



WHOLE FOOD NUTRIENT SOLUTIONS

Strategy



Research



Innovation

Teamwork



Practice Management Basics



Vision



Success



Goals



Growth

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STAFF SUPPORT AND MANAGEMENT

by Bruce Bond, DC, DACBN

PART 1

No matter how large or small your practice is, learning to delegate effectively and motivate your team is a crucial part of team success and happiness. Delegation also frees up more time for clinicians to focus on what they do best and creates room for the practice to grow.

You should consistently motivate your staff members and commend them when they do well. If they don't do a good job, find out why. Pinpoint what went wrong, and take steps to address the issue. Never attack the person. On the other hand, when tasks are completed effectively, give your employees the recognition they deserve. Whether it is public recognition or one-on-one praise, an employee will value receiving credit for good work. Doing this not only makes your employees feel good, it will also motivate them to continue their on-the-job successes.

When assigning staff members with unfamiliar or new duties, be very specific. By detailing an assignment or job duties, you leave no room for confusion and, therefore, little room for error.

If you have a long list of verbal instructions, type them out. This will give your employees something to refer to when they are performing a task that is unfamiliar to them. If possible, train two people to do the same thing so they can ask one another questions rather than coming to you, and one can fill the void if the other is out of the office. It is also essential that your employees have a clear understanding of their authority in each situation. When a decision needs to be made, should they use their best judgment, or should they come to you immediately for clarification?

For example, if a patient is having a symptom from taking a supplement, the staff should not be making the decision as to what should be done. However, if a patient has a question on how to cook kale, that can be addressed by the front-desk personnel.

Delegation

When delegating, it is important to assign duties to the individual best suited for the job. There are many things to evaluate before delegating duties. Consider your employees' skill level, motivation, and dependability. Not every employee is created equal. Certain people will be more efficient than others. At the same time, try not to typecast your employees. Give them opportunities to broaden their horizons and become more valuable to the team.

When you delegate, those entrusted must know exactly what their responsibilities are. If it sounds like there are going to be details that will need to be addressed, there are. It is in the details that successful businesses are built. Follow the OAD motto. OAD stands for obsessive attention to details. If you are truly committed to practice expansion and success, then you have to be committed to the details, because the details provide quality control. Quality of service has value and therefore commands the appropriate price.

When you have trained the staff and delegated responsibilities, make it clear that staff members can come to you with questions.

New tasks can be confusing and intimidating. Be patient, especially when it comes to performing a task that takes employees out of their comfort zone. Personal growth comes from doing what is uncomfortable until it becomes comfortable. One of the responsibilities of a leader is to support those following you.

This and other sections by Dr. Bruce Bond were excerpted from Dr. Bond's book "Practicing With Excellence and Integrity: How to Take Your Practice From Good to Great!"

Bruce Bond, DC, DACBN, is a cum laude graduate of Fairleigh Dickinson University, where he obtained a Bachelor of Science degree in biology. He is a graduate of National University of Health Sciences (formerly National College of Chiropractic). Dr. Bond practiced just outside Cleveland

for 22 years, where he ran a chiropractic/functional wellness practice. Dr. Bond currently works with his son at his clinic, Bond Chiropractic, in Melbourne, Florida, as a certified chiropractic physicians assistant.. He is the author of "Practicing with Excellence and Integrity: How to Take Your Practice from Good to Great!" The book is available exclusively from Standard Process. Proceeds from the book benefit the Foundation for Chiropractic Progress.





EMAIL NEWSLETTERS

by David Hogsted, DOM, AP

PART 2



Every tool for patient education has strengths and weaknesses.

Patient education lectures, videos, websites, and books all have unique benefits for building your practice. But if you're looking for an effective way to reach your existing patients that doesn't require a large investment of time or money, it's hard to beat the results of email newsletters. Below are just a few of the many benefits of using email newsletters for patient education and motivation.

Simple Content

Unlike print newsletters, email newsletters can be very brief. In fact, a general rule for this format is the shorter the better. Many health care professionals feel an unnecessary burden to create elaborate articles for newsletters, but an effective email newsletter can often be as simple as sending out a link to a website with a short introduction.

