Summit Introduction and Guest Welcome

Hello, everybody. This is doctor Bob Hoffman from the Master's Circle Global. And welcome to the Practice Upgrade Summit. It's such a joy and a pleasure to have you join us.

This summit is just awesome. We're getting amazing feedback already. And today we have a very interesting topic. You're going to want to pay attention to.

We're going to talk about the most important part of practice growth that no one ever thinks about. And we're going to have that conversation today with Doctor Matt Davis.

Doctor Davis has personally founded, purchased and sold numerous successful chiropractic offices throughout Georgia and Florida for over 20 years. Doctor Matt has a deep understanding and a passion to help chiropractors through this sometimes difficult process to make it easy.

Doctor Davis provides a wealth of knowledge on buying, selling, and transitioning chiropractic offices. He continues to enjoy his private practice, which best positions him with what's most up to date and best in class in order to guide both the buyer and the seller through the entire process, including his successful 30 day transition process starting right after the closing date.

Let's welcome on Doctor Matthew Davis. Matt, welcome. Hey, Bob, thank you so much. Doc is a pleasure to be here. Thank you. It's a pleasure to have you here as well.

And I can't wait to really dig in, because this is juicy material that inevitably all chiropractors will have to deal with. And yet no one's really trained them how to deal with it, what questions to ask, what to look for.

So let's jump right into this material, okay. The first thing I think I want to ask you is, Matt, how do you know the value of your practice at all times?

I think most professionals, they go to work every day. They serve their patients every day, but they never know where their business is. So how do you know the value of your practice all the time?

Yeah, it's kind of tough. People don't think about it like that. They think about building a practice. They think about using you guys at Master Circle, as well as our awesome event right here to build their practice.

But they don't necessarily know how to evaluate and figure out how much the worth of it is. And that's where my company for mere practice consultants comes into play.

And we help you basically come together, put your financial statements together, analyze them. We measure those up against four different respected ratios or formulas in the business to help you kind of figure out what's what is your practice worth, but just as big as that.

What are practices with your technique, your size, your style in your area? What are they selling for? Because you can have a practice that's worth, you know, on paper this much, but really won't sell for this or the other way around.

How Practice Value Is Determined

So there's different dynamics about, you know, practice value. That's kind of where we come into play. And I think this is such an important conversation because even if someone watching this, this conversation isn't thinking about selling their practice, they should proactively be taking steps to add value to their practice now so that someday, when they do decide to sell, they've maxed out the value instead of unconsciously and unintentionally

minimized the value of their practice that they've put decades of effort and work and blood, sweat and tears into.

I'm sure you would agree with that. Oh, absolutely. That's I think that's a fairly new concept that to the chiropractic profession that we're have been introducing for a little while here.

And, and so it's always a sad day when I talk to that chiropractor that, you know, calls me up. We do a evaluation and they had some number in their head of what they felt like their practice would be worth, but not really based on anything that that they were experts on.

And then they kind of have to hold on to that practice because it's not going to sell for enough for them to retire off or to support their retirement.

So they kind of ride that practice kind of into the ground. Would you say that we could say, where until they physically can't show up to it and then it's like a fire sale or it doesn't sell for anything for what it would have been worth before.

So we really have kind of a couple of different choices. You can you can figure out kind of what your practice is worth, whether you're ready to sell it or not.

And you can kind of measure out so that, you know, possibly to put some profit centers in there, maybe put some, other types of, of adjunctive services, but still keep it within the chiropractic world so that as that practice value will go up, up and up.

So five years or ten years, when you're ready to sell, you will have it at or above what you really need for your lifestyle. I always teach people, I say for that end, pina coladas on the beach.

You know what I'm talking about. You bet, you bet. And I gotta tell you, Matt, I've seen docs that they knew they wanted to sell in 2 or 3 years, and they gave it a 110% effort and really built up their collections over those last.

