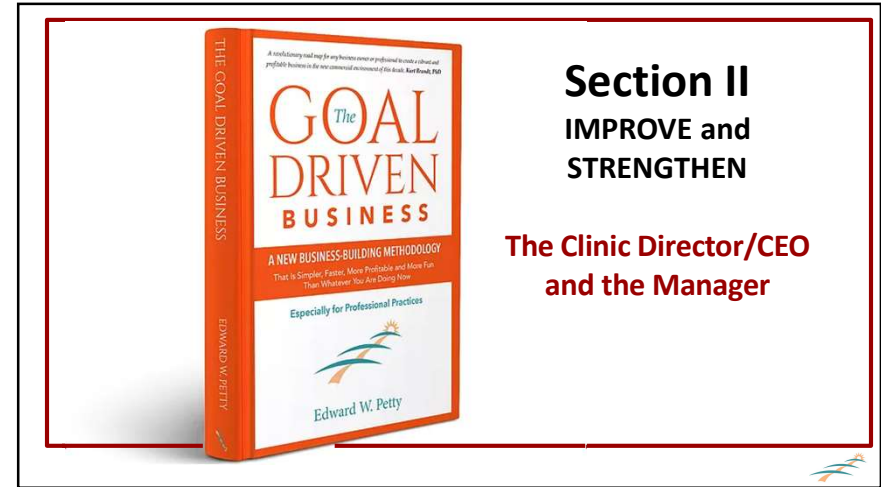




1



2

## HIGH GOALS AND HIGH STANDARDS

**"A level of quality or attainment that is regarded as a benchmark for success and must be reached to achieve a specific end."**

3

## HIGH GOALS AND HIGH STANDARDS

Do not interpret the importance of building people up and helping them learn from mistakes as meaning that you should permit incompetent, poor, or irresponsible performance. Hand in hand with the need for positive reinforcement is the need for high standards.

Just as giving people positive reinforcement tends to increase their performance, so does the presence of challenge and high expectations.


Like a good teacher, a good leader assumes that people from all walks of life and backgrounds can perform at high levels and that, deep down, they want to. A good leader doesn't demand high performance (demanding implies that people are basically lazy and are inclined to withhold their best effort—that it must be extracted out of them, like pulling teeth).

No, a good leader offers people the opportunity to *test themselves*, to grow, and to do their best work. There is no shortage of people interested in doing something in which they can take pride.

But there is a vast shortage of leaders who provide the stimulation of stiff challenge and high standards, combined with the *uncompromising belief that seemingly ordinary people can do extraordinary things*.

Collins, Jim.


4




**WE ARE HERE FOR 1 REASON: THE CUSTOMER.**

The patient, client, member - but ultimately, the customer.

Our goal is to help them achieve their goal.




5




**WE ARE HERE FOR 1 REASON: THE CUSTOMER.**

To achieve this, we have our own goals as a professional service company and as professionals.




6




**LEVEL 5: EXCEPTIONAL OUTCOMES**


- Objective Benefits:** Patients experience a remarkable transformation in health, feeling healthier than they have in years. They can move and function better than ever before, with objective findings showing significant improvement beyond their preinjury or pre-illness status.
- Subjective Experience:** Patients report being extremely happy with their results, feeling empowered and engaged in their recovery process. They express a profound sense of well-being and would highly recommend the service to others, describing their care experience as life-changing.



Patient/Customer
LEVEL 5: EXCEPTIONAL OUTCOMES




7



**LEVEL 5: EXCEPTIONAL OUTCOMES**

**Objective Benefits:** Patients experience a remarkable transformation in health, feeling healthier than they have in years. They can move and function better than ever before, with objective findings showing significant improvement beyond their preinjury or pre-illness status.


- Subjective Experience:** Patients report being extremely happy with their results, feeling empowered and engaged in their recovery process. They express a profound sense of well-being and would highly recommend the service to others, describing their care experience as life-changing.



**LEVEL 4: VERY GOOD OUTCOMES**


**Objective Benefits:** Patients are free of pain and discomfort; overall health is optimal by all measures (e.g., physical, mental, and social well-being).

**Subjective Experience:** Patients feel respected and valued, expressing high satisfaction with their care experience and the support received from healthcare staff.




Patient/Customer
LEVEL 5: EXCEPTIONAL OUTCOMES
LEVEL 4: VERY GOOD OUTCOMES

**LEVEL 3: POOR OUTCOMES**



8



**LEVEL 5: EXCEPTIONAL OUTCOMES**

**Objective Benefits:** Patients experience a remarkable transformation in health, feeling healthier than they have in years. They can move and function better than ever before, with objective findings showing significant improvement beyond their preinjury or pre-illness status.

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**LEVEL 4: VERY GOOD OUTCOMES**

**Objective Benefits:** Patients are free of pain and discomfort; overall health is optimal by all measures (e.g., physical, mental, and social well-being).



**Subjective Experience:** Patients feel respected and valued, expressing high satisfaction with their care experience and the support received from healthcare staff.

**LEVEL 3: GOOD OUTCOMES**


**Objective Benefits:** Noticeable improvement in health; patients are stable with manageable conditions.

**Subjective Experience:** Patients report satisfaction with care received but indicate areas for improvement, such as wait times, clarity of information, or staff interest.

