

Grow Your Clinic Ep. 180 - Physio Yves Case Study: Building Systems For Interns and Growing Through Mentorship

[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 another episode of the Grow Your Clinic Podcast! My name is Jack O'Brien, I'm your host. I'm pumped to be back in the saddle today to continue our Member Spotlight series - clinic owners that are doing an incredible job at leading inspired teams, transforming their client experiences, growing their clinic, and ultimately building clinics for good. I get so juiced by this type of stuff and I could not be more juiced to have this guest with us today. Yves Silvera, welcome to the podcast! How are you, mate?

YVES: Really good! Thanks, Jack! Pleasure to be here.

JACK: It's been a long time coming, but I am really humbled and honored to have you as a guest. We've been working together for years now, and you've done an incredible job as a clinic owner. So, tell me, what... what did you got to in the weekend that was.

YVES: I just had a lovely weekend, spending some time with some mates, watching some... Could not ask for much more, right? It was really good and a refreshing weekend.

YVES: It's always a tough one, Jack. And it's something I get.. I get idealistic for, but I'm very happy this one's got the win against Melbourne for sure.

JACK: Absolutely! And I know you've got a... a little bit of an unusual week coming up, what's on the agenda for you this week?

YVES: Yeah! So, this week, I'm taking away uhm... my team on a retreat for a few days at a beautiful part of the Southern Highlands. I'm really excited to refresh and re energize for the back of the year.

JACK: Love it, mate! Love it, you've taken them on a retreat. That's uhm real... So, mate uhm... your clinic journey has a... and your journey through life and as a physiotherapist and now clinic owner has been nothing short of fascinating, so we're going to dive into that, and there we some pearls for every clinic owner listening on overcoming adversity, and finding opportunities through challenges. But, before we get into that story, I've got a couple of icebreaker questions for you. So, are you ready to go?

YVES: Yep! Let's do it!

JACK: All right! Number one: what are you reading or learning right now?

YVES: I'm reading a book at the moment by a guy called Charles Duke, ...called the Power of Habit and I'm just obsessed with formulating cornerstone habits, and it's been a really big part of my transitional journey over the last three months. So, I've really enjoyed it. It's the second time I'm reading it, and I'm getting even more colors along the way. *laugh*

JACK: Love it! Love it! Love it! Number two: who inspires you?

YVES: I look at my dad a lot when it comes to inspiration, and he's someone who certainly inspired me. He came to this country. He had a really cool uhm... job and really had to start from the ground up when he came here after... after I was born and really worked his way up. And I've seen how hard he's worked, and he's someone that inspires me every day to continue to work hard on my journey for sure.

JACK: Love it, mate! Tell me, what do you want to be growing up?

YVES: I wanted to play cricket for Australia. There's no secret about that having... having been an Indian descendant growing up in Australia, I think that was always in the cards. So, it was a pretty close second when I said, " Oh! I can't play cricket for Australia." Though, it would be pretty cool to be there, if physio..it's physio journey. But, yeah certainly want to be a professional cricketer.

JACK: Hmm... So, channeling Errol Alcott through that physio for the cricket team journey.

YVES: Yeah! Absolutely! Uhmmm... it's... I thought, "Yeah! What a cool gig which I'll talk to you about later. I've been asked what's busier but being a cricket physio I sometimes struggle with because I much rather be playing

JACK: Uhm... fair enough. And a... what's a motto that you live by, mate?

IVES: Motto that I live by? Uhm... I like this quote by Winnie the Pooh, " We didn't know we were making memories, we just realized what we're having fun." And I really like to bring that to the forefront of just trying to be present at the moment and enjoy life as it comes along. I think it's... yeah... it's very swing. It's very important to me.

JACK: Yeah! I... I would say from observation, you are definitely a very present character, a very humble, grateful, and very present leader, which is... which is super inspiring, mate. So, thank you for sharing that. You mentioned that you want.. you grew up from... from an Indian family- Indian descent and wanted to play cricket through being a physio. Can you connect the dots for us all the way through to overcoming the adversity to finally get into physio degree?

