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Scale Your Clinic

Jeff Van Kampen

Thank You –

To Scott Oldford for all his guidance early on. Without him, none of this would have been possible.

To all our Chiro Masters for sharing and practicing the chiropractic message. In a time with so much illness, disease and sickness, your cause means more than the world can ever repay you for.

To the 3,000+ people our team has helped get under chiropractic care. We do not take the burden lightly and, like anything, we have strength in numbers.

To the entire Clinic Growth Accelerator Team for your dedication to our cause. Your relentless work ethic and unwavering support are things I can never fully express my gratitude for.

To Dr. Chris Zaino, DC for believing in our cause, and stepping up to make chiropractic the standard for healthcare. Your expertise, passion and love for the chiropractic profession is contagious and undoubtedly heard around the world.

To Nick Urso for your continued dedication and unmatched work ethic. I am grateful, everyday, that our fates crossed paths early on in engineering school. You've taught me a lot, but above all, you've reminded me that the only failure in life is quitting.

Forward

“Dude, are you understanding any of this?”

I turned and glanced at my friend who appeared as if he'd just seen a ghost. It was the first week of our freshman year and our very first day in physics class. The entire lecture hall was filled with a nervous energy that left the room completely still.

Math was always my strong suit, but even I was feeling a bit uneasy about all this new material we were learning. Everything looked foreign, like a different language, and there seemed to be more shapes and letters than there were numbers, and this was only day one.

Everyone in the room was scrambling to jot down as many notes as possible, knowing that if they didn't, there was no chance they would remember anything by the time they were back in their dorm room.

“Why is he going so fast? What are all these equations?” I thought to myself, “he hasn't even told us how or why this stuff is important!”

I was worried. This was not like my other classes; this guy hasn't even explained anything at all!

My thoughts were running a mile a minute and then, just like that, the professor abruptly stopped. He lowered his hand from the chalkboard and turned to face the class.

Everyone remained silent, eager to hear what he was about to say.

“Many of you are probably wondering what's going on, and more importantly, why does any of this actually matter?” The professor said.

I could see the entire class nodding shallowly in agreement.

“Imagine if, during this entire class period, the only things that I wrote down on this board were equations, symbols, letters and numbers,” said the professor, “how many of you would truly understand what I’m talking about?”

The class sat there quietly. Was this guy finally going to explain himself?

“When you are on earth and you hold an object up in the air and let it go, it falls, which is the basic and fundamental principle of gravity.” he continued “in physics, there are all sorts of equations and symbols and letters that can help us calculate the gravitational force on the falling object, the velocity, acceleration, resistance – you name it, but the principle always remains the same – the object, when released, falls towards earth.”

I could sense the mood of the room drastically shift. Finally, something we could all understand.

“See, the principles of physics are far more important than the equations” said the professor, “you can always google the formula, but once you grasp the principles of physics, you’ll truly understand the way the physical world operates around you.”

Much like my college physics professor, when I decided to write this book, I wanted to take a more evergreen approach and reveal powerful business, mindset and success principles that will work today, tomorrow and the rest of your career in practice.

I didn’t want to, nor did I spend any time on the latest “hype-tactics” or the “new get rich quick scheme.” The world has changed, technology is at our fingertips and the entire consumer marketplace is continuing to evolve, but the principles of psychology, business and success will always remain the same.

By the time you are done reading this book, you will understand so much more about why some practices continue to thrive and why others are struggling.

Contained within these pages are the concepts and ideas that are responsible for helping build one of the largest clinics in the world, and are continuing to help countless docs reach the 7-figure milestone in their practice. Inside, I pull back the curtain to share some of the necessary mindsets, behaviors, concepts and strategies that are sure to help you reach your full potential in life and practice.

Contents

Section 1	Clinical Economics	Pg
01	Core Functions	14
02	Three Ways to Grow	18
03	Profit Levers	22
04	Pricing & Fees	26
05	Acceptable Metrics	30

Section 2	Effective Advertising	
06	Market Sizes	36
07	New Patients For Free	40
08	Indefinite Advertising	44

Section 3	Maximizing Ad Dollars	
09	Four Pillars of Lead Nurture	50
10	Effective Follow-Up	54
11	Implementing Automation	58

Section 4	Sales	
12	New-Patient Sales Process	64
13	The Pre-Sell	68
14	A Simple Sales Formula	72

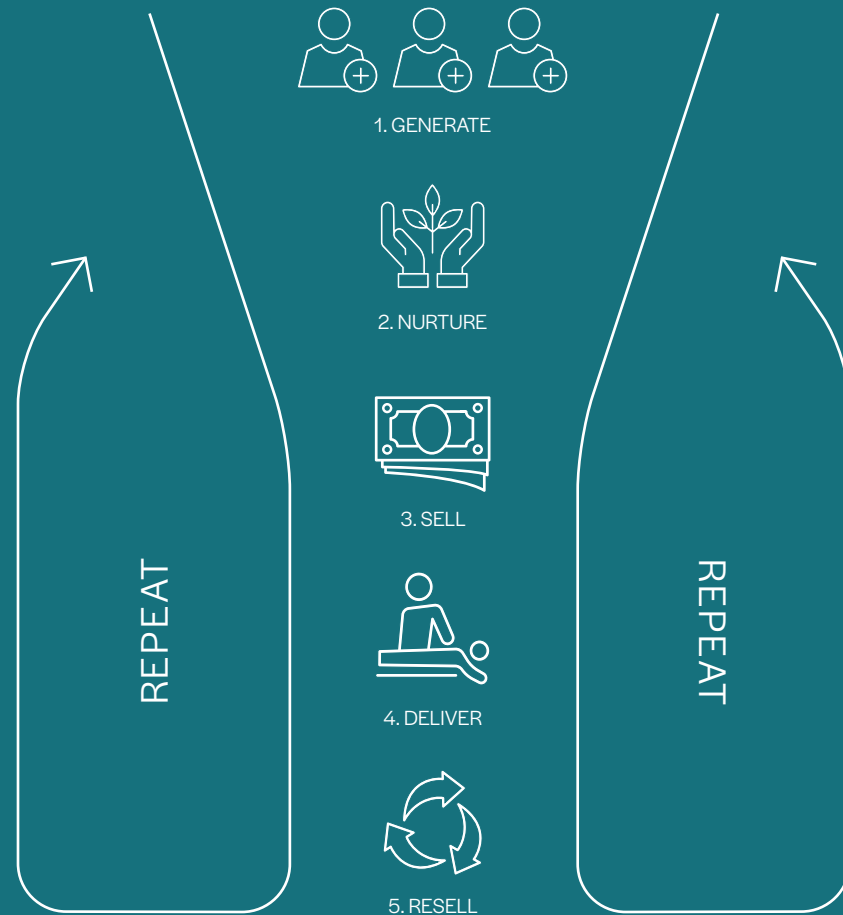
Section 5	High Performance Teams	
15	Core Functions of Hiring	80
16	Marketing To Your Team	84
17	Defining Roles	88
18	Managing Your Team	92

Section

1

Clinical Economics

01 Core Functions



Many moons ago... I thought a business only had to do three things: generate leads, sell and deliver the service.

One day I had a coaching session with one of my early mentors, Scott Oldford, who is notorious for his multi-million dollar launches and high-level coaching programs. On our call, he showed me how to view a business from above and how to breakdown each of the specific core functions that a business **MUST** perform in order to be successful.

1. Generate Leads

You have to be able to generate DEMAND for your clinic. Producing consistent and qualified new patient leads is the #1 challenge in most businesses, which is why a good portion of this book focuses on this topic.

2. Nurture Leads

Once you generate demand and secure an initial point of contact, you have to bridge the connection between you and your prospect. The goal here is to create enough trust and urgency to maximize your new patient show-up rates. This could be for an initial in-person appointment, phone call or the first step in your new patient sales process.

3. Sell (Convert)

Now that someone has expressed interest in working with you and made it to your clinic, what's next? You have to get them to commit. The only way you can truly help someone is when a commitment to care has been made. It is your duty and responsibility to deliver substantial education, value and reason as to why signing up to become a patient at your office is the only viable solution to getting their health and wellbeing back on track.