Example: "Hi everyone. Here is a great article I just read on the health benefits of cruciferous vegetables."

Short and simple content is also advantageous when using social media sites such as Facebook® and Twitter®.

Patient Reactivation

Email newsletters may not be the most effective way to attract new patients, but they are certainly one of the most effective tools to reactivate patients who have "slipped through the cracks." Many times patients don't purposely drop out of care, but they often get distracted or overwhelmed. Maybe they were not yet ready to follow your recommendations. An email newsletter is a nonthreatening way to remind them how much they can benefit from your help and expertise. I have yet to send out an email newsletter that wasn't followed by a response from a long-lost patient similar to this: "Thanks for sending this. I really need to make an appointment with you so I can get back on track."

Saving Time

Do you find yourself spending large amounts of time answering the same questions about diet and nutritional supplements over and over again? Email newsletters are one of the most effective time-saving strategies for answering common questions that can deplete your time and energy. Several of the popular email marketing programs have the time-saving option of storing your newsletters in an online archive. This allows you and your patients to have quick access to your previous newsletters.

It's important to remember that no online patient education method can substitute for good old-fashioned face-to-face communication. But the combination of in-person communication and follow-up email newsletters has a much higher success rate than either method alone. Effective one-on-one communication helps ensure that your patients will take the time to read your email newsletters, and effective email newsletters help ensure that your patients stay motivated to follow your health recommendations.

Common features of email marketing programs include:

- » *Free 30-day trial*
- » *Integration with social media sites*
- » *A variety of email design templates*
- » *The ability to see who actually opens your email newsletters*
- » *Archiving of past newsletters*

Popular, inexpensive email marketing services:

- » *Constant Contact®* (www.constantcontact.com)
- » *Aweber®* (aweber.com)
- » *MailChimp®* (www.mailchimp.com, free basic plan)
- » *Campaigner®* (www.campaigner.com)
- » *GetResponse®* (getresponse.com)

This and other sections by David Hogsed, DOM, AP, were excerpted from his SP News columns on practice management.

David Hogsed is in full-time practice with his father, James Hogsed, DC, at the Natural Healthcare Professionals clinic in Fort Myers, Florida. His practice specializes in providing effective nutritional support for endocrine, digestion, musculoskeletal, and immune system health.





PATIENT REFERRALS

by Bruce Bond, DC, DACBN

PART 3

Many of us want to increase referrals, but “increasing referrals” is a vague statement. A clearer objective is to say, “I will make my encounters and communication memorable and effective with at least five patients each day. I will be the health detective and see if there are any friends, family members, or co-workers who could benefit from my care.”

Connecting with five patients each day is measurable, reasonable, and achievable. At the beginning of the day, write a vertical list numbered 1-5 on a piece of paper. As you go through the day, fill in the list with the names of patients with whom you had this type of interaction.

Communicating effectively is a skill, and mastering it can be an important step in building stronger patient relationships and stimulating referrals.

It all starts with the initial phone call.

Office assistant: “May I ask which of our patients referred you?”

This tells the new patient that you accept referrals.

Caller: “_____ referred me.”

In addition, you always want to compliment the referring party.

Office assistant: “Oh yes, Mr./Mrs./Ms. _____ is such a wonderful patient of ours. We will thank him/her for the referral. We currently are scheduling patients a week in advance. The doctor schedules special time for consultations and examinations so that he (or she) can spend uninterrupted, quality time with you. I have mornings or afternoons available. Which would you prefer?”

Integrating nutrition into the practice will increase income—and patient satisfaction. Because of the service you are or will be offering, patients will experience more positive health outcomes through the integration of nutritional therapy. Addressing the overall health of patients as well as their acute conditions is at the very core of preventive health care. Healthier and happier patients are satisfied and enthusiastic patients. Enthusiastic patients will share their experience with friends, family, and co-workers, resulting in referrals and practice growth, which will allow you to help more people. The doctor/patient relationship will grow stronger as a result of greater satisfaction and improved health.

