# Practice Focus

**Series 6**
**The Championship Playbook**

**Session 10**
**Diving Deep Into Details**
**(Part 2)**

**Listen Online**
**dst.media/focus70**

---

1. Listen to the audio recording.

2. Follow along with this transcript.

3. Use the transcript to help complete your Team Activity: <mark>key points are highlighted.</mark>

---

# Practice Focus

Hello everyone. Today we're going to be focusing on the topic that Scott set for you last month called, "Diving Deep Into Details." I'm a big fan of this topic. I'm a firm believer that as exciting as new initiatives and new strategies are to put into motion, I really believe all of us are sitting on a gold mine of opportunity already, just with what we do and what we already have in motion. It's a beautiful thing, this idea that we can just go back into some of the details and do it better, make it stronger, show up a little differently. And oftentimes, that can be even more powerful than trying to do things brand new or adding a whole bunch of other things to your plate, rather looking at what we're already doing and how we can make it better.

So you're going to get into the details today, just like you did last month with Scott. And for today's discussion, we're going to take what you set with Scott and we're going to flip it on its head. So with Scott's message last month, it was more focused on your future focus. That's where we really want to go a lot of the time. For today's discussion, we're going to go a little bit into the past, and we're not doing this to dwell on anything or to stir up old issues or anything like that, but we're going to look back in the past for lessons. We're going to look back in the past to see what got in our way last time. And this is called growth, this is called mindfulness, this is how we can get ahead of it, when we start to see this thing pop back up.

And so I want this to be a very positive conversation. The whole idea of this is when we get stuck, when we go back to old ways, when we try something and maybe it doesn't go as well as we thought and we're nervous to try it again, so we don't. This is all a beacon. This is all an invitation. And what this sounds like to me is you've just hit the boundary of your comfort zone. And that's a good thing. We want to know where the boundary is, that's exactly where we want to stay. Because if we're not growing, if we're not getting better, we're just getting by. And so a lot of you, I know you think the way we do as well, and so we're going to use this as the theme of the conversation, is looking at the past to take the lessons, bring them forward and get ahead of it.

So the whole concept before we even start that I want to dive into as a mindfulness reflection for all of you is: in the past what is the obstacle that got stuck in your way that prevented you from being able to break through to the next level? And really being honest about that. So I thought of three things that might hit home for some people.

Number one obstacle, and there's three that I think are the main ones, your own mindset. If you ever catch yourself saying things like, "I can't." "This never works out for me." "I tried it before, it didn't work." That's a good example of us hitting our comfort zone, this is where we're getting stuck with our own mindset.

And so when we think about this, the theme of the conversation that we're going to take from this, because if we're being honest, I think all of us have come up against our own mindset at times. We're going to flip from that negative voice to a solution-focused approach. And so we're not going to focus on why we can't, we're not going to focus on why it won't work or why it hasn't worked, we're going to focus on what can we do. Doesn't have to be perfect, but what can we do. If we only have two minutes and we need 10 minutes for the next step, what can we do in those two minutes? Let's get really good at that. And this is the idea of what you focus on, you get more of. So watch that voice in your head. Make sure that your own mindset isn't the main reason why we're not getting to that next level.

# Practice Focus

Number two, not enough prep. This is something that comes up often, where we're doing a lot at once, everyone's got a lot on their plate, and this could be of our own making. So talk to your team, tell them what you need to be better prepped, talk about what can make the flow smoother. If there's some piece of information, if there's something that can be asked of the patient, if there's something that can be prepared in the notes, share that with your team. And we want to always thank each other for what they're already doing and what everyone is doing to be helpful. And I would also bet that if your team member came up to you and could really clearly state, "Hey, if you could give me this information, I think it would really help get our patients closer to that, yes?" This is us all working together. So look at where can we prep better, where are we getting in our own way and in that obstacle because we're not prepared enough. And that's something that we can take from the past and bring forward.

And number three, rushing. Rushing and slipping back to old habits. Where do you need to slow down? And sometimes less is more. A lot of the times those little things that make a world of difference get missed because we're rushing. Even a simple pausing in the conversation for a moment and finding that opportunity to say, "Hey patient, let me just take a minute here. What's going through your head right now? Where are you at based on everything I shared? Share with me a little bit about what you're thinking." Those little moments, they can make a world of difference.

So recommit to what's worked. Maybe there's something that's worked in the past and we lost sight of it. We know this happens with vacations in the summer, with people being off sick, with changes on the team. Sometimes we were doing something, but when we're down a person, we lost track of that good habit. So go to the past and pull out what are some of those things that were starting to work, starting to get traction and we've lost sight of that we can recommit to. Doesn't always have to be new commitments, we can go back to what was once working and keep building from there.

So with that said, with getting that mindfulness and being really honest with ourselves about what's stopped us in the past, I'm going to shift to a little bit more of a Practice Focus now.

So I have this concept, this visual that I think of. And it's like when life hands you something something falls into your lap a situation, an objection, a change of plans in your day, whatever it is, we have two options of how we can respond. We can walk up to the complaint counter or we can walk up to the solution counter, and this is up to us.

So when we think about this, it's normal to have a little bit of maybe a little bit of a reaction. The day changes on us, things don't go according to plan, we're feeling a little stressed. It's okay to have that emotional reaction, we just don't want to stay there. And when you stay there, that's where you end up at the complaint counter. And the problem with this is going back to that idea of what you focus on, you will get more of. It is just a fact. And so we have to be very careful if we're creating our own complaint counter focus.

