

## GMCP Ep. 023 - Sarah Bartholomeusz on the Legalities of Running a Healthcare Business

[INTRO MUSIC]

*This is the Grow My Clinic Podcast by Clinic Mastery where we help you deliver amazing client experiences to grow your clinic.*

**JACK:** Well welcome to another episode of the [Grow My Clinic podcast](#)! My name is Jack O'Brien. I am excited to be with you for another episode today because we have Sarah Bartholomeusz on the line. Sarah is the Founder and CEO of [You Legal](#), which is a legal concierge service, which is an interesting way to pitch a legal service. But, You Legal is her company.

It is essentially a new category of a law firm providing corporate, commercial, all sorts of legal services to a whole range of clients from itty-bitty [inaudible] traders all the way through a number of [ASX listed companies](#). You Legal does things differently, which is really exciting. Team members spread all across Australia and different countries.

Sarah has won [Telstra Business Women's Awards](#). She has been published in Forbes Magazine CEO. She writes for Huffington Post. She has presented in TEDx. I could go on for hours. Sarah, welcome to the Grow My Clinic Podcast. How are you this morning?

**SARAH:** Thanks for having me. I am well.

**JACK:** You have got a bit of a bio to live up to now.

**SARAH:** I know!

**JACK:** Alright. So, let us have a bit of a chat. Your area of expertise is a fascinating world to clinic owners out there. We are typically - the listeners of this podcast are health professionals that have moved into business, and now, owning their clinic and looking to navigate that world.

So as we get through this podcast, we are going to touch on a number of those things - things like employees versus contractors, and ownership arrangements and

structures. But before we get into that, I'd love it if you could tell us a little bit about your story and explain what You Legal is and how you have ended up with something like You Legal?

**SARAH:** Sure. I was previously a corporate lawyer, so I worked for two public companies after leaving a big law firm. So I was disgruntled working as a litigator, found that I was just fighting with people all the time which you do, because you are a litigator. And it just did not work for me. It was not the future.

So I went in-house, worked for two big corporates, and the second company I worked for was under a lot of financial distress. My job there was to sell the non-core assets, and make sure that the company could continue thriving, which it is now doing, so that is good news. But when I sold the last non-core asset which was the largest one, I was made redundant.

**JACK:** Right.

**SARAH:** And I knew that was going to happen, because I knew that I had a very fixed role and essentially I had succeeded. But I was seven months pregnant with my second child, my daughter Nikola. And so, timing was not great. My dad was diagnosed with cancer around that time, so you guys are health professionals, you know how discombobulating that can be as to the family's life. So it was a lot going on.

Basically I just decided I wanted to take my life into my hands. I did not want to wait until Nikola was born, and get another job in six months and have that risk of losing it again. I wanted to control my destiny. And so, the very next day after I lost my job I started my practice which at that stage I named after myself, like a lot of law firms, SJB Legal. It ran with one foundation client until Nikola was born. I took about six weeks off and then I worked when she was sleeping for the next few months.

And during that time I found that I had a lot of other people interested in having service from me. And I felt like I could not help everyone, so I looked for ways in which I could help more people that did not necessarily involve me doing the work. So it is a huge trap for professionals - they grow this expertise and they want to be the people that do all the work as well as running the business.

So I looked at what it was that held traditional services businesses back and in my case, obviously legal firms, huge rent, and overheads of unproductive staff and

looked at how I could design a business that overcame those issues. Well, You Legal was born about six months later.

When I started using contracts to lawyers so they will all have that top tier background that I had, so I knew that they had great training and good habits and they are very client focused and that they would provide the same sort of service that I would provide as well.

**JACK:** Yeah, fascinating. I think there are so many similarities in your journey for all the health business owners out there working for maybe in the public system or a [inaudible] clinic, maybe made redundant, or get frustrated with the confines of working in that corporate type world.

Starting your own practice realized that they are very good at what they do and are passionate, but cannot do everything themselves, wrestling with expensive overheads and how to grow and help more people. But you have got limited hours in the day and you are [inaudible]

**SARAH:** And I think it is particularly hard for health businesses where seeing patients is really important in person. Whereas, for us, we can have some flexibility. We are speaking through Skype now. We can talk to people on the phone, or we can meet people in person at a place and time that suits them. Whereas, that does not necessarily translate in health businesses.

**JACK:** And I think, that being said - I love it that you have been able to think about it and challenge that. And I just had a podcast episode recently with Karen Finnin of [Online Physio](#) who runs on a completely remote physio practice. Marjin from [Physitrack](#) on another episode speaking about telehealth and remote consulting.

