

## GMCP Ep. 076 - The Makings of a Top Notch Admin Team

[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. I'm your host Jack O'Brien again today. First, we thank you for investing the time in growing your clinic, and investing in yourself in your personal development. It's such an important investment. Today, will be no different. I'll introduce you to our guest in a second.

But again, thank you for your reviews and ratings on iTunes, Stitcher, Spotify, Soundcloud, or on all the platforms. We read every single one. They really help us to get noticed and to help spread the message, to spread the love, and to spread the good word of the Grow My Clinic podcast. So, thank you. Thank you for doing that.

Without further ado, let me introduce to you our guest today. We have Rebecca Clare from [PhysioWest](#) in South Australia, in Adelaide. Bec, how are you today?

**REBECCA:** I'm very well. Thank you, Jack. Thanks for having me onboard today.

**JACK:** My pleasure. Thank you for putting with that verbose introduction. We're really excited to have you onboard. For those who are unaware, Bec and her partner Grant lead a clinic in Adelaide, and it's absolutely cranking. But also, Bec is a recent addition to the Clinic Mastery team. She's one of our Admin Mastery mentors. She's an admin legend.

She's the Client Experience Officer for her clinic, clinic owner and she's been a [inaudible] addition to the Clinic Mastery arsenal. Bec, can you tell us a little bit about your story? Because I think off the top of my head, you're the only guest we've had on that's a non-clinician. So far, you're not a physio, although you own and work for PhysioWest. What is your background?

**REBECCA:** Yeah. That is absolutely correct. So I actually started as a receptionist at PhysioWest. I started 10 hours a week while I was busy studying at uni. And, I totally fell in love with the clinic. I did happen to fall in love with Grant as well, which, you

know, that also happens along the journey. But, my story is that I was actually studying undergraduate at University of Adelaide. I was hell bent on becoming a lawyer. Look, in the end, I saw this other world in health, and I really wanted to help but I didn't necessarily want to go back and study to be a healthcare profession.

I thought that my skills and my problem solving ability would be actually really beneficial in the clinic setting. I've since also then completed my Masters of Law specializing in HR and Employment Relations. So, I'm a bit of a study addict. I did that through the University of Melbourne. I just recently finished that. But, yeah, I started 10 hours a week. I really loved interacting with clients.

My problem-solving brain then lead me to more into the business side of things, which, then in turn lead me back to the clients too, because it was also about the client experience and the value that an admin person, if you want to pop that label on me for the time being, could actually have on the outcomes of patients, their health problems, their happiness, and also the support that we could provide to practitioners in that space is just enormous. So, I was just really passionate about it. So, I took on more and more, then I took on co-ownership.

**JACK:** Yeah, there's so many threads that we could pull on there. We're going to pass a couple. We will come back to it. We're going to pluck on the labels and the titles that we put on admin staff—we're going to come back to that. We might also revisit the idea of leadership for the admin team and helping them add value to our clinic beyond answering phones and transcribing medical letters. But, it's such fascinating of a story for someone who studied Law.

Now, you're obviously, as a family clever cookie, to be able to get into Law, to be [inaudible] you have to humble yourself in some capacity and then jump on the phone and play a part in the humble secretary's role. It must have been such an interesting journey for you. What was that like? What has that evolution been like for you from a part time casual front desk girl to now being a clinic owner? What has that been like?

**REBECCA:** Yeah, really interesting transition actually. I guess that's where I also felt when I first started my role that it was really just a transient [inaudible] just because I was at uni. Ten hours a week suited me. Moving through that role, and yes, somewhat humbled to be answering the phone. But I think, if you did value that in a sense that you do value yourself that you actually can have over the phone with someone, is just enormous.

To own that and to empower yourself in growing as a person, and your personal mastery with something else you're really passionate about. So, that's what led me, in part mostly, to Clinic Mastery with actually the Personal Mastery journey that I had to go on in order to deliver better client outcomes, but also to be a better leader. That's what really led me to there. It was really interesting. It was actually more so the way that people perceived me, that I was just the receptionist. It does take a little while to break down that barrier.

But it's a matter of you breaking it down personally. Because if you're sending out those vibes to the world, they're the ones that you're going to get back. So owning the role and being viewed is important, and really knowing the impact that you can have. So, it was a really interesting transition. I went from ten hours a week to maybe 25 hours.