Patient/Customer
LEVEL 5: EXCEPTIONAL OUTCOMES
LEVEL 4: VERY GOOD OUTCOMES
LEVEL 3: GOOD OUTCOMES

9



**LEVEL 5: EXCEPTIONAL OUTCOMES**

**Objective Benefits:** Patients experience a remarkable transformation in health, feeling healthier than they have in years. They can move and function better than ever before, with objective findings showing significant improvement beyond their preinjury or pre-illness status.

**Subjective Experience:** Patients report being extremely happy with their results, feeling empowered and engaged in their recovery process. They express a profound sense of well-being and would highly recommend the service to others, describing their care experience as life-changing.

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**Objective Benefits:** Patients are free of pain and discomfort; overall health is optimal by all measures (e.g., physical, mental, and social well-being).

**Subjective Experience:** Patients feel respected and valued, expressing high satisfaction with their care experience and the support received from healthcare staff.

**LEVEL 3: GOOD OUTCOMES**

**Objective Benefits:** Noticeable improvement in health; patients are stable with manageable conditions.

**Subjective Experience:** Patients report satisfaction with care received but indicate areas for improvement, such as wait times, clarity of information, or staff interest.

**LEVEL 2: FAIR OUTCOMES**

**Objective Benefits:** Some improvement in health status but with ongoing issues; frequent readmissions or complications.



**Subjective Experience:** Patients express moderate dissatisfaction, citing lack of communication, support, and interest from healthcare providers and support staff.

**LEVEL 1: POOR OUTCOMES**

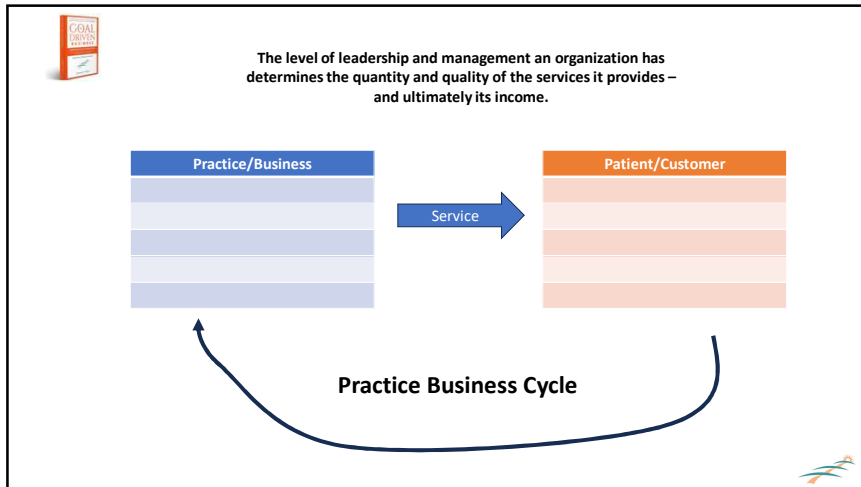
**Objective Benefits:** Significant health deterioration; condition became worse.

**Subjective Experience:** Patients report severe dissatisfaction feeling neglected or unsafe during care. Complain to family, friends, social media, and maybe sue.


Patient/Customer
LEVEL 5: EXCEPTIONAL OUTCOMES
LEVEL 4: VERY GOOD OUTCOMES
LEVEL 3: GOOD OUTCOMES
LEVEL 2: FAIR OUTCOMES
LEVEL 1: POOR OUTCOMES

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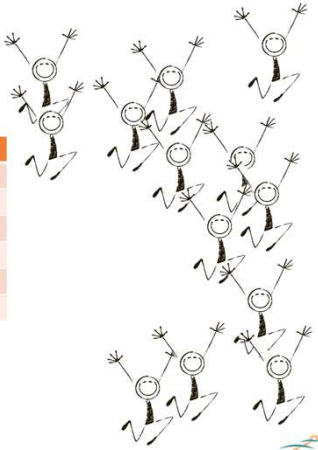

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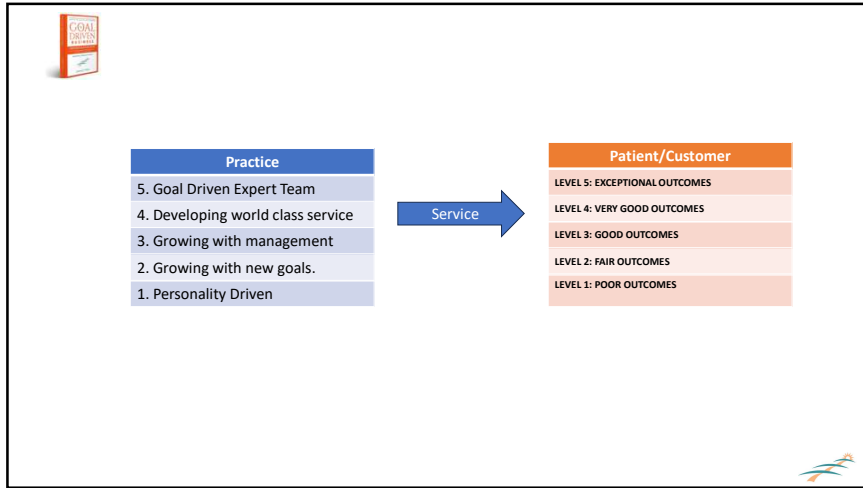
**Quality and Maximum Quantity**