YVES: Absolutely! Well, the physio journey started when I was about 14, and I hurt my back playing cricket. As a lot of young cricketers would feel and that was when I spent a lot of time on the physio clinics. And 'twas really cool that this could actually be a real profession for me. So, I feel I was very lucky, Jack that I really felt a calling to become a physio from a very young age. And the other element of that was the giving back and helping people. Around the same time my grandfather got sick, and I was able to stay in the hospitals so much relief and help that physios redeems. So, it was a vision, and it was an ability to connect helping people with competition which I loved. So, I knew I wanted to do it from the very young age. HSE came around. Year 12. I just missed out by less than a UA. I point back in those days which was devastating at that time, but I was very, ah.. actually, you know... I was very happy to have maximized something in my potential with my academic days. Because it was a high cutoff, did the undergraduate program for three years missed out again. I'm getting into the degree. I did a master's in sports science. I had the grades missed out again due to a technicality in grading. I took on the University. I got an application looked at separately, and finally after three separate attempts, a long story short put into the room, so it's not an easy part, but a part I'm so grateful for.

JACK: Wow! And reflecting on that journey, you obviously had a real commitment to finally getting this across the line, come hell or high water, were there any lessons that you learned in that journey of persistence or challenge or adversity?

YVES: Yeah, Jack! Genuinely, because I talk to a lot of physio students about this when they're going through hardships, I wouldn't change that journey for the world. It's helped build the reserves, I mean, that's helped me throughout my career and going forward at the time it didn't seem like so, but the old way that life isn't having to something for you I start to reflect upon and see it now. I've made some amazing friends, Jack along the way. I've met some amazing people and some... some great lessons. It allowed me an ability to work an elite sport at a... at a younger age. There's... there's too much to unpack there, but I think this was the journey I was meant to run. I was never meant to have just gotten in it as an undergrad, and go through... I was meant to do it the hard way. It's how I do things in life, really. As you know me quite well, so why be any different with my career?

JACK: I love it! It reminds me lives of a little saying I've got a 5 year old and a one year old children at home and we say that, "O'Brian's do hard things." But, it's one of the month... the mantras of our household so it sounds like it resonates. Tell me, did you ever feel like throwing in the towel?

YVES: Absolutely!

JACK: What...what...what... what held you back from throwing in the towel?

YVES: If we talk about the initial journey just to get into physio and there's other elements when I was a physio, I think this innate ability of knowing this is what I was truly cool to do... something inside of me, like you said looking around it... you know, how lucky I am to be where I was out. I just knew that I wouldn't be happy unless I got there. And I knew if you if it... if it was gonna take a longer time, it doesn't matter. I was going to do it. So Jack, I looked at options to go into state. I got into...I got into... accepted into the Gold Coast program before I got into Sydney. Soooo... so, I was willing to make the sacrifices through it. But, I think that innate ability knows this is what I was meant to do. It doesn't mean it was easy, but little Eddie's

JACK: get through the tough times run...

YVES: Absolutely! Yeah.

JACK: All right. So, you've mentioned...mentioned a little bit about overseas. You mentioned some elite sports, where has your career as a therapist taken you? And I'm gonna dive into the clinic owner stuff. So... so, tell us about where you... your career as a therapist has taken you?

YVES: Yeah! I'm very proud of what I've been able to do during my career. I think straight out of university, I got a job in a great private practice, which also allowed me to work in elite sports. So, I worked at my first year out with the graduates in City John's which is again why I always feel conflicted to going to Swans and Giants. I was wearing orange to us at swans game. It was one of the weirdest experiences of my life. I think growing up attachments- one supporter. But yeah, I was able to... to do that and then two years out, got an opportunity to move to India, my country of birth and work there for six months in private practice... uhm... which was one of the... one the greatest experiences of my life. Not just from a physio point of view, just a life point of view to be able to be embedded in that culture to go back to where my parents. you know, we're brought up. And a real sense of pride with that as well. I remember mum getting a little bit emotional saying, "Well, you know we've come here to build a better life for you, and you're going back that it helped others." And little bit laughter for them. And I was like, "It was... it was really cool! It's a big part of my wire going forward that I hope to create pathways to continue to help the people of India."

JACK: I get tingles as you're talking about it.

