

DR
Gyl



Dr. Gyl's Guide

to a Successful Hearing Care Practice

CHAPTER 1 PREVIEW

Change Your World.

This guide is a collection of business and life lessons I have found to be valuable throughout my career as a business owner. It is also a compilation of many articles I have written over the years. It is dedicated to anyone who dreams of becoming an entrepreneur and building a happy, successful, and rewarding life as a business owner and also to all the practice managers who continually search for new ways to build a stronger and more profitable practice.

Dr Gyl



Purpose of the Guide

My degree in audiology neither taught nor prepared me to operate a successful business. I have faced many challenges over the past thirty years. When faced with difficulties, I sought help from the best and brightest professionals in hopes they could help teach me how to create and sustain a profitable practice. What I have learned is that business is business, no matter what type of business you are in. This guide will focus on ways to make a few, simple changes that can have a dramatic impact on the profitability and productivity of a practice.

Owning and operating your own business can be fraught with challenges. Most hearing healthcare practices employ one professional and one support person, which means the hearing professional spends the majority of her time seeing patients, and then finds the only time to complete the tasks that are required to make the business run smoothly and successfully is during “free time”. Consequently, the owner can't always devote or doesn't want to devote the necessary time to make sure the business is as profitable or efficient as it could be.

For many years, hearing healthcare professionals have had the luxury of being in a high margin, low volume business. Consequently, most practices have been able to survive despite a lack of attention to key performance indicators of the business. Sustainability in this economy is commendable, but imagine increasing profits by as much as 50% or more while operating the same business and doing only a slightly better job. It doesn't take many changes to accomplish just that!

I recall an article written by my colleague, practice management expert Brian Taylor, that reported the results of an investigation into the business practices of a small group of hearing healthcare providers. His investigation revealed that the average practitioner thought their business was doing much better than it actually was. Self-impressions can be inaccurate but numbers don't lie. Once you know the facts, implementing just a few simple changes can substantially increase the profitability of a business.

One thing is certain--the business of healthcare is changing and hearing healthcare is no exception. Most hearing healthcare practices have depended on the sale of hearing aids to generate the majority of gross revenue for the business. In today's market, consumers can literally go anywhere to purchase hearing aids, even to a low cost wholesaler not to mention the endless opportunities to purchase hearing aids on the internet. In addition to many purchasing options, insurance companies are cutting reimbursements; eliminating coverage for hearing healthcare services and promoting



discount programs to their subscribers which usually further reduces revenue for private practitioners. Furthermore, most hearing aid manufacturers have increased their presence in the retail market. While these observations may cause concern, I am reminded that with obstacles come opportunities. However, to maximize opportunities, you must be prepared and willing to modify and/or change the way you conduct business. If you notice that your bottom line is shrinking but are unsure how to assess the status of your business, this guide may be just what you need to determine the health of the practice and hopefully will provide ideas on how to infuse new energy and life into the business.

In today's tough, economic climate, even experienced practice owners can't rely on what worked in the past but must continually monitor the health of the business and search for ways to improve and to maximize profitability. I hope this guide will help you do just that!

CHAPTER ONE

Getting Started in Private Practice

I am often asked what it takes to start a private practice. Married and living in a small town with no hope of local employment, I started my practice immediately following graduation from graduate school because I didn't feel I had much choice if I wanted to work as an audiologist. What I lacked in experience I made up for in ambition. I have experienced numerous highs and lows throughout my career, but I have never regretted the decision to start my own practice. While technology, management styles, and the economy have changed, the necessary requirements of being an entrepreneur remain the same today as they were many years ago when I started my business.

Starting and sustaining a business takes the same level of commitment and desire it takes to maintain a successful relationship. If you want your business to be successful, you are going to have to work at it and make it a top priority. Once you decide to start a practice and set the wheels in motion, there is no looking back--only ahead. If you do things right, the future can be very bright and profitable.