Patient/Customer	Patient/Customer
Quality	Quantity
LEVEL 5: EXCEPTIONAL OUTCOMES	FULL CAPACITY
LEVEL 4: VERY GOOD OUTCOMES	80% CAPACITY
LEVEL 3: GOOD OUTCOMES	60% CAPACITY
LEVEL 2: FAIR OUTCOMES	40% CAPACITY
LEVEL 1: POOR OUTCOMES	0-20% CAPACITY

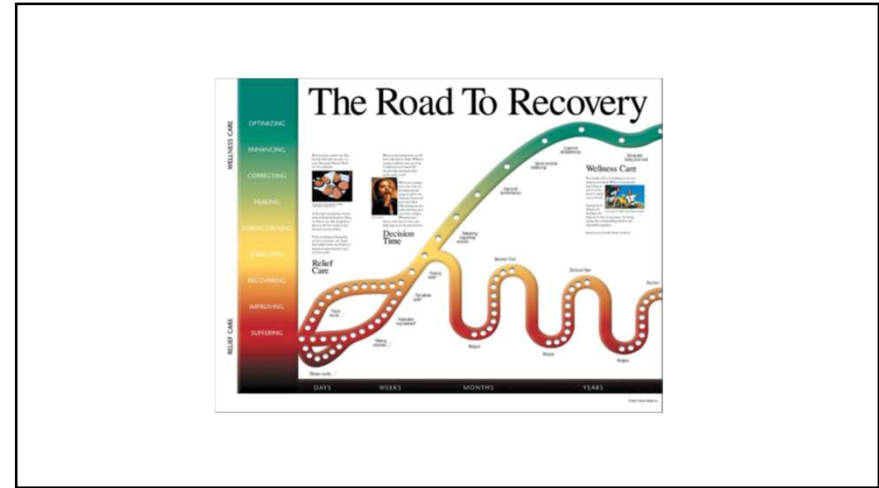
Every % we are not at full capacity is an expense!

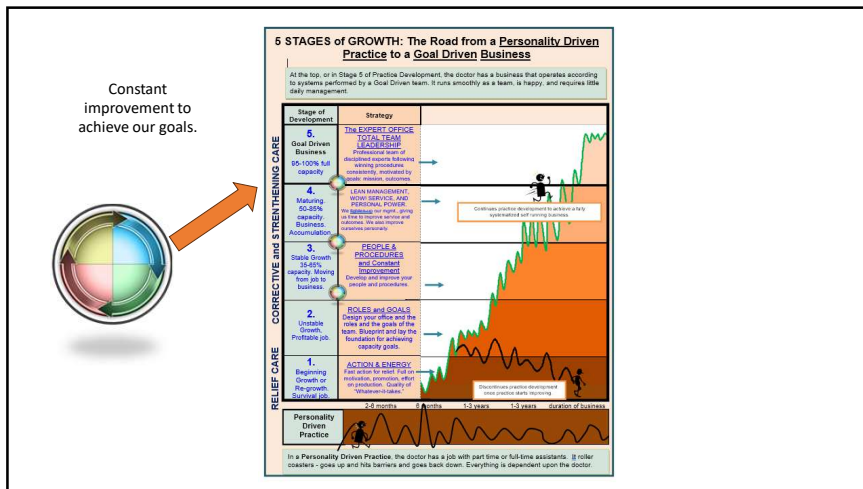
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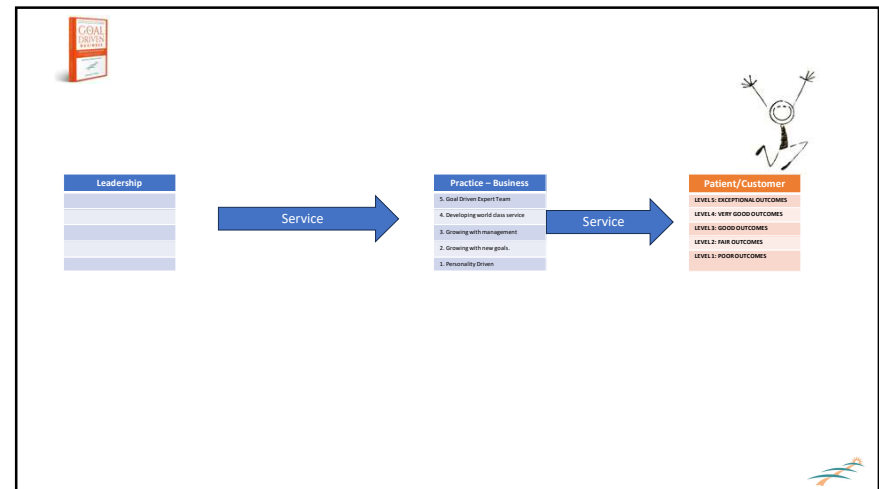
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## Leadership and Management


**"Everything rises and falls on leadership."**  
 (Source: "The 21 Irrefutable Laws of Leadership" by John C. Maxwell)

**"Gallup finds that the quality of managers and team leaders is the single biggest factor in your organizations long-term success."**


("It's the Manager" Jim Clifton and Jim Harter)



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## Leadership and Management



THE GOAL DRIVEN MANAGER

**Goal of Goal Driven Practice Manager**  
 To help the team achieve its goals every month through a) *maintenance* and b) *improvement* of team and system performance.

