

From Oppression to Freedom

A Healthcare Mentor's
Prescription for a
Better Practice, Better Life

DR. CHARLES WEBB

“I was successful before joining FPC, but FPC helped me triple my revenue and triple my free time. It's been 5 years, and I am still with them; they are the most valuable employee on my team”

– Deb Matthew, MD

INTRODUCTION TO FREEDOM PRACTICE COACHING

I'm Dr. Charles Webb, founder of Freedom Practice Coaching (FPC). I have good advice and hard-won experience to pass on to you. Plus, an invitation. My personal story will come later.

First I want to paint the big picture of what FPC can do for you as a prospective client. Details will follow downstream, consistent with the limited size of this mini book.

Let's start with the assumption you're a healthcare practitioner who senses there must be—or should be—a better way to run your practice. One can always hope! That means you're likely to be an MD specialist, a GP, a chiropractor, an acupuncturist, a naturopath, a nutritionist ... among others.

In reading this proposal, you're devoting your precious time to ***work on your practice*** instead of ***working in your practice***. The difference is large.

I'll describe why the time spent working on your practice can yield rewards much greater than the time spent in it. I'll do my best to ensure your precious time investment is worth your while, even if you don't accept my invitation.

What am I proposing here?

As you read over the next hour, I'll introduce a concise view of our proven and successful eight-pillar business model—the **Freedom Practice Coaching Model**. I'll show you how you can step beyond your **current business limitations** into a new way to manage your practice. And I'll show you how you can step out with great confidence ... *if you can dream and you're willing to break old molds*. Fasten your seat belt!

Confront Your Current Business Limitations

So, what do I mean by “current business limitations”? Here are several questions to check if the term applies to you.

To start, are you burning out from the day-to-day demands that worsen every year under your current practice model? Are things getting tougher?

Are you struggling to make a living instead of gaining true wealth, unable to earn your true value as a top-notch physician or other health professional?

Do you want to offer a better experience and better outcomes for those who trust in you the most ... your patients? After all, that's the compassionate healer speaking in you, most likely the healer that got you into your business.

Maybe those question don't apply so much. Maybe you're doing well financially and even enjoying how you spend your practice time. You're dedicated and a hard worker. Yet, you still notice something is missing. Have you lost your sense of freedom and want your life back? For example, you may have a gnawing feeling that you don't own your job, your job owns you.

Let's be honest: you wouldn't be reading this if *something* wasn't missing. We'll explore that more in later chapters. For now, here's where you want to focus.

To overcome your current business limitations, you must equip yourself to change how you do things. You'll want to start with your thinking habits. Your goal is to gain ...

- more wealth
- more free time for yourself and your family
- greater enjoyment in working with your patients, and
- the ability to give those patients better results as part of an unforgettable experience.

Such potential gains are hard to ignore, wouldn't you say?

So, what lies in the way of such gains?

The Broken Healthcare Business Model

The dominant but outdated healthcare business model has become an untenable burden. You know it, I know it, and anyone who has been in healthcare practice for more than a short time knows it. In the destructive wake of this model we see huge numbers of broken physicians, broken practices, and broken lives.

The model forces physicians to earn a living by following rules and guidelines set forth by insurance conglomerates, Big Pharma, and government. They are the big three freedom-practice oppressors. Although each oppressor might offer value to a limited degree, the three have overplayed their hands to expand their power and control. For that reason, I'll call the current business model the Oppression Model. That will distinguish it from the Freedom Practice Coaching Model.

What can you do about your current business limitations and the big three oppressors? It will start with your willingness to read through this mini book with few if any interruptions. It's best to throw your feet up and absorb it in one sitting if possible. I've kept it brief so you can do that. I realize how much you value your time.

Start by Managing Your Inner Critic!

Your Inner Critic, when unleashed too early, can bind your imagination to what you already know. So, what do you know? What have you experienced? The Oppression Model?

Your greatest business challenge may be to remove the talons of the big three oppressors from your hide. But you're the one who has to do it.

For those taking a first look at the Freedom Practice Coaching Model, what kinds of questions does the Inner Critic raise? Here are the big three:

- What if considering this information is a waste of my time?
- What if the model you teach won't work in *my* practice?
- What if I can't spare the time to change the way I do things?

A rejection mindset thrives within such shoot-from-the-hip questions. They won't serve you well if embraced too early. Here's your chance to *delay* the early intrusion of your Inner Critic by asking, instead, open-mindset questions such as ...

- What if the Freedom Practice Coaching Model offers answers to my current business challenges? Wouldn't that be welcome?
- What if my life is about to change greatly ... if I let it?
- What if the hour I devote to this reading leads me to a several-million-dollar return?

I'm not trying to suppress your skepticism. *Its appetite must be sated.* I'll take care of that. The big problem occurs when you constrain your imagination before ever getting out of the starting blocks. That will deliver a deathblow to any designs you have on freedom practice.

Inner-Critic skepticism can reveal a voracious appetite in the minds of some practice owners. I've seen it many times. There's little I can do other than warn you premature skepticism can be a show stopper. Your job is to tame your Inner Critic until you've gotten the chance to look behind the door that this proposal opens for you.

What I'm presenting here is likely to be NEW to you. To absorb it requires an open mind and an imagination willing to go places. I'll just say that hundreds of others have found this proposal information both compelling and a worthwhile time investment for the value gained.

As of this writing, we've implemented the Freedom Practice Coaching Model in nearly 400 different practices throughout the U.S. and Canada. We've now heard nearly every reasonable question that inquirers can ask. We've also been able to answer those questions with clarity and assurance—no bull. Our clients can verify this.

But there may be no way to sidestep skepticism. It's a normal reaction towards those who offer a pathway for gaining greater success. If you have any red blood in your veins, you'll wonder if my proposal is too good to be true. **You *should* wonder ... but please keep your**

doubt on the shelf until you absorb enough information to make an informed decision.

Reading this mini book could be a life-changing proposition for you.

If You Want Your Reading Effort to Be Productive ...

Allow me your undivided attention for an hour before you cast judgement. I'll be able to answer most if not every brewing question. Don't let premature questions create unsurmountable barriers to your escape from the Oppression Model.

Please *be present* for this hour and turn down the volume on your Inner Critic. Remove common distractions. Put your phone on airplane mode, stay off social media, and stop checking emails. Chances are great you'll survive just fine. Plenty of studies conclude that *multi-tasking leads to diminished productivity*. The multi-tasking habit may be only a way to justify a lack of focus.

So, hang with me until the last page and I'll present an opportunity for you to spend a day with me and several of my team right here in San Antonio—*on our dime*. We'll train you on our model. You'll also experience, first-hand, one of our client's offices. It collects an average of \$500,000/month while the doctor-owner sees patients only two or three days a week. She has earned her wealth and her freedom.

You can earn it too.

I'll show you how to do it if you're willing to spend a day in San Antonio, keep an open mind, and commit yourself to doing what's needed to fulfill your practice and life goals.

2

HOW IS IT DONE TODAY, AND WHAT ARE THE INHERENT LIMITS OF CURRENT PRACTICE?

The Oppression Model feeds on the principle that, for success, you must

- see ever greater numbers of patients,
- deliver more services, and
- limit quality time with your patients.

You spend growing amounts of time **completing paperwork and jumping through other regulatory hoops that don't enhance your patient outcomes or your business**. But your efforts do satisfy the voracious appetites of the big three oppressors.