Some thoughts to consider: What questions are you going to ask them? What needs to be established on day one? What are some objections or hesitations that might impact their decision-making? How will you convince them to invest their money, time and resources into YOU specifically?

4. Fulfillment/Delivery

Virtually everything learned in chiropractic school falls into this core function. This is where you deliver your care and promises to the patient. Keep in mind that your patients are buying an experience and emotional support just as much as the actual care; it's important to consider that in your delivery.

5. Resell & Retain

After the initial phase of care is complete, you're going to have to resell patients on further care so that they continue to be a patient in your office. In most cases, you will be reselling additional visits in a package (ex: 12 visits) or in membership style form (monthly auto-debit). Reselling happens at every visit, and each month patients are going to evaluate if they want to continue care. Your job is to continually demonstrate value, education and entertainment in order to minimize turnover.

TO CLOSE

There are other facets of your clinic – bookkeeping, accounting, supplier management and tax planning, to name a few. But those can all be outsourced or internally hired. Your job, as the provider and as the leader is to keep your eye on the BALL – attracting, selling and retaining patients. When you are GREAT at all 5 of these core functions, you will have a thriving clinic! One that will make you any amount of money you desire and allow you to live freely, by whatever that definition means to you.

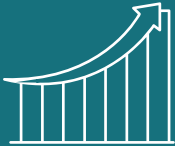
02 Three Ways to Grow

1



Acquire

2



Ascend

3



Resell

There are
only three
ways to grow
your clinic.

I'm serious.

Perhaps you're thinking... "Jeff, you're lying! There are a MILLION ways to grow my clinic!" When I first heard this, I didn't believe it either.

Put simply, in order to grow your practice, you need to get more patients, make each patient spend more or make them spend more frequently.

1. Acquiring More Patients

This first one is pretty simple: if you get more patients, your business grows. It's as simple as that. If you're currently seeing 100 patient visits per week and you double to 200 per week, your practice (and revenue) grows.

2. Increasing The Average Fee For Each Patient

This is perhaps the most overlooked aspect for MOST healthcare providers. In fact, most docs price their services according to the time it takes to deliver their service rather than the value received from the service. Remember, what you charge has NOTHING to do with time and everything to do with the VALUE you deliver.

Additionally, if you have 200 patients on a recurring wellness plan of \$125 a month, and you get half of them to take an upsell that upgrades them to \$250/month (for extra services, nutrition and therapies) you just grew your clinic. You didn't increase your number of patients, but (magically) your practice grew.

3. Increasing The Frequency of Purchases

There are two different ways of looking at this...

The first is ADDING the number of available items in your clinic so that you INCREASE the number of opportunities to upsell current patients on additional services. A typical patient may also benefit from nutrition counseling, supplements, in-house massage or decompression and other therapies.

The other way, and likely the method you are familiar with, is to build a recurring revenue model focused on retaining patients for further care after their initial treatment plan. This is commonly referred to as maintenance, lifetime or wellness care. Adding a recurring revenue model will also help minimize patient turnover and increase patient lifetime value.

TO CLOSE

Once you master these three concepts, you will have the ability to build an endlessly thriving practice, without worrying about cash flow or a slow month of collections.

So ask yourself, which of these levers can you pull on TODAY that will increase how much money you earn, virtually overnight?

03 Profit Levers

LESSER PROFITS

\$

GREATER PROFITS

\$\$\$



PRICING & PACKAGES

- Corrective
- Maintenance

- Corrective
- Corrective+
- Maintenance



BILLING CYCLES

- Monthly

- 28-day
- Weekly
- Bi-weekly



PLAN DURATION

- 12 months

- 3 months

This section provides an insider's look into some of the pricing and billing strategies we teach inside of our signature program, Clinic Growth Accelerator.

1. Pricing & Package Levels

Most clinics have two sides of the coin when it comes to pricing: corrective care and maintenance/wellness. But what about patients that are willing to pay a premium to receive more? How do we compensate those folks?

Develop a premium package such as a corrective+ package! Some add-ons for your premium package might be: diet and nutritional consulting, lifestyle education, massage therapy, hydrotherapy, decompression, manual therapy and others.

In every practice, there are 5-10% of patients who are willing to pay MORE to receive MORE, even at the beginning of the relationship. And guess what – they're willing to pay significantly more! Making your price points notably different will not only help you serve your patients at the level they want, but it will also help you increase your average patient lifetime value without adding any complexity to your business.

2. Wellness Billing Cycles

Almost all (99%+) of clinics bill monthly for their maintenance plans. It's pretty much the industry standard, but that doesn't mean it's the BEST strategy. Here's some fun math...

There are 52 weeks in the year,
and 4 weeks in a month.
That means 12 months... Right?
WRONG!

52 weeks per year / 4 weeks per month = 13 months (not 12 months)

This means, if you bill monthly, you're going to have 13 months of payroll (including if you pay staff bi-weekly), but you're only going to have 12 months of collections from your patients. In layman's terms, that means a whole month of payroll is coming right out of your bottom line... not cool, right?

The solution? Switch to a weekly or 28-day billing cycle and BOOM – an entire month of collections generated out of thin air! The reality is that most people will agree to pay the same price regardless of how often you bill, and if you're willing to adjust your wellness billing cycles, you will see an 8% increase in revenue with ZERO additional work.

NOTE

If you bill insurance for the initial phase of care, you can still implement a cash maintenance or wellness program to deliver continued value to patients after the initial phase is completed.

3. Treatment Plan Duration vs. Monthly Collections

Undoubtedly, there is a lot of variability in the way treatment plans are delivered, but there is a black and white relationship between treatment plan duration and profitability. Let's look at an example of two common treatment plan models.

Treatment Plan	Clinic 1	Clinic 2
Duration	3 Months	12 Months
Price	\$2,500	\$2,500
Visits	36	64
Collections Per Month	\$833.33	\$208.33
Collections Per Visit	\$69.44	\$39.00
Risk Level	Low (short duration)	High (long duration)

The economics of your treatment plans can have a dramatic impact on your business and life. What's interesting is that the treatment plan in Clinic 2 is almost double the work, for half the price. In addition, the price for a 12-month plan should be significantly MORE than a 3-month plan because it extends over 4x the length. That means you, as a business owner, are ASSUMING MORE RISK of the patient exiting over that duration of time.

By the time Clinic 2 reaches the 12-month milestone, they have collected \$2,500. At the same 12-month milestone, not only has Clinic 1 collected \$2,500, they have also had the opportunity to collect 9 months of additional revenue on top of the \$2,500, assuming many of their patients transition into maintenance after the initial 3 months to maintain their progress.

TO CLOSE

All this is to say, don't short yourself, my friends. Your services are valuable (often life-changing, for many) and they should be priced and structured so that your business can PROFIT accordingly, giving you the ability to serve more people.

04 Pricing & Fees

YOUR PATIENTS	LOW FEES	HIGH FEES
Emotional Investment	↓	↑
Percieved Value	↓	↑
Results	↓	↑
Demandingness	↑	↓
Revenue per Patient	↓	↑
YOUR BUSINESS		
Profit	↓	↑
Percieved Self Value	↓	↑
Percieved Impact	↓	↑
Service Levels	↓	↑
Team Conviction	↓	↑

There's a very essential relationship between your business pricing and the type of patients you attract. Have you ever noticed that the patients that pay you the most are often the easiest people to serve? And the folks that pay the least are a pain in your butt? This is NOT a coincidence.

Most healthcare providers price their services by looking around locally to determine what everyone else is charging and then price somewhere in the middle. After all, the middle is safe, right? While this strategy may seem good on paper ("I'll be competitive!"), it's actually a very limiting way to price, offers virtually zero competitive advantage, and is a sure-fire way to have your business run YOU, not the opposite.

Scarce Pricing Strategy (Low Fees)

The scarce pricing model aligns with beliefs many have about their business and their surrounding marketplace.

- ↳ The market is broke
- ↳ People can't afford care
- ↳ If I charge a lot, it will push patients away
- ↳ I need to make my services affordable to grow
- ↳ If I price high, I won't retain

Let me be clear about something – everything listed above is a PERSONAL belief and incongruent with how the market ACTUALLY operates. Here's the reality surrounding the scarce pricing model, and the expectations that you should have if you choose to deploy it in your clinic.