The first step in starting a business is to develop a good plan that will serve as a solid foundation for the practice. Writing a business plan is the best way to gauge whether or not your business is viable for your marketplace. The business plan will become the blueprint for the practice and the driving force for many years to come. Most contractors wouldn't start building a new home without first having a good house plan, and starting a business without a business plan would be just as foolish. While having a well-written and thought out business plan is an essential first step in starting a practice, you will also need enough working capital to cover operating expenses and your salary for at least the first year of operation. The business plan will serve as the foundation for obtaining possible funding for the venture.

It is also paramount that you are a top-notch, hearing healthcare professional who

possesses solid, technical skills to provide the highest quality of care in diagnosing and treating hearing problems. The aspects of business you don't know you can learn. You can also hire people to teach you the things you don't understand, but your professional expertise is what will attract and keep patients.

While business and professional skills are important, an entrepreneur must possess the internal fortitude to know success can and will happen. When times get tough, you may reflect, but you must focus on existing or future opportunities. I once read that good entrepreneurs have their feet firmly planted on the ground, their hearts in the business, and their heads in the clouds. If you don't believe that opportunity exists and you have what it takes to uncover it, you may not survive the hard times that are sure to come along in the life of the business. My father used to say he never saw anyone who could be as stubborn as I could be. That quality has proven to be invaluable over the years.

While there are many advantages to owning your own business, in the beginning you will have to be prepared to sacrifice things like paid vacations and perhaps even necessities like a salary. Being an entrepreneur involves taking a risk and operating without the safety net that salaried employees are used to, such as paid insurance coverage, PTO for holidays and vacations, and funded pension plans, but if you persist and the business becomes profitable, you will realize many more benefits than any employee ever will.

Before starting a practice, you should ask yourself if you like being in charge and enjoy making decisions. If you don't, private practice may not be for you. Successful business owners are continually forced to make snap decisions and must live with the results of those decisions. Being the decision maker is actually one of the aspects of owning a business that inspires many entrepreneurs, but some people just don't have the internal fortitude to handle such responsibility. It's a good idea to explore how you feel about this aspect of entrepreneurship before you enter into business. Entrepreneur.com has many good articles and assessments that may help you assess the feasibility of starting your own business.

An insatiable drive alone is not enough to start and maintain a successful business. You must also have the discipline and determination to weather the storms that will come, and the endurance to do whatever it takes to survive and thrive after the storms. Successful business people are tenacious; obstacles simply represent temporary barriers to overcome on the road to greater opportunities. They may take “no” for an answer, but only for as long as it takes to reframe the question from another perspective.

“When things aren’t going well, think about what you CAN do and not about what you CAN’T do. Every obstacle can be a stepping stone to opportunity.”

Having a good support system is helpful when you start a new business. I would recommend that a neophyte find an experienced practitioner to serve as a mentor during the early years of business. While going it alone and running the show



may sound attractive, being a business owner can be a lonely road especially during the early years of a business. It is very helpful to have someone to bounce ideas off of when faced with the uncertainty of a major decision. It's no coincidence that many successful small business owners have some type of partner whether it's a business partner or a life partner. I couldn't have succeeded in practice all these years without the tireless and unconditional support of my husband.

When you own your own business, you are the person who is ultimately in control of everything. While that can be empowering, it also means that the buck stops with YOU. At the end of the day, it will be up to you, the business owner or practice manager, to solve problems and to make sure the business succeeds. Some people start their own practice because they are tired of being at the mercy of a boss, but a business owner is at the mercy of the business. An owner is able to control their schedule and have the flexibility to work around family or personal obligations but may also have to work more than 40 hours a week to get the job done. On the flip side, an owner will never have to ask permission to take a vacation or to take a day off.

For some people, owning a business is part of the American Dream, not to mention that it can offer an increased earning potential and many tax advantages. A business owner can write off items that employees can't. However, being the business owner means you must be prepared to give up the security of a regular paycheck. You will never have to ask the boss for a raise, but you may not be able to afford to give yourself one. If you think you can handle this sort of uncertainty, that's good, because be assured that a business owner is faced with uncertainty every day in business.