If you've been in practice for several years or more, it's easy to feel the pain that goes with the constant loss of control within the model. Today more than ever, doctors are shutting their doors. It's no longer worth the hassle to appease the big three oppressors.

The outdated Oppression Model may force you to stop doing what you know is right—taking care of your patients as you would your family. *But weren't you trained to take care of others?* It's hard to do the right thing when your business must be more about volume, service variety, and paperwork than quality care and a quality patient experience. I know because I practiced in the broken insurance model for many years. And it broke me.

Although I achieved financial success, I overlooked the most important reasons I went into private practice. I found myself so busy earning a living that I missed watching my daughter grow. In time, I lost my purpose.

I have empathy for you if you're stuck in the Oppression Model, but I want to assure you there's a way out. I've been blessed to rediscover my purpose. Now I'm committed to helping as many as I can to step away from the oppressor chaos and into a model that has delivered bliss for me and so many others.

In a while I'll share my personal story with you, for it may hit home. And it ends incredibly well. My suffering forced me to find a better way. Now you'll be able to learn that better way too. And maybe with less suffering! More later.

Here are my questions to you ...

Do you want to keep struggling with the challenges that come from an outdated practice model? Do you want to keep bailing out a sinking ship? Or would you rather get on a new, high-tech ship that moves through choppy seas with ease and carries you to your destination in a fraction of the time? This high-tech ship has all necessary systems in place, runs on autopilot, and courses through any weather.

Will It Be 2X or 10X?

Consider this. If I challenge you to double your practice in the next three years and I make it worth your while, you will figure out a way to do it, even under the limitations of the Oppression Model. Your solution will likely compel you to see more patients, double up on services, and work more hours. Not much fun to think about.

But, if I instead challenge you to 10X your practice in the next three years, you will likely raise your hands in surrender and declare, “I can’t imagine how to do it.” **Yet, I can teach you how to imagine it and how to do it**, and with less stress and strain than your 2X solution will demand.

From this point on, I’m asking you to open your imagination to 10X! I’ll fill in the gaps that your Inner Critic may be seeing.

3

WHAT'S NEW IN THE FPC APPROACH?

Entrepreneurial rules are crucial for building a true business. By *true business* I mean that, in time, your business or practice should work for you, not the other way around. Small-business guru, Michael E. Gerber of *E-Myth* fame, articulated and universalized this principle. Many have thrived from using his work as a springboard to greater things. That's what we've done at FPC.

Your business should work by tailored and packaged business systems and processes that ensure a constant growth, a predictable cash flow, less management overhead, and less stress. The value you give your patients should of course include over-the-top results. But the value should also include an out-of-the-box experience that keeps them on board for continued guidance and turns them into raving fans.

Just as important, your business should give you and your loved ones the life you dreamed of. This means plenty of freedom away from your office while the office is generating wealth for you through your adopted business systems and processes.

By the end of this mini book you'll have a rich understanding of the true entrepreneurial business rules that are the hallmark of the Freedom Practice Coaching Model. I call them the **eight success pillars of freedom practice**. If you can stay present and focused, I believe you'll be excited and compelled to learn even more about the eight pillars once you've finished reading. I promise I won't leave you hanging. As I mentioned earlier, I'll offer you the opportunity to receive a full day of training at our corporate office here in San Antonio—on our dime.

A Quick Overview of the Eight Success Pillars

What follows are pithy descriptions of the eight success pillars of freedom practice in the form of **entrepreneurial rules** used by FPC and its doctor-clients. In chapter five I'll explain each pillar in more detail. FPC experience with clients has shown that you can expect to transform your practice in as little as six months by adopting these entrepreneurial rules.

Success Pillar #1: Develop a Positive Mindset

Every highly successful doctor, entrepreneur, or business owner I've met or coached was a strong proponent of developing a confident leadership mindset—and *using it*. They didn't play it safe. And they didn't fear rocking the boat.

Success Pillar #2: Recognize the Difference between Being Busy and Being Productive ... and Choose Productive!

I can't tell you the number of prospective doctor-clients I've spoken with who love to brag about how busy they are. But further conversation reveals that their busyness has seldom meant success for them. In truth, busyness is a deceptive trap that betrays a lack of focus.

Success Pillar #3: Reinvent Yourself as a “Category-of-One Doctor”

A “category-of-one doctor” differs from a “commodity doctor.” How so?

The commodity doctor provides patients with a menu of services and products much the same as those provided by other doctors or colleagues in the same category, *at least from the perspective of patients looking for health solutions*. The category-of-one doctor, on the other hand, has learned how to *pre-educate* the public on how he or she is uniquely qualified. Most important, the category-of-one doctor's perceived and delivered value doesn't rest, alone, in his or her services or products. A patient's “hoped-for destination” is the key focus.

Success Pillar #4: Create Your Ideal Patient

Have you been led to believe that if you become the best doctor in your community, new patients will flock to your door? Our FPC experience with prospective clients argues otherwise. New patients seldom come in droves. And many who come may be interested in you for the wrong reasons.

So, how do you attract new patients for the *right* reasons? You start by mastering your pre-education.

Success Pillar #5: Conduct the Perfect Consultation

Now it's time to do your job and effectively communicate with your prospect to determine if working with you is the right fit...and vice versa.

This means mastering the art of communication. When you stop talking like a doctor and start having a conversation with your prospects, which includes listening, empathy, true interest and compassion, you'll experience a smooth transition from prospect to client.

Success Pillar #6: Package Your Services

In the fee-for-service model, patients fall away from your care for two main reasons. First, **an incomplete educational experience or lack of understanding**. Second, **failure to understand that patients find much greater value in a well-articulated “final destination” for themselves than they find in the services you employ to get them there**. When you package (or bundle) your services to remedy these shortfalls, you're well on the way to a freedom practice that better serves you, your staff, and your patients.

Success Pillar #7: Build a Superstar Team

If you want your freedom and the ability to live now, earning wealth while you are on vacation with your family, you will need to build a superstar team that keeps the practice running while you're away.

Success Pillar #8: Adopt and Manage Key Performance Indicators

Every astute business owner knows what **key performance indicators** are. This means they run their businesses by stats based on empirical evidence, not by emotion.

If you don't know your monthly goals and the key indicators that measure achievement of those goals—broken down day by the day—you're just sailing in the wind without a rudder.

* * *

Since the eight pillars of freedom practice have the power to transform your business, you need to know more about each one of them. I'll cover them in more detail. But before doing that, I need to tell you what brought me here.

4

MY STORY

What gives me the right to mentor you in a better way to practice? What's my story? Let's begin in the early 1980s, my late teen years.

I've always been an animal lover and, while working at a ranch, spent much of my youth around large animals. My passion and purpose is to become a veterinarian. But then I watch my younger brother suffer through serious health challenges.

He is diagnosed with juvenile rheumatoid arthritis at age fourteen, is losing his right-arm function, and has lost most of his neck rotation. The doctor who diagnoses his condition gets it right, but his treatment recommendation of twenty aspirin a day doesn't fly so well with my parents. Or me.

It just so happens my brother's best friend has an older brother, a chiropractor willing to treat my brother. Over a three-month period, I watch his condition resolve fully. That's when I revise my career vision.

After I complete my degree at Kansas State. I enter chiropractic college, graduate in December 1986, and set up practice as a doctor of chiropractic in 1987.

Practicing in the late 80s is easy. Insurance pays well, a doctor doesn't have to be a great business person to build a lucrative practice, and care is almost free to patients.

