

# Grow Your Clinic Ep. 169 - Key Factors That Affect Business Growth

[INTRO MUSIC]

*This is the Grow Your Clinic podcast from Clinic Mastery. We help progressive health professionals to lead inspired teams, transform client experiences, and build clinics for good. Now, it's time to grow your clinic.*

**JACK:** Welcome back to grow your clinic podcast. My name is Jack O'Brien, your host. Thank you for trusting us to join you for the next 20 to 30 minutes or so for another episode. As always, you can head over to [clinicmastery.com/podcast](https://clinicmastery.com/podcast) for any of the notes, links, or profiles that we mentioned in this episode. And I'm gonna guess that you probably will want to do that.

Today, we have another guest joining us. I'm really excited to welcome Shane Bennett to the podcast. Shane, how are you going?

**SHANE:** Good. Thanks, Jack. Thanks for having me on.

**JACK:** It is our pleasure. So, for those who are unfinished, Shane is an osteopath and is an owner of Beyond Osteo Clinics with a number of locations around Melbourne. It continues to grow every time I seem to speak to him, there's another clinic location. So before we dive into Shane's journey, it's a bit of a spotlight on whether they are Clinic Mastery team and clients, Shane is one of our business academy mentors as well. So we're gonna explore all things Bennett and all things Beyond. Before we do that, if you ask ice breaker questions, are you ready to go, man?

**SHANE:** Yeah, all right.

**JACK:** What are you reading or learning right now?

**SHANE:** Reading? [The Economy Experienced](#) by Joseph Pine, it's a hefty book. I'm wondering whether I should have gone the audible option. There are some great things in it. But I might be a tad slow on the reading. I really am wondering whether I should have gone to a one in the half speed audible or something.

**JACK:** (Inaudible) those big books, isn't it?

**SHANE:** Yeah, absolutely. And maybe with a short attention span like I have.

**JACK:** Given you commute two and a half hours each way, audible would be a sensible option.

**SHANE:** Absolutely.

**JACK:** Thanks, mate. Okay, number two, who inspires you?

**SHANE:** Uhh, couple of people. There's the old cliché of parents. My father has faced a lot of challenges in his life. And what he's been able to achieve in the - in the face of adversity and been incredible to see. And then on a bigger scale, I have to say Kat Cole, COO and president of North American at FOCUS brands. Her career trajectory is unbelievable. For those who who don't know her, I'd say, google her, listen to her, read anything about her and her stance. And her own leadership style is is something that I (inaudible).

**JACK:** Mm-hmm. Yeah, you've mentioned that before and I looked into it, and I hadn't heard of her. But I I really enjoyed immersing myself in her story and insights after you mentioned that a few months ago at the retreat. So, that's awesome, mate. Thank you.

Number three, what do you want to be growing up?

**SHANE:** Of all things, uhm, an architect. It was, yeah, for quite a while. I think at the moment, I'm getting to have a bit of a dabble in it with a couple of clinics that we're doing a fit out on. And probably much to the architects demise, I'm liking to get my fingers into that one. And I guess time will tell whether I should stick to my day job. I suspect I should. But hopefully, uh hopefully, we end up with clinics that have doors that enter into the right spaces and in nice places to be in. But, yeah, I do - I do love it. But it's some point in time, I couldn't even remember when. I was - we're getting a few injuries treated. I played a fair bit of tennis as a junior and came across physios, and osteo, and the likes. And I was pretty impressed by the fact they didn't have to sit down at a desk all day and didn't have to sit in front of a computer. And initially, I thought, "this is amazing. They just work with, uhm, elite or sub elite athletes."

**JACK:** (Inaudible)

**SHANE:** Absolutely, (inaudible) at 99% of them. Yes. That was what got me into it. And I've I've never looked back. I do... say, I look back and I think I'm very lucky and very fortunate to have found a profession that I wanted to get into. I look back as much, I think I chose that at about the age of 17. And I'm sure there's many decisions are made at 17 that I might regret. But picking - going down the allied health pathway in particular, Osteo, I'm so glad. And I think there a... it's got to be a bit of luck involved there.

**JACK:** Mmm. Yep, no doubt. And we'll press on that journey a little more shortly.

Final question, what's a motto that you live by?