You know, 24 or 36 months to get the value of the practice at a peak level. On the other hand, I've seen plenty of doctors who unfortunately couldn't sell their practice, who walked away from their practice or gotten pennies on the dollar for their practice because they didn't prepare properly, they didn't think about this.

Which is why I think this conversation with you was so important in the practice upgrade summit. Doctors need to be aware of this. So I'm curious, from your expert opinion, what adds and what might subtract from a practice's value?

Or better said, what actually specifically goes into evaluation of a practice that's great. So you really want to have professional bookkeeping. You really want to have an accountant or really know your staff or your spouse, an accountant and tax preparer that really knocks it out.

You don't really clean books. You don't want to push a whole lot of stuff through your practice, necessarily, to a degree. Anything you, you know, pull off the top.

If somebody is taking cash or, you know, getting paid cash and not necessarily reporting that that's something that you can't claim and you can't put that value on top and say, but I did this, so really clean taxes, really clean bookkeeping monthly and yearly is the is is a big deal.

Make sure that you're looking at your net and your gross look at what your expenses are and what you're bringing in, and really try and cut those costs so that you're happy you're showing a profit.

Some practice, some doctors are just in their business, and they're going to be in it no matter what. And they don't necessarily look at that bottom line, can I can I save money here?

Can I save money here but still provide the same quality product with the same outcomes in my chiropractic office?

That's really a big deal. Some people make a mistake, they'll bring in, an associate kind of short term and think like, this is the person that's going to buy my practice or it's going to bring value, but kind of a rogue or, a, an associate that's not, ball on board with buying that practice can be a variable that potential buyers don't want to take on.

Now, if you have a chiropractor that's there and associates that that's there, that is a value they bring with you year after year, a handful of years or a couple of years.

And that's going to be your number one asset for selling your practice. And that's one of the techniques we use, one of our many techniques to step in and present that to that associate doctor saying, hey, are you you're happy where you are, but where do you want to be?

And we kind of paint the picture for where it could be for them, and we try it onboarding right into that process and make it a smooth and easy process through that transition to get them to step up.

It's a win win for everybody. Brilliant. You know, in business there's something called the business optimization formula. Most professionals have never heard of it, but it's a very popular term in business.

And when I start a new client, a new coaching client, this is one of the first five conversations I have with him or her. What the business optimization formula says, Matt, is that there's only three ways to grow a business.

The first way is to have more clients. For us, it would be more patience. The second way is to have more repeat business that the same client comes back multiple times so that their profitability increases.

For us, that would be PVA or retention or compliance. And the third method is to provide either new or additional services or products so that the value of each individual visit goes up.

What Increases or Decreases Practice Value

I'm a big fan of doing all three, not picking 1 or 2, but doing all three. So from a chiropractic perspective, it's either more patients, more new patients, better PVA, better over office visit average what we collect per visit.

And there's only a few ways to do that. You see everybody complicates this. But it's really kind of simple. It's just no one ever taught it to any of us.

And that's why people like you and people like me are in business, because we can guide our colleagues through this process and do our best to help them.

But the reality is, is we have to pay attention to where is our business now and where do we want it to get to, and what is the exact strategy to go from point A to point B?

And what's the timeline? So these are the types of things I want the people watching this to really begin to open up their mindset about. Now, earlier you said that there were four formulas, and I'm not going to ask you all the details or your proprietary information, but there are actually formulas to follow to to a evaluate the value of a practice, aren't there.

Yeah. And they're they're based in combination of net gross and assets are three of the main ones different percentages with each formula. And it kind of gives guidelines of what a practice is worth.

And it gives you know, once I'm able to sit down with the client and we've we've we've received all these numbers and we've put everything through, I can actually explain to them like, hey, here's the range.

And then we usually drop kind of the highest and the lowest and work at something in the middle and then talk about like, hey, you know, if this person obviously has a practice kind of rich in assets and equipment and, you know, as far as their age and their value, then we go with that higher number there.

So if it's less than we give, it also depends on if it's a place where people really want to live, where students and young people are wanting to raise and grow families and, and that those, those types of things make a big difference.