From 1987 to 1996, I build and run several practices in three different states, but my business owns me rather than works for me. I'm willing to sacrifice too much precious time away from my family, short-changing my daughter Amanda in particular. I never develop the daddy-daughter relationship I should have because I've allowed my business to suck the life out of me. All along I've been thinking that building a highly successful practice requires sacrificing the extremely important parts of my life, those that really matter. But it's a delusion. Even though I'm experiencing financial success, I'm losing out on the more important parts of success and coming up short on life's experiences.

I'm skilled at what I do in my practice. I've even developed a reputation for getting my patients out of pain fast and functioning at a higher level. Yet I sense something isn't complete. I'm feeling and acting more as a technician or director of goods and services than a doctor.

Adding to my other misconceptions about my life and my mentoring role, I trust that my brief talks with patients during their regular visits is helping them. I discuss nutrition, exercise, and whatever else I hold them accountable for. Yet, they are not responding well to the talks—not with me, and not with other practitioners who I know.

I ponder it. Here I am, supposedly training my patients about a healthy lifestyle so they can avoid future problems. Yet, I offer no structured curriculum for them to follow, no group classes,

no online education, and no workbook material. How would I even do that? Those elements don't fit into my practice.

I conclude I'm not serving as a true guide to empower my patients in taking control of their lives. More disturbing, I'm living a lifestyle that empowers me to sustain abundant health, but I'm not imparting that knowledge to my patients. It bothers me ... a lot. I'm carrying on without seeming purpose and am burning out.

* * *

By late 1996, my burnout, plus a life without seeming purpose, take their toll. I sell my practices to a public company.

After leaving practice, I enter real estate and build a very successful home-building company. I also heavily vest myself in concert promotions. Still, neither of these businesses seem to serve my true purpose in life, a purpose that I sense but can't articulate yet. In time I lose interest and passion, taking my eyes off day-to-day activities. My businesses of course suffer.

Because of my poor leadership, combined with investor challenges that followed the bursting tech bubble of 2002, I find myself bankrupt. I lose my home, my cars, everything. My wife Mindi is pregnant with our son Landon, and we have \$2,400 in the bank. I'm under much stress.

Despite the weight of the situation, it doesn't break me. Nor does it destroy my confidence in being able to provide for my family. I know myself and will do whatever it takes to get back on my feet. I've never been one who gives up and crawls into a fetal position. This new challenge will not change that.

Fortunately, I learn something important during this episode: I am not quite the skilled entrepreneur I thought I was. That's been a tough lesson. I also realize that if I am to get back on top, I need to confide in an experienced mentor, one who has a proven track record of building successful businesses.

I found my mentors, listened, and took massive action

Back to the Present

It took me eight hard years of sacrifice to learn entrepreneurship and its laws for running successful businesses. But once I learned, I had the tools to build one of the most successful wellness practices in the country ... a true freedom practice! It allowed me to give a higher level of care to my patients, take **home seven figures** a year, and enjoy **90 days off** a year for free time and travel. I found my purpose and was thriving in it.

These lessons led to the foundational pillars that now secure the success of my current company, Freedom Practice Coaching. If you're thinking that taking home seven figures a year requires a high rent, a ton of staff, and high patient volume, read on.

The model I created allowed me to collect a monthly average of over \$250,000 **in cash**, month after month. And that's with only 1,600 square feet and five full-time employees. Between my associate and myself, we saw just eighty patient visits per week over a four-day

work week. Thus I could spend quality time with my clients, earn high profit margins and enjoy my life in and out of the practice.

My FPC team and I have since proven the effectiveness of our eight success pillars in just about every type of healthcare practice across America. Those practices include most MD specialties, GP's, chiropractors, naturopaths, nutritionists ... you name the field. **FPC has become a multimillion-dollar company and the industry leader.**

Though I continue to work and will until the day I'm six feet under, my company can now run without my day-to-day presence. I've earned the freedom to spend time with my family, travel the world, and fulfill my bucket list. If you're fed up with your current state of affairs and looking to become a self-made entrepreneurial doctor, there's a ton I can teach you. It's the real deal.

Ask yourself: are you just interested in achieving your freedom goals or are you committed? I know you know the difference. If you are merely interested, you'll find clever excuses for failing to change what you're doing.

In contrast, if you're committed, you'll be willing to overcome obstacles, step out of the box, and open yourself to doing things anew. It's your choice. Our most successful clients are committed.

Now, let's look in more detail at the eight success pillars. They are your ticket to freedom practice.

5

THE EIGHT SUCCESS PILLARS DISCLOSED IN FULL

Success Pillar #1: Develop a Positive Mindset

If you're anything like the doctors I've met in my consultations, a poor or negative mindset is haunting you. It's the leading cause of unresolved challenges in your practice, your relationships, and your personal growth. *This is not an indictment of you as a person*, but it reflects thinking habits that have rubbed off on you from your world of associations. The fact is I've rarely met a highly successful person who didn't agree that working on one's thinking habits needs to be a top priority. After all, if you are unwilling to change your beliefs, you won't be able to change your behavior.

What's your focus throughout your day? Do your thoughts breed confidence, clarity, and hope for a fantastic future? Or do they induce stress and anxiety? My team and I have coached nearly 400 doctors over the last seven years. I can tell you that a top priority for these men and

women has always been to master their thoughts, their confidence, and their willingness to take action, regardless of their fear of the challenge.

I love teaching about mindset. It's had great impact in both my business and personal lives. Imagine having complete control over your thoughts and the ability to move through resistance or fear with confidence.

One of the most empowering gifts I received from one of my mentors was this. **“Charlie,” he said, “the difference between those who earn their life dreams and those who don’t is this ... those who are willing to accept and embrace challenges and take action despite their fear will make it to the finish line. For the rest, they will try to find contentment sitting on the sidelines succumbing to their fear, never to realize their dreams.”**

I took this piece of wisdom seriously. It's paid off well. I never allow resistance or fear to keep me from acting on my purpose. You, too, can use simple techniques and strategies to take extreme ownership of your thoughts so they never hold you back from what you should be doing.

I've never met a highly successful doctor, entrepreneur, or business owner who played it safe—who feared rocking the boat. In every case these successful people took time and effort to gain a leadership mindset. That mindset would motivate them to act when their less successful colleagues wouldn't.

Where you stand at this point in life is exactly where you should be. It reflects the choices you've made along the way ... actions you took and actions you chose not to take. If you're current situation is unacceptable and you know a more abundant life awaits you, you must change the way you are doing things. You must sometimes act today when you failed to act in the past. No playing victim here, just extreme ownership. The minute you take complete responsibility and drop the blame game, you'll find incredible empowerment from knowing you are in control of your future. No one else.

Success Pillar #2: Recognize the Difference between Being Busy and Being Productive ... and Choose Productive!

As the owner and CEO of your business, you have a responsibility to generate wealth for your shareholders ... and that would be you. As the CEO you must assess and compare time and resources spent in each activity against the value offered. Here are two contrasting examples.

One of our clients now generates \$100,000/month *on a three-day work week* with a team of one doctor, one associate, and three staff. Therefore, this \$100k practice generates \$20,000/month per full-time employee (\$100k/5), including the owner-doctor.

Another client came to us with monthly collections of just \$40,000 *working five to six days a week* with a team of one doctor and four staff. This \$40k/month practice generates \$8,000 per

employee each month. The owner of this practice tells me his office is extremely busy and cannot grow without hiring more staff. The five employees may very well be busy, but they are far less productive in producing real value when compared with our first client's office. If you also consider the days per week worked, it gets even worse.

