my practice isn't growing. But I'm doing a good job. I want to push you on this, right. That's what I do for a living. I want to push you on this. If we're doing a great job in every aspect. I am suggesting the business will grow. By definition, if the business is not growing, if we're not seeing the number of patients, it might be worth acknowledging, maybe there's a hidden piece, or maybe it's not yes, that is not at optimum and therefore, maybe I can do something about that.

Steven Bruce 2:02:53

Russ, we're getting close to the end of our show, and I know we're nowhere near it. You've You've very generously said you'll share those two modules, which people can find that the O H C system.com. Forward slash APM. Two.

Russ Rosen 2:03:10

Yeah. APM number two, D. O

Steven Bruce 2:03:13

S. Okay, Justin, Justin, I'll put that up on the screen for people so they can see where to go. I just wanted to, I wanted to read out a couple of comments from people as well. Kim has said very extensively here. I think that an awful lot of this is about trust and communication, which I definitely agree with. And she said she's had problems in joint practice in the past where a receptionist favourite only one osteopath. So getting the staff and getting to work effectively and efficiently is very important. And and she says she left that practice. And I know we had a similar thing in our practice where it's very easy for the reception staff to know very well one of the practitioners and try to feed all the patients in that direction. Perhaps not because they're any better, but just because they know them better. And so that's that's definitely something that people can address. And he says her accountant sat her down 30 years ago and made her calculate the total cost of her training as an undergraduate. And as a postgraduate along with the loss of earnings that time was study had cost me and her eyes were opened. Over the years, the cost was about 100,000 pounds, which is quite sobering. And I pointed out she says to this out to a patient who wanted a discount on a sequence of treatments and was offering to pay with a platinum Amex card. And yeah, it's often people that are very wealthy who criticise us with charging a fair price for what we do. Pip used to give discounts for treating children but it was pointed out to her all the extra training she's paid for in order to be able to do that. And she thought yeah, that's, that's valid. And of course, it's not the child who's paying anyway

Russ Rosen 2:04:49

we're not, we're not charging by the pound, by how much

Steven Bruce 2:04:54

we're charging by the outcomes, or by the what we deliver for them. So there's a hell of a lot in there. So I know you've got a lot of other things to offer people as well. But you're giving away a whole lot of stuff on that. That website address that we've shared with people. Thank you so much for joining us. Again, I find it I always find it very invigorating listening to you, because you're clearly very passionate about what you do and enthusiastic. And what you've done is clearly helped a lot of people. And the only thing I do hope is that people don't assume you're trying to push them down one route or another, you're simply hope, hoping you can help them achieve the level that they want to achieve.

Russ Rosen 2:05:30

Yeah, absolutely. Truly, my goal is for you to have the life of your dreams. I just hold up things for you to push against. And you can say, well, that's stupid. I don't want that. I want this. Now you know what you want? Go get it. Right. And if you were working with me, we would then say, Alright, how do we go get it? So yeah, thank you for mentioning that.

Steven Bruce 2:05:54

Thank you