And then, I bought a house, so I needed a full time employment. So, I approached Grant and I said, "Look, I really love to come in full time. I was really enjoying my work," so balancing that and uni was a lot of fun. But, it just then evolved from there. And it's sort of a person that you attract to your business as well.

I think Grant did that in a really good way and we continue to do that with the team is to go, "This is not just what you'll be doing. We actually want you to look for stuff. Get really involved and get super passionate about it," because these things—even as an owner now that I don't necessarily see, but when someone comes through with an idea, I'm like, "Yeah, that is awesome. Why don't we embrace that?" So, it's about that continued personal development too, and always looking to be better at what you're doing.

**JACK:** That's it. Absolutely gold, Bec. I love it! How about now that you've finally completed your studies in Law, major in HR and employment law is quite useful in a clinical environment. Is there any crossover there? How were you able to bring your external skill set into your physio practice?

**REBECCA:** Absolutely. It has a huge impact to me. We have a relatively small team but that doesn't negate the fact that I am at least able to really understand our obligations as an employer and what really good workplaces look like, in terms of the team culture as well. It's not just about the law. You all can understand and read that. That's cool.

But, it's also about going one better in terms of creating a good culture. It's been super helpful. I think what law taught me was problem solving, so to be really solutions focused. And solutions focused is like my main mantra. "So, okay. We've got a problem here. How do we go about solving it?" And being able to weigh up each of those options that are put in front of you and going, "Yeah. This is probably the best [inaudible]. Why don't we try these?" [Inaudible] I've finished it is also really nice.

Obviously studying and owning a clinic can be a little tricky at times. But I absolutely loved learning, too, so that's really what I took away from uni is the constant learning and improvement of oneself too. So I just really thoroughly enjoyed it. I couldn't state more highly of the lectures and all of the tutors that I had in terms of that personal growth as well. In terms of other technical skills, it improved all of my writing and communication with people, mostly my team of providers that we might have worked with.

In our other life, we have another allied health business and that is focused on workplace health and safety, and workplace injury. So the fact that I understand HR and workplace law is super helpful. Then being able to talk at the level that my clients are concerned about within their workplaces. Certainly, it's very transferable. You don't need to take the study that you've necessarily done or the title into that specific profession. I think being able to mold it to another space is also really valuable.

**JACK:** Yeah. I love it. It's a really good lesson to look at that transferability. That trait for me is awesome. One of my mentors who funnily enough is a lawyer, a solicitor. When they hired legal secretary, they weren't looking for just someone who can type 80 words per minute. They hired a barista, which has no correlation to the law. But yet, they were looking for someone who has skills that could translate and transfer over into a corporate office environment.

They create amazing experiences for people, and that just really resonated with me, thinking that just because we're hiring someone for an admin clinical role doesn't mean we need someone with admin experience. Someone, like in your case, with legal experience or barista experience, whatever that might be, can add a massive impact to the clinic. I love it.

Okay, Bec. Let's change gears. Now, we touched on the titles of our admin team, or our receptionists. What title do you use for your people who are at the front?

**REBECCA:** So it's Client Experience Officers, or CEO's in our clinic. They love that title. They go home and they're like, "I am a CEO!" Well, in part, it's their role. It's about having that complete ownership, but also having at the forefront of their own personal definition of client experience. It really focuses them on that.

Receptionists, for me personally, and the reason why we moved away from that has a lot to do with my impersonal view on that title. Look, it's not bad. It's a functional title, like you can't shy away from that, primarily, what the role is going to like. However, when you start to embody that, it has a very traditional connotation I guess is what I am trying to say. You walk into a lawyer, or you walk into a doctor's room and you sleep with the receptionist.

Generally speaking, receptionists have no general authority to necessarily make a decision. Their role is to answer the phone and do data entry. And the role that my team play is settling on that. Yes, they'll do some data entry. Yes, they'll answer the phone, but they do also have authority to make some decisions.

Having it at the forefront that client experience is our number one focus is super important. It also means that when they go about their data entry and their reception roles, they have the client in mind all the time. It's not just a [inaudible] task.

**JACK:** Okay. When you say they've got discretion to make decisions, what are we talking about? Let's get really practical.

**REBECCA:** Yes. It could be scheduling. So, rather than, as a clinic owner, being a bottleneck, there is so much room for improvement even within our clinic. But, we are traditionally perfectionist and a bit control freakish. Not a word, but I'll use it.