Busy seldom means success. It more likely represents misguided actions of both the owner and the team. The answer is not to increase expenses by hiring more staff, but learning which activities are the most productive and focusing on them.

You might thinking, "But Dr. Webb, you don't understand. My practice is unique. We can't be as productive as the high-profit model."

Every client we have ever signed up has said their practice is unique. Great! It should be. But this doesn't mean the business laws and principles mandatory for success don't apply to your business ... no matter what business you're in. Entrepreneurial business principles still apply.

In line with the above, here's a statistic you should commit to memory ...

To be financially successful in your practice—meaning you're taking home a paycheck that allows you to live well—your practice must generate at least \$15,000/month per full-time employee, **including yourself**. *This is an absolute minimum.* If you have a team of six, this means you should collect at least \$90,000/month (6 x \$15,000). If you're not reaching that, you're likely not paying yourself what you're worth and leaving serious, unrecognized income on the table ... every month. This adds up over the years ... from several hundred thousand dollars to maybe millions.

The ideal number to shoot for is between \$25,000 and \$40,000/month per full-time employee. What does this look like? A practice with a team of six should collect between \$150,000 and \$240,000/month. If you're skeptical about those numbers it just means you're trying to figure out how they are possible in your current model. Frankly, if you're practicing in the traditional fee-for-service model, it's likely *not* possible.

We have hundreds of clients that were once skeptical. They implemented our model and are now operating in the ideal range I stated. To hear some of their stories, check out client reviews for Freedom Practice Coaching on our website, freedompracticecoaching.com/reviews.

Remember, to step beyond your skepticism, you must drop old mindsets, step out of the box, and open yourself to doing things differently. Stay focused here as I get into the nuts and bolts of how and why our FPC model works.

Success Pillar #3: Reinvent Yourself as a "Category-of-One Doctor"

You will have no competition in your practice venue if you reinvent yourself as a category-of-one doctor. You'll do this by collecting and using business skills that deliver uncommon value to your prospective patients. This will distinguish you from your colleagues by the value you

place in your guidance and expertise. Moreover, you will **train your patients to recognize value in hoped-for destinations.**

If, however, you now have competition in your practice niche or marketplace, that's a sign you're delivering a commodity. Let's see what you can do about that.

Today, more than ever, people in your community look for more than just another doctor who offers treatment and services that can relieve their symptoms. It's not that certain treatments shouldn't continue to be part of the healing process, but such services, alone, won't address a patient's long-term goals and needs.

If several or more doctors in your community offer services similar to yours, what differentiates you from them? Why would prospective patients who seek healthcare support choose you over these other practitioners? Is it your location? Or maybe more referrals? Yes, those might be factors. But if there's no *major-league distinction*, you're still a commodity doctor. Patients perceive that your value lies in your services and products rather than your expertise.

Now, you might say, "But I'm among the most talented doctors in my field." This could be true. You might also be top-ranked in your community by your peers. But how would your prospective patients know that? How do they find out? After all, it's usually only other practitioners who know of your skills.

And if you are the most talented, does your talent lie in your expertise in delivering treatments? **If so, you're assigning value to the deliverable.** That's on par with colleagues who deliver the same treatments but with lesser expertise. **Deliverables don't distinguish themselves.**

Specific treatments come with commodity pricing regardless of the expertise used in delivery. That's why you shouldn't place all your value in your treatments, services, or supplements.

Do you want to step out and separate yourself from the herd? *Then reinvent yourself as a category-of-one doctor.* Place more value on your expertise and how that expertise can empower your patients to reach their hoped-for destinations.

This means you must become more than a doctor acting as a director of services and treatments. Yes, you must still be an excellent diagnostician and one knowledgeable about the best treatment approaches ... **but, you must also become a mentor or guide.** Your community residents are begging for a guide who will help them with their current health challenges. But more than that, **take them on a journey that empowers them to control their own lives without fear of the unknown.**

Adopting category-of-one practice skills is how I, along with nearly 400 FPC clients, have been able to build freedom practices without competition worries. Competition doesn't exist

when you raise your stature to the category-of-one level. Patients see their FPC doctors as a different breed. They recognize value in the guidance they receive.

Please understand that a person who becomes the patient of an FPC doctor *already sees a commodity doctor* ... and maybe several. Such doctors might include a GP, a chiropractor, an acupuncturist, and so on. They can help within their niche.

Yet, the patient still works separately with an FPC doctor, pays cash for the opportunity, and never thinks of it as a medical expense. That same patient will often complain about the smallest copays for commodity-doctor visits!

So, what's the difference?

Patients of FPC doctors are hungry for knowledge, guidance, and empowerment, and they're getting this delivered. They're not enjoying those benefits from their commodity doctors.

Stay with me to further understand how you can *create* your ideal patient.

Success Pillar #4: Create Your Ideal Patient

Wouldn't your practice growth be easier and more enjoyable if you were in control of attracting the ideal patient? Can you build a highly successful practice without first being in control of how many new patients you work with each month?

If you run an insurance-based practice, you might find it easy to gain new patients. *They often find you* because your name is on lists of insurance takers. But that's not a good reason to have someone seek out your services.

Believe me ... you don't want to attract individuals with the mindset of choosing a doctor just because they can get services for a pittance. That doesn't promise a committed and accountable patient.

Trying to Shake off Addiction to Insurance Income?

If you've been relying on insurance income, you'll soon discover the need to learn how to attract new patients. Wow. Under-graduate and post-graduate training never taught you how to do that, did they? But don't fret. I'll explain how you can control the number of new patients you want to bring into your practice monthly. I'll also explain how you transform new prospects into ideal patients who will:

- see your expertise and guidance as the unique value you deliver
- be willing to invest their own money to hire you, and
- be willing to co-labor and commit to doing their part.

Just imagine how much easier it will be if 90% of your patients commit to your long-term recommendations, show up for their appointments without reminders, and regard their relationship with you as a financial investment rather than an expense. How much better their outcomes will be!

So how do you do that?

Consider first how the typical person in your community—heck, in the whole country—thinks about doctors and healthcare. Isn't it true that most believe in seeing a doctor only when they have symptoms? After all, that's what the word "patient" reflects—someone who has symptoms or has been diagnosed with a condition. And it's a doctor's job to treat patients!

Further, because people in your community have been trained to expect you to fix them so they can get on with their lives, it makes *you* responsible for their health. It means dependency rather than self-responsibility. Co-laboring in their own care and changing their lifestyle habits barely crosses their minds. What a cramped mindset!

Why Think *Client* Instead of *Patient*?

Since use of the word *patient* implies a less-than-ideal mindset from almost every angle, from now on I'll refer to those who work with you as *clients* or *practice members*. That's what we call them at FPC. And it matters. It's a first step in breaking traditional molds in the minds of patients—and doctors!

Client represents someone who seeks your professional help to better themselves. They don't just have you fix them when they're broken. *Client* also implies an exchange of value ... a worthwhile cash investment for the guidance received. Qualifications for insurance coverage plays no role here.

The "Insurance Entitlement Trap": Another Piece of the Cramped Patient Mindset

The typical American mindset about healthcare didn't arise by accident. The insurance conglomerates, Big Pharma, and the corporate world of healthcare made certain it happened. These oppressive groups could never enjoy the astronomical profits they earn, year after year, without keeping fear in the public mind. They've done everything possible to teach that we all get sick and will need medication sooner or later. Also, that we have no real control over our health because we can't fight genetics. Moreover, if insurance doesn't cover it, it must be quackery ... another fear gambit.

