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Mentoring the mentor:

- ⌘ Each participant attends monthly teleconferences (1 hour in duration, 4th Thursday of month) creating a round table discussion/exploration of the dynamics and details of a nutrition-based wholistic practice
- ⌘ Each participant chooses a colleague in his/her world to convey the notes and information – no information squandering
- ⌘ Issues/problems/questions are considered a learning process for everyone, although individual's remain anonymous
- ⌘ All questions, comments, case studies to be directed through email to SF rep who will compile and include in next teleconference (must be submitted 10 days prior)

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Right or Wrong -

I do the very best I know how – the very best I can; and I mean to keep doing so until the end. If the end brings me out all right, what is said against me won't amount to anything. If the end brings me out wrong, ten angels swearing I was right would make no difference.

Abraham Lincoln

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Roadmap to success!

- ⌘ Case Management – every deliberate action that arises from awareness of the healing goal
- ⌘ Practice Management – every deliberate action that arises from the application of sustainable integrity
- ⌘ An elaborate culture is born that is daily matured to an evolution of remarkable proportion that could only be achieved by incremental contribution

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You know what?

- ⌘ I know what I know
- ⌘ I don't know what I don't know
- ⌘ I don't know what you know
- ⌘ I don't know what you don't know
- ⌘ I have more to learn than I know
- ⌘ We know more than we know that we know
- ⌘ It is natural to increase our knowing
- ⌘ It would be difficult to not increase our knowing

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The mechanism -

Whatever the mind of man
can conceive,
It can achieve.

W. Clement Stone

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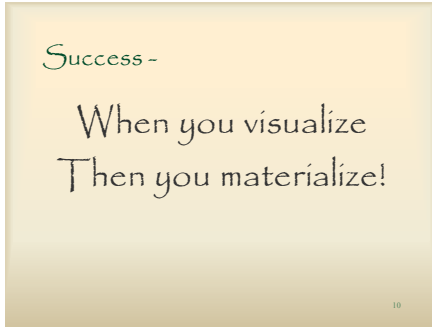
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The Law of Attraction

- ⌘ Thoughts become things
- ⌘ What you hold in mind creates a frequency and a field that calls forth manifestation
- ⌘ Complain about how bad and it is
- ⌘ Appreciate the good and so be it
- ⌘ What you think, what you feel, and what you manifest is always a match

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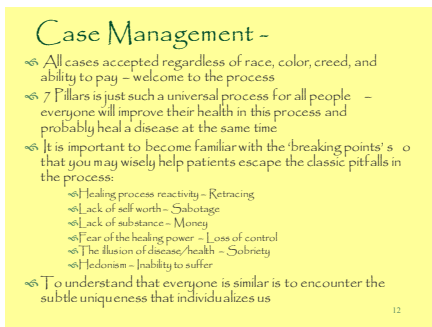
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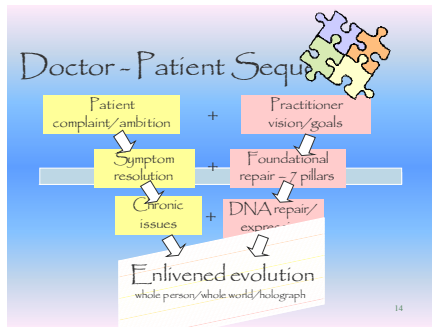
Functional Medicine

Functional medicine could be characterized, therefore, as upstream medicine or back-to-basics – back to the patient's life story, back to the processes wherein disease originates, and definitely back to the desire of healthcare practitioners to make people well, not just manage symptoms.

L. Amed Logan, MD, 2007

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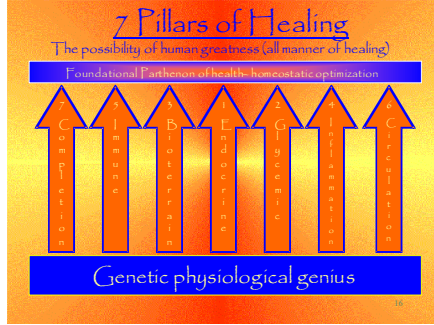
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7 Pillars of Healing

- «Endocrine/Hormonal
- «Glycemic Management
- «pH/Bioterrain
- «Inflammatory status
- «Immune burdens
- «Circulatory Status
- «Complete Tropho- Restorative Cycles