**SHANE:** ‘Worship the journey.’ I think early on and I still have a tendency to try and just get to a goal and never kind of stop and enjoy the process. And as business owners, I think what is I guess all careers. But I think, as a business owner, you're always going to be looking for the next thing, looking for the next thing, and you know, to grow and to evolve. And if you keep just focusing on the goal and you don't worship the journey, then you're going to have, often you gonna have a fairly unhappy career.

**JACK:** Hmm yeah. Definitely resonates. That's awesome. Thank you. Thank you for sharing, mate.

So you mentioned, a young tacker thinking about architecture, and that played a bit of tennis, and finds physio, osteo, and the allied health space, connect the dots for us. How did you end up at the Doctor of Osteopathy and in private practice? Fill in the space for us.

**SHANE:** I went from supplying a sort of a reasonably high level of tennis as a junior. And there was a guy known around the traps, his name was (inaudible) Hamill and he was known as a bit of a gun for fixing injuries. And I've been the same a couple of times. He fixed injuries. And I thought this guy really knows he knows his stuff. So I actually tracked him down and his profession, I think he called himself a soft tissue therapist. And when I went to see him and find out, I was like - I had I've looked up, you know, in the old VTech guide, I've looked up trying to find soft-tissue therapists and it doesn't exist. What is it exactly that you studied? And he said, look, I've studied a whole range of things. I think he'd done a remedial massage course or something like that. And he said, “look, my partner is actually an osteo.” And he's like, “I would highly recommend you go and investigate what that is.” I've never heard one what an osteo was. So when had a look at it, looked at what the course covered, and went “that sounds pretty amazing.” And when I saw a couple of osteos and thought this is - this is for me. So, it was kind of a weird approaching away because at no point did I look into physio or chiro or or anything else, but it wasn't because I was kind of, you know, anti anything else, it was just I met this guy who was just a gun and people rated him highly, and he was said he was a guru in tennis world and he directed me that way. Yeah. Very grateful to him.

**JACK:** Hmm. That's unreal. And so step us through the journey of now, being a practice owner, how does one go from graduating from osteo school to be in clinic owner?

**SHANE:** I think I did that reasonably quickly and naively. I went when I graduated. Did my five years of osteo and jumped in and started working with one of my lecturers. And it was a small clinic, (inaudible). So, right from the start, I was with (inaudible) clinic which I think can be still to this day a fairly common story. And I was in a clinic, in a one-room clinic, two-room clinic, sorry, but most of the time there's only one practitioner, and it got fairly lonely fairly quickly through some local networks that I... referral networks, there was someone who was setting up a wellness space and they were getting a whole heap of modalities in. So I spoke to that one of the clinic at the time and said, “Look, I think we should try and take a room or two down in this

wellness space.” And she was probably at the point in her career or life where she wanted to had some some bigger focuses. She just had her first child. And she said, “Look, I don’t think I can go down that pathway.” So she's like, “You're more than welcome to.” So I took her a room with that (inaudible). Just rent - literally rented a room, ran my own clinic, by clinic, I mean it was a one-man show being me and it's a two and a half days a week, and continue to work for my boss at the time. She was - she was fantastic. I do have to give this special mention to Brenda. And anyway, fast forward 12 months, and the clinic that I was... set up was busy. I needed to spend more time. And Brenda had said, “Look, I'm kind of I'm overrunning a clinic, and (inaudible) me. So long story short, purchased (inaudible) practice and she came to work for me. So, we'll only maybe four or five kilometers down the road. So brought on another osteo, took a couple more rooms, and all of a sudden, I had a small business. Had no of little idea what I was doing. I loved being an osteo and I'd liked being part of a group and working with other professions. And the lady who ran that, (inaudible) she might still be the president of the Myotherapy Association. I think what she was doing at the time was quite innovative and it was just a great environment to be in. And over the time, we grew out of that space. I'd say, probably fast for another 18 months, we grew out of that space and that brings me towards the the Beyond process and where our clinic is today. And I bumped into, at the supermarket one night, bumped into Michelle Funder, who is the co-founder of Beyond and, yeah, president of Oteo Australia. And literally bumping her in the supermarket, I needed to either move out of where I was or sell the clinic and move on or start afresh. And she was running her clinic. She'd run it for 12months. It was just around the corner from mine and, yeah, we bumped into each other, had a very brief conversation and it was probably me saying, “Do you want to buy my clinic?” And her saying, “I have way too much on my plate as it is. This running and clinic business is hard work.” And somehow, we just decided maybe it made sense to merge. What's the saying? Go fast, go alone; go far, go together. And yeah, so, again we didn't know that saying at the time. We just (inaudible) decision. And it was as simple as us just deciding to go off - go our separate ways, write down what our dream clinic was, and what we were trying to achieve. And then if those two things aligned, then it made sense to join forces. And if they didn't align, then let's go separate ways. And crazy but we had a very similar at that point in time. And I'd say it's probably not our why now. We had a very similar philosophy. And we just wanted to work with other professions, not just Osteo. And we wanted an environment where people learn to each other. And as we were basically merging out our practices in Hawthorne, we had another osteo approaches who was selling a practice in Chapel Street Grand in Melbourne, and they said, “Do you want to buy our practice?” And once again, another naive decision. We went, “Well surely, doing two is as easy as doing one.”