You bet. You bet. You know, I get asked this question fairly often, once or twice a month at least. And, you know, the formulation that I use is I tell people that probably 80% of all practices are valued at somewhere between 60 and 80% of last year's collection.

But that's such a generic statement. But I always urge them to hire someone like you in your company to really do a much more detailed, in-depth, valuation of their business.

But even in the generic one that I've used for many, many years and found to be pretty accurate, there's a huge gap between 60 and 80%. You know, if you're selling a 300 or 500, a $1.4 million practice, that 20% is a is a big deal.

And it's kind of startling to me, Matt, that doctors, many doctors, not all, they don't even know what their profit margin is. You know, when when they're collecting 30 or 50 or $100,000 a month.

And I ask them what's their net? They kind of look at me and go 30, 50 or 100 that they can't even distinguish between their gross and their net. They don't know that they're working on a 30% profit margin or a 60% profit margin.

And I'm just putting that out there not to make them wrong or to judge them. But these types of basic, fundamental business principles that more and more professionals have to pay attention to.

I'm sure you've had the same experience. You know, I feel like it's a kind of our responsibility. I've been that guy a little bit throughout my career.

At times you go through phases and seasons, but if you have a business, you know, you really have a responsibility to run it and run it, right? Just like you have a responsibility to take care of your patients.

I feel like sometimes we're just just a small percentage away from understanding where we are with our finances. As far as profit and, and, and, and overhead that if we just cut some, if we just cut a few things out of there, that was just the same thing mundane.

We we pay over and over. We do the same thing, whether it's shredded or shredded device or whether it's, you know, different. There's different things water companies or different sources of, of things that you spend your money on every year that if you really break it down, grab your credit cards, look at your numbers, look at look at your financial statements.

Do I really what is this? You know, I don't even remember what this was. Oh, we don't even use it. We haven't used it for years. We've been just so busy.

Head down with the patient. Ryan. Run and running that we look at the details. And if you take that, that $5, that 15, that $50 a month, and you add that up maybe times 3 or 4 of those items times 12, it's like, oh my gosh, it can really be a win win.

When we sit down with somebody, whether it's somebody that says, hey, I'm ready to retire or or somebody that says, hey, I don't want that surprised. Later on in life.

I want to know what my practice is worth now because I want to I want to build an empire. I want to build. This is the bigger and I want to know, you know, where to get out.

When you talk to people and you, you, you know as much or better than I do when you talk to people that are in the franchise business or whether whether companies are privately or publicly, companies, they know that any

successful ones that make good money and pull a big profit, they know what they're going to start with all the way down to the the dollar.

Pretty much. They know how they're going to build that, and they know at what point they're going to hit when they're at their max, and they're going to turn around and go from a business owner to selling that business and reaping all the benefit of that.

So I think it's fairly new to the chiropractic profession. But I'm here, you know, we're here to tell people about it. And, it's exciting. It kind of brings a a little different dynamic to what we're doing 100%.

And it's why we've invited you to be one of our our world class Parade of Stars speakers. Because, again, this is a topic that's so few of our colleagues think about prepare for.

And yet it it isn't difficult, but they need to start to raise their awareness and their consciousness about this. Matt, let's go in a slightly different but related direction.

Why don't you tell the people who are watching this, what is an exit strategy and why do we need one? Okay, great idea. We're going to have. Usually most people don't like to think about the day, a day where they might not be able to get up out of bed and get into their office.

So, in our business, we get really sad phone calls sometimes from the car or from the spouse or somebody, and they're like, hey, so-and-so didn't make it through the night, or it's the doctor.

And and it's kind of it's really sad phone calls. Maybe he's like, hey, I just I mean, I've had one from the emergency room from ICU and they're like, I know I can go back to work in a few weeks.

But, you know, what about a temporary doctor? What's this? What's that? You usually don't have all your documents in a row. It takes some time to put this stuff together, and you don't want to really think about it at that point.