Above all, patients have been taught *they are entitled to your care* just because they have insurance coverage. Talk about making things difficult for the doctor! Is it any wonder doctors become frustrated working within the chaotic Oppression Model? The oppressors keep the public blinded. They profit from managing the public's symptoms while *ignoring protocols and education that would actually allow people to enjoy abundant health*.

What do the oppressors fear most? They fear the doctor who stops acting as a subordinate director of goods and services and becomes a "doctor + mentor" ... a DoctorPlus. This doctor educates, guides, and empowers patients to take control of their health. A patient also realizes that a DoctorPlus is a true expert in the health field and not just a palliator of symptoms.

The patient who joins forces with a DoctorPlus steps out of the disease-management model and into the health model. He or she becomes a “client” of the DoctorPlus, recognizing true expertise and guidance that commodity doctors don’t provide.

I’m not necessarily advising you step all the way back from insurance. This is a case-by-case decision that FPC can help you with. What I’m proposing is that you no longer depend on insurance to keep your doors open. Such dependence can be scary. All the control is in oppressor hands.

If you want to run a 100% cash practice, you have that option. It’s one that many of our clients choose. Again, insurance has its place and you may opt to continue with it for specific services. Just don’t bet the farm on your income security or your sanity.

Nurture the *Client* Mindset

Should you become a DoctorPlus, how can you ensure that every person who walks in your door has a *client mindset*—or at least the hint of one—rather than a *patient mindset*? It’s all about **pre-education**, your next-step **consultation invitation**, and **prospect self-exclusion**.

I’ll get to pre-education and the consultation invitation, but first, what do I mean by *prospect self-exclusion*?

Some prospects will remain “patients” because of the mindset they cling to. They just won’t accept much of what your practice offers or recommends. *Frankly, you needn’t worry about such folks.* They still have their commodity doctor(s) to fall back on! Plus, they will take comfort in not having to take personal responsibility for their health.

So, once again, how can you ensure that every person who walks in your door has a *client* mindset instead of a *patient* mindset? Here’s an instructive sketch describing what I’m doing that may serve as a springboard for *your* action:

As you read this mini book, *I’m pre-educating you* about a better way to practice. You may have started your reading with a particular mindset or bias that you carried from years of mental conditioning through your parents, your education, your colleagues, and your friends. Not all of your conditioning has served the best interests of your business and your life.

Since you’re still reading, *you’re starting to envision your doctor and business roles differently.* Maybe you’re even open to *doing* things in another way. You see, I’m trying to accomplish two things here:

1. pre-educate you to disrupt some cherished or subconscious beliefs that hold you back from the freedom practice you deserve, and
2. outline compelling evidence that should help you realize you now have an opportunity to build a better practice and a better life.

I'm investing my time pre-educating you *as a prospective client*. You might see this as an opportunity to achieve your dreams even if you started reading this book with skepticism. Once I help you shift away from your business-detrimental beliefs and reveal a better practice option, you might take me up on the opportunity I'm offering you.

See? That's what's going on between us right now. But let's reframe the sketch to reflect *your* prospective clients and *your* offer to them.

Pre-Educate *Your* Prospective Clients to Offer and Receive Better Value

Let's say your particular offer is for prospective clients to come into your practice for a consultation. **Wouldn't you prefer to occupy your consultation slots with prospects educated about your approach, how and why you're different, and what to expect concerning insurance, commitment, and long-term outcomes? Of course you would. As a collateral benefit, good pre-education will also filter out prospects unlikely to be a good fit.**

Therefore, your pre-education content and approach need to be first rate.

It's not effective to educate people *during* your consultation. They must have critical information ahead of time so they can assess and follow your recommendations. If you try to stuff pre-education into a consultation time slot, you will lose the advantage of a prospect's natural tendency to *self-exclude* while clinging to a patient mindset.

Thankfully, when you pre-educate potential clients using FPC guidelines, you'll know that most of those who do sign up for consultations will be ready to accept your recommendations.

But What If Your Patients Don't Value Their Health?

Because of the common patient mindset, many doctors conclude their patients don't value their own health. Plus, because patients complain about paying out of pocket, it must mean they don't see the value in their doctor's services either, right?

Not quite. Patients may not see the value in your services, but they *do* value their health. They just don't see their commodity doctors as delivering the big gains.

Here's a question for you. If someone is overweight, has no energy, experiences low sex drive, has lost self-confidence, and is on three meds (meaning they are sick and feeling crappy), who are they going to seek help from? *If you give them the choice* between a personal trainer and a doctor, they will more than likely choose the personal trainer.

Why is that?

Because they think of the trainer as a guide and mentor who can empower them to get in shape, increase their energy, improve their sex drive, and regain their self-confidence. And if they follow that trainer's recommendations on cleaning up their diet, they might even get rid of some or all of their meds.

People generally choose a commodity doctor when they have specific symptoms they want to eliminate. They believe that personal trainers offer health while doctors fix “boo boos.” And here’s the kicker. These same individuals will moan about pulling their wallets out for the doctor but not think twice about investing \$500–\$1,000/month for a personal trainer.

In truth, your current patients will invest in their care so long as it’s about getting them to their hoped-for destination and not just about being treated from your menu of services (to which they believe insurance entitles them). In your pre-education sessions, you must address a prospect’s implicit willingness to invest money and effort. You must be a guide that helps them regain health. You don’t just remove disease symptoms. *This is all part of your category-of-one reinvention.*

If your prospects can recognize the long-term outcome or destiny they want to reach, they will no longer see you as an expense, but as an investment. So, they will come to your consultations prepared—as a client!

As a side note, you’d be surprised about the number of people in your community who are dismayed with the current healthcare model and have been praying to find a different breed of doctor ... a DoctorPlus. *But how can they come to know about you unless you extend an effort to reach them and teach them?*

So, Exactly How Do You Pre-educate Your Client Prospects?

There’s more than one way, including a mini-book approach like this one. By far, however, the most effective way is to get your community prospects in front of you for a staged pre-education event. The two types of stagings we use at FPC are *in-room* and *digital*. In-room staging is the easiest to implement and the most impactful. What follows is a CliffsNotes version of setting this up.

In-Room Staging

First, **you must know how to fill a room with the type of client prospects you’re looking for.** If you’re like most of my new doctor-clients, you may not be sure how to do this. It requires marketing and copywriting skills that I’ve learned to perfect over fifteen years. FPC offers consulting on this, as well as marketing, but you can also hire others to help you.

I cannot teach effective marketing or copywriting in this mini book without losing the book’s focus. But please know that **effective marketing and copywriting are a must if you are to control the growth of your practice.**

Here’s the good news.

FPC knows how to fill physical rooms. We teach our doctor-clients to do it too. We also teach you how to put *your* pre-education talk together through a proven, step-by-step formula *that will move most of your client prospects into scheduling their pre-paid consultations with you.*

Virtual Staging

The second type of staging is digital. This can take the form of live or recorded webinars, live Facebook events, or other live broadcasts.

Important differences distinguish in-room staging from virtual. With an in-room event, you'll physically face your guests and be able to hold their undivided attention for your entire presentation. Sometimes you may see the mood of the room fading. You'll learn to give folks an on-the-fly "serotonin injection" using attention-holding skills from your FPC toolkit. We can teach you how to read a room well.

That's all good.

In contrast, with a virtual event you don't have the same control to keep your guests online throughout your presentation. You likely have experienced this as a remote, online guest yourself. Distractions can pull you away in a heartbeat. This means "virtual rooms" are less compelling than physical rooms.