And I know that from my own perspective, so also handing over some of those tasks, whether it be liaising directly with a clinician or a team member about their schedule and know their certain breaks or lunch break or can they start early or can they do this. Stock as well. They make decisions around that.

**JACK:** You give them a budget that they have to work with?

**REBECCA:** Correct. They have a budget to ensure that we are well-stocked and have enough for our shelves to look really full, so it's an inviting area for people to

purchase products, and we have enough on hand, so that when a practitioner does recommend a product we can actually sell that to a patient. Look, what else do they make decisions about? Yeah, social stuff within the clinic. I'm coming back to what we were speaking about before is not necessarily looking for a receptionist and who has done that role already in the past.

Our best team members from a CEO perspective have been hospitality-trained, so they're very client experience oriented already. They can work under pressure. They can largely work unsupervised. They get that they've got to be on their feet because sometimes it's going to be a super busy period, and sometimes it's going to be a bit quieter. So, they're generally a bit more outgoing. We also have an organizer for all our social events. And they'll be taking on social media soon, too, because they're great at it.

**JACK:** They do. It's interesting, isn't it? Because a lot of people would say, "Oh, it's a negative for the staff, always on their phone, or on Facebook." But, like you have said, you're a problem-solver, right? So, that's an opportunity to go, "How can we leverage that social media awareness into a benefit for our clinic?" It's not just pointing a finger and saying, "You need to stop that!" Let's go and channel that energy for good.

Bec, if we may take stock there for a second, we're talking about transferability of skills, we're talking about the right cycle that bring the right focus. But what I would love your insights on is something you said earlier, around creating an admin team or a CEO team that adds value to the client. Can you speak to the leadership of that team, not just giving them a functional role, but how do you lead them? How do you empower them and bring the best out of them?

**REBECCA:** So we have regular strategy sessions. We use the word "strategy" because they also reinforce that we are constantly wanting to improve ourselves and also the way that we operate. I have a weekly strategy session with my admin team, and we look at any of the problems that we may have faced in the last week. We come up with solutions together, because again you can really be the bottleneck in your clinic and provide all the answers to your team, but it doesn't mean that they're going to grow.

It's about empowering them to go, "Hey, what do you think the solution might be to the problem?" And they actually feel a sense of ownership over that solution. And you get the team communicating rather than just them coming to you. So, in terms

of leadership, we have that session. If I'm not able to be there because I am away or something like that, one of the other team members will run that session. We also come together as a whole group and I regularly have the admin team run the whole group strategy session [inaudible] therapists as well, so that they'll feel like a valued member of the team.

In terms of them creating great client outcomes and value adding to the client, an admin team member or CEO knows the intimate details of the clinic and is really passionate about it that it will add so much more value in ways that you cannot even imagine to your patients or to your clients. Whether it be the way that they interact on the phone or the little mannerisms that they pick up about a patient, and then hand on to the therapist, it's that constant communication and building at that team, rather than, "Here's my admin team and here's my practitioner team."

You also want to create admin roles where people feel a sense of ownership and they feel empowered, because there's a great Richard Branson saying, and I will never get it right, but it's something along the lines of, "Train your team so that they'll lead and treat them like they want." So, like, give them all these skills. Traditionally, an admin role is one that is to be transient. But, if they feel empowered, they are going to be owning that role, and they are going to go away as a professional. I believe that our CEO's are professionals, as well, at what they do, and professionals don't clock off at five o'clock and go home.

They might be at a coffee shop and they see an awesome client experience and they go, "Hey, I'm going to take that idea back to the clinic and put that in place." [Inaudible] all these work so well. So it's about them owning their role and constantly seeing the world around them, and relating it back to the workplace. You as owners are not the only ones who should be doing it. Your whole team should be doing it. That's how you really create amazing client experience.

**JACK:** That is so good. There is so much gold in that. You're right. That strategy session, weekly mentoring, let's call it regular mentoring, whatever the [inaudible] is, as clinic owners, we often do that by default for our clinical team, but rarely does it cross their mind to do that for our admin team. And I know that our listeners would go, "What do you talk about?"