—Bruce Bond, DC, DACBN





SELLING VS. RECOMMENDING

by Bill Hemmer, DC

PART 4

When it comes to personal interactions, few things are worse than the feeling that someone is pushing you to buy something. We all have an internal selling alarm that alerts us when somebody is focused on trying to sell us something, and there is nothing pleasant about that feeling. But truth be told, every patient interaction we have each day is about us providing ideas, services, and products to make lives better. In other words, we are selling health!

In my years in practice, I have made it my mission to figure how to never sell, just recommend. We all get recommendations from friends, family, co-workers, and even other health care professionals. These recommendations either make sense or they don't. If one makes sense and is a positive step, we act on it. If the recommendation doesn't make sense, we don't act on it.

I want to share the steps I use during my normal treatment time to introduce whole food nutrition to my patients. Based on what I see in my practice, nearly every new patient walking through the door

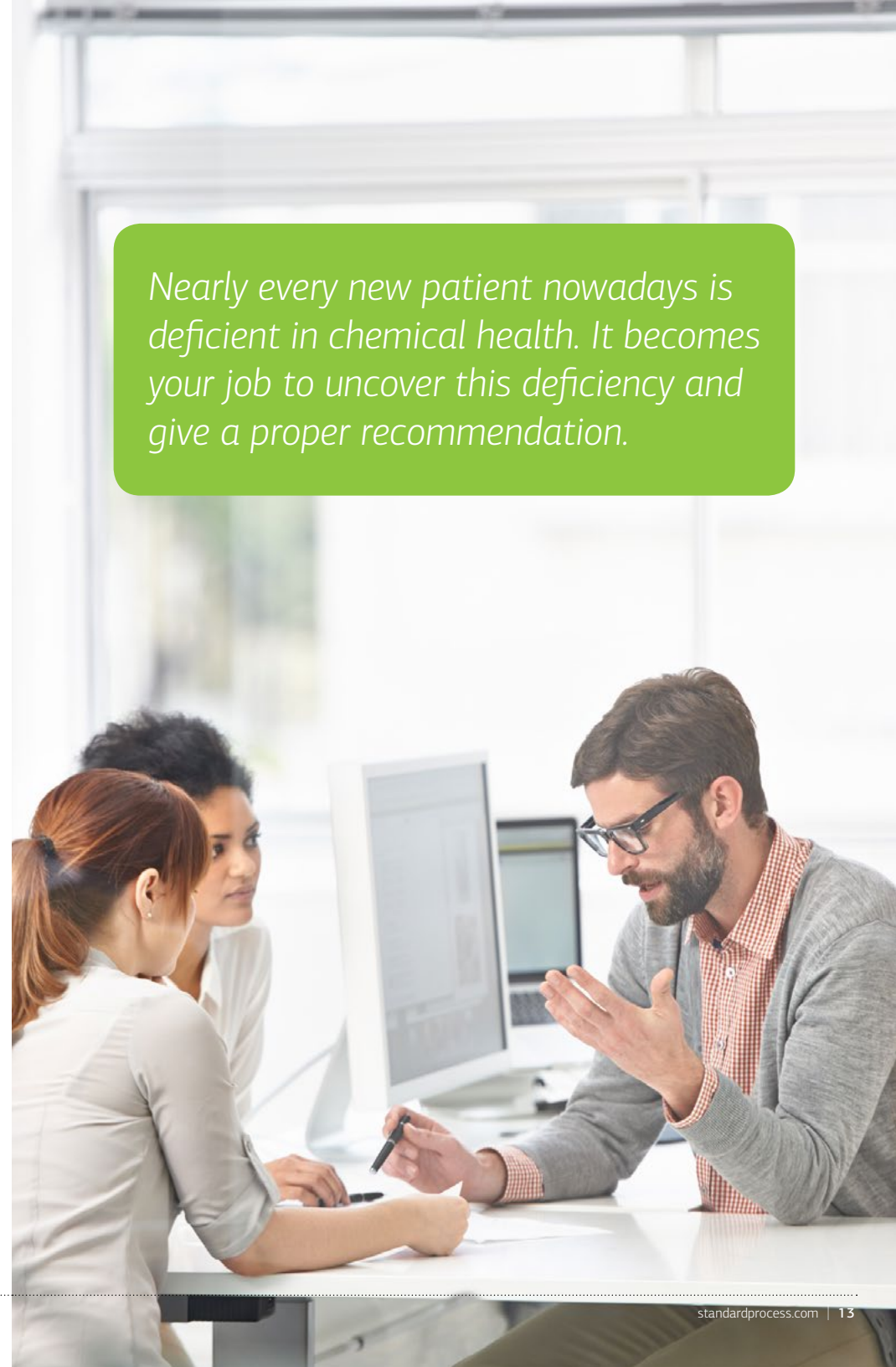
nowadays is deficient in chemical health. It becomes your job to uncover this deficiency and give a proper recommendation for how they can help themselves.