The cheaper the price, the lower the emotional investment in the outcome.

Low price point
= low emotional attachment
= low perceived value
= low lifetime value of your patient

Patients who do not make a significant investment in their care are much more likely to fall off, not take their plan seriously, and ultimately, not achieve an outcome.

Simply put – patients that pay, pay attention (and show up!)

Abundant Pricing Strategy (Higher Fees)

If this book provides you nothing else outside the confidence, courage and opportunity to significantly raise your fees, my mission here would still be complete.

Why are you in business?

If you answered “to make money”, you’re right! The purpose of any business is to make money, and you do that by helping people. Don’t get it twisted though – you will no longer be able to help people if your business is no longer alive. Seems straightforward, right? Yet, everyday providers close their doors (stop helping people) because they continually fail to turn a profit. You need to prioritize the health of yourself and your business, FIRST. That starts by simply charging what you’re worth, for the value you provide.

The abundant pricing strategy is contrary to the scarce pricing strategy in that it aims to profit first, then serve.

The higher the price, the better the results.

Higher price point
= higher emotional investment
= higher perceived value
= higher patient lifetime value

When your prices are higher, your patients are much more likely to view you as an authority and listen to the recommendations that you provide them. This means they’re much more likely to reach the outcome they set out to achieve when they first stepped into your office. The more you collect, the more capacity and resources you have to deliver an awesome experience in your office!

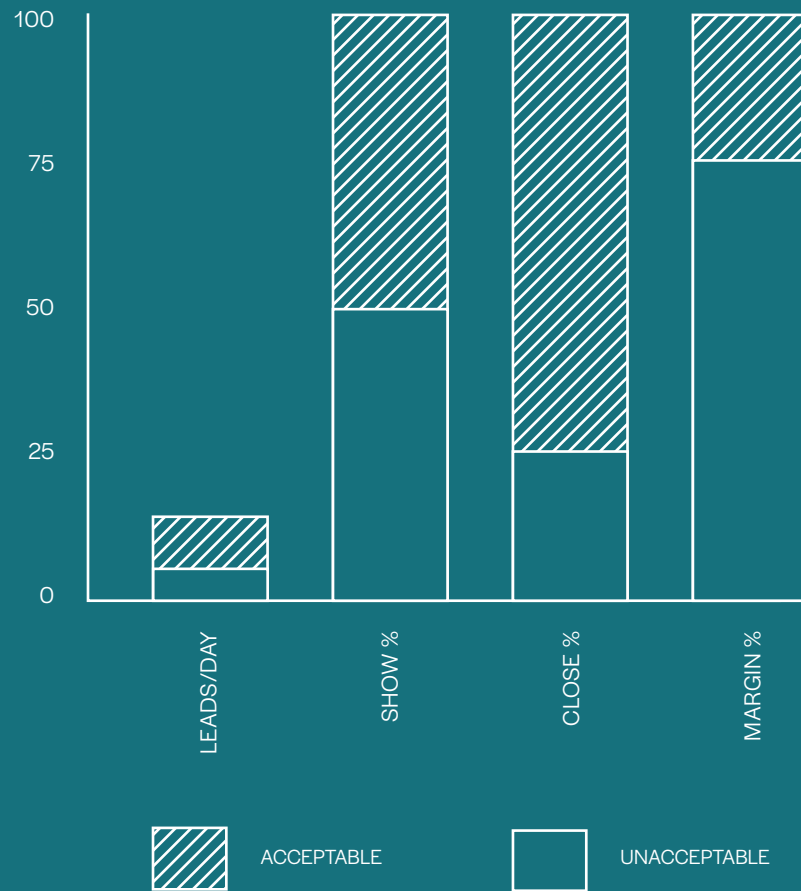
TO CLOSE

Everything in your life will change when you start charging what you’re worth. Not to mention, your practice will be better equipped for unforeseen risk and far more sustainable for years to come!

ACTION ITEM

If you feel like you deserve a fee increase, start by raising your treatment fees 20% for all new patients. When presenting the financials, do not change your tone. Watch what happens – I doubt you’ll see any noticeable suppression in sign-ups. In regard to your current wellness patients, you can grandfather them in at their current rates and raise your maintenance fees 3-5% a year, if you so choose.

05 Acceptable Metrics



Inside of a business, when one particular process is weaker than the others, that process is called the **bottleneck**.

For many providers and entrepreneurs alike, at the beginning of their careers, the most noticeable bottleneck is lead generation. Once lead generation is no longer an issue, the operational activities are then put to the test and it becomes increasingly important to track, monitor and continually improve all aspects of your clinic.

Acceptable metrics are metrics that you deem tolerable in all areas of your business.

Some examples may include:

- ↳ Maximum allowable spend to get a new patient (ex: \$225)
- ↳ New patient show-up rate (ex: 70%)
- ↳ Doctor's time with a new patient (ex: <6 minutes)

Your mission is to set acceptable levels for each function of your clinic.

For example, if your show rate is 70% for new patients, that is what I would consider to be an acceptable metric. That means that if you have 10 new ones scheduled, on average, 7 of them will show. Another example may be your time with a new patient on day one. Let's say that your acceptable metric here is to have the doc spend 6 minutes or less with every new patient. Here, 6 minutes would be your acceptable metric, and anything above that needs to be improved until the target of 6 minutes is reached.

Setting acceptable metrics in your practice will allow you to continually track, identify and resolve your bottlenecks. In addition to sleeping better at night, setting these targets will help your team know when they're on track and will give you an idea of where the attention needs to be in order to have the greatest return on effort, labor and resources.

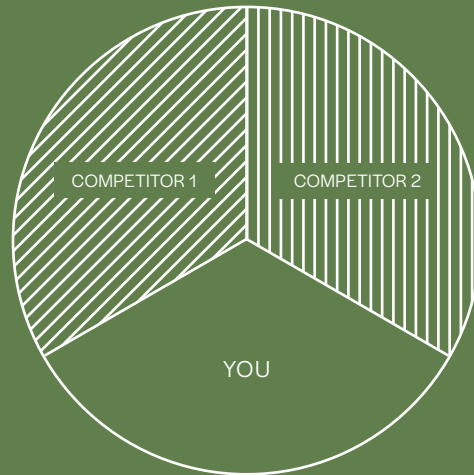
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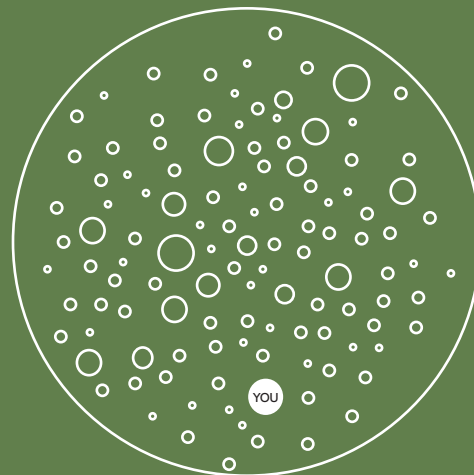
Effective Advertising

06 Market Sizes

How most people see their market



What their market actually looks like



One of the questions I'm frequently asked is, "how do I navigate a saturated market?"

From time to time, all of us, as business owners, are guilty of this style of thinking. We operate under the mindset and belief that our local marketplace is much smaller (and more competitive) than it actually is. We often believe that every time someone new comes into town, they're stealing a piece of OUR PIE!

SPOILER ALERT

The pie is really big.
I mean... REALLY BIG!

As a chiropractor, virtually ANYONE in your marketplace could become a patient of yours! A new doc moving into town is not going to destroy your practice, steal your market, or anything of that nature.

Let's say you live in a small town and within your serviceable area there are 40,000 people and 7 DCs. On average, let's say that each of these 7 is signing up 10 new patients per month. That's 70 people signing up for care each month, a microscopic portion of the entire marketplace compared to the 40,000 total! And you only need your personal share of them to run a very successful clinic!

There's one more part to this: advertising. When we advertise, we tend to fall into the same trap... thinking that people are STEALING OUR AD SPACE and that our "competitors" are eating up more of the advertising pie than they really are.