So, sometimes, I wonder if - I am sure there are plenty of people in the legal world who would challenge you and say, "You need to have a bricks-and-mortar office." Being able to think about how you can help service client in the best possible way and create an amazing experience means you can push the profession forward.

**SARAH:** Yeah, and thinking about what your clients actually want, not what has always been done, is how you innovate and asking them.

**JACK:** That is fascinating. So, tell me about that. Did you get much push back from your colleagues and how much of that - did that shape your mindset or were you so client-focused that you did not really listen to your colleagues?

**SARAH:** I think that I did listen to them. But I had always thought that technology could be used in a better way to serve clients and that I was just very confused about why it had not. When I was at uni, I did a placement for eight months or so, at the University of California Sta Cruz which is right next to Silicon Valley. And so, tech, since then, has always been really a very important part of my world and understanding how it is used for innovation.

And I found I got pushed back from everywhere here and including our very own law society which [inaudible] for two years to change the provisions around how they treat contractual lawyers. I'm just saying, times have changed guys; contractual lawyers are not employees. We need to change the way that insurance works. You are at the moment double insuring and that is just not necessary.

So, yeah, that changed that in the last year, so that is a win. But, it can often feel like, "Why am I doing this?" Like, this is banging my head against brick walls for ages and ages. But eventually, you get through and the light can shine through.

**JACK:** Yeah, that is fascinating. I love it. And so now, You Legal - so this is a range of different clients and sectors, but what is it that you love? What is it that lights you up personally?

**SARAH:** So that is a very pertinent question, because last year we were doing quite a lot of corporate works deal and we did a transaction that was half a billion dollars. So, a multinational sale of one of our clients who were bigger clients. And it was after that, that I just felt completely exhausted and did a real values review of myself.

And I thought, these are not my type of clients that give me energy because I lost all my client contacts when they merged, and you know, the people that I felt like I had gone through war with, doing that transaction with, just had - now had no jobs like I had at the end of my corporate show. So, I realized that I get energy and want to work with people who help people. And health professionals do that so directly, that yeah, a core focus of You Legal now.

**JACK:** That is amazing. And so, you working with medical practices, health professionals, allied health - the whole range out of an extension of finding your ideal client. Like I said from the start, many health professionals need legal advices - do not know where to start, and for me that only aligns with You Legal. That is amazing.

Can you talk to us a little bit about how you positioned You Legal and your role as the face of the business, writing books and speaking. Has that been deliberate and what has been the outcome of that? What was the effect?

**SARAH:** It absolutely has been deliberate and in the legal world you would know lots of law firms, they name themselves after the partner which I initially did as I said. And I realized that that was going to be a limit to grace, because I did not want people saying, "Sarah, can I talk to you? I only want to deal with you because you are the name that is on the letterhead."

But I - even this morning, I had a call from a client or prospect that said, "Is there someone in your team who can do this," and every time I hear that is absolutely music to my ears. Because yes, there is someone in my team who can help and I will be there overseeing things, or I can help with strategy but all my time cannot be tied doing client work. Otherwise that is - you know, time is the limiting factor.

**JACK:** Sure. So you are always straddling this divide being the face of the business and speaking in books, by not doing as much or much of the client consulting, is that right?

**SARAH:** That's right.

**JACK:** Great. Hows that being fruitful in terms of getting out there and being public and publishing books? Does that translate to business growth?

**SARAH:** I think so. I mean we have grown - we grew exponentially in our first couple of years and that growth has continued every year since. So, I think that is working, but I got asked yesterday during a coffee meeting, "What is the silver bullet? What have you done that is making a difference?" And to be honest, I do not really know. We have marketing people now, who are monitoring what the impact of different marketing initiatives are so that we can be a bit more across that. But I find that I met people, "I have read both your books." And that might have happened six months ago, a year ago and so it has not necessarily translated into immediate

legal need. But maybe, as I said, top of mind, or has that credibility that we are willing to give information away for free. And there are not a lot of law firms that do that, so it's definitely a differentiator.

**JACK:** I love that. And that is really the key lesson for listeners, is that what are you doing to differentiate yourself, as - like really, let us be honest. Legal services are a commodity. You can look through the online yellow pages now and there is million different legal offices. But everyone knows that You Legal is different, that Sarah does this and You Legal does that and that positions you, so, you are not just competing on price, on the lowest common denominator. I love that.

