



PRACTICE SUCCESS

Your Practice is Waiting For a Leader to Show Up!

By Janice Hughes, DC, LCP (Hon.)

Practice management is an area of our profession that has many different meanings. To some it is simply following certain strategies and using certain tools to create a successful practice. It could be using specific scripts, brochures and posters or materials. An-

other approach is to focus on the vision of your practice based on your philosophy of chiropractic.

My view is that practice management should be intertwined with practice leadership. In the business world there was the era of management strategies, and it was thought that this was what made

great companies. Then followed the approach that management was not the issue, it was leadership and vision. Now, most Fortune 500 companies are realizing that leadership is really the complete blending of leadership and management. When these two components are tied together it makes for companies that stand the test of time.

How does this impact us in the chiropractic profession? From the level of student transitioning into practice, to seasoned practitioner, we can identify where our own strengths and weaknesses are regarding leadership and management. Incorporating both components in our practice will create stability that will allow for growth, addition of doctors, and time off knowing that all systems are in place and are working as they should.

Evaluate yourself

Whatever level of practice you are

currently in, honestly evaluate your skills and identify weaker areas. This will allow you to grow. Too often we work only on our strengths. If we are excellent in the technical aspects of technique, we often spend 80% or more of our time learning more skills in this area. If you are already at a high level in this area, your future growth will not occur here. While your technique may be superb, you may lack team meetings and briefings to allow for successful communication with all team members. These management issues are imperative for a successful practice. Focusing on working in weaker areas is actually your opportunity for growth and change.

To begin an assessment of your skills as a leader in your practice here are some key areas to consider:

- Service excellence
- Staff management
- Planning and strategies
- Sales management
- High productivity
- High profitability
- Empowered leadership
- Practice statistics to monitor trends and ratios
- Patient education strategies and programs
- Personal balance issues
- Accounting and taxes

In each category there are tasks that can be monitored. Under staff management some examples would be:

- employee accountabilities are written and clear
- quarterly employee reviews are conducted
- team members report in written format
- feedback is given continually to team members regarding their contribution and role
- expectations are outlined for each team member regarding due dates for projects and tasks
- each team member's strengths are acknowledged and supported, and strategies are in place for training on weaker areas
- team members are briefed on the focus of the day, the focus of the week

Obviously the list in each area will be wide and varied. Ask yourself what would fit into each of these categories for you and your practice. Write out the components so that you can begin a check list.

Dr. Dennis Perman from The Masters Circle taught me to call this a resource building exercise. Rate your level of experience and expertise in each component on a scale from minus ten to plus ten. Honor your strengths, yet spend your time and focus on the growth opportunities.

Coaching and mentoring like the above are very beneficial because they help you access where you are currently, and where you would then love to be. Coaching helps you create the action steps and practice management pieces that allow you to move in the direction of where you would want to be — your dream practice!

JANICE HUGHES, D.C., L.C.P. (Hon.) is the new Director of Practice Leadership for the Palmer Institute for Professional Advancement in Davenport, Iowa. Dr. Hughes maintained a high volume wellness practice in Canada for 13 years. She is also an experienced professional coach, author, and speaker. Dr. Hughes can be reached at 1-800-452-5032 or 563-884-5247.

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