**JACK:** Of course it is!

**SHANE:** So, yeah, in for a penny, in for a pound. We jumped in. And we probably spent the next three years barely keeping our head above water.

**JACK:** Yeah. Wow. If I can just rewind a little bit, you mentioned that when you'd started out, you're two and half days in one little room, and that grew pretty quickly over a short period of

time, and and since then, sure Beyond may have started out as a bit of a amalgamation of two and then three practices, but it's grown now to a team of 40-plus in a few short years. Really. So there must be a bit of an inherent knack for you around it least attracting or retaining, growing your clinic. And what is it about that that clinic growth that you.. What would you put it down to? What would you put that clinic growth down to?

**SHANE:** I think there's a bit of variety of reasons. I think, for one, we have always taken on outside advice. I think we have known right from the start. Maybe it's due to an absolute lack of any business knowledge whatsoever. We knew that there was a lot out there that we didn't know. So we've always always from the start, I can look back, I actually never really noticed this until more recently and realize that we have forever worked with at least one consultant, whether that's paid or unpaid, we've had mentors. We've always been surrounded by people who know more than we do. And I think a credit to Michelle the co-founder. But that position to make decisions and have a bit of confidence, I think that it's also a good dose of naivety, I've brought that word up a few times, and I honestly believe that successful start-ups start up with a decent dose of naivety...

**JACK:** Sure.

**SHANE:** But it's that support network and that safety net in a way of knowing that you've got people that have your back and know more than you do. That would be our our success I think is.

**JACK:** Okay.

**SHANE:** Yeah.

**JACK:** That's awesome mate. So paint us a picture of Beyond now? Any locations team, how many people helps? Whatever you feel comfortable, paint us a picture.

**SHANE:** Yep. So, we we now in... we've just just taken over a fourth location. It is a well and truly a multidisciplinary practice now. It is Osteo. We've just launched physio, which were very excited about, podiatry, exercise physiology, clinical pilates, myotherapy, remedial massage. So it's that true, in our mind that true multidisciplinary space. It's four locations. It's a team of 40 plus. And it has grown quite dramatically in the last 12 months. And I would put that growth down to a really solid really solid structure. I won't bore people too much with the details but we have formed, you know, we formed a board. We have a share price. So we have shareholders. We had an amazing consultant who is now the COO of Lucy Folk. And she kind of really structured us up. And I think, we must becoming up to 12 months now but we stepped... we actually step back into a Clinic Mastery. So we did a session with Clinic Mastery in its early days and loved it. And it was a slightly different format back then, massive amounts of content. And we we stepped out for a little bit to apply the content. And yeah, and as we kind of structured back up and I think we we probably step back in the clinic mastery on a front foot. So we came in from a position of strength. And again, I look back on it and think it would be very

easy in those positions to either sit back on your lives a little bit or even think “I don't need help because I'm not sinking right now.” But yeah, as you know we even talked about it in you know in in osteo - physio in any allied health world its, we talk prehab, not rehab. And yeah, it's been I think again another good pivotal step that we made to step in in a position of strength.

**JACK:** Mmm. And that's obviously rich rewards to grow so significantly over the last twelve months. I'm interested. What is your average week look like now both as a clinician, a clinic owner, and a business mentor through the Clinic Mastery Academy?