And so, really though, the business growth is not just from you doing the public stuff, although that is a key part, but you building a great team, delivering great service, niching down your ideal clients - it is all of those combined that puts You Legal where it is today. I love it. That is really exciting.

Let us change track a little bit and let us talk about some of the legalities of running a health business. So, listeners here would be owners of podiatry, speech pathology, exercise physiology, osteopath clinics. What are some of the challenges that you are hearing regularly that face business owners of health clinics?

**SARAH:** Oh, okay. So, I have got a meeting tomorrow with a clinic owner that has a partner and things are not working out well between them. So they have incorporated a company and they do not have a shareholders' agreement. And so that, I am not sure how they want to separate so that is going to be a challenge.

Does one partner want to buy the other partner out? Is the name more important to another partner? Is where they operate from particularly important for one of them and not the other? Does one of them want to go back to uni and do something else? I do not know yet, but making sure that you set the rules before you play the game together is a really good lesson out of that. I think that is something that part designers that are in working with someone else as another partner - like as a co-practice owner should be thinking about.

Another meeting I have got later today is a group of practice owners that have got together that are really confused about when contractors are deemed employees. And so, I am going to chat to them about how that might work for them.

They're a group of individual clinic owners that have regular meetings together to share intel and get information, and so they want to talk to me about what they are doing and whether it is infringing. And for them, they run quite big clinics and so, payroll taxes is an issue for them.

And out of that, we had another matter last week where we had an urgent client call because they were having a regulator come out and have an inspection the next day and they wanted to make sure that there was a lawyer there to help them and advise them while they were going through that process because it was completely foreign to them, they did not know what to do and having someone by their side that they could trust, that knew the process was really important for them. So there are a few things.

Another thing that looks like practice owners are particularly interested in is the idea of reviewing having a lease, entering into a lease agreement and knowing that they are getting a fair deal from a landlord and making sure that they are set up for future success. As I said, before I was a litigator and I - my main purpose in life now is to avoid people getting caught in the trap of litigation, so making sure that they spend the money, even though it can be a hard investment to make on the front end rather than spending ten times there at the back end fighting it out.

**JACK:** Fascinating. I would imagine this as really common challenges. Why don't we tackle them a little bit from the point of view of a startup, and then perhaps from a business that has been around a long time?

Let us go back to ownership structures. If someone is early stage - maybe they were solo practitioners looking at taking on, maybe their first employee, thinking about, bringing someone else, you know, as a co-owner. What are the pros and cons of a partnership versus an incorporation?

**SARAH:** So, I guess, talking to your accountant firstly is a great idea to do, because they all understand where you are at from a revenue point of view and how to make it the most tax effective. But partnership is actually quite an old-fashioned way to run a business nowadays.

**JACK:** Right.

**SARAH:** It does not limit your liability. So if you and I went into a partnership together as individuals, then you and I would be liable for each other's acts and

omissions. So if I started stealing all the money, and we as a partnership owed money to a bunch of creditors, then you would be equally responsible for that.

**JACK:** So they could take my house because of your misdemeanors.

**SARAH:** Correct! And you know, everyone goes into business with this honeymoon; it is going to be a fabulous idea. But sometimes things happen in people's lives.

Whether or not that's someone's partner getting sick and then being in care for a period of time and not being able to put into work what they initially thought timewise or I have heard about legal partnerships where people start - I speak negatively about my profession - but just, like things in your life change, from a romantic point of view. And I no longer have access to what they have when they started out. So that is what I'm thinking about in terms of partnership, so as you can see, I am not a huge fan of a partnership model.

But incorporating a company, it is a separate legal entity and you can be - both be shareholders and your liability is limited to the amount that you have put in. So whether that is a hundred shares at \$100 dollars, and whether or not you own that as your own self or as a trust is another question, so we are going to get into nuts and bolts in legals. But I am making sure that that relationship is governed by a shareholders' agreement and not just the constitution of the company is also a really good idea.

**JACK:** Okay, great. So partnerships are a little bit outdated. Still have potential, but there are real challenges around partnership. Whereas a limited liability company means that you are protected and you can have the right agreements in place around trusts and shareholders' agreements.

**SARAH:** Yeah. And then the lease is in that company - it is not in your personal names and insurance is easy to coordinate through a company. The assets are all owned in there, and then what you have done is you have created a separate legal entity that owns the business.

So, if one of you wants to leave, that is relatively easy. You just change the shareholdings and in your shareholders' agreement, you have already decided how the value of the business is going to be calculated. So, that has benefit as well. You do not have to start from scratch or get someone that you do not know to value the business.