Business owners are rarely faced with boredom because they are so busy wearing many different hats which may include marketing wizard, HR manager, bookkeeper, IT director, secretary and president all rolled into one. However, when you are the boss, you have the independence to create your own policies and procedures. You won't have to ask anyone's approval when you want to create a new policy or redecorate the office. You can do things your way. You literally have the opportunity to create the practice of your dreams, but sometimes, dreams can come with an occasional nightmare.

In the beginning, you may not be able to afford to hire an employee but as the business grows, you will certainly be faced with the job of managing, training and motivating employees, a job for which most hearing healthcare professionals have little or no training. You may end up spending a lot of time attending to the details of running a business and less time on things you really enjoy doing like playing golf,

coaching your kids' sports, or getting a pedicure. It's not uncommon as a business owner to be forced to undertake tasks you find unpleasant, such as firing someone or refusing to hire a friend or relative. However, when you start a practice, you have the opportunity to gain experience in every facet of business and when the business succeeds you will have the unparalleled joy of knowing your management and direction were responsible for that success.

Entrepreneurs often have many traits in common; chief among them is a willingness to take a risk. Not a blind risk, but a calculated, prudent risk for which you must be prepared. If you are considering venturing into private practice, it is crucial to take some business courses and find a good mentor who will agree to guide you in the beginning. I have found that a good CPA and attorney are vital advisors to a business owner, and even seasoned business owners have to periodically seek advice on how to improve business.

I don't have to spend much time wondering whether owning a practice has been the right choice for me. It has been and continues to be fun and exciting, but I have faced enough challenges over the years to know it's not the right choice for everyone.

Timeline for a new practice

Nine months prior to opening

- ▶ Determine whether starting a practice is the best opportunity
- ▶ Begin developing a business plan
- ▶ Assess competition
- ▶ Explore possible geographical locations
- ▶ Investigate financing options
 - Conventional loan vs. SBA loan
 - Manufacturer loan
- ▶ Establish budget for the project
 - View commercial real estate properties in desired area
 - Gather quotes for building-out potential offices spaces
 - Compile quotes for equipment
- ▶ Determine opening date for the practice
- ▶ Eight months prior to opening
 - Meet with Community Resources
 - Determine insurance needs
 - Meet with at least two marketing groups for ideas and quotes for services
 - Determine marketing materials that are needed
- ▶ Apply for state licensure if necessary

Six months prior to opening

- ▶ Consult with attorney and CPA to determine the most appropriate entity of business
- ▶ Have professional photos taken
- ▶ EMR software: compare available options
 - (visit www.audiologysoftware.com to compare)
- ▶ Determine best location and sign lease on property
- ▶ Meet with architect to design floor plan
- ▶ Meet with bank regarding loan

- ▶ Meet with equipment representative to review specifications and questions. Ask about start-up discounts, installation, and training
- ▶ Create marketing plan for first six months of operation
- ▶ Choose logo design
- ▶ Obtain insurance for professional liability and business
 - Professional liability insurance through one of the professional associations is much more affordable than through private entity

Four months prior to opening

- ▶ Have promotional items available: business cards, brochures
- ▶ Develop pricing for services and products
- ▶ Create protocols and develop necessary forms
- ▶ Apply for NPIs
- ▶ Start process for any insurance credentialing
- ▶ Open bank accounts
- ▶ Start construction for build out
- ▶ Order equipment
- ▶ Order furniture
- ▶ Order exterior signs for building
- ▶ Develop website
- ▶ Meet with radio and television stations regarding advertising and demographics

Three months prior to opening

- ▶ Submit credit applications to manufacturers
- ▶ Meet with IT - choose and order computers, router, monitors, flat screens, speakers, printers, etc.
- ▶ Establish email addresses
- ▶ Select a business telephone system
- ▶ Advertise opening date
- ▶ Apply for state sales tax license