**SHANE:** It's a very week. It's a busy way a good busy. I don't like to say that word busy on its own, a good busy. I treat two and a half days but it must be... it's probably about twenty-five hours a week.

**JACK:** If I can interrupt there, but how come? Why? Do you have to? What do you want to?

**SHANE:** Definitely, I don't have to. That's a passion. At the moment I can't see myself not treating, I will probably drop it slightly. But for me, yeah, I still really love it and enjoy it. So I still want it to be a part of working weight. We do have a structure. We've set our clinic up. So the other the - other co-founder also is the same. Actually, in fact, we have four shareholders now: the two co-founders, and we've had two other people come on board. And all four of us treat. We treat varying amounts. And it's down to... down to reference. So, yeah, mine mine is two and a half days and.

**JACK:** Then yep, what about your role as the business owner, co-owner, shareholder, what's that role look like?

**SHANE:** As I touched on before, our clinic and there's there's definitely no right or wrong, but ours is from the back end is very structured. So, we have job roles, job titles. Mine is as GM, as a general manager. I probably do around about it. Would vary depending on what's what's going on at the time at the moment. We're moving one clinic and... actually moving two clinics and we've just bought one. So my week is hectic at the moment. So, yeah. I would spend at the moment 15 to 20 hours, actually if I counted probably 20-plus hours on that. And then, the clinic mastering mentoring that I'm going that I stepped into last year. And it's a big working week but it's varied. And again, maybe a bit of a cliché, but I love every element of my working week. So it does not feel, at the moment, like it's as big as what it probably is.

**JACK:** Hmm, very interesting. What's been there two or three biggest shifts that you've implemented or Beyond as implemented over the last year or two? Let's move the needle the most.

**SHANE:** A much bigger focus on our team - we had underestimated the importance of spending time with team. I think we've changed our leadership style. We had thought that just leading by example, and just getting in, and pumping out of heap of patients, and just doing what we

thought was the right thing to do as a practitioner was the best approach. And not realizing that our team wanted to spend more time with us, that need more support, not due to any form of inadequacy, but I think everyone wants to know whether they're doing the right thing, and they also want to know whether they're doing the wrong thing. So being accessible to our team and you know, if it's not us, then creating a team that is accessible to our team. Yes, I guess that's one thing focusing more on our team, becoming very clear on our *Why*. And you know, originally it was, you know, we want to work in a - in a multidisciplinary team. Probably wasn't a true *Why*. We became very clear on that. And since then, I think we've been able to plug everything through that filter. And that, you know, it's a simpler when we look at it. What do we want to leave behind? What there are a legacy so to speak? What are we going to be proud of when we either leave this clinic or retire? Plus, it came down to the fact that we - we really wanted to create opportunity and through career pathways for our team in a profession or group of professions where there's often not a lot of career opportunity. You know, we we originally just thought that was osteo and - and as osteo, do you either work for someone or you went and set up on your own. And they were your two options and that was your career pathway which now that - now that I've gone down that pathway, I realize it's not actually a pathway, it's just a completely different job. You know running a business is in an entirely different skill set to being an osteo or a physio or podiatrist. So we wanted to be able to create opportunities and not end up in this scenario where it was a cottage based industry where people maybe weren't learning off each other or were only went off the one or two that were within their own clinic, and maybe even then they weren't even crossing paths with them. So if we could create a clinic where people could grow and learn, and if they really wanted to, they come in as an inter. The graduates slowly into a senior practitioner. There's multiple career pathways into share holding, clinic manager positions, clinic director positions, sit on a board, whatever they want to do, if we can create that space, (inaudible), we'd love to keep everyone forever - that's not that's not going to happen. But if we can provide opportunity for people, then that's what we look back on, and that's what we'll - we'll be proud of. And when we really got that down and something as simple as that, our clinic took off.

**JACK:** That's unreal. There's so many things that I'm hearing as you mentioned that sort of stuff. It's not the shiny stuff necessarily. It's not the new Facebook ad or the new marketing campaign that's been the biggest growth driver. It's been a focus on team. And it sounds like that's a healthy mix of internal maybe values realignments for you as a leadership team to go and we're gonna leave this and breed this, and some practical things. Like I said be accessible and developing pathways, there's some real tangibles as well as the intangibles around leadership. Is that right?