And, also, if the two of you want to sell the business to another entity, that is easy as well. You just can sell either the shares in the business or the assets of the business separately from the company, depending on the circumstances as - I think you said, "Oh, yeah it is easy to find legal advice." But legal advice as with medical health advice, it always - it depends. Depends on the circumstances.

**JACK:** Yeah, love it. And obviously, [inaudible] plain tax benefits to the company structure versus partnership or sole trader.

**SARAH:** Absolutely. Depends on the revenue, definitely.

**JACK:** So let us go then - Let us assume that we have got an experienced clinic owner and they have got a company and there is a - but they do not have a shareholders' agreement and there has been a bit of tension between couple of different owners of the company. What advice do you have for those guys that have been in conflict but no agreement?

**SARAH:** I guess making sure that when you have meetings, you have agendas and that you document the conversations, and getting advice when you need it, like, speaking to an expert is always a good idea. And as you say, it is hard at that point to put in a shareholders' agreement; it is much better to do it when everyone is getting along.

**JACK:** Yeah. So, I guess the take on there is, bite the bullet and have a conversation that is [inaudible]. Okay, so let us change track a little bit here, Sarah. Let us talk about employees versus contractors. The elephant in the room that is on everyone's lips and ears and eyes at the moment.

Let us assume that again, the similar example: we have got a startup whose thinking about bringing on their first team member. Should they consider contracting or subcontracting, which is really apparently really easy or so. [Inaudible] really easy, get an ADN and someone - just pay in invoice. Or is an employee arrangement something that should really be considered strongly?

**SARAH:** I guess there are a few things to consider. The first one is, on the [ATO website](#), there is a "Contractor Versus Employee" little test, and it has got all these questions that you can go through. "Will you require them to work from a specific place? Can I get somebody else to do their work if they are not available? Will they

need to be wearing your uniform? Are you going to direct the times at which they work?

So there are a few things from a legal point of view that mean you can very easily establish whether or not they are an employee or a contractor. And it is not - as a practice owner, it is not a risk you want to take.

So we had a clinic owner recently ring us, and they had a contractor working for them, a practitioner and that person had gone and found out that they were not an employee. Made a demand for unpaid super, unpaid leave. And as the clinic owner, you are responsible for that and no matter how hard you try, you cannot necessarily control what other people are going to do. You just have to play by the rules in this one, I think.

**JACK:** So just to be clear on that situation Sarah, you might have what you think is a contractor arrangement with someone they are working under what you think is a contractor setup. If they do that for twelve months or maybe two years, and then decide they want to say, "No, I was an employee," what are the consequences for that?

**SARAH:** Potential backpay for super - unpaid super, backpay for sick leave, annual leave potentially, though it is a big risk. The other thing that is worth looking at is the margin you can make on employees versus contractors. So, you can use casual employees and taking into account the hourly rate and super and insurance you pay on them, you might actually be able to margin them better for business purposes that way. And then having them as a contractor anyway. So the design is sort of protection I suppose.

**JACK:** Yeah, that is interesting.

**SARAH:** [Inaudible] paid leave; they work when you need them to - not set hours necessarily. But if you are using contractors because you want to pay them only when they are working, so only if they are seeing patients - yeah, I guess that has different benefits.

**JACK:** I guess what you are getting at there, I know its -.

**SARAH:** Tough! Tough one! There is a lot to it!

**JACK:** I guess what you are touching on is that some people's mindsets might be stuck in a bit of a traditional sense that contractors can get paid a percentage and employees have to be an hourly rate. It is not necessarily the case, is that right? With employees, it does not just have to be an hourly rate. You can structure in bonuses or commissions --

**SARAH:** That is right. Yeah, absolutely. So whatever you think is going to work with your business. And I am sure that you guys train people on these things, or people share experiences and a grip about what is work for them, and learning from other's experiences - that is the biggest thing I think.

**JACK:** Okay, that is really good advice for the startup on the early stage to be fairly careful around contracting and sham contracting. Let us move in to the clinic that has been in existence for a long time and has had contractors for a long time whether sham or real. What should they be considering, about moving forward and tackling this topic of having contractors on their team?

**SARAH:** I think as you grow, your intellectual property development becomes more important. And with contractors, that is a risk because you do not control what they create. You do not necessarily own it, if it is outside the contracting arrangement. So having those clauses really carefully drafted in both contract agreements and employee agreements, that is one thing we found with the clinic owner recently that she is now growing quite significantly an OT (Occupational Therapy) business and finding that employees are giving a high level of commitment and matching the values better as she is growing rather than having that combination of employees and contractors. So I guess it depends on how you run your clinic as well because as everything will go, it depends. All these episodes, it depends.