The first step is to find out exactly what that patient wants. Pain, for example, is only the superficial reason the majority of the time. Once you acknowledge your patient's condition, begin to ask questions to dig deeper into the real reason the patient is there to see you.

- » *How is the condition affecting that patient's body?*
- » *How is the condition affecting that patient's lifestyle?*
- » *What will happen if the condition is not brought under control?*

Getting below the superficial effects of the condition is the first step. You must guide the patient out of his or her head to experience the effects the problem is having on others and that patient's own long-term health. Once patients understand it's not just about them but about their loved ones and future, the whole dynamic of the patient visit changes.

Nearly every new patient nowadays is deficient in chemical health. It becomes your job to uncover this deficiency and give a proper recommendation.



We know everybody makes decisions emotionally and then rationalizes them intellectually. But every patient visit I have had starts in the same place. And that is intellectually. The best health care providers I know have mastered the art of asking the right questions in the right order to move people from the intellectual realm into the emotional one. Most of them have learned this skill through trial and error and have an innate sense of connecting with people. I wasn't that lucky, so I worked hard to acquire this skill.

The second step after making the emotional connection is to create a vicarious experience. A vicarious experience begins with you telling

a story about someone else you have helped with problems similar to that patient's. In other words, you talk about how you have affected someone else's life in a positive way by providing a specific nutritional approach and healthy lifestyle modifications. That approach can include nutritional supplements, but the key element is how you helped that person learn to live life healthier.

The vicarious experience is a commonly used behavior-modification technique that allows patients to begin to experience the positive changes to their own lives without actually putting themselves out there. Most people are scared to make changes because they aren't sure

of the possible consequences. But if they can hear, while in an emotional state, about people like themselves who have made positive changes in relation to the same problems, the likelihood of your recommendations being accepted is much higher.

The final step in painting the picture is to outline the positive effects a whole food-based diet, in conjunction with Standard Process and MediHerb supplements, could have on the patient's specific situation. The optimum result from a conversation like this is the patient thinking or actually saying, "That sounds just like me."

The vicarious experience makes patients feel less apprehensive about moving forward. You have them emotionally connected to a deeper reason to do everything possible to help themselves. Now you just keep their best interests at heart and make your decisions based on your clinical knowledge and what will take them to the next level of health.

Once you have gone through these three steps, now comes the hard part. You have to detach yourself from the outcome of that recommendation. Some people will take your recommendations, and some won't. You gave it from your heart and clinical experience. Always stay on your patient's side. Maybe there is

The optimum result from a conversation like this is the patient thinking or actually saying, "That sounds just like me."

some other reason the patient can't do it right now. All you want to do is help. Your intention was based purely on what you think they need, not what they can afford or any other reason.

So find out what they want, ask questions to get to the emotional level of the problem, create a vicarious experience, recommend from your heart, and don't concern yourself with outcomes, and you'll never "sell" again.

This section by Bill Hemmer, DC, was excerpted from his SP News column on practice management.