**SHANE:** Yeah. Yeah, absolutely. We... We follow - again, we call it 'our simplified framework to success.' And we have a vision, we say that, our clinic can be broken down into these kind of five categories. The vision, what is known Beyond vision, and for us that's *To Create Career Pathways*. We put a bit of a number around that. And we're really under the pump to get there. That is seven clinics by 2021 and that's our vision. But it comes from the fact that we - we need

that growth to be able to create the career pathways. Now, in order to get there, we need talent. So our... I guess our categories of vision, talent, strategy, measure, and getting back to, will just jump back into talent for a moment, we realized that if we're gonna try and get to where we're going, we need - we need the right people. Not only what's the saying the right people on the bus, we also talked about the right people in the right seats on the bus. And so, that made us sit back and we come back to team again. And we say, "Well, you know, what's our recruitment strategy?" Even a step before that, "where are we finding these people?" "Why would these people ever want to work for us?" "Hopefully, how are they finding us?" We want - we want people you know searching us out. And we want to hit that point. So, that's, you know, talent is kind of that in a way. It's that number one, you've got your why but you need people, you need a team, to get you there. And then now, you know, what's our strategy? Our strategy is pretty simple. A strategy is client experience. And again, when we start looking at that, that's from Aaron, that's probably one of the big things that drew us back into the Clinic Mastery fold. And that was, you know, there's a million product consultants out there. There's an (inaudible) other companies but a big thing that stuck out to me with the Clinic Master initially was that everything revolved around client experience and looking after your team. It was everything else will follow - the numbers will follow if you can just create a great experience both for your team and for the people that walk through the door of your clinic. Then you're on a winner.

**JACK:** It gives us the one fuzzies to hear a clinic owner like yourself. Obviously, a team member, a clinic owner, we exist to help health professionals, lead inspired teams, transform their client experiences, and grow their clinic. Buckets, that's it in a nutshell. It's exciting to me that the Business Academy creates and produces outcomes like [Beyond](#). Yeah. It's that's unreal. And testament to your leadership team and the ability of viewers to implement. So, that super stuff.

Just on the Academy, if - if you were to recommend the [Business Academy](#), who would you recommend it to and why?

**SHANE:** Well, we've entered it. I think we've entered it when we barely had our head above water. And maybe, we didn't even have our head above water and it was highly beneficial. And then, we, you know, we jump back in when we're on the front foot and found it highly, and still that's we're still part of it, and find it highly beneficial. So I think any any clinic owner, big or small, I guess the one disclaimer I put on it is you've got to be in the mindset that you're going to implement. And that's with, I guess that's with anything. Trust the process, worship the journey. And yes, I would say, I would say anyone and I think of a few of the clinics that I work with now within Clinic Mastery and the size varies massively. People are just focusing on on different things and tapping into different areas of Clinic Mastery to get the results that they need. So, I don't know if that's too vague an answer but, yeah, I'm kind of thinking anyone who's prepared to implement. That's my answer.

**JACK:** Now that that's awesome, mate. And likewise, our clinic is still learning from CM and I love that you're able to bring that humility but then also, you know, you've done amazing things and continue to do so, and the ability to then pass that on to other clinics, and to bring your Osteopathy perspective. We're really excited to have you on the team and the amazing work that you're doing.

And thank you so much for sharing yet about your personal journey and the Beyond journey. If people want to check out [Beyond](#) or want to get in touch with you personally, is that right if we link all that up in the show notes?

**SHANE:** Yeah. Absolutely.

**JACK:** Super. So, listeners will have all of the links for the socials as the websites of Beyond Osteo in the [show notes](#) and also have some of Shane's social profiles there. That'll be at [clinicmastery.com/podcast](http://clinicmastery.com/podcast).

Shane Bennet, it's been a pleasure! Thanks for joining us, mate.

**SHANE:** All right. Thanks, Jack. Good fun!

**JACK:** And listeners, thank you for joining us. As always, we appreciate your honest reviews and ratings on [iTunes](#), [Spotify](#), [Stitcher](#) or wherever else. You listen and you can grab all the links and notes from today's episode over at [clinicmastery.com/podcast](http://clinicmastery.com/podcast). Thank you for joining us for this episode of the Grow Your Clinic Podcast. And I can't wait to bring you another episode again really soon. Bye for now.

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[OUTRO MUSIC]