One month prior to opening

- ▶ Publish press releases
- ▶ Delivery of furniture, computers
- ▶ Order audiology supplies
- ▶ Purchase office supplies
- ▶ Install internet and telephone
- ▶ Install audiology equipment and learn how to use

Start with a plan

Earlier in this guide, I suggested that if you want to open a practice, the first step is to create a well-written business plan. I have read the sentiment that “those who fail to plan, plan to fail” and in my opinion there is nothing truer when it comes to business. It’s similar to inviting friends to a fancy dinner party and then not making any specific plans to insure the party will be a success. I have read that it’s important to try to control your own destiny and in business that means having specific plans, roadmaps and budgets that serve as guides when making day to day business decisions. A good plan should define a set of goals and defines the actions necessary to achieve those goals. However, a plan must also include the flexibility for intervention when something isn’t working or when unexpected disruptions in the market necessitate change. The plan should be fluid and open to change. Sometimes, you can pound a market that isn’t working and exhaust your budget. It’s like trying to fit a round peg into a square hole and of course, that just won’t work.

Lego Corporation originally started their business by making wooden ducks. A few years later after a fire burned down the factory, management decided to switch to making plastic toys and the resultant interlocking bricks spawned a multibillion dollar business.

While most people go into business with the *hope* that things will work out and the belief that they will do everything they can to make the business succeed, careful

planning and a thought out business plan are the foundation of most successful businesses.

Business planning is the process of creating a model or envisioning a picture of your goals and expectations for the business. Business plans are inherently strategic. You start here today with certain resources and abilities while you know you want to get to there, a point in the future (usually three to five years out) at which time your business will have a different set of resources and abilities as well as greater profitability and increased assets. The purpose of the plan is to show how you will get from here to there. The business planning process is one of discovery and learning. It is a disciplined approach in which you ask questions, seek answers, and plan for the future of the business. A business plan describes who, what, when, where, why, and how of a good story. Although a business plan must present the facts, it should also stress your unique qualifications as the owner and the impact that those qualities will have on the business and its potential customers. In other words, a good business plan should outline the structure of the business, forecast the bright future you have planned, and provide an inspiring story that will captivate and convince readers as to why the business will certainly be a success.

Business plans must include several elements that shouldn't be modified. Readers of the plan will expect to see a certain format and especially in the case of financial backers, they may not take the plan seriously if they don't see those essential elements in the plan. A well-written plan has five fundamental components:

- 1. Executive Summary**
- 2. Business Section**
- 3. Market Analysis**
- 4. Financing Options**
- 5. Management Section**

The business plan is a multipurpose tool, containing several different sections which will assist the writer in planning and operating the business. Although the

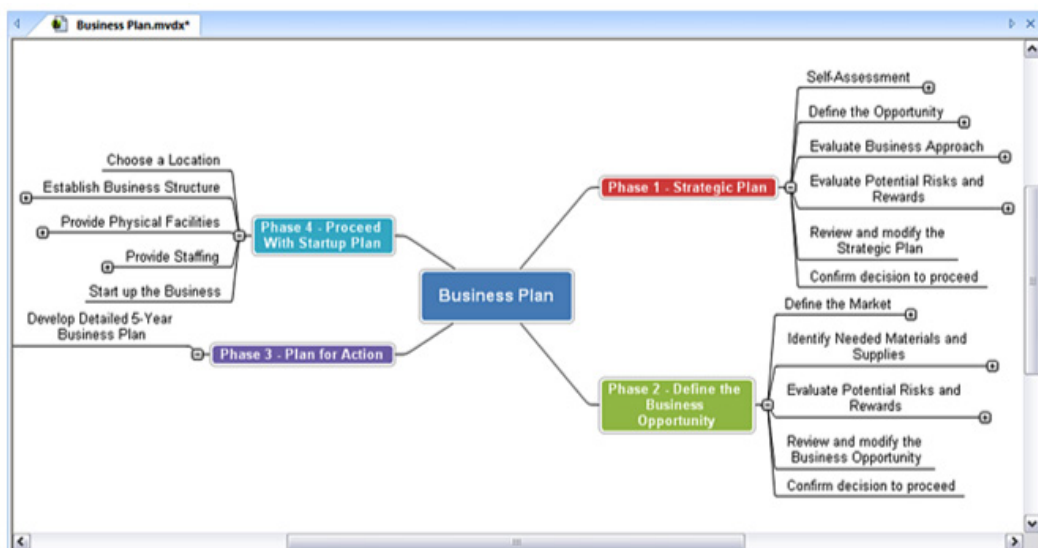
business plans of major corporations can stretch to several hundred pages, many entrepreneurs' plans may be as short as five pages. The length of each section should be tailored to the particular needs of the individual business owner and the information needed to convince readers that the business will succeed. Detailed planning may require consulting a fellow business person or hiring a consultant to examine every aspect of the organization before undertaking the necessary financial investment to make the enterprise happen. It is easy to change strategies, target markets, or the nature of the business on paper without losing any of your hard-earned or borrowed cash in real life.