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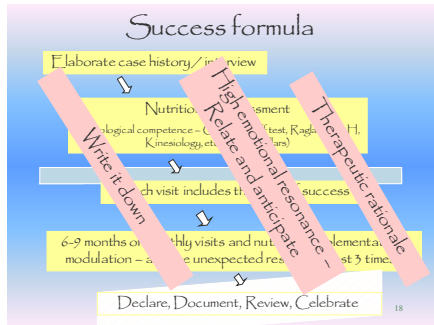
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Formula for Success -
The 'I's have it

1. Introduction - be transparent and rational
2. Interview - be mutual and intimate
3. Investigate - measure and record
4. Initiate - report of findings and correlate
5. Inquiry - check for conception
6. Itinerary - scheduling and treatment plan


Every visit includes every ingredient

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Introduction -

- ☞ Show your philosophy
- ☞ Share the mission
- ☞ State what you are going to do
- ☞ Enroll patient in why you are doing exam



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The Story -

In the absence of the patient's story - you're practicing veterinary medicine!

Dr. Arthur Kleinman, Harvard Medical School

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Interview -

- Make notes, remind people you care by remembering
- Build intimacy - this is the foundation of the partnership
- Mutualism - match the level of disclosure
- Demonstrate comfort in the topic



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What matters -

More important than knowing what kind of disease the patient has, is knowing what kind of patient has the disease.


Dr. William Osler

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Investigate -

- Utilize analytical tools to measure wellness and anomalies
- Educate as you proceed - why, what is learned
- Practice vocal anesthesia to offset test anxiety (white coat syndrome)
- Correlate major complaints/symptoms with findings




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Initiate -

- Report all the findings and correlate with symptoms
- Simply read all positive findings and explain all changes since last visit
- The therapeutic use of rationale - describe how each supplement works and its objective




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Inquiry -

- Confirm understanding and comprehension
- Detect present or future problems
- Employ preventions to avoid foreseen issues (\$, vegetarian)
- Complete one's issues - close patient up so they are not leaving with everything hanging out




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Itinerary -

- Treatment plan says how long, how often, and how much
- Identify re-evaluation along the way and introduce scope of the program/project
- Headline the immediate goals - succinct and frank



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From Start to Finish

- 1 - Each significant symptomatic report gives the practitioner opportunity to explain how that is part of a functional issue that can be cared for- this builds a strategy for the case
- 2 - When results can be attributed to the strategy patients will go further with you into very complex long term journeys
- 3 - Each visit must refresh the strategy and rededicate the effort to functional aims, avoid getting too focused on symptomatic challenges
- 4 - Accurate notes is all you have from the tangle of chronic complications- you will get lost if your notes are not elaborate- for some the journey will take years, maybe decades ³⁴

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Visit after Visit - The Gold Standard

- ⦿ Patient primary concern - must be revisited and respected - if not clear and honored patient will not be open to anything additional the doctor envisions - it is 'true north' that the compass always points to (e.g., constipation, loss libido, fertility, headaches, prevent cancer)
- ⦿ The gold standard is the comprehensive nature of a functional medicine oriented practitioner which assures accountability and therefore safety in the exploration - acts as an anchor to the lofty expansiveness of biochemical modulation, and the possibility to continually chose or unchose this approach
- ⦿ Every item of the sheet from the former interview must be reviewed - simply record answers - Accurate note-taking creates doctor confidence in the future when notes may be essential to determine direction
- ⦿ Remember each visit includes a report of findings - report the changes in the symptomatic profile and changes in examination findings - you never have to convince them - this does it for you
- ⦿ Often patient will say, "I'm not sure it worked?" - turn sheet over and review the symptoms that have changed - do not be drawn into an opinion until after you have reviewed the interview - results are not about opinions - truth, ³⁵ and our experience of it working in our lives is incontrovertible

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Visit after visit - From start to finish

- ⦿ There is no finish line (Nike). Continue to declare the project by reviewing the former data and noting changes- we are experts in change- change is process- the process is balancing/healing
- ⦿ Pin the tail on the supplement- every change noted relates to the program of change/transformation that you have initiated with them- reveal your expertise in how the body works to explain to them what is happening
- ⦿ Each visit further astounds the patient- they return expecting to be let down, expecting to find that the first visit was great but too good to be true and cannot happen again- what they don't know is that what worked was the formula for caring that biochemical consultation employs- it will be here time after time for years - it will become a standard in their lives, most likely found nother place that with you
- ⦿ After nine months has gone by, the seven pillars of health have been achieved and the Parthenon of health is a reality the left over intervals the icing on the cake which distinguishes you as a master- because you are committed to go all the way
- ⦿ All the really great miracles in healing are accomplished from the Parthenon of health - you must be strong to do great things- the deep work only begins after basic detox, repair and balancing has been realized
- ⦿ The interview keeps us focused on the whole journey instead of just the highlights of big change in the beginning ³⁶

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Easy vs. hard -

In the beginning disease is difficult to recognize but easy to cure. In the end, disease is easy to recognize, but difficult to cure.

