Make a Bigger Impact: The Key Habits & Behaviors That Keep You at the Top of Your Patients' Minds Transcript

(Transcripts are generated by AI and may contain errors)

Introduction and guest background

Hello, everybody. This is doctor Bob Hoffman from the Master Circle Global. And welcome to the Practice Upgrade Summit. Today we have an extraordinary interview for you with an extraordinary healer, doctor Tom O'Brian.

Doctor Tom is considered the Sherlock Holmes for chronic disease, and teaches that recognizing and addressing the underlying cause that activates an immune response is the map to better health.

He holds teaching faculty positions with the Institute for Functional Medicine and the National University of Health Sciences, and has trained and certified.

Get this. He's trained and certified tens of thousands of practitioners around the world in advance. Understanding of the impact of wheat sensitivity and the development of individual autoimmune diseases.

Doctor O'Brien's most recent book, You Can Fix Your Brain Just One Hour a Week to Better memory, productivity, and Sleep You've Ever Had, was published by Rodale Books in September of 2018 to global.

Accolades. His bestseller offers a step to step approach to better cognition. And I'm all about better brain. But Master Circle Global is all about better brain function.

We teach a brain based chiropractor primarily, and doctor Tom, I can't wait to hear some of the amazing things you're going to share with us. But where I'd like to get started is, again, this is the Practice Upgrade Summit, and I'd love for you to talk about ways to increase revenue with patients within the office.

Well thank you. Thank you for the opportunity to be here. And that question has a number of different venues that you could go down and a primary venue that I'd like to begin with that has enhanced every person's practice.

Who has applied some of these principles that I know of, over the years. And I began teaching this concept when I learned it back in, in my, beginning days in practice.

So, you know, I graduated Valentine's Day, 1980. You know, I don't like saying that because that certainly dates me. Right. But I went back and I would teach at my alma mater, two classes, the first class, was in the first trimester.

These newbies just coming in that know absolutely nothing. And I would teach about how to be successful through school. And then the second class was just before they go into their internship, how to open a successful practice.

One hour a week to build expertise

And it's a couple of the concepts from that second class that I've been talking about for 40 years, which is why I've gotten so much feedback on it over the years that I'd like to talk about here.

To begin with. And, you know, when when I've got them and they're about to go into their internship, they've got about a year before they're out in practice.

Now, you ask them how many of you would be willing to give me one hour a week if I could practically guarantee you practically? Not completely, of course, but practically guarantee you will be successful the day you open your practice.

How many would be willing to give one hour a week and everybody raises their hand. And the one that does it and I say, are you just lazy or are you not willing to do it?

You know, the whole class laughs and then he raises his hand. So, and, and I've been that way my whole practice. I call people out, I call them out. And we don't do that in practice.

We don't call out our patients when they don't comply with your recommendations, because we're afraid of losing the patient. So then you've got a compromised practice.

You don't have a relationship that's a complete win win relationship. But this is what I would say one hour a week. You pick when it is. And it's the same concept in the subtitle of my book, just one hour a week to the best memory, productivity, and sleep you've ever had.

It's the same concept 40 years later. I've never connected the two before, but it is. So when you're in the library every Tuesday night, you you pick when it is.

But every Tuesday night at 7:00, you set your alarm. And when the alarm goes off, you're going to stop studying and you're going to walk up and down the rows of the periodicals in the library, because never again will you have access to all of these periodicals at one point.

Now, granted, this was 1980. There was no internet, right? So you walk up and down the aisles and you just look at the title of the journals, the American Journal of Osteopathy, the journal, the American Medical Association, the Journal of Physiological Therapeutics, Nutrition, British Medical Journal.

Just look at all the titles and whatever captures your interest. Just grab it, look at the index, put it back, keep walking. Look at another one. Look at the index.

And there was an article there that you say, oh, that sounds interesting. Go sit down and read it. And when the alarm goes off in an hour, you're done.

Next week you do the same thing looking at the articles going through, and you're going to find that there's a topic and you read an article on this topic that is not in your everyday world right now in school, but it's a topic that you've got some interest in, and you're going to be going back to the journals every Tuesday night at 7:00, and you're going to look for a follow up article on that topic.

And you do that every week, one hour a week, and within six months, you've read 3 or 4 articles on a particular topic in eight months, you've read 8 to 10 articles on a specific topic.

You're now the expert your peers have haven't read one article current on that particular topic. I don't care what it is, obstetrics, whatever it is. But you now have cutting edge information and you've really got some juice on that topic.