**This is to allow the Clinic Director/CEO to provide expert leadership.**




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### John Maxwell - 5 Levels of Leadership

5	<p><b>Pinnacle: Legacy-based leadership</b>                  People follow because of who you are and what you represent. Leaders here invest in the growth and development of others, helping team members reach their potential.</p>
4	<p><b>People Development: Develops others</b>                  People follow because of what you have done for them personally. Leaders here invest in the growth and development of others, helping team members reach their potential.</p>
3	<p><b>Production: Results-oriented leadership</b>                  People follow due to results achieved for the organization. They lead by example, inspiring others through their own productivity and commitment. People follow them because they see the leader's impact on the organization.</p>
2	<p><b>Permission: Relationship-based leadership</b>                  People follow because they want to; focus on building relationships. They contribute individually but do not necessarily work to elevate the team or organization as a whole.</p>
1	<p><b>Position: Title-based leadership</b>                  People follow because they have to; authority is positional</p>

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### Leadership

**Leadership - Maxwell**


5. Legacy Based
4. Develops Others
3. Results Oriented
2. Relationship Based
1. Position Based

→

**Patient/Customer**

- LEVEL 5: EXCEPTIONAL OUTCOMES
- LEVEL 4: VERY GOOD OUTCOMES
- LEVEL 3: GOOD OUTCOMES
- LEVEL 2: FAIR OUTCOMES
- LEVEL 1: POOR OUTCOMES

Service




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### Jim Collins - 5 Levels of Leadership


<b>5</b>	<p><b>Executive: Builds enduring greatness</b></p> <p>Builds enduring greatness through humility and will. They prioritize the organization's success over personal recognition, preparing successors and ensuring sustainable success.</p>
<b>4</b>	<p><b>Effective Leader: Inspires commitment to vision</b></p> <p>Inspires commitment to a vision. They are driven and skilled at motivating people to achieve ambitious goals. However, they may still be more focused on personal success rather than the long-term health of the organization.</p>
<b>3</b>	<p><b>Competent Manager: Organizes people effectively</b></p> <p>Organizes people/resources effectively. They manage well and are essential for an organization's short-term success, handling operational needs but without necessarily inspiring a long-term vision</p>
<b>2</b>	<p><b>Contributing Team Member: Team player</b></p> <p>At this level, leaders work effectively within a group, contributing their skills to help the team succeed.</p>
<b>1</b>	<p><b>Highly Capable Individual: Individual contributor</b></p> <p>Individual contributors who excel in their roles. They contribute individually but do not necessarily work to elevate the team or organization as a whole.</p>

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Leadership - Collins	Patient/Customer
5. Executive: Builds greatness	LEVEL 5: EXCEPTIONAL OUTCOMES
4. Effective Leader	LEVEL 4: VERY GOOD OUTCOMES
3. Competent Manager	LEVEL 3: GOOD OUTCOMES
2. Team Player	LEVEL 2: FAIR OUTCOMES
1. Capable Individual	LEVEL 1: POOR OUTCOMES

Service →





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### Management




Leadership	Management	Practice - Business	Patient/Customer
5. Executive: Builds greatness	5. Goal Driven/Expert Trainer	5. Goal Driven/Expert Trainer	LEVEL 5: EXCEPTIONAL OUTCOMES
4. Effective Leader	4. Developing world class service	4. Developing world class service	LEVEL 4: VERY GOOD OUTCOMES
3. Competent Manager	3. Growing with management	3. Growing with management	LEVEL 3: GOOD OUTCOMES
2. Team Player	2. Growing with new goals	2. Growing with new goals	LEVEL 2: FAIR OUTCOMES
1. Capable Individual	1. Personality Driven	1. Personality Driven	LEVEL 1: POOR OUTCOMES

Service →






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Practice Manager Skills	Patient/Customer
Goal Driven Manager	LEVEL 5: EXCEPTIONAL OUTCOMES
Practice Manager	LEVEL 4: VERY GOOD OUTCOMES
Office Manager	LEVEL 3: GOOD OUTCOMES
Admin/Marketing Coordinator	LEVEL 2: FAIR OUTCOMES
Admin Assistant	LEVEL 1: POOR OUTCOMES