So an exit strategy is one of those things kind of in the chiropractic profession, we say, make time for your health or it makes time for you. And IT exit strategy is kind of the same thing.

Make time for an exit strategy when it's comfortable for you, or it's going to make time for you, and it's usually not that comfortable. So, what exit strategy is, is sitting down with us.

Let's go through your taxes, your for you that you think that you quote is a very great way to look at it. But a lot of things happen. So we usually look over a three year period.

And so we will we'll get all that information. We'll kind of plug in with that information. We'll put this together for you and we'll coach you on how to have that file or that portfolio set up so that whether you're wanting to sell or whether you're just wanting to be smart and plan for that exit strategy so that when something comes down that a surprise comes to you or you're ready, you can always just like your 401 K, just like any retirement account, you can hit that button pretty much go to that folder and find out what that is.

So an exit strategy would allow you anybody you anybody in your life that you would normally have that would normally have access to your will, any kind of, you know, legal documents could easily get Ahold of us and say, you know, Miss Jones or Doctor Jones or whoever it is, they can get Ahold of us and say, so-and-so has had a problem, or we can we can jump in and we can help out because there are, you know, there's times there's been at least a couple practices just in the last three months that I know the legacy was not carried on in the practice.

The doctor didn't make it passed away tragically. And the CA, I tried it, I helped her, I helped her as much as I could, but it was just limitations of matter.

She couldn't get all this stuff together. She was trying and I feel so bad for the whole family and the CA. So exit

strategy, it will make time for you if you don't make time for it.

But that's pretty much my deal on an exit strategy. Yeah, I think that's beautifully stated, man. You did a beautiful job. Look, I get that this is not a conversation that most people want to have.

Nobody likes thinking like this. Look, I've been a chiropractor for 42 years, and I don't have any plans on retirement, but I do have an exit strategy.

I just don't know when I'm going to implement it. And I don't know if I'm going to get to implement it, or my wife is going to get to implement it, or my partner is going to get to implement it.

So you got to be prepared, you know? So, you don't know if you want to relocate to a different part of the country or a different country, and you have to sell your practice.

You don't know if, God forbid, you're going to become disabled and you need to sell your practice. You, you, you should always be on top of your game, not caught in the wave of what's going to happen when you're ill prepared for it.

So, you know, this is kind of like getting a will. You know, you you have these difficult discussions with your attorney. You don't want to address some of these issues, but you just have to and you should be doing that about your business as well.

So how do you go about planning an exit strategy? Is there is there a process that you want to follow? Yeah, there is a little bit of a process and I apologize.

I'll repeat myself just a little bit possibly on this because with that exit strategy we we make it simple. You basically we, you get with your accountant for a few minutes.

Exit Strategy Planning and Preparation

Some people don't need to some people get monthly statements and everything beautifully right there. But most people will meet with their accountant for a few minutes until their account of what's going on.

They'll get us, they'll get specific reports. We have a special kind of worksheet that we put together. You plug those numbers in for us and we look at the support documents, make sure everything makes sense.

There's so many times where people, you know, when it's your own numbers, you look at it and you just need somebody, a separate set of eyes to look down on you and say, hey, okay, this doesn't make sense.

Where does that? Oh, you're right, that isn't my overhead. That's this or that's that. So we kind of walk you through every step of the way. But once we we calculate that exit strategy for you, then we're able to present it back to you.

And like I said, most times people are either they're thankful that they know at that point and they feel a lot more peace of mind and because it's an unknown, it was an unknown and now it's unknown.

Or they're like, hey, then they turn it over to us for our other product, which is one is to figure out an exit strategy for value. And the other one is to kind of, put wheels behind or put a motor behind that exit strategy.

And then we're able to list their practice and help them sell. Sometimes people are wanting to get in to different parts of the country or part of the United States for various reasons.