It thrills you. And when you're talking about it with your spouse or your friends, they don't know the specifics that you're talking about, but you find that's something that, well, I really like that topic.

And you automatically now subscribe to PubMed and you put the tickler in there. Send me any articles that come up on osseous function of the foot, or send me articles that come up on gluten, you know, whatever it is.

And they and the National Library of Medicine just starts sending you the newly published articles, the abstracts. And then you've got a choice if you want to read it or not.

But you now have set up a source of information and something that you've got juice on. And that's the key. You know, when my son was 17, he's a really smart guy, really smart.

And when he was 17 and looking at undergrad, I said, Jason, I don't really care if you go to college. And he looked

at me as startled. And you know, that kid, he's so smart.

He's been working me since the day he was born. When he came out of mom, I snipped that cord and took him in the other room and gave him his first adjustment.

Right. But. But he's been working me ever since that day. He looks at my eyes and he's got me whatever he wants. Right. So. But I said, I don't care if you go to college, I don't really care if you look at a brick wall and you say, wow, how did they do that?

And you're thinking about brick walls, you draw brick walls, you're reading articles about brick walls. When you're driving around you, your eye catches the brick walls.

You know, if you buy a Toyota, you start seeing all the Toyotas on the road right away. So if you see brick walls, if that captures you, you go find the best brick wall maker there is in the world.

You were formed for free for a year. I'll finance you. I'm financing school. I'll finance this. Or if you want to do rock and roll. I mean, really, man?

You want to. You got to do rock and roll. You go do rock and roll to see if it fires you up and you want to focus on that. I'll finance you for a year.

But if you don't have something that grabs you by the nuts, excuse me, grabs you and just won't let go. You go to school because that's where you're exposed to more diversity than anywhere else in the world.

And my prayer for you is that you find something that you just got to do in life. You just got to learn more about the osseous structures of the foot.

You've just got to learn more about gluten. Whatever the topic is, as long as it doesn't hurt people. And I promise you're going to have such a great life, you'll feel full of joy and passion, you'll raise a great family, and you'll make a huge contribution in the world in your own way.

So that's what I mean by walking up and down the aisles. You find that thing. See, as chiropractors, we think we've got to be everything to everyone. We got to be able to fix everything.

And of course, structural dysfunction may be at the root cause of any symptoms somebody has. It may be, but it is not always structural dysfunction. It may be cardiovascular.

You know, it may be that his left descending coronary is 85% blocked. And all he's got is some pain between his shoulder blades. But you've got to be trained well enough to identify when do I need to refer it out.

And what component of this can I work with. But we cannot be everything to every person that comes into us. I don't believe we can. We certainly can be of service and enhance structural function.

If that's your passion is explicitly doing structural function, that's great. You'd be the best that there is. It that that's what I want to see when I need an adjustment is the very best.

But I'm telling you. And if structural function is your thing, you be the very best there. Is it that you read articles every week on that you dive down and you don't ever stop?

And for people who are in the master circle, they I'm assuming they've achieved a certain status in life. They've got their routine. They, you know, they they've got their dynamic of how they do their day to day professionally.

I challenge you and I do this on stage a lot. And I was just interviewed for a neuro psychiatry conference, and, the interviewee, neurosurgical actress, and she said, you know, Doctor Brian, you spoke at our talk three and a half years ago and you yelled at us.

No one's ever yelled at us on stage before, but you yelled at us, you know, and I said, I said to them, I said, if you are reading one article a week, if you aren't spending one hour a week and your passion, your expertise, shame on you.

You're outdated, you're archaic. You are a specialist in dat dat dat. You better be reading one article a week and that that that if your passion is the osseous function of the foot, you better be reading articles every week.

Well, no, I've got it down. I'm a master now, you know, I'm board certified. Nonsense. Excuse me, but Nan says you never stop learning. And I think a primary key to success and enhancing office visits is that you have a focus.

And then the whole world's going to know.

Finding your niche and referring appropriately

And when they meet their friends who have a problem with their foot, they're like, oh, you know, my chiropractor here's an expert on the foot I'm blowing.

He's talking about it all the time, and he's got these articles and, you know, so the word will trickle out very quickly as to your area that you really love to focus on.

Not that they won't refer to you for headaches if they initially came to you for headaches, and you fix them right up and then they get their maintenance care, but they know that you also have an area that well, I've never heard anybody talk about it that way before.