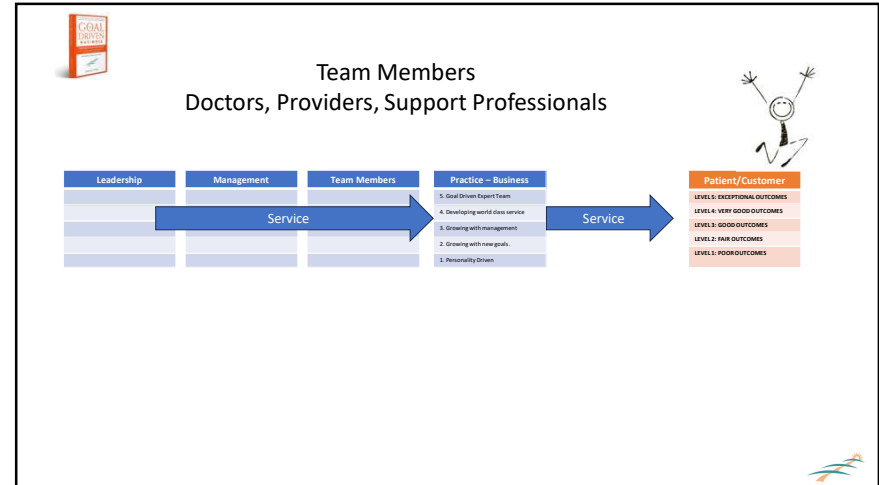
Service →

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5 Levels of Manager	
5	<b>Goal Driven Practice Manager</b> Works to continually improve all aspects of the practice, including marketing, team members, revenue cycle, and budgeting so that the team achieves, or gets closer to, its goals each month. Supported by strong leadership, the Goal Driven Manager helps create a systematized business with <i>team members who are motivated to achieve goals</i> , operating at 90%+ full capacity. In larger offices, this role is the Chief Operating Officer.
4	<b>Practice Manager</b> Manages most aspects of the practice, including marketing, personnel, revenue cycle. Directly supports and helps improve all team members and procedures.
3	<b>Office Manager</b> Supports the office by taking responsibility for tasks not otherwise delegated to other departments, such as human resources, supplies, and marketing.
2	<b>Admin/Marketing Coordinator</b> Coordinates administrative and marketing projects for Clinic Director.
1	<b>Admin Assistant</b> Assists Clinic Director with admin tasks.

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## Becoming an expert.

5. Expert.
4. Advanced Intermediated.
3. Intermediate.
2. Advanced Beginner.
1. Beginner.

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## Scale of Competency

**5. Master**

**Description:** Recognized as an expert with comprehensive knowledge and insight. Innovates and drives strategic improvements, providing vision and guidance in the field. **Skills:** Expert in nuances and best practices, develops new techniques, guides and inspires others, and influences broader strategies in the area.

**4. Advanced**

**Description:** Demonstrates a high level of skill and a deep understanding of the area. Acts as a resource to others and can manage complex situations with minimal oversight. **Skills:** Consistently effective, mentors others, leads projects, solves unique or complex problems independently.

**3. Competent**

**Description:** Has a solid understanding and can handle most tasks independently. Shows the ability to problem solve and make informed decisions without constant supervision. **Skills:** Fully capable with standard work, demonstrates initiative, manages complexity, and provides reliable outcomes.

**2. Intermediate**

**Description:** Has foundational knowledge and can carry out more tasks independently. Still needs some support, especially for complex issues, but is gaining confidence and efficiency. **Skills:** Proficient in basic tasks, can troubleshoot common issues, starts contributing ideas and improvements with guidance.

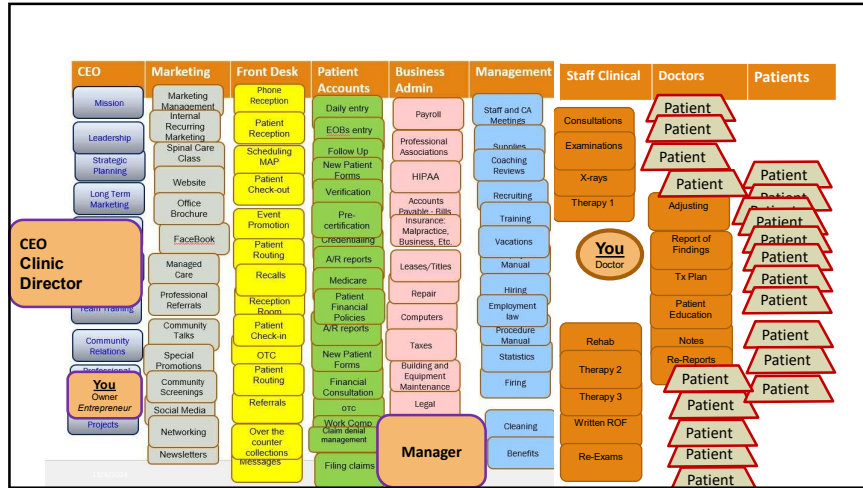
**1. Beginner**

**Description:** Has minimal knowledge or experience in the area. Needs close guidance and relies heavily on instructions. Focuses on understanding basic concepts and simple tasks. **Skills:** Basic understanding, can perform routine tasks under supervision, requires continuous feedback.

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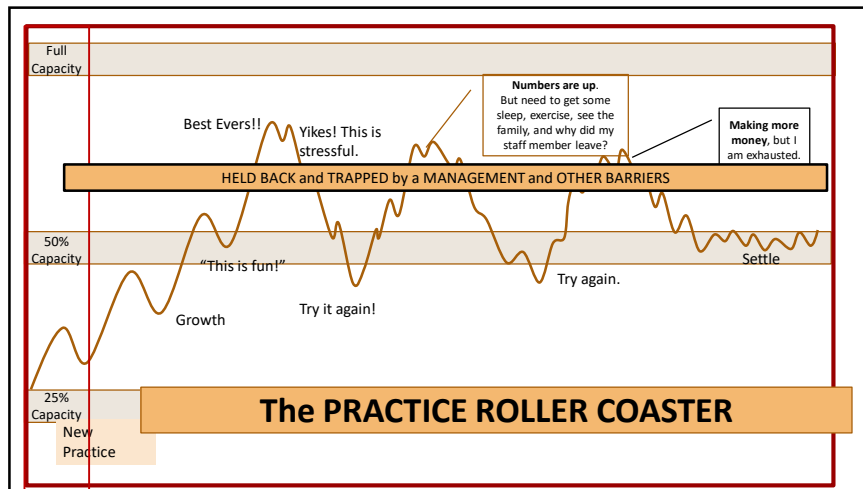