Anton Mesmer, 1777

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Foundational Therapies

- Basic strategic approaches are common for all conditions – use the six pillars of health
- Prepare with strategy and handouts for typical presentations – cancer, autoimmune (MS, asthma, thyroiditis, Lupus, RA, alopecia, ALS, sclerosing cholangitis, et al), etc.

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The Possibility of Normal Physiology

- It used to be that enhancing normal physiology was a way to talk about nutritional therapy to avoid practicing medicine without a license
- That containment created a great deal of healthy evolution in nutrition
- Many people today use nutritional therapy in an allopathic way

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Normal Physiology


- ↳ Every macro or microscopical event contributing to homeostasis
- ↳ Including normal physiology events designed to return the body to homeostasis (eg, Acid buffering mechanisms, fever)

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Champions of Normalcy

- ↳ Assisting everyone healthy or diseased toward homeostasis
- ↳ Helping people discover what is possible
- ↳ Completing body processes without complicating



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Treating Normal vs. Abnormal

↳ Treating systems	↳ Treating symptoms
↳ Treating health	↳ Treating disease
↳ Treatment never ends	↳ Disease is cured – treatment ends
↳ Principles are universally relevant	↳ Approaches only apply to a few

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Practice Management

- ↻ Combination of keeping focused on the desired outcome and trusting/going with the flow as stages of evolution present themselves toward the mature practice
- ↻ Having a larger vision/mission that everyone can be a part of
- ↻ Choosing structures that serve the spiritual integrity of the organization - in other words all the people taken care of - being fierce to clarify 'built-in' dysfunctionality

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Beginning to understand -
Imagination is everything.
It is the preview of life's
coming attractions.

Albert Einstein

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Vision

- ↻ A new possibility
- ↻ More than just a description of now
- ↻ Think big, really BIG!
- ↻ Think globally, act locally
- ↻ Confront small-mindedness
- ↻ If not you, who? If not now, when?



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Mission

- How am I in the vision?
- How is my business?
- How am I for you in this process?
- How it impacts me/you?




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Guiding Principles

- What are the 6 values I live by?
- How am I committed to operate as a person/practitioner
- These keep us on track like street signs pointing ways to fulfilling mission



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Motto

- It should inspire me when I read it, say it
- What has your life always been about?
- A universal precept to associate with
- An icon of value to stand for, serving the mission



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Experts have a position

POSITION STATEMENT

In light of the global controversy surrounding the development of genetically altered crops/foods, as well as research findings that raise questions about their impact on the environment and the health of humans ingesting them, our office adopts the position favored by many leading scientists: that extensive unbiased study, under controlled conditions be conducted on Genetically Engineered crops/foods before they are introduced into the environment and the food supply.

In addition, we recommend that regulators require labeling of products containing transgenes. We support the consumer's freedom to choose. We recommend that the public avoid Genetically Engineered foods when ever possible until such time that genetically modified crops/foods are determined to be safe.

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Golden vs. Platinum Rule!

- ⌘ Golden Rule - Do unto others what you would have them do unto you (it's all about you, you are the frame of reference)
- ⌘ Platinum Rule - More valuable than golden rule - Do unto others what they would have you do unto them (it's all about them, the other is the frame of reference)
- ⌘ What is another person's language and can you translate into their words

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Translation



Three languages

Language of Fear - Survival, disempowered, acquisitive, seeking responsive to systems/strategies- serving status quo (enthused about the way things were, resisting change)

Language of Possibility - Idealistic, ambitious, optimistic- responsive to ideas and concepts- serving the future (enthused about the way things can be)

Language of Practicality - Pragmatic, principled, bottom line, power based - responsive to procedure, documentation, accountability serving the present (enthused about the way things are)

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The goal ...

Most people think life is a competition – whoever has the most money when they die wins!