So I think that's a primary 101. You see, the definition of crazy is doing the same thing, expecting a different result. You think, well, you know what?

What can I do to increase income. What you can do is have more passion by allocating one hour a week. I think that's a basic 1 or 1 concept or a practice of joy and fulfillment.

One hour a week, without question. Every single week might be Sunday mornings. Whatever it is for you, whatever it is. And I'll say one last one, one last thing about this concept.

If I may. So my book, just one hour a week to the best memory, productivity and sleep you've ever had. It's the only way that I know of that. People can be successful.

Here's the current statistic from the Alzheimer's Association. It came out last year in their annual report. One elder in three dies with Alzheimer's or another dementia.

1 in 3. That means between, but between you and I and you, the listener. One of the three of us is going down and it ain't going to be me. I'm doing everything I can to make sure that doesn't happen right for me.

So you can't keep doing the same though you or you. You can't keep doing the same thing and expect a different result. So we teach our patients one hour a week to learn that indoor air pollution is worse in most areas of the country than outdoor air pollution, and that of the five types of old timers inhalation, all timers is the most prevalent.

It's what you're breathing that's killing off your brain cells. And so they've got to learn a whole new way of life. When you're pumping gas. Can you smell the gas?

Well, yeah, you're smelling benzene. It's a neurotoxin. It kills brain cells when you're smelling it. Well, I have to fill my gas tank. Yes, but you're standing downwind.

Walk around to the other side. The hose. Now you're standing upwind. We just have to teach people how to think differently. So one hour a week, Mrs. Patient, to learning all of the overwhelming things that you have to change in your life because you want a different result, but you keep doing the same thing.

That's the definition of crazy. That's why the one hour a week concept is so powerful. Okay, I'll stop there. And by the way, I totally agree. It's exactly also what we teach.

But if I can summarize your answer on how to increase revenue, basically what you said is get rich in your niche. You know, find your niche, find what's passionate for you and and become masterful at it and get rich in your niche.

And I think that's a very powerful message, Tom. That we can move on just a little bit. You know, you've got your finger on the pulse. What do you see as a trend towards functional health protocols in the next year or five years?

Is it more nutrition, exercise wise lifestyle strategies? This movement towards taking responsibility and ownership, where do you see that going? There's no question in my mind that telemedicine is here to stay.

And so the more that we can do for our patients in educating them from a telemedicine perspective, the more they want from you. And so when they come to see you and they get their adjustments and you start talking to them about exercise, you may say to them, you know, I put a little video together about exercise, Kathy at the front desk.

She'll send it to you by email. You know, it's an eight minute video, but it gives you all the bullet points so that you can you can begin applying smart exercise.

Let's burn off some of that fat. Continue what I think you I agree with you. I think telehealth, telemedicine, virtual visits is the silver lining that came out of the Covid pandemic.

And I think it's here to stay and I think it's going to gain momentum and acceleration. I totally agree with that. But a lot of the people watching this may not have ever tried it or practiced it, simply because they don't know how to sew.

Sending an educational video and being able to discuss it or answer questions is a virtual visit. But there are many other virtual visits. Farming. I'd love to hear some of your wisdom and experience on sharing some more details of that.

Hi, this is doctor Tom. I want to talk to you for a moment about orthopedic pillows to sleep with. You know, we have four curves in our in our spine. From a side view there's four different curves.

And the curve of our neck is called a lordosis. It's really important, but most of us have our head in front of our shoulder. You do an eight minute video on orthopedic pillows and your staff sends it, and it's so simple.

It's once you've done it once or twice, it's a no brainer. Now, my entire practice is a telemedicine practice has been for about ten years, and we've got a lot of people that I think follow us on Facebook and our our emails to them.

But this is how I started.

Telemedicine and educational videos

I started in practice, you know, and, and, I just do a video and I started talking about this years and years ago. It takes you four minutes. You know, probably you have to do it 2 or 3 times because you're going to screw up and you're going to say, oh, I should have said this, and then you'll do it again.

You know, you'll do it a couple of times. Great. So it takes you a half hour to do a seven minute video, but then your, your staff will send it to every single patient that you want to talk about orthopedic pillows with.

And you can have a sample there at home or at the office when you're shooting the video and you show them the different types and one for kids, and what's the difference between soft ones and more firm ones, and what's the indicators for each?

You just dial it down, and once you've done it a couple of times, it becomes pretty easy to do. Yes. Now, do you

follow those up with a one on one call with them to answer their questions or to to be more specific with a particular recommendation?