Remember, there are A TON of ways for someone to find a chiropractor. Here are a few:

- ↳ Yelp
- ↳ Google
- ↳ Facebook
- ↳ SEO
- ↳ Google PPC
- ↳ Emails
- ↳ Word of mouth
- ↳ Direct mail
- ↳ Commercials

If you want more signups... you need to do more, in more places.

If you want ALL 70 sign-ups, such as in the previous example, you're going to have to dominate each of these channels (which is, undoubtedly, impossible when you factor in human biases and existing relationships).

But above all, the first step is to realize how much BIGGER your market is – there's plenty of pie for everyone.

07 New Patients for Free

1. Create a high-ticket, front end offer.



2. Let your new sign-ups fund your marketing.



Here is, with 100% certainty, the #1 strategy that allows our docs to scale so quickly.

If executed correctly, you will never need a marketing “budget” again. It’s almost like having a fundraiser every week, providing you with unlimited money to acquire new patients. But instead, you’re just using your new patient sign-ups to finance your marketing.

Step 1: Create a High-Ticket Initial Offer

The good news is that you already have one – treatment plans! As a chiropractor, your business model is such that each patient is usually going to pay the most in their first 1-3 months for corrective care. It’s likely that your revenue in the first 90 days for a new patient is between \$2,000-\$4,000, which is awesome as this provides you with sufficient cash flow to offset your cost of acquiring a new patient!

Ideally, you should be able to collect a minimum of \$500 PER MONTH while the patient is under the initial phase of care. This monthly price point will help to ensure that your marketing budget is covered. This will also ensure your patients are committed to their plan of care since a \$500 monthly investment for the average person is sizable and not overlooked.

Step 2: Let Your New Patients Pay for Your Marketing Budget

Once you implement your high-ticket offer, all of your new patient sign-ups are going to pay for your current and future marketing campaigns.

Let's break down some basic numbers:

- ↳ Spend \$1000 on Facebook ads
- ↳ 50 new patient leads (conservative \$20/lead)
- ↳ 24 of them show up
- ↳ 12 of them close (12 @ \$2,000 for initial phase)
- ↳ \$24,000 total revenue increase
- ↳ \$6,000 collected up front, on month one (12 x \$500)

You spent \$1,000... And gained \$24,000, which is a 2,300% ROI. You made your \$1,000 back PLUS \$23,000 in future collections which provides an immediate way to reinvest in even more new patient ads next month!

Through using this process, you will get to the point where you have so many new patients rolling in that your business starts to bottleneck in other areas (reference the Acceptable Metrics section of this book on bottlenecks). For many, marketing and sales are the tough parts, but when you use our systems and processes, it's the easy part. Don't fool yourself... This stuff takes work to optimize and you're going to make mistakes along the way while you're learning the systems, procedures and technology.

Inside of Clinic Growth Accelerator, we handle all of the new patient acquisition strategies for you so that you can stay focused on selling, serving and retaining patients that walk into your doors. Our mission is to DECREASE the complexity of your business, not add to it.

A FINAL TIP

It's important to consider your care plan durations here, such as referenced in the previous Profit Levers section of this book. If you can make the below equation true, you can, quite literally, market indefinitely.

$$\text{Monthly Collections From New Patient Sign-Ups} > \text{Monthly Spend on Advertisements}$$

08 Indefinite Advertising



Page Name – Try a few variations, including descriptors of your business.

This is the headline. This is where attention is either won or lost.

This is the copy. The written portion where you describe your solution and how it applies to their current state.

This is the creative: a photo or video.

Have you ever run Facebook, Instagram or other social ads and they worked GREAT for a month, maybe two, and then completely FLATLINED?

It's like the market dried up overnight! Or did it?

As discussed in Market Sizes, where we revealed the true size of any given market, the likelihood that your market has dried up is virtually ZERO. When your ads seemingly dry up overnight, you are experiencing what we call *Ad Fatigue*, which means the people viewing your ad are burnt out of seeing the same ad, and therefore, they are (intentionally or unintentionally) ignoring it.

When you're using social media for advertising, you're deploying what is called an "Attention Interruption" marketing strategy, which essentially means you're buying eyeballs online and attempting to steal their attention long enough from them to fully consume and contextualize your advertisement.

I wanted to call this section "Indefinite Advertising" because this is the play that we use to generate an unlimited amount of leads for ourselves and our docs. You'll become ruthless at new patient acquisition once you understand how to keep your ads fresh, relevant and engaging.

Every social ad has 4 components:

- ↳ Headline
- ↳ Copy
- ↳ Page name
- ↳ Creative

The trick is to create as many different combinations of these 4 components as you can to keep your ads fresh! When we write our ads, for our docs and ourselves, we brainstorm as many unique combinations of these 4 components as possible and then take the winners and run with them! It's one big mix and match process, and as long as you have a proper marketing message, it's simply just coming up with new ways to present the message to keep your leads flowing consistently!

Here is a bit more in-depth analysis of what each component is, and what you might test in your campaigns.

Headline The top of the ad is where you either win attention, or lose it. (Duration, gender, status increase, curiosity, offer statements, story hooks, etc.)

Copy The written portion, where you describe your solution and how it applies to their current state. (Short, long, medium, scarcity, urgency, authority, value stack, call to action.)

Page Name The page that you will be running ads through. (Try a few variations, including descriptors of your business.)

Creative The photo or video associated with your ad. (Contrast, color, pro video vs stock, iPhone vs video camera, memes, testimonials, etc.)

As far as ad targeting, I would advise that your targeting reflect your SERVICEABLE area. Try not to get too fancy with your targeting as it will lead to needlessly increased lead costs.

TO CLOSE

Don't be afraid to make mistakes, test and learn how your market reacts to certain ads and ad combinations. All it takes is one winning ad to change your clinic and your life!

Section

3

Maximizing Ad-Dollars

09 Four Pillars of Lead Nurture



VOLUME



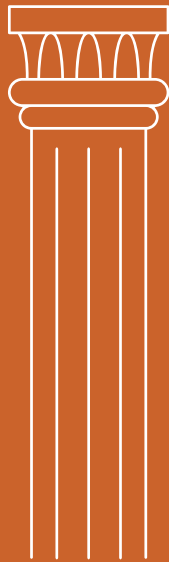
PERSONALIZATION



SPEED



AVAILABILITY



I need to be honest about something... I'm a BIG data nerd.

Math always came easy for me (at the expense of other subjects) and I've always believed that a business is only as good as the data it currently has. Without data, there is no innovation, no improvements and, ultimately, no growth.

Our team has been serving chiropractors exclusively for 3+ years, and in the process, have helped generate over 3,000 new patients in the last year alone. During that time we've recognized some successful patterns - some of which I wanted to share with you in this hyper tactical section of the book. Here are the main factors that we've found to play a crucial role in successful lead nurture (follow-up) and how you can use them in your business.

Volume of Outreach

Quite literally, this is the number of times you (or your team) reach out to a prospective patient. As cliché as this may sound, volume matters. If you're truly convicted and know that you can help someone, continuing to reach out should be viewed as a productive task instead of a boring chore.

Personalization of Outreach

People want to feel like you are speaking TO THEM and that your offer is FOR THEM. Focus on communicating to your leads the same as you would a friend, and on providing a personal approach rather than copy and pasted blanketed statements. The more personal you are in your outreach, the faster the relationship you will form and the more sales your office will make.

Speed of Response (2 Parts)

There are two components here: average response time between sign up to initial response AND average response time from initial sign up to the first appointment.

1. Average Response Time (Initial Response)

This is the time it takes you to provide an initial response to a lead immediately after they express interest. People want to know that their actions have been heard, especially when they are signing up from an online source.

2. Average Response Time (Responses Between Sign Up & Show)

A secondary factor is your average response time to ALL inquiries and questions that the lead presents between the time of expressed interest (sign up) and their initial appointment. For example, you may have an autoresponder that does immediate follow-up upon sign-ups, but if your lead asks another question prior to their appointment, you should make it a priority to respond quickly and effectively.

Availability

Believe it or not, this is the #1 predictor of successful and unsuccessful marketing campaigns. Your goal is to maximize your availability for new patients. This doesn't mean being available every hour of every day, but it does mean your new patient schedule should emphasize times that are convenient for new patients. Consider incorporating before and after working hours and the occasional Saturday. Your goal is to provide enough availability that MOST leads won't have any trouble scheduling at a time that works for them. Remember: the less available you are, the higher your cost per new patient acquisition.