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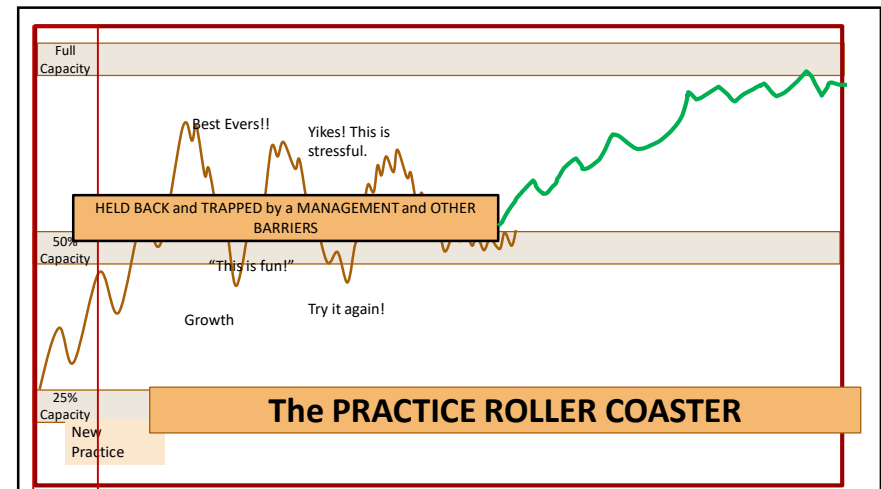
**Goal Driven Progress Grid**  
Plot Your Progress as you improve each area of your office.

Stage of Development	Business Owner	CEO/Clinic Director	Office Management	Front Desk	Doctors	Therapy, Clinical Support	Wellness - Case Management	Billing/Patient Accounts	Marketing	Team
6. At or close to capacity. Total Team Leadership. Clinic runs smoothly as a team, is happy, and requires little daily management.	A solvent, viable, business in compliance. Risk free. (Taxes, insurance, legal etc.)	Dr. and team focused on higher purposes. Long term consistent plan. *Motivated & motivating others. *Goal setting and constant improvement.	Efficient, organized, competent, productive group - following procedures in Practice Playbook constant training. Happy Patients	Appointment book full, money collected, referrals generated. Happy Patients!	Patients getting healthier and relieved of discomforts, and well educated so that they go on to wellness care and refer. Happy patient!	Excellent clinical services provided to patients in order to support doctor's care. Educating Patients. Happy Pts.	Patients completing treatment programs, happy along well on a wellness program. Happy Patients!	Zero balances, patients understanding and agreeing to financial terms. Patients and returning with care. Happy Patients!	Effective marketing procedures routinely implemented creating lots of new patients and returning patients. Waiting list. Happy Patients!	A team that works together to achieve mission. Strategy high. Extreme ownership and responsibility. Enjoy helping each other to manage office and patients.
4. Maturing. 50-70% capacity.										
3. Stable Growth 30-50% capacity.										
2. Unstable Growth, but solvent.										
1. Beginning Growth or Re-growth.	Not solvent, not legal. At unnecessary risk.	Dr. & team not understood. Working just for a job and it has no meaning. disorganized & plan.	Disorganized, no regular improvement program. Policies/procs not followed.	Appt book spotty or empty. Not ensuring patients come in.	Doctors bored, uncared, not focused. Pts not happy. Medicines out of stock.	Therapy bored, not caring, not educating, slow. Pts not happy.	Patients leaving prematurely. Patients not happy.	Patients leaving due to finances, money not collected.	No or too little marketing procedures. No on in charge. Not enough NPI's or DCR's.	Low purpose, nootic, low initiative, discouraged, dog out dog.
Date/Grade	10. 1.5. 2024									

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### GOAL DRIVEN

#### Clinic Director Job Checklist

The role of the Clinic Director is different than that of business owner or doctor. It is the Chief Executive Officer (C.E.O.) of the business. This is an important distinction because it is a role often not differentiated from the roles of business owner or doctor. It has a different purpose and outcome than these other two roles.

- Goal of Doctor: healthy, happy patients that keep returning.
- Goal of Business Owner: profit.
- **Goal of Clinic Director:** an efficient and profitable business organization that sustains itself over the long term and that operates at close to full capacity producing very satisfactory customers.

The functions of the Clinic Director include leadership, management, and marketing. It is ideal to have most of the daily and weekly management and marketing delegated. Leadership is the essential role of the clinic director; though each team member also has a leadership role. The Clinic Director should know the Fast Flow CEO system covered elsewhere.

**EXPECTATION.**  
It is expected that the Clinic Director takes full responsibility for all aspects of the business and its successful achievement of its goals. The practice should operate at close to full capacity or steadily move towards this operational goal. The Clinic Director should be fulfilling the tasks of the Clinic Director at the highest level of competence. **Their focus is on goals – envisioning and insisting that they are achieved. As the leader, the Clinic Director seeks out strategic improvements and opportunities.**

**GOALS – VISION/PURPOSE**  
The Clinic Director, as the leader, ensures that the values and purpose of the office are well-known, followed, and embraced by all employees. They also lead by example and are personally engaged in the practice's vision.