The strategic portion of the business plan will serve as the heart of the document and should cover in detail your expectations for the first 12 months of the business and outline the next 2 to 5 years in lesser detail. This phase investigates the business environment, the organization's capabilities, the competitive advantage, and the predicted basis for continued growth. The action steps should outline the primary objectives for the initial months in business and can also involve developing strategies for areas of the business that will be essential for profitability like cost of goods, charges of diagnostics, and reimbursement schedules.

In addition to probing possible strengths and weaknesses of the practice, the plan should paint a realistic view of the expectations and long-term objectives of the business. It is better to abandon an idea in its infancy than to invest a lot of time and money before learning that the idea will not work. For instance, most practitioners would agree that it is very difficult and perhaps impossible to sustain a practice on diagnostics alone and it will be necessary to dispense hearing aids to maintain a profitable practice, especially in light of continual reductions in reimbursement and interference from third party payers.

The executive summary is a very important part of the business plan. This brief statement, also known as the statement of purpose, addresses and explains key elements of the business and your objectives for starting it. If you are presenting the plan to financiers, the key synopsis of the business must capture their attention and

convince them of the viability of the proposed plan. The executive summary is a quick overview of all aspects of the business in an attempt to introduce the proposed company to the readers.



If someone were to read only the executive summary--and many readers will never read past this point--he or she would learn the name and nature of the business, its legal structure, the amount of the loan request, and a repayment schedule. This is why your first statement must be convincing as to why the business is sure to succeed. Because this section introduces and summarizes the essence of the business plan, you must determine what you want the reader to know about your potential business and it must be condensed into a few paragraphs that can be read and absorbed quickly and easily.

After completing the business plan, you will have a much better idea of what your practice will look like: the services that you will offer, the products you will dispense, your ideal patient, your biggest competition, the types and costs of marketing, the potential risks, and what kind of financing you will need to get started. The process of writing a business plan will help you identify whether your idea has potential for success and whether it is an idea worth pursuing. I know many of you may be

wondering how you will have time to undertake what may seem an overwhelming task of developing a plan. Creating such a plan doesn't have to take a great deal of time, if you have some performance goals in mind and there are many resources available on the internet to help you do that (www.sba.gov/tools/business-plan). Start with an outline and then develop an action plan of how you plan to reach those goals. A plan without specific goals is no more than wishful thinking. Business planning shouldn't just be a part of the early stages of a business. In fact, business owners should take the time to sit down and do a little planning at the beginning of each year, just to make sure that the new year will be a good one for business. Many practice owners are so busy working in their businesses that they don't take the time to create a formal, written plan for every new year. Our industry is inundated with new obstacles and hurdles that arise so a formal plan and established goals can help insure that the business is on the right track. Wishing and hoping that business will go well really isn't enough in today's competitive and challenging environment. It really doesn't matter if the business is a startup or thirty years old, a written business plan is necessary to keep the business on track. Once you have written the plan and put it into place, it's a good idea to review it every three months to see what is working, what needs to be changed and what factors have affected the change. The business may be doing so well that it's necessary to accelerate the goals to more closely align with what is actually happening in the business. Don't get lulled into an "all or nothing" mentality. Creating and maintaining a successful business is about consistency and momentum. Visions can come and go but if they are created with a clear and well defined roadmap, success is more likely.