I'll leave you with this thought – imagine that a grocery store's hours are 7-9 AM because those are the convenient hours for the owner... How long would they really last as a business? Proper availability MATTERS.

10 Effective Follow-Up

DO THIS

 Add value

 Educate

 Entertain

NOT THIS

 “Check In”

 Mention “the appointment”

 Be predictable

Every morning when I wake up, the first thing I do is put on my shoes and go for a 30-minute walk. I use it as a way to clear my mind and prepare myself for the day and activities to come. When I started my morning walk routine, my life and business completely changed.

Prior to starting my morning with a walk, I would wake up and immediately look at my phone and get consumed by other people’s agenda. Social media posts, texts, emails, calls, messenger pings – you name it. That’s where my attention started for the day.

I used to think everyone started their mornings by looking at their phone and it took me many years to recognize that this routine presents one major flaw...

Every day we are at war with our attention. There are bandits everywhere trying to steal even just one second of our attention so that they can get their message in front of us and ultimately earn more attention from us in the future.

Before you continue reading,
I would like you to really consider
a simple question...

How many people are trying to
steal your attention every day?

ANSWER

A lot. And you must consider this fact when you are doing follow-up with new and existing patients.

How To Successfully Follow-Up

“Ugh... I just feel like I’m having a super hard time connecting with my audience” she said.

It was early 2019, and I had just joined a high-level coaching program with my new mentor, Scott Oldford. As I sat there waiting to ask my questions, I couldn’t help but wonder how this conversation was going to pan out.

“I’ve been reaching out, sending emails, texts and I feel like I’ve basically gotten nowhere!” she continued.

Scott sat there for a minute, crafting his response, and proceeded, “I appreciate your transparency and respect the effort you’re putting in” he said, “but I feel that right now you are not successfully gaining the attention of your audience.”

Everyone including me on the call was silent, each with our own guess of what was to come next.

“Here’s the deal” Scott continued, “every time that you message someone and you fail to get a response, that means that whatever you sent was not relevant to them at the current time or place. Which means that you must simply try again from a different, unique vantage point and keep trying until it resonates with them and they respond” he said.

I remember that statement hit me like a ton of bricks and completely changed the way that I view business follow-up today. I used to believe that follow-up was best approached as “checking in” or “seeing how everything is going”, which is the approach most salespeople take.

Perhaps you’re thinking, if we’re not “checking in”, what are we actually doing when we follow-up with someone? When following up, there are three strategies that will help initiate conversation and shorten new patient sales cycles.

↳ Value driven content

↳ Education

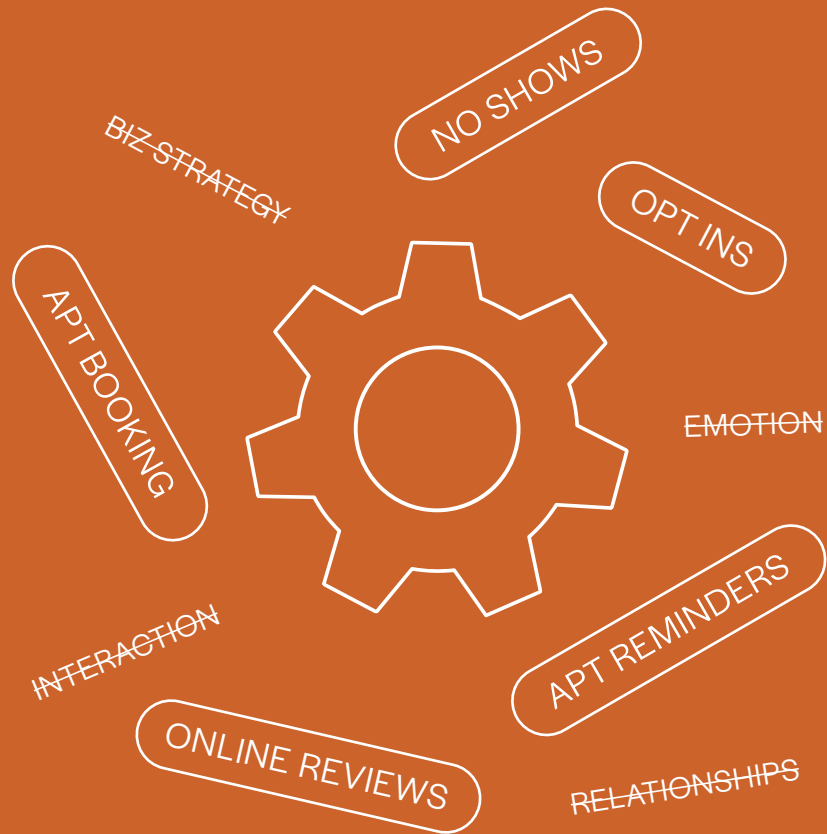
↳ Entertainment

When following up, there is never any need to reference “the deal” or in the case of chiropractic, “the appointment.” Think about the last salesperson to follow-up with you, did they really need to reference the deal or state why they were following up with you? No way! You knew EXACTLY why they were calling, emailing and texting you – because they wanted to earn your business! Your prospective patients know EXACTLY why you are following up, which is why you must find other unique ways to spark up a conversation with them.

Here’s the best part – by not referencing the appointment, you actually improve your odds of earning the business, simply because your follow-up will be 100% unique compared to everyone else in your market. Think of this as an “attention interruption” strategy, only applied to follow-up instead of front-end marketing.

CREATIVE FOLLOW-UP = EARNED ATTENTION = GENERATED INTEREST = ACQUIRED BUSINESS

11 Implementing Automation



When talking about new patient online marketing, automation is certainly a big part of the conversation, especially as the consumer marketplace continues to want things faster, cheaper and at higher quality (we'll save this for a different book).

Here are some examples of where you might use automation to aid in your marketing:

- ↳ Initial opt-in confirmation for new patients
- ↳ New patient appointment booking
- ↳ Day one appointment reminders
- ↳ New patient no show nurture
- ↳ Email subscriber outreach
- ↳ Reviews, surveys and testimonials

In-Depth Automation Strategy (Outlined)

Consider the simple automation strategy below. It will make you money – I promise.

Imagine that Rick Richards sees your ad on Facebook at 2:12 AM (you're sleeping), decides for himself that he is interested in what you have to offer and signs up to visit your office.

<i>Your Initial Response Time To Rick With Automation</i>	Immediate
<i>Your Initial Response Time To Rick Without Automation</i>	4 Hours (or until you reach out)

After Rick receives the initial (and automated) text/email response from you, he is then provided an opportunity to book his initial appointment in your office.

<i>Rick's Ability To Book With Automation</i>	Immediate
<i>Rick's Ability To Book Without Automation</i>	4 Hours (or until you reach out)

Boom! Rick is booked, and you're still asleep, how about that?

Next, comes the appointment reminders - who's going to remind Rick when he's supposed to show up? You? Your Staff? Ah, even better – your automated systems!

Let's review Rick's Journey: Rick saw your ad in the middle of the night, signed up, proceeded to book his first appointment with your office, AND is now being reminded of when to show up. Meanwhile, you're asleep.

See how fun, practical and helpful effective automation can be? Booked appointments while you snooze (literally). The best part? Rick loves it too because it's efficient and user-friendly on his end.

The Big Caveat (Where Automation Falls Short)

I love automating systems and processes, but there comes a point where automation completely breaks down and can no longer be relied on. When it comes to human connection, there are three distinct variables that impact marketing campaigns: Intimacy, Emotional Response, and Trust. In the same way you cannot automate a relationship with your best friend, these three factors cannot be automated, and must be established through direct connection and relationship building. So, while automation can save you time, energy and help improve your productivity, you still have to provide value and connect with others to maximize your conversions and return on investment.

Section

4

Sales

12 New Patient Sales Process

1 Target your message

2 Add authority

3 Establish credibility

4 Ask questions

5 Connect the dots

6 Close the deal

7 Validate their purchase

Market Message Match

In order for your market message to grab the attention of prospective patients, you must tailor your message to the current level of knowledge and understanding your market has on chiropractic. This requires you to fully understand the current mindset and behaviors of your demographic to capture their attention and obtain new sign-ups.