Still, virtual staging is effective for bringing a ton of new, pre-educated prospects into your practice. The advantage of the virtual stage is that your prospects can receive your initial training without leaving their private locations ... often their homes.

I highly recommend you do both in-room and virtual staging. Again, as a client of my company, you would receive all the education and necessary tools to implement these approaches. *You'll begin filling events within six weeks.*

Because our FPC clients use our pre-education process during staging, they don't experience the same challenges that so many other doctors experience when offering cash programs. Our doctors remove all of a prospect's concerns, perceived challenges, and questions about commitment and money *before that prospect ever walks into the doctor's practice.*

To conclude, if we end up working together, you'll come to master this pre-education process. Your prospective clients will no longer see you as just a commodity doctor, but as a guide to help them reach their health goals. And yes, they will understand that working with you is a financial investment, not an expense.

Success Pillar #5: Conduct the Perfect Consultation

Now that you've taken your prospects through a pre-education event, whether the live stage or the digital, your consultation slots will be booked with individuals who are much more inclined and willing to follow your long-term recommendations and invest financially into their health.

Now it's time to do your job and effectively communicate with your prospect to determine if working with you is the right fit...and vice versa.

Not everyone that schedules and consult will be the right fit. There are some who you cannot take to their perceived destination of health. Perhaps they have neglected their health for too many years and you just don't feel you can help, at least not at the level of their expectations.

There are others that after discussing your recommendations, simply aren't ready to make the life style commitment.

That's OK. The majority will be willing to move forward as long as you do your job.

This means mastering the art of communication. When you stop talking like a doctor and start having a conversation with your prospects, which includes listening, empathy, true interest and compassion, you'll experience a smooth transition from prospect to client.

Fail to do your job and someone's life is impacted in a very negative way. They walk out your door without getting the guidance they so badly needed and return to their challenges. Everyone loses.

Chris Voss is the author of "Never Split The Difference". This is a must read for all of our FPC clients. Chris is a hostage negotiator. In his line of work, if he fails to communicate effectively to the hostage taker, someone just lost their wife, their child or husband. When he fails someone dies.

In his book he discusses the human psyche, especially that of a hostage taker. Understanding this would be imperative if he was to be effective in securing the hostage. During his initial training it became obvious that his fellow negotiators understood this psyche well, but were simply not applying any real science as how to measure that effectiveness of their communication. None of them seemed to have a step-by-step process that gave them an advantage in winning the game. In this case, securing the hostage.

Chris looked at negotiation much like a chess game. He knew that if he understood the language of chess more than the hostage taker, he could always anticipate his moves, stay one step ahead, and eventually...check mate!

Because he simply couldn't accept losing someone, he took it on himself to take extreme ownership and become a master negotiator or communicator. By sacrificing time to learn effective communication, he saved countless lives and went on to be this nation's number one negotiator.

After reading this book for the first time I chose to take on the same responsibility as Chris did. I looked at those who came to me in hopes of a better life just like he looked at the hostage. If I failed to communicate and they walked out my door, then that's on me! No thank you. Not on my watch.

These people chose to come speak to me after first attending one of my events. They were well aware of how I was different, what my approach was and that they would be making lifestyle changes. They knew insurance wouldn't cover all of my fee, yet they came. Why? Because they saw me as a different doctor, not the same old commodity, but as a trusted guide. They scheduled their consultation to get my help. No, they were not coming in to kick tires and think about it.

My job was simple. Don't mess it up by talking "doctor talk". They're not impressed. I learned through years of study and over 5,000 consultations the science of communication that would lead the majority of my prospects accepting my offer of help.

Our clients have extensive training in the art of communication and follow the exact step-by-step process I put together after 8 years of refinement and iterations. Because of this, the majority of those who seek their help, accept their recommendations and commit to care.

This is not difficult, but simply requires a willingness to learn and implement. Chose to “wing it” and you’ll continue to struggle. Professionals don’t wing it, they prepare. Your prospective clients will know whether you’re an amateur or a professional very quickly by the way you converse with them.

If you become a client, we got you. If not, begin with Chris’s book as your foundation and build on this. Please take this very seriously. Without this skill you’ll never help as many people as you should.

Success Pillar #6: Package Your Services

This rule doesn’t imply offering multiple visits or specific treatments in a packaged form. Examples of that are offering twenty-five chiropractic visits over a course of time for a discounted fee. Or, twenty neurofeedback sessions, twenty IV cocktails, etc. That’s not the direction I’m advocating for you. Such approaches just amount to packaging *within the commodity model*. In such cases you’re attaching value to your treatments and services rather than the desired outcome.

Please understand that what you package can include specific treatments, supplements, diagnostic tests, follow-up visits, and education. But this is just the plane ride to get your client to their hoped-for destination. Although the plane ride is necessary, *the value lies in reaching the destination*.

If “Sara” Comes into Your Office

Think of it this way. Let’s say a 46-year-old female, Sara, comes into your office with a barrage of symptoms including fatigue, depression, overweight, chronic inflammation, and decreased libido. Understand that Sara isn’t in your office only to remove some of her symptoms; she is secretly looking for someone who can help her get her life back!

She wants to feel pretty, to have confidence, to have intimacy with her husband, and to play volleyball with her daughter. She wants to become a super mom or super wife. **This is her hoped-for destination.** She has less interest in specific treatments you might offer. She just wants to depart from her sad state, right now, and arrive at her hoped-for destination of super mom/super wife.

Her destination ... we’ll call it Fiji ... is where she would find great value and be willing to invest to get there. If you try to place value on your treatments and symptom relief only, she will walk out of your office saying, “I’ll have to think about it.” Why? Because she sees your offer not as an investment but as an expense that she can’t justify. You tried to sell her the plane ride instead of the destination she is hoping for.

What Do Your Patients Really Care About?

Let’s take this example further. If I should happen to refer Sara to ten different practices that have extremely competent doctors who offer slightly different approaches, she will probably

receive up to ten different recommendations. They might involve different protocols or treatments, supplements, and so on.

As long as each of the ten practitioners also addresses Sara's personal responsibilities towards her daily lifestyle, she will likely reach Fiji even though each doctor chooses a somewhat different course or plane ride. After all, it's possible for different approaches to help people reach the same health goals.

So, you need to ask yourself, Do my patients care what my specific treatments are, or are they only interested in getting to Fiji?

I hope your ego doesn't get bruised, but the correct answer is they just want to get to Fiji. They don't care how your airline gets them there. So why attach all your value to your services—the plane ride? Heck, the plane ride to Fiji is only \$800, but the trip itself is worth \$9,000.

Consider the Orthodontic Model

To stress the point, think about the orthodontic model. Does the orthodontist place value in the plane ride—metal cusps, wires, rubber bands, and a series of visits—or is the value in the destination, which is a beautiful and confident smile? An orthodontist knows which is best and therefore *never* emphasizes the value of the braces.

You, too, will come to understand that the **destiny-packaging model** is the answer to meeting your client's true needs while allowing you to conduct your business on your terms. **You will find that this model brings your client in as a partner in health**, one who assumes personal responsibility and holds themselves accountable for the daily health decisions they make.

The Impact of Failing to Educate Fully

In contrast, the traditional treatment model addresses symptoms but **fails to fully educate the client** about why they are unhealthy and how they can play a crucial role in achieving breakthrough outcomes. One thing I learned about health education from my early practice burnout ("My Story", chapter 4) is that

- people learn best in a structured format, and
- they must invest to gain the profound knowledge you pass on to them.