**JACK:** Yes, yes. I love it. I get that the point there and the take home is that if you have got some contractors in your team, it is worth thinking about and having the discussion. Question for you, does that mean that you potentially expose yourself as the business owner to backpaying what were the employment [inaudible].

**SARAH:** Absolutely. Yes.

**JACK:** But still better to tackle that as soon as possible?

**SARAH:** I would say so. Otherwise you end up with a cash flow disaster probably.

**JACK:** Sure. It is something that could be managed if you are in control versus just letting this sleeping dog lie.

**SARAH:** That is right.

**JACK:** Okay. And so, I really loved what you have touched on there. We can get caught up in employees versus contractors. At the end of the day, if we are health professionals that are passionate around running thriving clinics that deliver amazing experiences, sometimes contractors limit our ability to do that.

Employees that are on board with culture and values and are committed to the whole of your practice mean that you can really help - they can help you achieve your vision, mission and values far more than contractors, right?

**SARAH:** Yeah, particularly if those contractors either run their own practice on other days, or if they work for other practices. It can be hard to have them all rowing in the same direction.

**JACK:** I love it. Thank you so much for sharing your advice. I know it is tricky and obviously all of the advice given in this call is general in nature. Yeah, of course. We really appreciate it.

I want to look back to your story and You Legal and what you do outside of You Legal. I'm sure clinic owners are fascinated as to how you are able to run remotely and manage your team.

So I would love to touch on some of the ways that you manage your remote team, but also what you do outside of work. You are on the board of a charity, of a foundation. So I would love to, just to touch on those, to managing your remote team and contributing outside of work.

**SARAH:** Sure. So, managing a remote team - it is so funny. I am a part of a business group and there was a woman I was talking to and she goes, "How do you manage a team of 20? Like bringing them all in the same office," and I was like, "I know, it is pretty easy. We have a weekly huddle and we have actions from that huddle. We do quarterly planning." But this woman had 3000 employees and I was like, "I do not think it is that hard, compared to having 3000 employees." No, it was different. Contractors are different.

And, okay. So, yeah, we try and keep aligned. We have a weekly huddle with the core team employees, we have a daily huddle. And we go through certain questions each day and week that is based on a goal for the quarter. So we do annual planning, and the annual planning sits within that quarterly planning. But what happens at our huddle? We go through - we say one word in open for how we are feeling right now, so that kind of sets the tone for the meeting.

**JACK:** Wow.

**SARAH:** Then we go through good news. We go through the business indicators. So, where we are at with our payables, where we are at with our overhead costs, how we have gone with sales that week. We talk about what is in the news - so upcoming opportunities that each of the team see.

Then we would go individually through what our goals were the last week, if we achieve them and what our goal for the upcoming week is and how that fits in with the overall goal for the quarter.

We then do a "Needs and Leads" section, so if there is anything that anyone in the team needs from each other, we can go through that. We talk about what is not working in the meeting, whether we can do anything to improve. And we close with one word on how we are feeling. And so often that is kind of gone from a bit flat to pumped, you know.

**JACK:** That is fascinating.

**SARAH:** Actually connecting with everyone for fifteen minutes a week; makes a huge difference for team morale.

**JACK:** Yeah. And how do you do that Sarah? That is on video call or Skype, yeah?

**SARAH:** We Skype.

**JACK:** With Skype. Yeah, great. That is fascinating. And you are able to deliver. I guess an interesting question often me and practice owners have different clinic locations, you are able to still deliver a consistent service despite your remote team?

**SARAH:** Yeah, we are. And we always do what we say we are going to do. That is one of our points of difference. Lots of people, I guess, in all services do not necessarily deliver what they say they are going to deliver in a timely way, So that is really important to us.

And, yeah. I guess I do a regular newsletter to my team, so they know what is going on. It helps me not be on the phone to them all the time telling them the same things. And yeah. I really feel like recruiting for values has been a core win for our team. And if people are not values-aligned, they do not tend to last very long.

**JACK:** Great. Tough call to make sometimes, but worth it in the long run.

**SARAH:** Absolutely.

**JACK:** Okay. What happens outside of work?

**SARAH:** Yeah, IMPACT. So, for - so through You Legal, we have been doing lots of giving and we have that all over the place. Like we were giving to [Amnesty](#), and giving our time to things. And we recently did a review about that after I learned about the UN Goals for Global Sustainability. So there is twenty of them and I wanted to know how we could funnel our giving for the business into that.