Adding Authority

Authority is a basic, fundamental component of successful marketing. You can add authority in numerous ways such as reviews, celebrity referrals, articles and testimonials.

Here are some examples:

↳ Featured In Forbes

↳ “This is the only Doctor I trust” - Professional Football Player

↳ 500+ Five Star Google Reviews

Testimonial Highlight Reel

People underestimate the number of testimonials needed to really impact the ease of sale. Everyone has testimonials. But the variable of success is how many testimonials you have! The more you have, the easier the sales process. You can use testimonials in-house or online, and if you’re really good, you might strategically incorporate them into your day one routine or perhaps in retargeting advertisements.

Pain & Goal Setting Intake Form

Here is where you determine what they hope to experience in your office, the current pains they are experiencing, and the long-term impacts of continuing to let their problem progressively get worse. I felt this was an important topic to elaborate on, so I dedicated the entire next section of this book to intake forms and proper questionnaire setup.

P-V-G-C Sequence

Here's a simple sales framework to follow, it works like this:

Pain (what pain are they currently experiencing?)

Vision (what would they like to experience instead?)

Gap (label the gap)

Commitment (commit to close the gap)

The goal is to illuminate a gap in someone's life and demonstrate how you can help them narrow or close the gap. If there is no gap, there is no sale or need for someone to make a change in their life. Once a gap has been established, the last part is to get a commitment.

The Assumed Close (Either-Or)

When you finish presenting your ROF and financial plan, you can transition into the close with language like: "You can start your healing process one of two ways, which would be easiest for you?"

This is called the assumed close and is a really simple way to get sign-ups because most people don't see it as a pitch. If you have educated, added authority, presented a clear ROF and reminded the individual

of their personal goals, the financials should be nothing more than a formality. If you do find yourself hearing an array of objections at the time of financial presentation, try implementing specific processes in your day 1 that will help eliminate those objections long before they come up, such as price, spouse and commitment level.

Immediate Reinforcement

A few years ago, I bought a car that I had always REALLY WANTED (and I mean REEAALLLY WANTED). When I finally bought it and drove it off the lot, I had two different feelings running through my body: "HELL YES!" and "What did I just do..."

At some point in time, everyone experiences what's called buyer's remorse. That "Oh s***, what did I just buy" feeling that comes after we make an investment. For some people, they get such bad buyer's remorse that, by the time they get home, they're already calling, trying to back out of the deal. It happens in every business. Your goal is to combat it to the best of your ability.

Here are a few ways you can reinforce a purchase once someone has signed up and committed to care:

- ↳ Send them swag
- ↳ Hand written card
- ↳ A personal call
- ↳ A gift (poster, book, guide, gift card)
- ↳ Educational materials

I personally like to mix in a few of these when reinforcing the decision – for example, I might send a hand-written card AND an educational material that is relevant to the specific individual.

13 The Pre-Sell

What are you here for?

What's your current health situation?

How long have you been in pain?

How long have you been trying to resolve it?

How long would it take you to resolve this by yourself?

What happens if you do not resolve this?

Do you want to sustain your goal after you achieve it?

How long have you wanted to get rid of this problem?

Why do you want this so badly?

Why did you decide now was the time?

Why do you think this time will be different?

What is your current state?

What is your desired state?

Do you think you'd feel better with an expert helping you?

Do you think accountability would increase your odds of success?

There are two parts of this process which we will cover in detail, both are of significant importance and crucial to your success in getting a mutual agreement between your office and your new patient.

Part 1: The New Patient Application Process

Yes, you read that right, this is a new patient application process.

Why does there need to be an application process?

- ↳ Improves your authority and position as a doctor & provider
- ↳ Begins ongoing expectation management
- ↳ It shows that you are in demand

If possible, this application is done prior to them arriving at your clinic. If the application has not been filled out upon arrival, it should be the first thing your staff has them do once at the office.

The Basics

Your application, at a minimum, should check these boxes:

- ↳ Personal info
- ↳ Family and spouse info
- ↳ How did you find us? (marketing data)
- ↳ The purpose of their visit
- ↳ Previous experience with chiropractic
- ↳ Lifestyle choices
- ↳ Terms of acceptance
- ↳ Consent To Care
- ↳ Acknowledgment of receipt
- ↳ Notice of privacy rights

BONUS

If they fill out the application at the office, have them sit in a room, by themselves, with testimonials hanging all over the walls (3rd party testimonials majorly boost credibility).

Emotion Soliciting Questions

In addition to the basics, you're going to want to DIG DEEP into the emotional pain that your prospective patient is having. Here are some emotion-seeking questions – they will help solicit conversation and increase patient buy-in at the time of sale.

- ↳ What are you here for?
- ↳ What's your current health situation?
- ↳ How long have you been in pain?
- ↳ How long have you been trying to resolve it?
- ↳ How long would it take you to resolve this by yourself?
- ↳ What happens if you do not resolve this?
- ↳ Do you want to sustain your goal after you achieve it?
- ↳ How long have you wanted to get rid of this problem?
- ↳ Why do you want this so badly?
- ↳ Why did you decide now was the time?
- ↳ Why do you think this time will be different?
- ↳ What is your current state? What is your desired state?
- ↳ Do you think you'd feel better with an expert helping you?
- ↳ Do you think accountability would increase your odds of success?

While these questions may seem repetitive (and they certainly are!), they are amazing at getting people to truly see what their problems are and ADMIT to themselves that they need help getting better. Your goal is to cycle through these psychological triggers and emotions

and have your prospective patient come to their own realization that they need to sign up with your office. In addition to everything stated, these questions give you and your team a massive amount of sales power and help tailor the conversation to a more personal level.

Part 2: Goal Setting

One of the best parts about being in the healthcare world is that you are at the forefront of human life – HEALTH! Without health, everything else falls short, and we need to educate our patients on that reality. You MUST understand your patient's goals, and THEY need to understand what might be standing in the way of reaching their goals! Remember when we talked about creating the gap earlier?

One of the best ways to accomplish this is by simply having them write down a list of their 5-10 year goals. This is not a multiple-choice or circle one kind of exercise, it's them physically writing down what they want their life to look like 5-10 years from today. Why 5-10 years? That seems far out? The message you are conveying here is LONGEVITY. If their health fails between now and the next 5-10 years, will they actually be able to accomplish what they set out to do?

Not only does this process give you and your prospective patient a North Star for care, it also gives you something to refer back to when it comes time to ask for commitment.

14 A Simple Sales Formula

P

Pain



Why did they show up and take action?

V

Vision



What do they want and why do they want it?

G

Gap



How can you help them fulfill their vision?

C

Commit



Respond to concerns and get their buy-in.

Sales is a big part of the game of business, and despite the “bad rep” it may get, I would argue it is one of the most important skills to possess.

In this section, I am going to outline a basic formula that we’ve used over and over, not only for our docs, but also inside of Clinic Growth Accelerator.

P Is For PAIN

Inside of marketing and sales, there is an ideology, PAIN vs. GAIN. The sentiment is that it is much easier to sell someone away from a current pain than it is towards a future gain. Luckily, for you as a chiropractor, you're almost always going to be initially selling someone away from a current pain. I say initially because, over time, they will realize the gain outside of their current pain elimination, but 99% of the time, someone walks into your clinic with a PAIN they are looking to resolve.

Your job is to ESTABLISH THE ROOT PAIN. Not a headache, or backache, or neck pain or anything like that – those are surface-level pains. You need to determine why someone took ACTION, which, again, is rarely from just “back pain.” In order to dig deeper, you can deploy what we call “The 5 Whys.” Here's how it works in a conversational example:

Why are you here today?

I'm getting lots of headaches.

Why did you decide now was the time?

They haven't been going away, so I wanted to see what solutions are available.

Why is getting this resolved important to you?

Because I want to be promoted to CEO and headaches are impacting my performance at work.

Using The 5 Whys helps establish the ROOT CAUSE of somebody's action. In this particular example, we established the root cause after 3 whys, but it may take up to 5 to get the answer responsible for the action.