**GOALS – OUTCOMES.**

1. Customers who received great outcomes and experience at each visit.
2. Customers who completed their major care program and are very satisfied with the results.
3. Practice operating at close to full capacity
4. Competent team members operating as a competent and goal driven team.
5. All aspects of the practice are improving.
6. Practice network growing and strengthening.

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### The 6 P's of the *Fast Flow CEO* Method

CEO	1.	<b>Purpose – Higher Goals: Mission.</b>
CEO	2.	<b>People -- The team. Each team member. (Goals focus.)</b>
Manager	2.	<b>People – The team. Each team member. (Procedures focus.)</b>
Manager	3.	<b>Policy – Broad clinic rules.</b>
Manager	4.	<b>Plans – General strategy for week, month, or more.</b>
Manager	5.	<b>Procedures -- Routine actions steps. Part of Job Checklist.</b>
CEO	6.	<b>Products -- Practical Goals: Outcomes.</b>

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## Monthly Improvement Cycles

Each month is a new cycle.  
**Kaizen!**  
Goals Achievement Process (GAP)

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### GOAL DRIVEN TOOLS

1. **Goals**
  - a. Mission
  - b. Values
  - c. Defined outcomes
  - d. Full Capacity
  - e. Monthly production and organization
2. **Goals Lab**
3. **Policies**
4. **Communication. Business and personal.**
5. **Roles and Job Checklists**
6. **KPI's** – Statistics: Daily, weekly, monthly, charts, Goal Graph, ratios, comparisons. Surveys, reviews.
7. **GAP/Kaizen – 6 Steps of the Goals Achievement Process** – 1) review, 2) discover what worked, 3) discover what isn't working, 4) document, 5) plan 6) implement.
8. **Team and Individual training.**
9. **Coaching Reviews**
10. **Morning 5-minute briefing**
11. **Case Management Meeting**

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# The five minute briefing



The Office Manager should meet with the doctor everyday for about 5 minutes and brief him/her on the clinic statistics and the process of current projects, get from him any concerns that he may have about the office so that she can look into them and report to him about them the next day.



1. Brief current events
2. Report on past concerns
3. Get new concerns

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## GOAL DRIVEN TOOLS

- 12. Service flow charts. (Day 1, 2, etc.)
- 13. Marketing tools

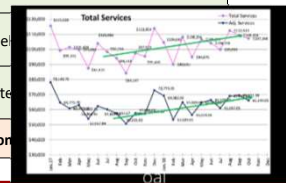
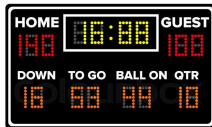
- Que PASA sales technique
- Unique Selling Proposition
- Newsletters
- Marketing Attitudes
- Internal-external referral network
- Special promotions
- Marketing Checklists
- Testimonials – manual and software
- Videos of doctor exam, treatment
- Workshops work!
- Social or Search Engine Ads
- Referral Cards
- Marketing Manger System
- Customer Service and Outcomes

- 14. Software and Applications
- 15. Team bonus program
- 16. Stages of business and department development
- 17. Ben Franklin Virtue checklist (Class 9)
- 18. Virtues in Action survey - Finding and using your strengths. (Class 9)

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### The 6 P's of the Fast Flow CEO Method

CEO	1.	Purpose – Higher Goals: Mission.
CEO	2.	People -- The team. Each team member. (G
Manager	2.	People – The team. Each team member.
Manager	3.	Policy -- Broad clinic rules.
Manager	4.	Plans – General strategy for week
Manager	5.	Procedures -- Routine actions ste
CEO	6.	Products -- Practical Goals: Outcom



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## Class 8

### Economize Time, Effort, Resources



Value – More for less

ROI

Parkinson's Observation – Work will expand to fill the time given. (So will spending.)

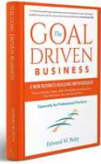
People, and a business, will always try to spend more than it makes.

Profit First

Financial CPA accounting versus Management Accounting

Richest Man in Babylon

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## Richest Man in Babylon

**Pay Yourself First:** Save a percent of your earnings before spending on anything else. This ensures you build wealth over time.

**Live Below Your Means:** Control your expenses and avoid lifestyle inflation. Spend wisely and prioritize saving and investing.

**Increase Your Ability to Earn:** Invest in yourself. Continuously improve your skills and knowledge to increase your earning potential.

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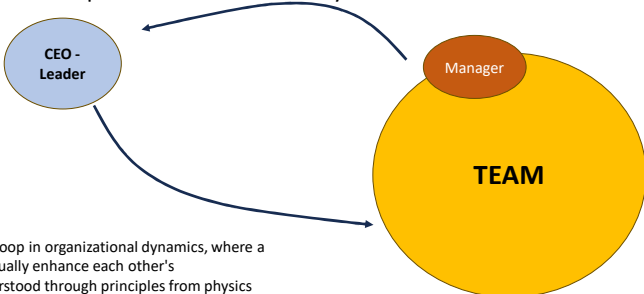