YVES: Yeah! Thank you. And yeah... and then we've come back. And I've been very lucky to have worked in a lot of more... now more community sport. As you know, do a lot of economic consulting and I have a variety of yeah... elements to what I do. I wear many hats, but it makes me who I am. And it gives me real joy and happiness in my career. Really.

JACK: That's so exciting! And no doubt that shapes the type of clinic owner and type of clinic union building. Tell us about those early days of starting your own clinic? What was the inspiration behind that? What did it look like, and through to where is now?

YVES: Yeah. It is a very unique journey which is one of the reasons I wanted to come up with a podcast. Everyone needs to run their own race. I ran my own race.

It started when I came out from India around... in 2014. I started working for a lovely woman who wouldn't hold the style practice. And the intention was for me to work there and to buy her out you know, six months a year down the track in transition for me to be an owner. And I thought at the time, that's what I wanted to do. But you know, into the journey we realized we're very different people and practitioners and it just wasn't going to work. And you know, after about a year of working together we decided to part ways. The difficulty at the time was that, I thought maybe I could have a few months to transition to a new role, but Jackie asked me in two weeks to leave. And that was all right which was a bit intimidating, but again, looking back was... was one of the best things to happen, but very important to the story because when you get asked to labor to do it like, what am I going to do? So, I took a job in the city I live in suburbial there... in our east or south east of Sydney. (I) took a job in the city, but my clients wouldn't travel to the city to see me. So, one of my early mentors told me, "How about you just start something in your... your parents training flat. Use an Excel spreadsheet I use... you can get them... you can give them cash and give them a receipt and at least you'll be able to keep your clientele base while you're working. So, from humble beginnings we started one night a week in my parents rented flat, and it was yeah... it was really... really interesting experience doing that.

JACK: No yeah. And that's now evolved to having your own facility and a team.

YVES: Four years later when your husband for years we... we now yeah, we have a beautiful commercial space. I've hired my first physio and I have a couple of administrative helps as well. So, I actually... I'm building a team in which is really exciting. So... yeah.

JACK: And you've done an amazing job to now have an ongoing permanent team that said over the last four years or so, you've... you've had numerous team members passed through your clinic doors through your internship program. Can you speak to us a little bit around some of... well, firstly, how that worked, but some of the leadership lessons and challenges that you learned along the way?

YVES: Absolutely, Jack! It started around the same time I moved into my home clinic in 2014. I've always loved teaching. As you know, I've been lucky enough to teach at University and give lectures and it's something I... that gives me great fulfillment. And when I treat my clients, I've always loved having students right by my side because I feel like, they keep me accountable to the clients, and really uhm... bring a great joy to the process. So, about in 2014, one of those early mentors that I was lucky enough to meet, a guy called Nick *name* had his own internship model

where he will take international students from all around the world, and then comfort... not like a five-week internship that's very similar, all public placement that's very similar in the extreme a little bit rather sometimes 10, 15, 20 weeks. They would really embed them as party or honey can get them to assist and help you. And I just loved his model. And he sort of took me under his wing and we, you know, in the early days he was so good to us. So, when I had the home clinic, I didn't have much business, but we would share interns and they would spend some time with me and some time with him, until I built a whole model when they would only spend time with us. So, that would come from usually, 15-20 weeks, and we would embed them in the clinic that would assist during the consult (ation) that would help with systems, help take payments, and just be part of the whole process- come with me when I go to sports teams. But, I gotta ignore seminars. But, I'm really being a great asset. And yet, we built up from that, and we've had about 64 people through I think. a last joke

JACK: Wow!

YVES: So, it's been like amazing! Yeah.

JACK: I'm sure that presents some unique challenges for you so, in terms of the transient nation... nature they come, they embed, and then, they leave, how were you able to overcome some of those challenges?