At this point in time. Sometimes people are in a rush to do it, and we're pretty good at working in a rush. It's always a little bit more fun. You can always get more value out of the sale if you're not necessarily working on a rush.

But some people in certain states, you know, this last over 20, 20, the crazy year, they they're ready to roll. They

just want to get out of there. We we we we've we've we've facilitated a lot of people just this year and learned a lot and got a lot of new scenarios.

Just never you know, you never stop learning. So that's kind of what the exit strategy is. Beautiful. Beautiful. You know, I, I'm so proud of the chiropractic profession because the majority of chiropractors see what they do, not as a job or even a career, but they realize it's a calling.

And again, when you have a calling, you don't ever think about not having a calling and stopping someday. But inevitably we all need to stop it someday.

And I hope the people watching and listening to this are an unbelievably great help, taking impeccable care of themselves, and are planning to practice for ever.

But it's some point this is going to be a necessity, so it's better and smarter to do it early and to stay on top of it than to do it after the fact. Let let's turn some of our conversation today, Doctor Matt, to what are some of the things that raise or lower the value of a practice.

So for example, you know, if all of your equipment is leased, that's not a bad thing, but that tends to lower the value versus owning your equipment. Right?

If the key players on the staff are staying during the transition and staying with the new doctor who's buying, that tends to add to the value. How realistic your accounts receivable is, what your statistical analysis is in new patients per month, PVA and OVA, as I discussed before, these add to it, being in a little town, maybe in a less desirable area, lowers the value of being in a bigger metropolitan area that people want to move to, that have a good school system or something to that effect raises the value without covering every variable imaginable.

Could you share with us the 2 or 3 or 4 or 5 most important things that are going to raise, and the two or 3 or 5 most important things that might lower the value of a practice for the people watching this.

Yeah, I have to agree with you on that. But certainly the area of your practice, if it's a place people want to live, it definitely raises the value of your practice field.

If there's a resources, if there's parks and, and different, resources to raise a family or to grow a family or to, to live as adults, it's just really important thing.

The second thing that a lot of people tend to look at is they want to see your numbers, and they want to see how efficient that practice is run. And if it's clear and concise, you a lot of times I'll see things, or sometimes I'll see things like a 200 or some ridiculous fee for a copier every month, you know, that kind of stuff.

Just kind of happens and it just sticks there and it's nobody wants to take over that kind of stuff. So if you owe if you own your equipment or you're leasing your equipment, obviously that's going to lower the value.

If you have equipment, period, it's going to raise the value. So if you have good kept up equipment, kind of like your house, you know, at your house, you want to keep your house going.

Yet nobody ever dreams to live in a house for 15 years and have to go down and never replace anything, and then sell it for less than it's worth. We'd like to make a little money on it and enjoy it and fix it up as we go.

And that's the same thing. If if your decompression table was the first one ever built and it has rips and scratches in it compared to some, you maybe has two decompression tables, state of the art.

You know, so so having equipment obviously if I was using this is analogy when I talk to people on the phone, if you have two $500 chiropractic pitches, which people do great on, and get great results with, you know, a waiting room and no X-ray at all, you're obviously going to be it's going to sell for less than that practice that has all the bells and whistles table that you, you know, Cadillac tables, I guess we call it big league tables.

And updated digital in system replacement. Let's say that same scenario, let's say that first person with the two 500 of their chiropractic pitches, maybe they have their wife, which is great, to have a spouse working with you.

But if you're selling your practice and your wife is your office manager, car and everything in the world, and you're taking her with you, then that kind of reduces the value versus maybe that other practice where you have an office manager been with you for 5 or 10 years.

Solid goes to the Masters circle seminars every three months or every year. And that's of huge substance right there and then other staff members, not too many of them, but other staff members, members along the way.

You're going to get a much bigger value there. So those are some of the common things and just the procedures, you know, if you're if you're doing old school stuff, like as far as your procedures and overbilling insurance and stuff like that person is more state of the art techniques that you're keeping up with times than, you know, that's something that will be a value in kind of pop up lights within the potential buyer as, hey, there's profit centers in this practice, and these are really neat.