### GOAL DRIVEN PRINCIPLES

1. Power of Choice
2. Constant Improvement
3. Goals
4. Self-Determinism and Drive
5. Reality – Confronting the Brutal Facts
6. Outcomes, Exchange, and the Numbers
7. Communication
8. Collaboration and Self-Organization Works Better
9. The Bridge to Your Goals: Procedures and Policies
10. The Vital Few and 80/20
11. Keep It Simple, Make It Simpler
12. Log Jams
13. Leverage Points
14. Newton’s Laws
15. Be A Farmer – Grow Your Business and Your Customers
16. Be A Hunter – Direct Your Unique Selling Proposition to Your Target Market
17. Goals, Games, Groundhog Day
18. Deliver the Goods – Abbondanza!
19. Roles
20. Getting Away
21. Training and Coaching Make an Expert Team
22. Network Effects
23. Our Thoughts Affect Our Business and Life
24. The Golden Rule

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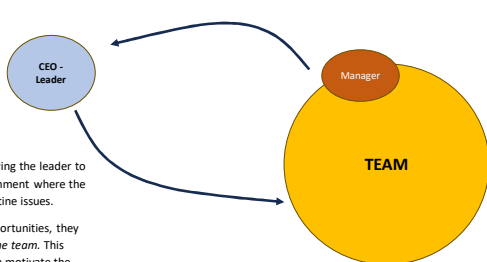
### Advanced: The Synergy Feedback Loop of the Fast Flow CEO System



The concept of a Synergy Loop in organizational dynamics, where a leader and their team mutually enhance each other's effectiveness, can be understood through principles from physics and historical examples. This phenomenon reflects the interplay of energy, feedback, and growth.

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### The Synergy Loop of the Fast Flow CEO System

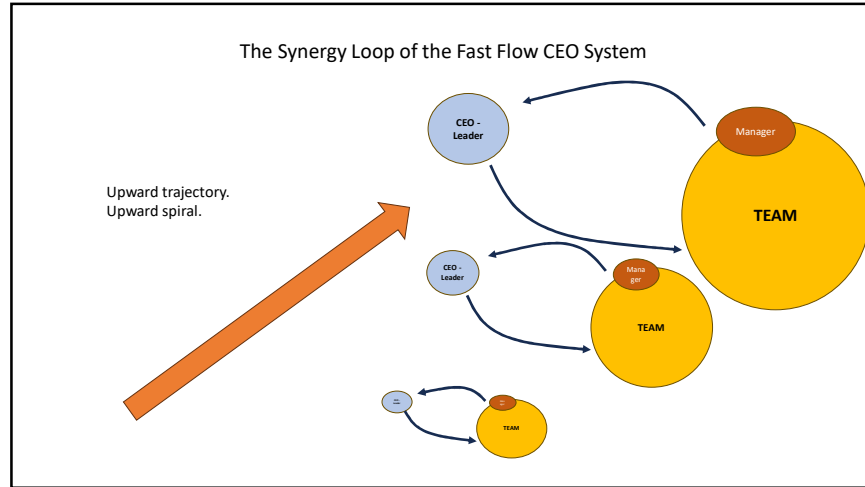


**Team Support:** The team effectively manages daily operations, allowing the leader to focus on strategic growth opportunities. This creates a stable environment where the leader can explore new avenues without being bogged down by routine issues.

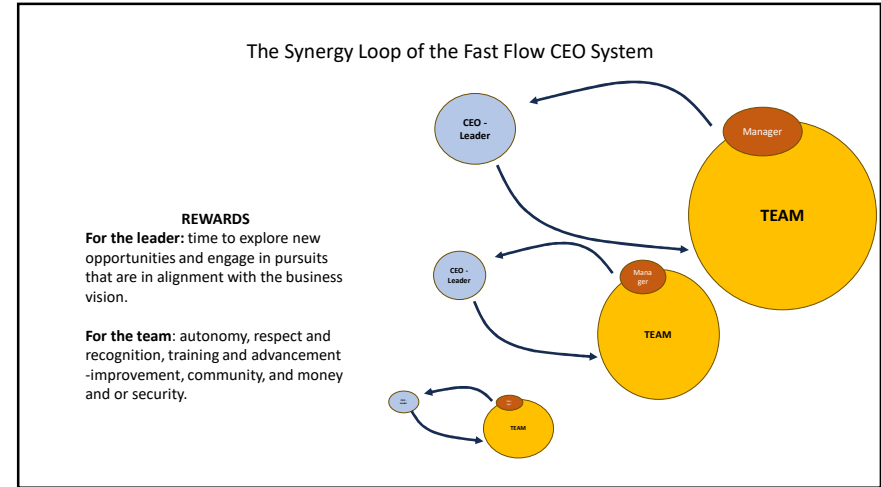
**Leader's Initiatives:** As the leader identifies and pursues growth opportunities, they generate additional resources (financial or otherwise) that benefit the team. This could manifest as higher salaries or enhanced benefits, which in turn motivate the team to continue performing well.

This cycle can be described as a synergistic feedback loop, where both parties contribute to an upward trajectory of growth. According to research on synergy, such interactions can lead to increased free energy and order within a system, effectively reducing entropy while maximizing efficiency and productivity

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## Leadership and Management


**Goal of Goal Driven Practice Manager**  
To help the team achieve its goals every month through a) *maintenance* and b) *improvement* of team and system performance.

**This is to allow the Clinic Director/CEO to provide expert leadership.**



Smiling face of you!  
The Goal Driven Clinic Director!

THE GOAL DRIVEN MANAGER



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