Well, that's a good point. And for me, I wouldn't do that because I feel it comes across too much as a sales call. I'm not comfortable doing that personally.

Some guys can do it and be very, casual and smooth about it, but I'm not really good, you know, and, and sales that way. So, in my world, I would say here's the email address.

If you have a question on this video, just send it to testing at the doctor.com or questions or info at the doctor.com. We'll read it and we'll get back to you with your specific answer.

I know some docs that are actually even sending links for their patients, for example, to buy a pulse ox unit for 39 or $59. And on their telehealth call, they ask the patient to actually show the the doctor what their blood oxygen saturation level is and if it's 96% or above that, if they get a good grade.

But if it's lower than that, it's a, source of concern. They might recommend some exercise or breathing, exercise or nutrition or whatever it might be, because they want to monitor and manage them.

And some are sending a link for a tuning fork 128 tuning fork to do, vestibular function. And it's just it depends on your niche, your masterful area of expertise and how you want to best serve your patients.

But this is different than a patient lying on a table but lying on a table. Tom isn't the only way we can correct the interference and have people express greater levels of neurological health.

I fully agree, you know, in my most recent book, I talk about the pyramid of health. You know, in a k. I, I was a student of George Good Hearts, and I was blessed to have hundreds and hundreds of hours studying with George and Wally and, they talked about the triangle of health structure, emotional, spiritual and biochemical.

Well, I had dinner with Doctor Goodheart, about a year and a half before he passed. And I said, you know, Doctor Goodheart, I think it's not a triangle.

And he looked at me and I said, I think it's a pyramid. And you said, well, Tom, a pyramid has got three sides. And I said, no, sir, it doesn't, it's got four.

There's also a base. And he smiled, and he knew the answer. He was just testing me. Right. And he said, well, what's, what's the difference? And I said, well, we have structure.

Of course, that's the base of the pyramid, critical for everyone. Good functioning structure. Then we have biochemistry and what we eat, drink and breathe, pharmaceuticals, nutraceuticals.

Then we have the emotional, spiritual. But we have a new side in this last decade, and that's the electromagnetic. And so there are four sides that I think three sides and a base that have to be addressed for anyone's health concern.

So the idea of a pulse ox is excellent. It's an inexpensive tool that people can use to manage their own oxygenation, which is critical during this pandemic time.

And if you're below 96, Mrs. Patient, you got a problem. It's not bad right now if you're at 94, but we need to get it up there. So here's the things that can help do that.

But the only way you're going to be extremely successful in doing that is if you use a pulse ox yourself. If you're doing it as a tool to make money, shame on you.

Excuse me, but, chairman, you agreed. You put the thing on your finger every day. Multiple times a day. And so

you learn all the variances that occur because they'll occur for you two.

And then when it happens to a patient. Well, doc, usually I wake up and I'm at 97. But this morning I woke up I was at 94. And you're going to say, oh, that happened to me 3 or 4 times in the last month, I know, and I ate dinner too late.

You know, for me, that's what you'll talk to them from a place of, expert because you've experienced many of these things yourself. That's a critical component to all of this.

You need to do it yourself. You need to dial it down yourself. Well, we have to walk or talk and and practice what we preach. And you can't sell what you don't own.

And there's a million expressions that say the same thing. Tom, I'd love you to talk more about your book. I'd like to hear more about your book and brain function.

Yeah. Thank you. Chicago, 346 pregnant women. They tested their urine in the eighth month of pregnancy for five phthalates. Phthalates are chemicals used to mold plastic.

The pyramid of health and self-monitoring

There are many more, but they tested five. One of them was BPA. We've all heard of phenol or BPA in water bottles. Yeah, they categorize the results into quartiles, the lowest, the next one, the third and the highest quartile.

They followed the offspring of these pregnancies for seven years. When the kids turned seven years old, they did Wechsler IQ tests on them. The official IQ test.

There's not much in medicine, that's all. Or every this was every every child whose mother was in the highest quartile of phthalates and urine in pregnancy, compared to the children of mothers in the lowest quartile of fell apes and urine in pregnancy, every child the highest quartile their IQ was seven points lower than the kids in the lowest quartile, 6.7 to 7.4 points lower.

Every child. Now, that doesn't mean anything to everyone here until you understand a one point difference in IQ is noticeable. A seven point difference is the difference between a child working really hard, getting straight A's, and a child working really hard, getting straight C's.