Goals Drive Success

Most people spend more time planning their vacations than they do planning their lives. Imagine having to shoot an arrow without being given a target. Where would you aim? And say you did aim at some random thing (out of sheer perplexity). Why would you aim there? And what would the purpose be? Get the idea? This is a literal example of what life is like without a goal or target in mind. It's pointless and a waste of energy and effort.

In my practice, we set monthly goals for each employee. For instance, goals for our professionals include number of hearing aid units sold, return for credit rate, patient satisfaction as determined by the surveys we send to patients, and of course, we are all expected to adhere to best practices for determining handicap as determined by a needs study and verification of hearing aid benefit using real ear measurements and aided discrimination. Goals for support personnel include revenue generated from service and they are also responsible for referring patients to the professionals that were seen for service visits that were not doing well or happy with their hearing aid performance. In addition, we send satisfaction surveys to patients seen for service visits to make certain that we maintain our reputation for exceptional service.

Our goals help push the business to new levels of success. We can't count on business going well, we take steps to make certain business goes well. You can have all the potential in the world but without focus, your abilities and talent are useless. Just like how sunlight can't burn through anything without a magnifying glass focusing it, you can't achieve anything unless a goal is focusing your effort. At the end of the day, goals are what give you direction in life. This sense of direction is what allows your mind to focus on a target and rather than waste energy shooting aimlessly, allows you to hit your target and reach your goal.

If you asked my husband about his golf vacation, he would tell you every explicit detail about the trip but if you ask him when he is going to retire he will reply, "I don't know. I haven't really thought about it."

I know many people like my husband who drift along in life without actually knowing where they want to go. They work hard but have no particular destination in mind. That may be an acceptable way to get through life for some people but history has shown that goal setters accomplish twice as much as those who don't. While my husband reminds me that life isn't all about "accomplishing things," I have found that setting goals has definitely helped drive my practice to a new level of success. *If you don't know where you are going, chances are you may actually get there.*

A key reason many people don't set goals is that they don't spend enough time thinking about what they really want out of life. Goal setting can serve as a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll also quickly spot the distractions that can easily lead you off on a tangent that wastes time and money.



At its simplest, a goal is just a target to aim for but goals can also be powerful motivators that contribute to personal or professional growth. The process of goal setting can force us to think through our desires and motivate us to work harder to get what we really want out of life. The key to goal setting is that the goals should be specific and measurable. I have had a goal for at least ten years to “lose some weight.” I’ve lost “some” alright – the same five over and over again. You can't measure what isn't specific.

Of course it's nice to reach a goal and some people have a tendency to set a goal very low so they know they can achieve it. There is nothing wrong with shooting for the stars. My mother used to say that I was the girl who wanted it all! She was right, and I always believed that any star was reachable if you worked hard enough and believed you could get there. *If you dream it, you can achieve it.*

Goal setting is important when it comes to business. Of course, the goal of any business is to be profitable. Most hearing healthcare professionals in private practice have lots of jobs to do and it's easy to get overwhelmed and lose sight of the key aspects that contribute to profitability. This has happened to me many times. My written goals help me get back on track. At the end of each month, I review my numbers and compare where I wanted to be with where I am.



If business is off track, I dig in and determine where we are falling short of our goals and what we need to do differently to reach our goals.

We all have things that we want to achieve in our lives. Perhaps it's getting into better shape, building a successful business, raising a wonderful family, writing a best-selling book, or winning a sports challenge.

Personally, I enjoy setting goals because I like working for something specific and I delight in the sense of accomplishment when I reach what may have initially seemed unattainable. We can let life happen, or we can make life happen. I prefer the latter.