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Structure of business -

- Commission paid every 2 weeks- 60% of collected \$
- Supplement sales commission paid on the 1st of next month
- Profit sharing every quarter of left over amount after expenses (15 to 22 \$)- for owners only
- Our office has 10 practitioners (5 fulltime), of which 7 are shareholders (we have been associated from 4 to 20 years)
- Equal shareholding is invited after achieving 3% of income, buying in gradually quarterly with 50% of profit share
- We have successfully bought out 7 shareholders in the last 15 years all to out-of-state moves or death
- Annual shareholder meeting establishes the net corporate asset value, which each shareholder signs a document declaring that this is the agreed value and thus a buy/sell value is established so that legal proceedings will never be needed
- Biggest risk to success is failed relationships and loss of innocence – prepare for the end by building it into the beginning



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Associates you can live with -

- No pressure on associate
- Everyone in your organization must grow and develop- be committed to their growth even when it is not quite what serves you
- Watch out for the shadow slide, where you are subtly transferring to the associate what you don't like doing
- Beware of covert agendas- helping them get on their feet so they can buy your practice from you- you are secretly burned out and that is stressful to associate with
- No place in town more creative for them than with you you must think from their perspective- treat them better than they expect and than you were treated in the beginning
- Answer questions before they are asked- show them you are thinking ahead of them- win their confidence
- Give them more information that they expect- practice transparency
- Make them partners when they achieve success- equal partners
- Let them own their own files/patients- respect their autonomy
- Finally, let them create and teach you as well as learn from you- like raising a child to eventually become independent and a true associate

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Prosperity Principles

- ☞ Ability to create wealth: add real value to people's lives and you will prosper
- ☞ Create products and services that increase the quality of life
- ☞ True contribution makes life richer- do not limit yourself to personal gain
- ☞ Maintain (spend less than you earn)
- ☞ Enjoy wealth: true wealth is an emotional sense of absolute abundance

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Employees -

- ☞ Everyone in your organization is under your care to grow, heal and evolve
- ☞ This must exceed your own self interests, so occasionally sacrifice is the price
- ☞ Start the compensation low, give lots of raises, overpay so that you create a career position
- ☞ Create bonus system that actually pays out regularly they must have a significant stake in the success
- ☞ Use regular evaluations (every 6 months)
- ☞ Confront the issues as they arise
- ☞ Never let an employee go home congested without you addressing the concern
- ☞ Never ask them to do what you won't - lead by example

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The Big Bonus System

	Office Visits	New patients	Payments	Bonus
Daily	90 06/22/01	15 07/13/01	\$22,110 09/27/04	\$25
Weekly	371 11/30/03	40 05/06/01	\$53,358 11/30/03	\$50
Monthly	1520 10/04	139 05/01	\$227,268 10/04	\$100
Yearly	15289 2003	1194 2001	\$2.09 Million 2003	\$200

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WOW Factors

- ⌘ Number one tool for communicating the mission
- ⌘ Anytime you open the heart with a value-added experience, which exceeds the expectation, the heart is open - rapport happens
- ⌘ Communication and inspiration are possible

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Examples of WOW factors:

- ⌘ Listening
- ⌘ Mutuality in the healing process
- ⌘ Attention and time spent
- ⌘ Functional medicine, foundational approaches
- ⌘ The long view, wholistic thinking
- ⌘ Ongoing R & D, training and education to further the mission
- ⌘ Sustainable product integrity
- ⌘ Educational material and commitment
- ⌘ Membership to the orthomolecular community
- ⌘ Availability by phone, quick-check
- ⌘ Follow-ups: phone, literature,
- ⌘ Report of findings, therapeutic rationale

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Structure of the day

- ⌘ New patients 60 minutes, \$50 consult fee
- ⌘ Existing patients 30 minutes, \$40 consult fee
- ⌘ All patients charged a consult fee, acknowledging practitioner expertise, otherwise you are just selling supps
- ⌘ Suggest initially using nutrition as an adjunctive therapy to isolate the service time (Thursday mornings), so that distinction is made between nutrition therapy and other aspect of practice (chiro, dentistry)
- ⌘ Average case requires 8-9 months of incremental transformative care leading to long-term maintenance
- ⌘ Change individually for diagnostics - lab tests, Biomeridian
- ⌘ Quick checks as a way to encourage acute care
- ⌘ Structure phone call and email times

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Self Respect

- ⌘ Your greatest asset in practice is the capacity for self respect, love, and forgiveness
- ⌘ The healer's greatest influence is her/his own self respect
- ⌘ Anything you do that increases your self respect builds your professional identity - you will be known for this!

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Bigger than your practice -

- ⌘ When the doctor begins to not do the things that he did do that created success
- ⌘ The loss of humility and the elaboration of false confidence - results in loss of fascination with healing
- ⌘ Breaking the rules and policies
- ⌘ Early warning sign of decline - either change or sell fast

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Give generously
As you have received

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