So, I do not know if you know about it but I found our organization called [B1G1](#). It is "Buy One, Give One." It is a not-for-profit and we became members of that. And now every booked people by every matter that is referred to us, we give and our team to choose a particular course that is through "Buy One, Give One," which is to support the remote communities with their learning hub that they have, it is in Queensland.

So, we are to give a day or week depending on the course, for birthdays, we do it for our team members and for our community, so that has been really great. I am mentioning it because it was great. It has been great for team engagement. It has been great for our community engagement. All our stakeholders, our team members as well as clients and referrers. And because the team chose it, it is meaningful for everyone. So, yeah that was really exciting and I really recommend that to business owners as well because it is so easy and yeah --

**JACK:** We have got an exist -.

**SARAH:** - noble kind of opportunities there as well.

**JACK:** Yeah I love it. And I think as clinics and businesses we are going to exist for more than delivering services, right. And if we need a little [inaudible], better to find an opportunity that really resonates with you and therefore your team.

That is fascinating. I love it. You are doing amazing things in the legal world, outside of work but also in our world, in health profession, the medical and health world. Can you tell us a little bit about how people can learn more from you in regards to You Legal, Sarah Bartholomeusz and the medical health world?

**SARAH:** Yes. Also, I am on a couple of boards, and I think that is a really good idea for business owners. So, I am the chair of an organization called the [Catalyst Foundation](#) which you mentioned before. We help elderly people and people with disability get access to information here in South Australia. And, that is being just so worthwhile for me because I - sure I run a business but I do not think capitalism is going to save the world.

But I do believe that people need a safety net and especially those who are most vulnerable. So we do help people with English as the second language. Aboriginal people, LGBTI people who are aging have been discriminated against for their whole lives, and so, they often need an extra special safe pair of hands. So, we can provide that.

I work as a mentor for the Think Club of the University of South Australia - so helping businesses that are in an incubator grow. And that is great for my business learning as well.

And I also work with the [Entrepreneurs' Organisation](#), which is a global organisation that helps business owners. Because I think, even though it might seem a bit silly - I think you will understand this - that business owners are vulnerable as well. And that they need support because they are out there putting themselves on the line every day for them, for their team, for their community. So, I work on the board of the Entrepreneurs' Organisation here in South Australia, too.

**JACK:** I love it. Thank you Sarah.

**SARAH:** They're my other giving activities.

**JACK:** Good, good. I love it. And that is for--

**SARAH:** If they have to find out more about us, we have a website. It is [www.youlegal.com.au](http://www.youlegal.com.au), so there are information there. We have got a blog. It is focused at health professionals as well. So we have got a newsletter for health professionals as well as a general business one, so you can sign up for that.

I have also just written a book called [Growing a Medical Practice](#), which is focused on doctors, but the information in it would be a hundred percent relevant to the listeners because we talked about using social media for health professionals and kind of things that are quite specific to your area that are not necessarily in general business books.

**JACK:** Yeah, I love it. So, where can people get that? Like can I get that on your website, can I?

**SARAH:** Yes. So that would be in the publish (Publication) part of our website. And I am happy for anyone who has listened to this podcast if they put the code **"GROW"** in, I will personalise that book for them. They should be for sale but they might not be available. They are being printed towards the end of May. But if you buy them, I will ensure you are one of the first to get a copy as soon as they arrive.

**JACK:** Great. And that is using the code word **"GROW"** as in Grow My Clinic.

**SARAH:** YES!

**JACK:** [Inaudible] which is fantastic. You are amazing. Thank you so much for sharing and thank you for what you do for our profession and our industry. In at least my personal experience, it is pretty tricky to find advice - not just general education but also advice that is unbiased, that is clear, that is relevant. So thank you so much for that. Thank you for sharing your insights on the Grow My Clinic podcast.

And listeners, you can get all the show notes at [www.clinicmastery.com/podcast](http://www.clinicmastery.com/podcast). You will be able to find the episode with Sarah Bartholomeusz from You Legal. Sarah, thank you for joining us today.

**SARAH:** Thank you Jack.

**JACK:** And listeners, we look forward to bring you another episode really soon.

*This is the Grow My Clinic Podcast by Clinic Mastery where we help you deliver amazing client experiences to grow your clinic.*

[OUTRO MUSIC]