V Is For VISION

The next step is to determine their vision (future state) for themselves. You want them to say this out loud, if possible. It's important for both you and your patient to clearly understand what the vision is, as it provides a North Star for your relationship together. Additionally, once you know someone's vision, you can tie it back to their current pain, which helps us transition into the next part of the conversation. In the previous example, this person is striving to be the new CEO; that is their vision for themselves.

G Is For GAP

Without a clearly established gap, there is no sale. When someone decides to buy from you, what they're really buying is a solution to a particular GAP in their life. That could be a physical, emotional or even spiritual gap – but whatever it is, they're not happy with it.

When you're selling, you're literally just filling gaps in people's lives. Take the example above: alleviating headaches so that work performance can improve.

Pain Headaches impacting performance at work

Vision Becoming company CEO

Gap Performance (headaches) is hindering a promotion (CEO)

This is also where you're able to introduce YOUR SOLUTION and present to them the advantage and benefit associated with signing up for care in your clinic.

SHORT CAVEAT

Whether you do a 1 Day new patient process, or a 2 Day process is independent of success using this formula. If you typically do your new patient procedure over two days, then on day two just RECAP what you heard on day one to establish proper PVG again.

C Is For COMMITMENT

Awesome! You've made it to the most important part of the sales conversation. This may be tough to hear, but all your work prior to this moment is pretty much useless without this last part – getting commitment!

Despite what you've learned, there is NO VALUE EXCHANGED until you get someone to make a commitment (decision) to sign up for care. Helping your prospective patients make a decision is your job as a doctor, entrepreneur and business owner.

To do this, you'll need to practice overcoming objections such as:

- ↳ Spouse (I need to talk to my wife/husband)
- ↳ Price (I can't afford that...)
- ↳ Stalls (I get paid next week, can I let you know then?)

TACTICAL TIP

In the spouse example, you can easily overcome this objection one of two ways:

1. Require a spouse to be present at the time of the report.

OR

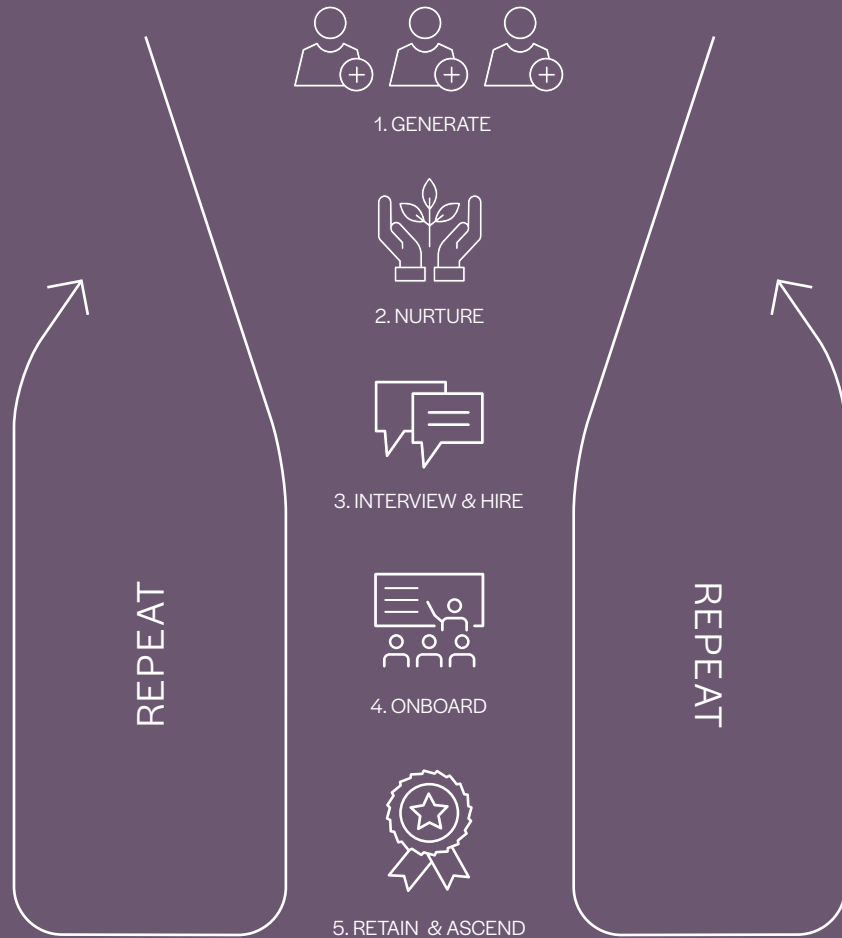
2. Prior to the report, determine IF this individual has the authority and bandwidth to make an investment decision in their health without their spouse present, ranging anywhere from \$100 to \$4,000. This requires them to sign off on a sheet of paper acknowledging their response.

Section

5

High Performance Teams

15 Core Functions of Hiring



Earlier in this book, we talked about the 5 Core Functions of your clinic, which laid out the only things that you need in order to grow your clinic on a predictable basis. On a similar note, this section is going to lay out the 5 internal core hiring functions of your business. You'll see, rather quickly, how congruent they are with one another.

Application Generation

If you're reading this, you're undoubtedly familiar with lead generation as a core function of your clinic, but have you considered APPLICATION generation as well? This is essential to your sustained growth, and your need to develop a constant flow of new employees. It's important to minimize turnover as much as possible too, but even so, as your patient base grows, you're going to need new employees to sustain that growth! Inside Clinic Growth Accelerator, one of our core tenants is to ALWAYS be hiring, even if you may THINK you don't need to, it's always smart to have a line of qualified applicants ready to go!

Application Nurture

As with your new patient leads, you have to nurture your applicants in order to take them from application to interviews. Many business owners underestimate the importance of this process. If you're getting a lot of applicants, you need a process to save you time. Amongst others, checkpoints that label unqualified candidates are a great way to save time and ensure that qualified applicants alone are interviewed. This may include specific directions when filling out an application or following directions specifically at one step in the process. Those that don't follow the exact work instructions can be ruled out before they ever step foot in your office for an interview.

I'm willing to bet that you never thought of an interview as a sale...

Am I right?

Interview

The process of a sale vs. an interview is more or less the same thing. Both situations involve building trust, evaluating fit and, ultimately, coming to a decision. Make sure you ask good questions that fit your personal culture and help magnetize who you're looking for, and who you're not looking for.

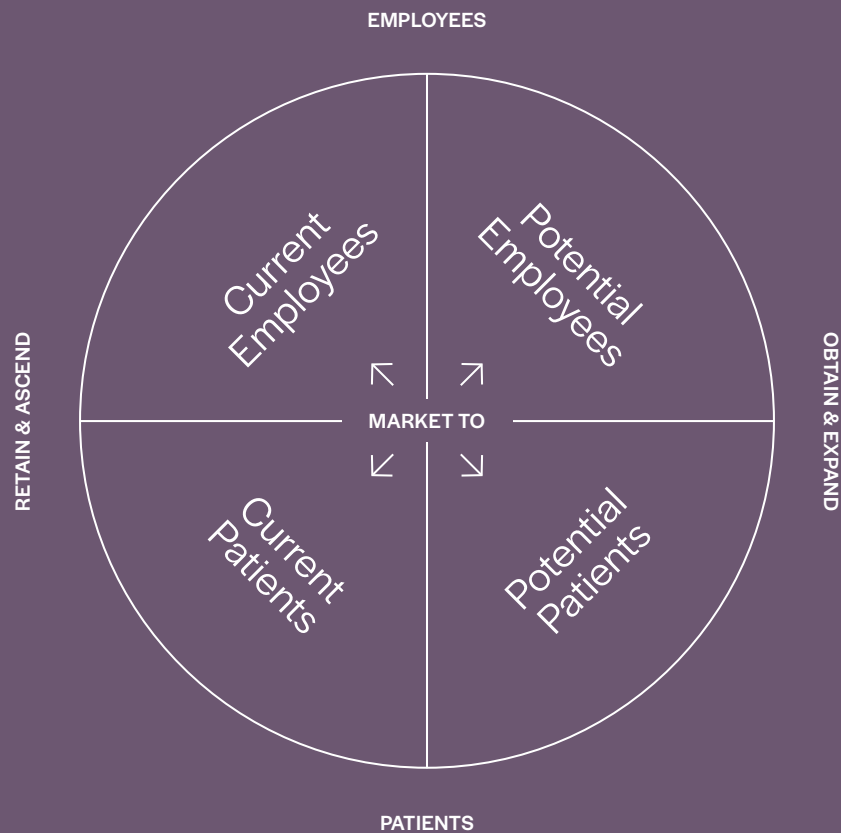
Onboarding & Training

Fulfillment for your new hire(s) consists of on-boarding and training. Your mission is to set clear expectations, demonstrate internal culture, and communicate outcomes for their individual role. If done correctly, up front, you will save time, energy and cash on unnecessary turnover and ongoing expectation management.