If you aim at nothing, you will hit it every time. -Zig Ziglar

By setting goals you give yourself mental boundaries. When you have a certain end point in mind it's easier to avoid distractions and to stay focused toward accomplishing the goal. To get a better idea, imagine this. Your best friend is moving to Switzerland and his flight takes off at 9:00 PM. You leave right after work at 8:30 PM to see him off and you know it's a 20 minute walk to get to the airport. So you make it a goal to reach the airport in 15 minutes by jogging so that you can have more time to say your goodbyes. Would you get distracted by "anything" along the way? Would you stop for a break or a snack? Would you stop by your house before going to the airport? Probably not.

One half of knowing what you want, is knowing what you must give to get it. By making a goal, you give yourself a concrete endpoint to aim for and get excited about. It gives you something to focus on and puts 100% of your effort and the focus is what develops motivation.

Setting goals is not a complicated process nor does it take a lot of time but, "You have to set them to get them." While setting goals is definitely easier than reaching them, top-performing businesses are driven by the very specific goals they set.

Many businesses survive but never thrive because they fail to establish roadmaps in the form of goals to guide them.

To be effective, every goal should produce some sort of quantifiable result. For example, "I will increase total gross sales by 15% this year" is a measurable goal. The more specific the goal, the easier it is to accomplish. "I will start a private practice in Chicago before 2025" is a much more compelling goal than "I want to go into business for myself."

An important element of goal setting is to include deadlines. A goal without a deadline is simply a dream and dreams don't always become a reality. Attach a realistic yet challenging deadline for accomplishment and post it where you can review it regularly.

One of the most important steps for setting effective goals is quality over quantity. If you aren't in the habit of setting goals, start with one or two realistic ones that will be easy to accomplish. You will start to build momentum once you see that you really can achieve your dreams when you put them in writing and have a realistic plan to accomplish them.

When setting goals, you have to remember that anything is possible and you have to maintain a positive attitude. Don't say...I want to. Say...I will. The fact is most of us don't achieve our goals because we really don't believe we can. There is something to be said for the power of positive thinking. Instead of focusing on the negative, replace criticism you give to yourself with encouragement. Compliment yourself and those around you on what you've achieved. The size of your success is determined by the size of your belief. Therefore, if you believe big, you will achieve big.

How many times have you proclaimed you need to lose some weight but fail to set a specific goal that can be measured and monitored? Goals must be specific, measurable and easy to track to be effective.

I have had many experiences when goals have pushed everyone in the practice to achieve greater success. I recall looking at the numbers in early Dec of 2010 and the three million dollar mark was in site but a stretch to reach before the end of the year. When I reviewed the scheduled appointments, I really thought we would fall short especially since the holidays were coming and several staff members were going to be off. I called the staff together and told them how close we were to reaching a HUGE goal and added an extra incentive if we topped that three million dollar mark and I praised them for being a phenomenal team and assured them that while the goal may seem impossible, I truly believed that we could make it happen if we worked together. 4:30pm on December 31 with no more patients on the schedule, we were \$3800 from the goal. The disappointment was tangible but I told them not to give up. We still had 30 minutes!! The phone rang at 4:48pm and a patient that had been seen earlier in the week decided to go ahead with an order for new aids! The \$3995 sale put us over the mark! Never give up. If you believe it, you can achieve it!

It is essential to monitor goals regularly to keep them foremost in your mind and to give you a sense of how close you are to accomplishing them. If your business goals depend on employees, involve them so that everyone understands his particular role in achieving the goals. Once you've set the goals, schedule periodic progress meetings to keep everyone focused on a specific target. Positive feedback can make the difference between a goal that is accomplished and one that far exceeds expectations.

Reward yourself when you reach your goals: What will you or your business receive once your goals have been met? A bonus, a day off, a staff outing? Perhaps the reward is simply the satisfaction of knowing you accomplished your goals. Personal satisfaction is important, but sustained hard work and effort should lead to more tangible rewards as well.

Goals help push individuals and organizations to greater heights, and you will be amazed what you can accomplish when you focus your energies on an established target.

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