Give away your expertise—your knowledge—and its perceived value drops like crazy in the eyes of recipients. This is one reason patients end their care early, don't follow recommendations, and don't hold themselves accountable.

To effectively educate a client means you provide a complete and structured educational curriculum with classes, videos, and workbook materials. The curriculum is far reaching and not given away for free. It comes with a tuition investment.

It's fantasy to believe that a doctor can provide effective, visit-by-visit verbal education that might contain a few handouts. And because such education is a giveaway, the client assigns it

little or no value. And they would be right. Such a rudimentary educational process has little long-term impact on a client.

FPC Offers a Packageable Educational Curriculum

Don't worry. As an FPC client you'll be able to implement our complete curriculum already built for your use. This educational component will help position you as a **category-of-one** doctor ... a DoctorPlus. To package your services means you're willing to be candid with your clients about what you expect from them if they are to reach their goals. Such expectations cover personal responsibility, time dedication, and financial investment.

You, the practitioner, must exhibit your mentorship—your expertise and capacity to guide—in order to convey the value of your packaging to your prospective clients. And you must do it *before* asking them to engage in your care and recommendations. A practitioner who tries to do less discloses a lack of integrity and personal responsibility toward those who trust you. They have a right to know, up front, what goals they can reach, how it will happen, and what the financial commitment will be for a fair exchange of value. It's not your job to pre-judge whether any prospective client will apply themselves or whether they can afford your recommendations. Your job is to lay it out so *they* can decide. If they can't afford your recommendations or see a fair exchange of value, they will *exclude themselves* from consideration.

The Impact of Asking Patients to Invest in Themselves

If you fully depend on the insurance model, you usually recommend covered services to your patients. This means you haven't had to ask them to invest in themselves. But suppose insurance doesn't cover those same services and you must ask patients to invest. You might then hear yourself saying, "I just don't think this prospective client can afford it." Such a judgement would have little to do with the client, but everything to do with your personal struggles with money and how you value your services.

Most doctors think that way because Big Pharma and the insurance conglomerates have manipulated them to ...

- stick with treating patient symptoms,
- recommend services and products based on what insurance will pay for,
- remain the front-line salesperson and distributor for recommend services and products, and
- avoid talking about money.

Indeed, the oppressors never want a doctor to grow comfortable talking about money lest they lose control of the money side of the business. They want the doctor to stick with services and products that continue to build great wealth for them. Insurance companies can't stay in business if people learn to be proactive with their health.

Assuming you have been empowering your clients rather than managing their diseases, you've likely found that insurance doesn't cover many of your services; for example, health

education and other proactive services or tests. Therefore, you need to receive compensation from your client.

If you're concerned that receiving compensation will leave you feeling like a sales person, I would ask you to put yourself in the shoes of an orthodontist asking \$7,000 for cosmetic services. No problem with that, right? Why so?

Because a beautiful, confident smile is worth every bit of \$7,000. By the same token, isn't it worth a substantial client investment to take that client to a new destiny of health ... to become a super dad or a super mom?

If you hesitate to receive money for your expertise, I suggest you may not see your mentorship value. One way to determine this is by asking yourself whether you would personally invest your money toward whatever it is you're offering. If you would hesitate to invest, you should probably decline insurance money too. After all, you would not be fostering an equal exchange of value—by your own admission.

While I Was Still in Practice ...

My average case value was about \$8,000 dollars. I had no problems with my fee, nor did my clients. We signed up 30–34 new clients every month, bringing in between \$250,000 to \$300,000 dollars every thirty days. We achieved that here in San Antonio, Texas, where the average household income is just \$48,000. That's not per capita; it's total household.

My clients weren't rich. These were the same folks paying \$7,000 for braces, taking trips to Disneyland, and supporting the growth of Starbucks®. So, if you're in a community where the average household income is only \$48k and you have Starbucks and successful orthodontists, great news! You have plenty of folks looking for you and willing to pay for your expertise.

And here's more great news.

By asking your clients to take personal responsibility and invest in themselves, you will find that their compliance improves, their respect for you as a mentor and expert increases, and their personal respect and value for themselves grows. They will also see integrity in your being candid with them. That's a characteristic they will come to demand in all their doctors.

I have always found it amusing how cosmetic dentists, orthodontists, and practitioners of cosmetic services can so easily build highly profitable cash practices. They don't whine that insurance doesn't cover this or that service. They enter their niche knowing insurance reimbursement is off the table and they will require their clients to come up with the money. **If clients value your services enough, they will find the money.** That's the key to understanding why some physicians thrive in their cash practices while others struggle. So, render your services valuable!

Packaging Recap

If you try to sell services rather than client destiny, you will find your prospective clients unimpressed. They have little or no interest in your services per se. They are only

interested in whether you can help them reach their goals. Yet they may not know how to express that and you can help them.

Imagine an orthodontist trying to justify his or her fee by explaining the value of all the hardware pieces he or she uses to assemble braces. Of course, that never happens! The orthodontist spends no time discussing hardware. Instead, he or she sticks to what the outcome will look like (a beautiful smile), the time required to reach that goal, and personal responsibility during and after the process. The beautiful smile is where your client sees the value and is willing to invest in it.

The orthodontist's packaging approach is of course tailored for orthodontists. At FPC, we will work with you to design *your* unique package for whatever niche your expertise covers. This simple packaging pillar is what takes our FPC clients, *in the first twelve months of implementing our model*, from a five-day workweek to a four-day workweek while doubling or tripling their practice collections. You win, your staff wins, and your patients win.

Success Pillar #7: Build a Superstar team

If you've embraced the goal of having your business work for you, you must build a superstar team. This is what will allow you to earn income while away from your practice. **As long as your business constantly depends on your presence, you'll be stuck in a glorified job.** You'll lose your freedom to live an abundant life outside the practice.

This means you must develop and train each member of your ace team to run your practice as if it's their own. It never fails to amaze me how many prospective clients insist it's just too difficult to find the right staff. To get to their core concerns, I ask them these simple questions:

- **What is your hiring process, how many steps must an applicant go through, what specific tests do you give them, and which team members conduct the interview process?**
- **Do you have weekly team training? How many hours do you set aside for it? What are your training topics?**
- **Do you have online training for each team member *and the manuals they follow that explain their duties?***

As you might guess, I get no response as a rule.

So, who's fault is it that you don't have a superstar team? You're responsible for hiring correctly and training on a weekly basis. If this is not happening, don't expect to have a winning football team. You're not getting to the playoffs, let alone the Superbowl.

Here's another key question.

How do you financially bonus your team members? Have you set up parameters that encourage them to step upward, beyond minimum requirements, to help move your practice into

constant growth? Do you create tangible opportunities for those who work for you to develop their careers, within your office, and to fulfill both their personal and financial goals?

If you want to develop an “A” player and keep them for life, you must offer them the opportunity and training for both personal and career growth. If you’re not training them and giving them the chance to better themselves, they will eventually leave you to find an employer who will. Here’s an example of what this looks like when done properly.

In 2011, prior to selling my practice and working to build Freedom Practice Coaching full-time, I needed another front-desk person. We ended up choosing a remarkable young lady named Mary. Mary moved through our hiring process with flying colors. I had a great feeling about her contribution to my practice. Although Mary’s previous work experience came from the food service industry, her experience didn’t bear on her qualifications. We would train her in freedom-practice skills.

We agreed on \$36,000 as a *value of exchange* for the front desk position, to be reviewed in ninety days. We also discussed the training we would give her and what her opportunities were to earn much more through “stepping-up” and treating the practice as if it were her own.