YVES: Yeah. Well, in the early days, of course, I couldn't afford to have a team member so, it's a great ability to have an intern- it can help and assist you in the journey. I guess, what I've learned on the journey is, when you have great systems in your business, it almost doesn't matter who the intern is, although, it is very important to have the right personality and culture and fit. But, if it feels like, you know, someone's able to go and the next one can come in and with great great systems and models around transitioning in terms, which I think was a very important part of the process so, that certainly...certainly helped. And the most important thing is, which when I talk to other business owners, I can't relay enough. You treat them like you would any team member. You still do your one-on-ones with them. You still give you their KPRs desire statements. All those important factors. It doesn't matter that they're leaving in ten weeks. When they're there, they have to have an amazing internship experience which is something I'm passionate about. And when you do that, I feel like things have worked well. And Jack, that's really helped me now as I've hired a new team member. You know, I know a lot of because oh... there's may well say, I'm just struggling to get my existing client base

to see... not see me, but see my new grad... right you know... I'm so lucky in my clinic job because I've had interns for the past four years, I found that transition exceptionally easy because they're just so used to having someone else a system for me to transition to someone else. And allow to help them has been wonderful so, that's a great lesson I belong to the past 4 years.

JACK: Unreal. That's really good. And I'm sure there are clinic owners that are thinking, "Oh! I wonder how I could work on an internship type model or student program to create a pipeline for employees, to help to systemize their business." And I know you've been working on your business as well as in your business for years now. You mentioned systems, but from those humble beginnings of one night a week in uh... in your parents' property through to the our standalone, what are some of the business principles that you've put in place along the way?

YVES: I really believe doubling down on my strengths has been something that's really been important. I think, early on in my business owner... owner journey, I was just looking at other people and... are not trying to run my own race. So, building down on the stuff I was really good at in terms of culture and communication. So, the most important thing was I built them one-on-ones with the interns. And it just really, really helped because I didn't have any team at the moment, but it helped me be accountable to myself. And from that, I would build other important... more financial systems for myself, like you know, just we... you know, in the Academy talking about the... this CI dashboarding and just looking at where people are coming from. But, it just starts with doubling down on what I feel I was brought up and just building off the back end of that and running my own race and that's very, very... probably, took me three years to work it out.

JACK: That's okay. We got this. But, in the big scheme of things, three years is absolutely an absolute worthy investment. And I think what you're touching on there is that leadership and clinic ownership is a skill that needs to be practiced. It's a muscle that can be developed and you've done a great job of honing those skills overtime with now 60 plus interns so, that your your team members are able to reap the benefits of your practice over the last few years. You mentioned there...uhm... the clean master business academy, and we're super proud to... to have worked alongside you and co-pilot through the journey, what role has Clinic Mastery played in your clinic owner journey?

YVES: Yeah! It's been, I think, obviously the systemising we... you know, we've used a lot of the plug-and-play stuff from the Academy which does certainly help... help

me tremendously, but I feel like over the past six months particularly, surrounding myself with some amazing people and getting my own mindset right has been huge. And I think... that's very underestimated when you're with the... when you're with the right community of people that can help to lift you up and helps guide you through tough times, and I feel that's been a big change in the past six months as well. Just you know, feeding of the energy of other people and hoping that draw me forward and lift me up so, I think that's been really, really beneficial for me.

JACK: In terms of tangible growth obviously coveted thrown a little bit of a curveball but - covert, what's your growth trajectory been like over the past 6, 12, 18 months?

YVES: Oh! Yeah! It's funny we talk about coveted. It's been something that's just throwing everything, but it actually gave me an opportunity to really refine what I'm doing and.. you know, touch wood you know on the backend of code we're doing some... some great numbers. We've... we've grown tremendously, probably you know, in terms of patient numbers are probably seeing 20, 30 more people a week which is awesome.

JACK: Wow!

YVES: We're starting to, you know, increase out.. our revenue a patient is an average. All those little tangible... so... starting to achieve in optimizing, achieving great results. So, it comes down to really understanding what to track, what's important, and how's an outcome- things like revenue and patient numbers will start to happen. But, you better look at that... the important little things that build up to that. I never even knew what PVA was before I joined clinic mastery so, I certainly do now.

JACK: Now you do now. You do a ripper job and your clinic growth has been yet being phenomenal. Tell me, what does the next 6-12 months look like for you as a clinic owner?