These are easy, these these profits that they resonate very well with chiropractic. And and the product that we sell so very well to help people get healthier.

You're absolutely right. And even some subtle things, Matt. Like if you're getting your lots of new patients from Groupon and aren't closing or converting many of them, that's lowering the value of your practice.

If you're getting lots of new patients from referrals from other professionals in the community that's going to raise the value of your practice, you know?

So it's all of these little subtleties that aren't, quite frankly, so subtle, constantly on pluses and minuses that go into the equation of figuring out the value.

But knowing these things helps the doctor, again, be proactive on working for the to do as many of the things that they can do to keep raising the value of their business.

Current Buying and Selling Trends

Are there any common mistakes or misconceptions that may decrease the value of a practice when it's time to sell? You know, we talked about a lot of them already as far as like as far as half trying to hire an associate right at the last minute, that's a pretty big no no, because it's like, well, why didn't the why isn't that associate paid it right now?

You know? So a lot of times I'll see that associate will sometimes be a short, short lived there and then move on and do something. The buyer is really the potential buyer is really worried about that associate that's not buying, moving down the street after the sale and taking patients with them that he knows that other people don't know.

Really keeping clean records. Really just keeping everything on the up and up. You got to keep one. There is one mistake. We didn't talk about. That's a really important mistake.

Some people will try and be a jack of all trades and a master node, and so they'll think, hey, you know what, let me just list my practice. I can't give those people too hard a time because I did that one time.

I learned my lesson way back in the day, before I knew all that I knew now. And so what will happen is they'll go in and say, I want to save a few bucks.

I'm going to, you know, trying some of my practice myself. They put out a few ads, but by the time they do get somebody to come along, their focus has gone away from patients and running their practice and staffing in their teams and training to try to sell this stinking practice.

And then before you know it, the value, they go back and look at those numbers and the values have gone down

and they aren't going to be able to set up for what it was worth.

And now they're dealing with the headache of how do I do a letter of intent? How do I do a contract to how do I do the transition? I've never done this before, you know?

So not the best scenario, but that is a pretty big pitfall there. Then I tell people, hey, let me be the professional. Let let my team, not just me, let my team come together and use our years and years and decades of experience to be able to assist you and get the most money out of your practice.

Yeah, very, very smart. I'm curious from your perspective, why are doctors buying practices nowadays and why are some doctors selling practices nowadays?

That's a great question. Okay, so can you take a guess why somebody up in the North would be selling right now? Yeah. Him is the answer isn't it. Yeah, it could be.

And back in the day we would think cold weather. But now there's friction and government stuff. But so besides the cold weather there's other things. So they're wanting to get out.

Maybe it's an area I get a lot of folks from a New York and New Jersey worried about the vaccination thing. So they're calling us. They're like, hey, I know it's only next, the next step for us.

And then so they're wanting to sell maybe, you know, sometimes we get people wanting to move. Maybe they met their wife in their at their chiropractic college or in the town of their chiropractic college.

So wife's family still lives there. So they call us up. They did their 10 or 20 years wherever else, and they call us up and say, hey, wife wants to get back to family.

And so they sell their practice and buy another one. So we have what we hope sell and then buy. But then there's also, you know, there's also I find a lot of successful chiropractic groups that are chiropractors that are really doing chiropractic, that are expanding, and they figured out their model, their profit centers, they figured out how to run these, which is super exciting for me and encouraging you to see that.

But they figure out how to run this business in this machine, and they turn around and they just work more and more and more. And every time they take one practice off, they go for another and another, and they're spread now through, I have a lot in Georgia, but they've gone to the Carolinas for a little further north, as well as coming down into Florida.

So that's a work and then we also get other groups who are more just like business investor type groups, which are, I think, more in the newer realm over the last 5 to 10 years.