Now, here's the good news. Oftentimes when you catch yourself at the complaint counter, it's not that hard to change. All we have to do is pivot over to the next counter and that's where the solutions happen. So use this formula. A lot of the times we're already in the complaint mode before we can catch ourselves. Welcome it. It's okay, we just have to shift gears, we just have to be willing to move it.

# Practice Focus

So I'm going to give you some ideas. I'm going to go through more on the business side, a little bit on the clinical side, and then more of a full team focus of a few areas where I hope your discussion can evolve from here and get into specifics. But real tangible concepts of where we can move to the solution counter if we catch ourself at the complaint.

So number one on the phones as a very common example, you hear the complaint often that comes up in meetings. And when I say the word complaint, I'm just using it for visual effect so we know that, again, it's okay if you're feeling these things, they are stresses on our day, we just don't want to stay there. So with that complaint, we often hear, "Patients are insurance-focused." Or, "Patients only care about the cost. That's all they have questions about." Okay, valid complaint. So how can we make it a solution? How can we just pivot over and get out of this cycle of staying on that focus? Well, we want patients to focus on different things. So how can we better guide the conversation, that first new patient intake, on other things? What are the questions we're bringing up to get the patient focused on something else? What is the way we are responding so we can give them a little of the insurance answer, but also bring them back to where we want them. This is where we can get into a solution based conversation.

Okay, another complaint: "Patients cancel too often." Or, "The same patients are causing problems over and over." Well, the solution: what step do we need to commit to? Or what clarification do we need as a team so we're all on the same page of how to handle this situation going forward? That's a good solution. Maybe there's a reservation deposit, maybe you're doing full prepayment after they cancel a few times. We want to get a better understanding of what we can do to solve this, to get away from the complaint. With clinical, patients say they want to do it, they're excited about the solution, they're unhappy with the state they're in, but money's an issue. Or they just want to do what insurance covers. So that's the complaint, we know that's where we're stuck. So if we shift to solutions, well what are we currently saying when the patient brings up money? Let's do a role-play. Let's figure out what the conversation is. Let's make sure we're all ready to go with an up-leveled verbiage.

Okay, another complaint: "There isn't enough time for (fill in the blank)." Well, what's the purpose of that step? Can I adjust something that I'm already doing to meet that purpose? Is there something I can stop doing or get some help from another team member so I can free up time to do that step? What can I do? Maybe I can't do it in every case, but I can do it just for new patients or for certain times of the day. We can stair step our way there. So it's never about perfection, we just want to know what can we do.

Okay, another complaint: "Team member was not ready when I needed them." So when we were passing patients, a lot of the times at the handoffs, this can be something that comes up or the exam time isn't quite matched up with when you're ready. These are things that we deal with. So being able to really help each other in this of rather than stating that as being the complaint, we restate what we need: "Hey team, I really need to have you there for the handoff because this is where I can help give that one final push for the clinical yes, and hopefully get the patient moving forward. So what can I do? What can I do to help you be available? Is there some way we can coordinate in the morning huddle? Should I send a little reminder in the messenger when we're almost ready? Should we block your time in the calendar so that you're fully available for that patient?" Let's solve this.

# Practice Focus

Okay, now some final ones. Full team. These are just some ideas. So I hope it opens up a lot of other doors for you, but some general things that have been coming up in the conversations we've been having lately.

Complaint: "The schedule doesn't look the way we want it to." Solution: What schedule rules can we make and what do we need to recommit to going forward? Is there something that used to work and isn't working anymore? Have we had team changes and we need to adjust the timing of appointments regarding emergencies, anchor appointments, new patient blocks, low production appointments, prepayment rules, What can we recommit to? And when we say recommit, a really good step of that is write down what the new rule and guideline's going to be. If you can do this at the end of your meeting its something as an anchor we can always come back to and start the discussion from that real solid commitment. That's a great way to build on that solution.

Complaint: "Patient is confused and there's a lack of a clinical yes." Solution: Are the handoffs happening? Where can we tighten up and give more direction to the patient in that final transfer of trust? Are we emphasizing excuses or are we reinforcing why the solution will be worth it? Let's look at this of how we can solve.

Complaint: "Lack of follow through on rules we agreed on." Was there something you set at the last meeting that just didn't happen? Was there something that's kind of happening but that consistency could really be worked on? Well, let's solve for this. Let's review those past commitments. Let's take that decision list from the last meeting and go through it and not ask is it happening, but how well is it happening? How consistently? Are there any exceptions or strange situations that happen that allow us to solve for that new problem? This is how we can keep building and not feel like we have to throw the baby out with the bathwater.

So this is a really interesting take on diving deep into the details. Nothing new, nothing really no new brand new topics to be discussed today, but being very honest and having real ownership of what got in our way. What was that thing that held us back last time and how do we make sure it's not going to happen again? We don't want to regroup and be back in the same spot. We want to be able to have progress, not perfection. And these conversations for teams like you that are really dialed in and have got a good flow going, sometimes we just need to pause. And I like to use that method of when you're chopping down the tree. You don't need to buy a brand new ax when your ax gets dull. We just got to take that moment to pause, sharpen the ax, have these conversations to really get ourselves sharp in our flow, and then recommit. Recommit. And the only thing we want is not to let what happened in the past, pull us back this time. That's our golden ticket.

So I hope this brings up a really wonderful discussion for you. We're so looking forward to seeing your outcomes and your decisions, and we look forward to being along your side as you better your best. Have a great discussion, everyone.