YVES: Yeah! Absolutely! So, this year, we've grown from, you know, a sole trader to a team of four which is me, my new hire, and two wonderful support staff. Over the next six months, I'm hoping to take on one more team member, and monnel physio I should say... sorry... and potentially build on another intern. We've had to pivot our internship model because of covert- because a lot of help for most of our interns have come from overseas, but we've done that quite well. So, we're looking at though... taking on a local intern, and just building on the back end of that, and

building the momentum. So, I'm really excited just to grow the team, consolidate the team, and continue to help more people.

JACK: Hmm... curious, mate. What is Growing Your Clinic mean for you? What is the, you know, what role does clinics do good playing at it? And what's the endgame for you in and through all of this?

YVES: Yeah! So, I touched on that sort of... at the start when... when I went back to India. You know, when I went back, they're thinking, how can I build something that I can go back there and help the people of India. So, a big part of my 'why with my clinic is to grow' (is) a clinic that is not reliant upon me that will be able to operate with me, you know, very hands-off and stepping away, and looking at ways of funneling, and helping, and support vulnerable people overseas. But, particularly you know, in India and otherwise I've treated you know... I have a community of people who are attending the center. You see? They live about an hour away from the practice that make the effort assess which I'm so appreciate. But, a lot of them are Indian... and a lot of them have had terrible experiences over there in terms of unnecessary surgery honesty medications and necessary injections we could put them in a term of state and meeting these wonderful people in like, there has to be a way I can go back, and get people the right information, and help them manage their conditions. Well, if I can help one person avoid an unnecessary surgery I think, I'm done.

JACK: Okay.

YVES: And of course then, Jack helping the poor people are very amazing. So, yeah, I really... mate.

JACK: That's... that's exciting! And I know that's why, you know, people, like yourself, get up out of bed in the morning to grow your clinic to lead an inspired team to create amazing client experiences so that you can be a clinic for good, and to watch, you know, watch this play out and for us to cope while alongside you is... is an absolute pleasure and a real privilege. So, in light of all the lessons you've learned over the last couple of years, in the last couple of months of covert, and what you're building towards, if you could impart some wisdom to the clinic owners tuning in listening, what might that be?

YVES: I've said it a few times, but run your own race. What we didn't peak on, Jack was when I open(ed) my homes I think, there was (were) a lot of people who judged

me. There was a lot of people who actually made fun behind my back, and a few people is... it well, that's gutsy, which I really appreciate now. But, I knew that... that was going to give me the platform to launch. And it's like that reverse error. Sometimes, you've just got to live in the dirt, get things right before you can launch. And I... I'm testimony to the fact that, when you get those systems right and you're leaving the dirt, you can actually, you know, shoot for those clouds and...and...and work towards that. So, please run your own race, and know that there is not one no... one-size-fits-all. And you don't have to take on a huge commercial space and have huge debts, necessarily. I was just very lucky that I had a space that I could utilize, and it set me up for success so, I just really wanted to impart that a minute and don't let other people judge you.

JACK: Absolutely unreal! And I think it's not just like I think there's a lot of hard work a lot of skillful visioning that... that's awesome! I really appreciate you sharing your wisdom and insight. If...uhm... if clinic owners wanted to get in touch, to check out your journey, to see what's going on in the land of Yves Sylveira, how should they do that, mate? Where can we connect with you?

YVES: Yeah. Socials are probably bent a bit @Suseoherbs or at@wiresphysio is our work code. We'd love to... and connect with you all. Uhm... or just check it out physioYves.com. And yeah, just get in touch. I'd love to... love to help anyone out who feels that I could help them.

JACK: And you... you are you're such a generous guy with your time and insight. So, we really appreciate that, and we'll make sure we link all that up in the... in the show notes or the captions in and around this. And listeners for show notes you can head over to clinic mastery.com/podcast find this episode and everything will be connected and linked up over there. Yves, it's been an absolute pleasure having you on the podcast! Thank you for joining us, mate.

YVES: Thank you so much, Jack!

JACK: And listeners, thank you for joining us. As always, we really appreciate your time and attention joining us on the Grow Your Clinic podcast. Feel free to connect with us on our socials in around this episode and for any of the show notes head to clickmastery.com/podcast, for all of the notes and links over there. Thank you for tuning in and can't wait to bring you another episode of the podcast again really soon. Bye for now.

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