Dr. Hemmer owns and operates a successful chiropractic and functional medicine practice in Tuscola, Illinois. He is also a co-founder of Functional Wellness Systems, a comprehensive business system rooted in providing specific guidance on how to effectively integrate functional medicine into any existing health care practice.





by Bruce Bond, DC, DACBN

One of the keys to successfully integrating nutrition into the practice is talking to the right audience—the patients and people who are interested in what you have to say and offer. You will be setting yourself up for disappointment and frustration if you try to target everyone with your message.

Do large corporations spend their advertising budgets trying to target the general public? No. They design their ads to go after a specific segment of the population.

When doctors are asked, “Who is your target audience?” most reply, “My patients.” The entire patient pool, however, is too diversified. ***The key to increasing profits is rarely bringing in more new patients or going after your existing patient pool. The key to generating greater profits is to capture more valuable patients.***

So who are your primary target audiences?

- » *Patients referred by patients currently taking nutritional supplements and getting adjusted by you. These people have already been pre-sold on you.*
- » *Patients who come to you for a musculoskeletal issue, but on their initial intake form note they are currently taking supplements and are exercising. Keep in mind that their initial concern isn't wellness. It may be a back issue; however, while the back issue is improving, you have been developing a relationship with them and earning their trust. As a result of this relationship and trust, they may, at a future date be more receptive to the nutritional services you have to offer.*

Now just because you target the right people does not mean they will always be receptive to your message. In a forest of 10,000 trees, there are no two trees exactly alike. And so it is with your patients.

—Bruce Bond, DC, DACBN



“I can’t swallow pills!”

When you hear a patient say this dreaded sentence, it can seem as though your options with nutritional supplements are severely limited. I used to feel like both hands were tied behind my back as far as my ability to help patients who told me they couldn’t swallow supplements.

But when I learned how many options are available with chewable supplement formulas, powders, and liquid extracts, I began to enjoy the challenge of finding effective nutritional supplement alternatives for this patient-compliance challenge.

Whether you are trying to help a young child who truly can’t swallow supplements or an adult who can swallow supplements but has a strong aversion to doing so, here are some great options for your practice.

Chewable Formulas

The naturally flavored chewable formulas from Standard Process can be used by people of all ages but are especially popular with children. Just a quick reminder—the labels on these products are set to adult daily values so remember to adjust your formula for the age of the child. It is not uncommon for children to ask for their daily supplements when these pleasant-tasting formulas are used:

- » **Catalyn® Chewable** supplies multiple vitamins and minerals for complete, complex nutritional supplementation.
- » **Congaplex® Chewable** provides short-term support for healthy immune system function with a combination of key ingredients from Cataplex® A-C, Calcium Lactate, Thymex®, and Ribonucleic Acid.
- » **Tuna Omega-3 Oil Chewable** contains omega-3 fatty acids, including DHA and EPA. Calamari Omega-3 Liquid and Cod Liver Oil (capsules can be chewed or emptied) are also pleasant-tasting sources of omega-3 fatty acids.
- » **Calcifood®** (chewable wafers) helps the body build strong, healthy bones.*

*These statements have not been evaluated by the Food and Drug Administration. These products are not intended to diagnose, treat, cure, or prevent any disease.



Chewables, powders, and liquids present many options.

Although **ProSynbiotic** is not a chewable formula, it contains a sweet-tasting prebiotic (galactooligosaccharide) that most people enjoy. Consider ProSynbiotic for those who can't swallow supplements as it can be opened directly into the mouth or mixed with cold food.

Powders

Nutritional supplements in powder form are especially helpful for patients who enjoy making shakes, and it's hard to top the nutritional value of a shake that contains these convenient powder formulas.*

- » **SP Complete®** and new **SP Complete® Chocolate** and **SP Complete® Vanilla** supply nondenatured whey protein and whole food nutrition along with vital nutrients that support healthy liver function and immune system health while providing antioxidant activity.
- » **Cyrofood® Powder** supports cellular health and overall vitality.
- » **Whole Food Fiber** provides a good source of fiber from nutrient-rich foods, including beets, carrots, oats, and rice bran.*

Other powders include Whey Pro Complete, Calcium Lactate Powder, Calcifood® Powder, and Inositol Powder.