Retention & Ascension

This part is exactly the same on the client side. Retention simply means just retaining employees for as long as possible, which is achieved through proper communication, management and easy-to-understand processes and procedures. Ascension means promoting (ascending) individuals that demonstrate a high level of performance and show potential for becoming rock stars in your clinic!

16 Marketing To Your Team



Your marketing pie consists of four slices, and each one is of equal importance.

When a slice is missing in your business, you'll feel it.

Most view marketing as a one slice pie, the slice that results in new patients. A handful of all business owners view marketing as a two-sliced pie, obtaining more new clients AND collecting more from existing clients. At Clinic Growth Accelerator, we believe there are four slices to the marketing pie, all of which are equally important for sustained growth inside your practice.

Slice 1: Marketing To New Patients

99% of business owners are familiar with this slice and it is likely what comes to your mind when you think about marketing. Although I won't dive too deep into this topic here (as it's covered elsewhere in this book), this is marketing your business to new people who have a likelihood of signing up to work with your office in the future.

Slice 2: Marketing To Existing Patients

There's gold all around you... and you must capture as much as possible. This gold is your existing patients. Your current patients are a great source of additional revenue, and marketing to them is a sure-fire way to increase your income and deepen your value. You are marketing your culture to your patients and getting them to identify with your clinic as a fundamental and necessary part of their life.

Slice 3: Marketing To New Employees

It's probably obvious that you need to market to future employees in order to sustain the growth of your business. Here's the problem – most business owners don't do it frequently enough or underestimate the work that goes into this. Your duty and responsibility as a business owner is to ensure that you have qualified applicants on deck in case of emergency or unforeseen employee circumstances (they will happen sooner or later). Remember, successful hiring is proactive, not reactive, so always be hiring!

Slice 4: Marketing To Existing Employees

Most employees do not leave because of the job position or responsibilities, but because of the culture (or lack thereof) or their relationship with management. You need to be continuously selling your team on why your company is amazing, and why it is compelling for them to stick around. This message has to be constant in order to actually curate any sort of culture. A good way to curate a high-performing culture is to do internal challenges and rewards. At CGA, we frequently do challenges regarding sales, time of response, customer service metrics and the like in which case we have a **VISIBLE** scoreboard for each employee and also provide the winner(s) with prizes and rewards.

TO CLOSE

All four of these activities are revenue producing and help increase retention, conviction, value and culture between all of your clients and employees as you scale.

17 Defining Roles

DEFINE FOR EVERY EMPLOYEE

1
Their role & mission

40-100 word summary of describing how they fit into the business.

2
Their requirements

College degree? Tech experience? Customer service? Multilingual?

3
Their responsibilities

What will they be doing?

4
Their expected results

What do you want the outcome to be?

These tactics will streamline your hiring, recruiting and enhance the results each employee produces for your office.

Ideally, this can be condensed into a written document and when the job is updated, the employee document is updated simultaneously.

Define Their Mission

This should be short and sweet: 40-100 words that summarize the position and how it fits within the entirety of your clinic.

Define Their Requirements

Lay everything out – college degree, tech experience, customer service experience, fluent in multiple languages, list it all. There should be no surprises on either side and this is a quick way for your future employees to segment themselves prior to applying (thus, saving you time and energy of interviewing someone unqualified).

Define Their Responsibilities

This is what they will really be doing on the job.

When defining this part, ask yourself:

- ↳ What tasks will they do daily?
- ↳ What processes will they be in charge of?
- ↳ What part of the business will they oversee? (Managerial level)

Define Their Expected Results

This is where you communicate what you want to happen, and what they are expected to produce on a daily, weekly and monthly cadence. Think RESULTS. If they are to respond to all inquiries within 5 minutes during business hours, list that. If they are to close 25% of all sales, list that. Their results should be crystal clear on both ends; this gives

you performance measures to hold them accountable too. Think of expected results as the North Star for performance.

TO CLOSE

Every employee should fully understand all four of these defining expectations. If the job position changes, so does the employee document, AND it must be reviewed, signed and agreed upon by you as the employer and them as the employee.

In marketing, we say that a confused buyer does NOTHING (aka, not buy). In the same breath, we can say that a confused employee WILL NOT perform because they don't understand exactly what you want them to do, nor what is expected from them.

18 Managing Your Team

EVERY EMPLOYEE MUST KNOW

- ## 1 Reporting Date & Time

Schedule it on your calendars.
- ## 2 Reporting Cadence

Weekly? Monthly? Quarterly?
- ## 3 Reporting Recipient

Who are they reporting to?
- ## 4 Reporting Delivery Method

Call? Text? Email? Zoom?
- ## 5 Reporting Deliverables

Spreadsheet? Word doc?

Inside of Clinic Growth Accelerator, we emphasize NEVER lowering any targets in your business. Perhaps you want to see 500 visits/week? Or maybe, like many of our docs have, reach the 7-figure cash milestone. Whatever your target, whether financially or otherwise, your mission is to never lower it. Ever. Under any circumstances. Period.

The same is true for your team – you are to never decrease expectations or lower any targets when it comes to their performance. There will be times when your employees will say that it is “too hard” or “not possible” to operate at a high level. It is your duty and responsibility to refuse that style of thinking and never let your behavior waver from your mission.

In addition to having clearly defined expectations and outcomes for each role, you must also maintain a clear and effective communication cadence. Outlined in this section is a simple way to manage your team and communication patterns through effective reporting.

Reporting Date & Time

What time and date do they communicate? This needs to be on the calendar, otherwise it will not happen. Both parties need to be held accountable to ensure this time is adhered to.

Reporting Cadence

Each employee needs to understand the frequency in which they are responsible for reporting. Depending on the role and responsibility, this could be daily, weekly, monthly or even quarterly. Some employees may report daily, such as those responsible for lead follow-up, while others, such as billing and finance, may be on a more weekly or monthly cadence.

Report Recipient

Every employee needs to know who they report to directly. When your business is young, you will have to take a lot of reports directly. As you grow, you should focus on collecting reports from one person (office manager or similar role), who is responsible for overseeing most of your operation on a daily basis.

Report Delivery Method

This is HOW they deliver the report – it could be a simply written email, an excel sheet, whatever it needs to be for their specific role. Ideally, most of your communication is done through one main source or channel to maximize efficiency for the entire operation.

Reporting Deliverables

You need to be VERY CLEAR as to what information is to be presented. Most of the time, this should include numbers so that you can attach data and optimize overtime. Outside of this, they are responsible to communicate any roadblocks, obstacles or fires that need to be addressed in order for them to maintain maximum productivity.

When you first start your business, this may seem like a lot or “too much”, but I assure you that it is the only way to sustainably scale a business. If you don’t have systems in place, your business will not continue to grow.

**I like to say,
“you have
to get better
before you
get bigger.”**

About the Author

Jeff Van Kampen started his first online company while in college. Two years after graduation he stepped away from his job to operate his company full time. By the age of 27, his company reached a million dollars in sales.

Over the last 3 years, he has generated thousands of chiropractic patients, helped 20+ docs reach the million-dollar mark in their practice and aided countless other practitioners in maximizing their profits with his dynamic and systematic practice growth strategies.



Did you enjoy the clinic scaling frameworks in this book?

If so, then check out the FREE resources on our website, designed to give you the mindsets, ideas, strategies, and tactics that are necessary for you to operate a thriving practice now, and in the future.

Visit the address below to learn more and apply for a spot in our signature chiropractic growth program!

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