In the first year with my team, Mary ended up earning \$55,000 as a front desk staff person. She did this through adding monthly bonuses.

Fast forward to mid-2018. Mary became the chief operating officer here at Freedom Practice Coaching. She now earns more income than most doctors and has the freedom to set her own schedule. That allows plenty of time with her family.

Mary became a superstar player because she was cared for, intensely trained, and well rewarded. It didn’t happen by accident.

You may be thinking, “Wow, I don’t know how to train my team or what specifics to train.” I can tell you this. **If your team is to run your practice, they need to know everything about running a practice.** If you’re an FPC client, we personally train each of your team members. This is how we can guarantee your investment with us and ensure we keep our reputation for building the most successful practices across America.

Success Pillar #8: Adopt and Manage Key Performance Indicators

Have you ever hired a business coach that didn’t review your key performance indicators weekly? Can you see why it’s impossible that a coach can recommend the right actions if such indicators are unknown?

Imagine an NFL football coach making critical decisions going into a game without knowing every player’s stats, the overall play stats, and so on. No one could blame the team’s likely loss on the athletes alone. The primary source of the loss would be the coach’s failure to run the show according to the key statistics. Such a coach likely wouldn’t be employed for more than one game.

It's impossible to coach a client, an athlete, or anyone else looking to master anything, without managing key indicators of success. We teach our clients how to use key indicators for healthcare practices and, as coaches, review them weekly. We also hold our clients accountable for using pertinent facts, not emotion, to make decisions.

Manage Your Business with Empirical, Measurable Evidence

Your practice is a business. If you are in business to make a profit—a substantial profit—every critical decision must be based on *empirical, measurable evidence*. Otherwise, you'll find yourself on a roller coaster ... first up, then down ... a great month, then a bad month. This leads to emotional turmoil and lost profits. It does nothing but promote insanity.

If you run your business using key statistics, you can expect to continue on an upward trajectory without the emotional roller-coaster ride. Let me cite an example of the statistics you should use within your practice.

Let's start with your monthly revenue goal.

Hopefully, you're starting your month with at least this one number. In our example, let's propose your goal for this month to be \$90,000. How are you going to ensure you hit this? What information will you need to give you the best chance of reaching that number? Here are a few of the key statistics you will need:

- average case value per client
- average cost to gain a new client
- average close rate per new prospect to become a new client
- number of new consultations required to hit the goal
- number of working days in the month, and
- average collections required per working day.

As you can see, with this kind of information we don't enter each new month banking on hope, but with solid plans that break down what we need to carry out daily. Such daily implementation and action lead to hitting your goals. You get little or no value, or useful planning, from waiting until the end of the month to review your numbers.

So, my question to you is this. How many of these critical stats are you now using in your practice? Personally, I could never have built my practices or the business I currently have without being guided by the right numbers. I don't let emotions make my decisions. Nor do our clients. **Each FPC client is assigned his or her own personal director**—one who's been in the trenches—who looks at their client's stats every single week.

Because we guarantee our fee based on your performance and growth, we treat you and your practice as if it's our own. We keep our fingers on the pulse of your practice at all times by knowing your key stats and using them to guide you into consistent growth. You thus avoid the pitfalls that always trap those who attempt to build their businesses without using key data.

* * *

So there you have it ... the eight mandatory pillars for building a freedom practice. I know it's a lot of information to cover in one sitting, but we've only scratched the surface of what's possible. Hopefully it has been enough to help you focus your thoughts to recognize that your business needs to follow these entrepreneurial rules ... that is if you are to generate true wealth, gain your freedom, and provide the highest level of experience for your clients.

6

SO, WHAT'S NEXT?

If you found this material compelling and are committed—not just interested—in raising your practice to a much higher level (think 10X and freedom), I would suggest you take the next step and schedule a discovery call.

In this call you'll learn more deeply about our model, how you can implement it within your practice, and whether it could be the right fit for you. Prior to your call, we will ask you to give us your **Practice Analysis** data. Completing this form will only use ten minutes of your time. Yet, it will offer us with a foundation to build on. From here, we can project your performance in terms of where you are now, both professionally and personally, and where you are likely to be in the next three years ... that is if you stay on the same path.

Next, we will show you how to capture unrealized revenue and free up time in your current practice model. You'll get the full picture of how our FPC model works and how you can position it within your practice to ...

- **double or triple your revenue within twelve months of implementing our system on a four-day workweek,**
- **free up your time to spend with your loved ones, and**
- **make a bigger impact with your clients so they stay with you and refer.**

From here, we will decide if it makes sense to fly you down, on our dime, to spend a day of discovery and training here with us here in San Antonio. As I mentioned earlier, we'll also take you to one of our client's practices where you'll see first-hand how the model works.

You've just invested your time reading my message of how you can build a freedom practice and why you might want to. Don't you owe it to yourself to continue your research and discovery to make the next three years the best?

If you are committed to taking your practice and your life to the next level, schedule the call. Don't put it off another year hoping you'll figure this out on your own. Procrastination may cost you a large chunk of income. More importantly, it may steal precious time away from living your dream.

Isn't it time to earn what you deserve? Isn't it time for your dedication and excellence to pay off? Furthermore, don't many people count on you?

Try not to overthink this. If you feel resistance, good! This is a sign that you may be stuck in a comfort mode and you're fearful of change. Successful entrepreneurs don't succumb to fear and resistance, but move through it to earn the best of what life has to offer. It's up to you.

Are you happy with where you are with your practice, your income, the quality of your patients, your lifestyle, your freedom? If not, are you ready for a brighter future? A future of certainty, where your income can be controlled. Where you call the shots. I doubt you sacrificed all you have up to this point in your career to just be “doing good.” Why not “do great”!

Go to **Discover.FreedomPracticeCoaching.com/Freedom** to get your Discovery call scheduled. Also, for the opportunity to secure one of the limited slots we have available at our complimentary Discovery Day trainings.

Not ready for the call but would like your questions answered?

No problem. Just call **210-330-5332** and your questions will be handled by someone on my professional team.

Thank you for investing your time with me. I look forward talking with you soon ... and for you to take me up on my offer to help you take the next step.

Let's revolutionize healthcare together!

Best Regards,

Charlie

P.S. We will not sell you anything on this call! There is nothing to buy at this point in our relationship. So, please relax knowing that this call is to help us understand your current situation, where you want to go and if our model is one worth pursuing. We are here to be your liason into researching your options into creating your own freedom practice.

“Freedom Practice Coaching has been the most valuable investment that I’ve ever made. It has been the single most impactful thing for the bottom line and the revenue in my practice. It works.”

- Sheila Kilbane, MD

“I know how to get people well, FPC taught me how to run the business. They taught me a model that works and they hold me accountable. Not only that, but they taught me how to work with my staff and how to become a good leader.”

- Roy Hall, MD

“They have helped me in all aspects of the business, theres a coach for every aspect. Having this type of support has been phenomenal, I don’t have to figure out how to do something because I have team of coaches that can guide me.”

- Mike Smith, ND

“I had no business experience; with FPC’s help, we were able to make a profit within two weeks of opening. They have supported us every step of the way. I don’t have the words to fully capture how valuable Freedom Practice Coaching has been to my team and I.”

- Ana Maria Temple, MD

“In two short years, the coaching and support I received from the FPC team completely transformed my practice from a small startup into one of the top wellness clinics in Austin.”

- Trevor Botts, DC