That's a discussion for another day, and we'll cover that in exceptional details. You'll cover it in exceptional detail in our Admin Mastery Live Event and our Online Program as well, so we can talk about that at another stage. So, those regular

mentoring meetings are incredible. Then talking about that as a career, as a profession, something that people can grow into and upskill themselves to have a transferable skill. So tell me, Bec, what has been the results? What was the outcome of investing that time of creating that mindset and framework for those girls?

**REBECCA:** I just see it. They come into the clinic in just a totally different mindset. But not only that, they're coming up with solutions rather than me being the bottle neck or Grant being the bottle neck. If they're actually putting forward solutions before I've even picked that there's a problem, they have gone like, "Problem? Here's the solution." I'm like, "Great! Let's roll with it!" They're looking at ways that we can constantly improve.

But, the thing that I'm most proud of, say from the Admin Mastery perspective, was that there is actually a program created to help people in these roles become professionals. If there's always roles that exist really for admin team member, yet they're so valuable, like we are entrusting our admin teams to answer the phone and to convert phone calls, because we actually can't provide awesome client experience to get patient outcomes unless they're in our door. So, that conversion is happening by someone who probably largely doesn't get invested in.

A lot of roles, there's no mentoring or there are no courses for personal development. So they're just expected to know it. That's I guess where from my perspective, having come from an admin background, the training of admin teams is really something I am passionate about.

When Grant actually trained me, mostly, I was like, "There's so many holes in this! What is going on here? Am I just expected to know these?" And the chance that's given to CEO's or admin team members is enormous. They are really the gatekeeper to a lot of clinics and a lot of businesses no matter the field you're in. To empower them and train them to be really effective in their role is just really cool.

**JACK:** Absolutely.

**REBECCA:** So powerful, like tenfold. You cannot put a dollar figure on it really.

**JACK:** You're absolutely right. For me, I think, we've often beat our admin teams through the [inaudible] function. There are necessary evils. I've heard of clinic owners that referred the admin team as a necessary overhead. This team is not an overhead now, they're the linchpin that our client experience is hanged on.



Such a vital component, and the beauty of Admin Mastery is that it does cover the functional elements of the job description of an admin team member but also the mindset, personal development, abundant approach and creating amazing experiences to grow clinics. I love what you've build the PhysioWest. I love that you're leading through Admin Mastery and I bet my bottom dollar as listeners here to want to find out more. So, tell them! If they want to see PhysioWest in action, where should they head?

**REBECCA:** Yes, absolutely. You can head to our website. It's [www.physiowest.net.au](http://www.physiowest.net.au). It's a pretty insightful little website there. You can also follow us on Facebook at [www.facebook.com/physiowest](http://www.facebook.com/physiowest). But I am also a member of the Clinic Mastery Mentoring team, so jump on there as well.

Check out our profile. Happy if you would chat. I am super passionate about it. Coming from an admin background, moving out into a professional role within a clinic, and in owning one has been quite a journey and a really insightful one that I am just super passionate to talk to anyone about.

**JACK:** I love it. For those who are playing along at home who would want to check Bec's profile on our Clinic Mastery website that would be [www.clinicmastery.com/team](http://www.clinicmastery.com/team). You'll be able to find it all there.

Bec, if people want to read more about Admin Mastery, there is a live event in almost every capital city around Australia, and there is also an Online Program where people can have access to training materials, resources and our powerful mastermind community. All of that can be found at [www.clinicmastery.com/admin-mastery](http://www.clinicmastery.com/admin-mastery).

So there you go, listeners! You can find all of the show notes, all of the links at the regular home of the podcasts [www.clinicmastery.com/podcast](http://www.clinicmastery.com/podcast). There are a number of URL's to spit out, but we made it in the end.

Bec, thank you so much for joining us. We really appreciate your insights. Anyone, any pearls of wisdom to leave the listeners with?

**REBECCA:** If you're not a member of Clinic Mastery, do it. That has seriously changed the way that I view my own personal journey and realizing that a lot of that

came back to me and my leadership. And that's what's needed to change first, and the outcomes will just be phenomenal. So, thank you.

**JACK:** Well, there you go. That's quite [inaudible] and very kind of you to share that, Bec.

Listeners, thank you so much for joining us for today's episode. We look forward to bringing you another episode really soon.

As always, thank you so much for reviewing, rating, and sharing this podcast. If you know a clinic owner, you need to hear this story about Bec Clare. Please do share it. We really appreciate it. We look forward to bringing you another episode really soon.

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