This kid doesn't have a chance in hell of ever excelling in school because their brain never developed properly. Then just go to Google and type in eight Ft.

Phthalates and neurogenesis nerve growth. Here come all the studies of phthalates inhibiting nerve growth, brain growth. And here is the example. Seven years after birth, these kids whose moms were in the highest quartile, they don't have a chance.

Why did I put that in the book? Because you're going to learn in the book the plastic storage containers you put leftover chicken in a Tupperware, you put your refrigerator the next day, the chicken's got phthalates in it, coffee cup lids from the coffee shop.

The hot liquid steams up, condenses on the underside. The lid drips back into the coffee table. A phenol, a you put the coffee cup up to your lips. The hot liquid hits the underside of the lid, tapers down into the opening full of phenol.

A now, there's no evidence anywhere in the world that the amount of phthalates that leach out of plastic storage containers, or leach out of plastic lids is toxic to humans.

There is no evidence of that. That's how they got away with this crap, because it was the Toxic Substance Control Act. This is from a policy statement in the journal Pediatrics, arguably the number one journal for children's health

in the world, certainly in the English language.

And a policy statement means it came from the board, not one authors from the board. They want everybody to know this. They said the Toxic Substance Control Act, which regulates chemical introduction into our environment, the Toxic Substance Control Act, failed miserably to protect our children's health, that these lobbyists for the, chemical industry were very successful in paying off the senators and the representatives.

So that the legislation they passed is you have to demonstrate these chemicals. Exposures when humans are exposed to this stuff is toxic to humans, and there is no evidence that the amount of phthalates that leach out of plastic containers into your food, that amount of phthalates, is toxic to humans.

There's no evidence. There's no evidence that the amount of phthalates that leach out of nail polish and are in your bloodstream in 3 to 5 minutes is toxic to humans.

There's no evidence, but this stuff is accumulative. So give me a woman. Now for 25, 30 years, has been using nail polish and accumulating phthalates from all the different ways we're exposed to them.

And she's got high levels now. She's got toxic levels that inhibit neurogenesis. And her child is born with a lower IQ potential. That's how they got away with this crap.

And they said in the article, it's 247 pounds of chemicals manufactured or imported into the United States per person, per day. But that's 550 pound bags for you by 50 pound bags for me, 550 pound bags for the listener.

That's 1,550 pound bags just for the three of us that would fill up this room. I'm sitting it of chemicals.

Brain health, toxins, and environmental exposure

Every single day we're exposed to this, and this stuff accumulates in your body. You want to know where autism comes from? The rise in autism, the rise in autoimmune diseases.

This is the key. The amount of environmental toxins that we have no clue what to do about. And our immune systems can't protect us from that. So in the book, we talk about the sources of exposure, like the flame retardant that's in your sleeping sheets, the sheets and the blankets and the comforters on your bed are soaked in flame retardant chemicals that, oh, gas.

For years now, there's no evidence that the amount of flame retardant chemicals that, oh, gets out of your sheets is toxic to humans. That's how they got away with this.

But this stuff accumulates in our bodies. And that's what the book's about. And the way you turn that around is one hour a week, because it's so overwhelming that no one can hold all of this.

So one hour a week to learn a little bit more and do one more thing. And in six months you've got this beautiful. And why is neurogenesis and brain function so important?

Mrs. patient, you have an entire new body. Every seven years, every cell in your body regenerates except for your teeth. Every other cell regenerates.

Some cells are really quick. The fastest, the inside lining of the nose, the second fastest, the inside lining of the gut. But every cell regenerates.

So the question is, are you regenerating healthier cells, the same dysfunctional cells or worse? So we've all heard the term epigenetics that our genes don't determine what happens to us.

Our genes determine what we are vulnerable to having happen to us. Every gene has a dimmer switch on it. So the question is, are you turning that dimmer switch on for Alzheimer's?

If it's the ApoE4 gene, is it on just a little bit? Is it on mid-level or is it on high or are you turning that gene off. It's not turned on. That's epigenetics.

And what is it that controls the dimmer switch of our human genes? It's our microbiome and the messages that come from the microbiome. One third of all the small molecules in your bloodstream at any one time are the metabolites of the microbiome getting into the bloodstream to go to the brain, to tell the brain what to do, to go to the heart to determine contraction, strength, to go to the liver, to go to the kidneys.

It's your microbiome. But when you have accumulated environmental toxins in your body, 20, 30, 40, 50 years of all this crap in inner fears with the messaging system.