And they see that chiropractic is a big business. And so they're going in and they're wanting to do the same thing. They've done other areas also. And then just drop the fire practice, put a couple more profit centers in there and put another associate in there or had some you do it to kind of move from there.

Yeah. And I think it's just reasonable to recognize that life sometimes gets in the way. You know, you put some people go through a divorce and want to relocate or some married couples have their children moved to another part of the country and they want to be closer to them.

Or now maybe they're blessed with grandchild and they want to be closer to them. Life changes and we have to be willing and able and capable of adapting to that.

And that's why we're sometimes selling and sometimes buying practices. Yeah. And so getting to a practice and it's really successful and you just want to do something different in chiropractic.

So you you sell your practice here and you with all your knowledge you buy a new one here, you start a new one

and you do things a little differently, even more efficient.

I know for me, with my practice that I have, it's this time around. I've been in practice 20 years and and the first, you know, I don't want to. This is my fourth and this one's the easiest one.

I'm spending the least amount of money. I'm making the most amount of money. I work in the least amount of hours, and I'm the happiest I've ever been.

So it's kind of cool. Yeah. Sometimes you just want to reinvent yourself, and it's easier starting all over. Matt, are you noticing any new trends that are going on in the profession and buying and selling practices?

You know, people are looking, they're looking. You've got your a lot of people wanting to integrate. So the the the last people that I was talking about, the investors, they're wanting to integrate.

So they're wanting to do chiropractic with medicine. Some are wanting to do more personal injury, stuff like that. But we do have a decent amount that are calling that are wellness based.

So they're looking, hey, we're looking for we value when we buy this practice. We value the cash portion, the cash patients portions of it. We value the, not the in contract, insurance people like not being in contract with UnitedHealthCare Blue Cross Blue Shield, but the out of network benefits that patients might have, we value a little a little bit of the pie.

But, you know, we really want to meet the attorneys and stuff if that's going to be the case. So they really you know, it it kind of it kind of blends like there's there's a handful of different types of people.

And as far as what they value, I think it really determines on obviously their success levels in their experiences that to that day, beautiful, beautiful.

Before we end this interview, you've done unbelievably terrific and I'm so happy that we've had you on. Is there any parting comments you want to make?

Anything that I didn't ask that you think our listeners really need to hear? Well, I think just kind of reiterating what we talked about before, just like in chiropractic, make time.

Closing Advice and Special Offer

Our patients need to make time for their health or their health going to make time for their. It's the same exact thing with your practice. Make time for your finances. Make time for your practice.

Make time to figure this exit strategy out or that exit strategy is going to figure it out for you. I'll take those phone calls for the doctors and the doctors families.

Always will. I never, you know, going to say that I won't take. I just I love to have talked to those doctors. 5 or 10 or 15 or 20, exactly like our patients.

Right. When you have that arthritic patient or that really bad outpatient, like, where were you ten years ago? I'd rather see you 15 or 20 would have been a lot more fun.

So my closing remarks are we're the best at helping these folks, these these doctors out there. We have a lot of experience. We are the best at providing an exit strategy for them for a very reasonable price.

We can we have skills and we have communication skills too. So we're going to be fair with you. We are a team of three chiropractors that are out here to help chiropractors.

Beautiful doctor Matt Davis, you are a delight and what a pleasure to have you on. And this was really important

information. It might be difficult information for many people, but it was very, very important.

Thank you so much for your contribution to the Practice Upgrade Summit. I really, really appreciate your knowledge and your wisdom and your expertise.

You did an amazing job. Thank you so very much. Talk. I really appreciate your time. The pleasure it was awesome. Just one more thing. We are offered a special for our listeners today for the participate participants of the summit.

Our evaluation is usually 595. And today, right now for the participants it's we're we're doing that for 197. So very special deal. Can't say we're going to offer it in the future, but it really is for the people very generous, very generous.

And I, I hope many of the people watching this take you up on that because it's important and they're never going to get it for a lower price or from better people.

They have a great day, doctor Davis, thanks so much. You too. Bye bye.