Crusher/Splitter Options

Depending on individual taste preferences, many Standard Process supplements can be crushed and added to cold or cool food with the supplement (pill) crusher/splitter (P3170), available at standardprocess.com in the **Literature/Tools section** of the online order form. Yogurt and applesauce are two popular food choices to mix crushed tablets with.

Liquid Extracts

The herbal liquid extracts from MediHerb provide a variety of support for immune system, digestion, endocrine, cardiovascular, and respiratory tract health. There are more liquid extracts than can be adequately discussed in this article, but you can learn much more about the benefits of herbs in your practice in "The Ultimate Herbal Compendium," by Kerry Bone. This book (B0900) is available at standardprocess.com in the **Literature/Tools section** of the online order form.*

It's never an ideal situation when patients can't swallow tablets or capsules. But with a little creativity, you'll find you have more than enough options to meet their nutritional supplement needs.

—David Hogsed, DOM, AP

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When it comes to cash flow, don't be afraid of change.

When cash flow concerns put the future of a practice in jeopardy, there is often a desperate attempt to try anything, which can just cause bigger problems and make a financial turnaround more difficult.

On the other hand, the use of a well-planned practice restructuring can start you down the road of recovery and renewed success. Practices have changed dramatically over the years. In the 1960s, third-party payers began covering X-rays, in the 1970s there was physiotherapy, in the 1980s there was rehabilitation, and the 1990s brought thermography and multidisciplinary practices.

Today we have less reimbursement than ever before. The pendulum has swung to the other side. So your choice is to adapt and restructure or to continue with outdated practice concepts resulting in a decreased patient base, a decreased income, and an eventually obsolete practice.

When you change the way you look at things, the things you look at change. In business and life the only constant is change, so to get different results we have to break the chains of old habits. Just as a baby does not cling to a chair once it learns to walk, so will you have to let go of old crutches in order to move forward.

—Bruce Bond, DC, DACBN

Don't be afraid of change.





DEVELOPING A NUTRITIONAL NICHE

PART 8

by David Hogsed, DOM, AP

For health care professionals who want to help their patients with clinical nutrition, nothing can paralyze a practice more than confusion about nutrition. And nothing can make you feel more confused and overwhelmed than assuming you must know everything about nutrition and must be able to help everyone with nutrition.

One of the most useful strategies I've found to avoid confusion and burnout with clinical nutrition is to narrow your focus to a few specialty "nutrition niches." Focusing on how to provide effective nutritional support for several key health foundations can enhance your clinical skills, simplify patient education, and increase successful outcomes. And once you've mastered a nutrition niche, you can always incorporate more and more of these nutrition specialties into your practice.

Some of the more popular nutrition specialties include:

- » Digestion support
- » Musculoskeletal health
- » Immune system support
- » Endocrine system health
- » Weight management support

There is high public demand for your help with all five of these health foundations, but they each have advantages and disadvantages that must be taken into consideration. For example, weight management is an exciting specialty niche that can generate many referrals, but there is no other specialty that requires more detailed patient education and strict adherence to diet for successful clinical outcomes. The specialty niche of female endocrine health has a high-percentage success rate, but the amount of nutritional support needed for successful outcomes may be significantly higher than for other nutrition specialties. Every specialty has its unique pros and cons.

What's your nutrition niche? Only you can answer that question.

I can tell you that any personal health challenge you have overcome in the past can greatly help you now as you develop your nutrition specialties. For example, have you conquered a personal struggle with overindulgence in sugar? You may be uniquely qualified to assist your patients with their weight management goals.

—David Hogsed, DOM, AP



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52 Practice Management Tips email series.*

www.StandardProcess.com/52-tips

We're Committed to Being a Leader

Sustainability and environmental stewardship have always been important at Standard Process. Our decision to use environmentally safe farming, manufacturing, and business practices underscores our interest in the health of the planet. Visit www.standardprocess.com/about-us/sustainability to learn more.

In our efforts to be more energy efficient and create less waste, we have created this e-book. We encourage our health care professional customers and their patients to read it digitally.



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