That's why detox is critical for every human on the planet now, because historically, we've never been exposed to the level of toxins and we have no protection.

Our immune systems cannot protect us from DDT, PCBs, mercury lead misfiring all day. Our immune systems have no mechanism to protect us from this. The only thing our immune systems can protect us from is bugs, parasites, viruses, mold, fungus and bacteria.

That's it. So everything gets treated as a bug, parasite, virus, mold or fungus or bacteria. Everything DDT, bug, parasite. That's the only way our bodies can respond to it.

And we're overwhelmed with the amount of toxins in our body. Now, our immune systems are completely overwhelmed. So you're living in Costa Rica right now.

In fact, you're doing this interview from Costa Rica, which I greatly appreciate. Tom, before we we our time runs out, is there 1 or 2 or three recommendations you would make to the people watching and listening to this, that they should become more masterful at?

That would help more people express ever increasing levels of health and well-being. You know, you today in this interview, have brought up at least a half a dozen things that I think that the average doctor, the average healer, never even thinks about or consider, which is why you're the Sherlock Holmes.

Which is why I so appreciate you and what you've done and what you keep doing. Is there 1 or 2 or three things you would leave our our listeners with that you think could help them improve their health, their family health, their patients health significantly?

Yes. Thank you. Two things. First is one hour a week and you don't need to go to a library. Now. You just go online. You know, you can go to, green med info.

I mean, there are so many places where stories about recently published articles are. So you just go online and see what it is, fires you up to learn more about, well, one hour a week of doing that every single week.

And I promise you, within six months you've got something that's just fires you up that you really want to talk about. And the other thing is, the second thing that I would talk to interns about before they're going out into practice, I call it the credit card reminder.

Every time you pull out a credit card and hand it to somebody, whether it's for gas to buy a at the supermarket, wherever it is, every time you look them in the eye and you say, how are you?

And they say, oh, fine, thanks. No, no, no, no, really. How are you? And you look with interest and they go, oh, oh, I'm doing okay. Thanks. I said great, great. What time do you get off today?

Oh, I get off at four. Oh, the sun will still be out. You know, it's going to be nice when you get outside. It's a sunny day today, so I'm glad that you get off before the sun goes down.

That's all you can say. I can guarantee you as you walk away, they're going to go bye bye. You gave them something. You are interested. You're not interesting.

So that's a key to personal relationships. So nobody taught us this in chiropractic school. Nobody taught us this in life. Being interested. Not interesting.

And they don't care. You know, your patients don't care that, you've got menstrual cramps today. Your patients don't care that you worked out too hard yesterday.

Your shoulders are sore. Whatever it is, you need to get past what's going on for you because they've come to see you. So you need to be interested and not just in their back pain in them as a human being in their life, you know.

So how is it for your family during this, this time of this pandemic? You know, whatever the topic is, but be interested and not interesting. And I promise you, it automatically establishes a deeper connection with your patients.

And they want more of you when you become interested and not interesting. Simple, profound, practical, easy to do, beautiful information. Great recommendation. I love both of those.

The first one I knew it was coming because we started from there, but the second one is just as good. Maybe even better that every time you've got a credit card.

Every time doesn't matter how you feel, when you feel like crap, you still take a deep breath. How are you today? You, you know, take you 30s and you feel terrible today.

Two practical habits for better patient relationships

They don't care. Your patients don't care. So you develop the skill set. You know, in my practice, when we opened our practice, I always had associates and I made sure that the office had door handles, not door knobs.

I always made sure of that. And on and treatment rooms. And I would teach the associate when you grab the file off the door to see who's here as you're about when you touch that door handle, you touch it and you take a breath, then you open the door and go in. Why?

Because they don't care what happened in the last room. And the patient in the last room was a jerk, and they got you all riled up. You take a breath to get centered, okay?

Cathy's here in the room. It takes you a second, two seconds. But when you grab that door handle, when you pull out your credit card, you need these little cues to remind you the patient in that room does not care a lick.

What happened with the patient in the last room? And you can't carry that negative energy. If there was negative energy into this room and I'd have associates and everyone.

So I'd watch them and they grab the file and they walk in the room and then, you know, at the end of the day or beforehand, if I had the chance, I'd take them aside and say, don't ever do that again.

And they look at me like this because I'd already explained it to them, but they did it anyways. So now I'm coming down with the hammer. Don't ever do that again.

You always take a second or two just to compose yourself so you don't carry the shadow energy of your day or something the staff said, or whatever you're worried about.

You don't carry it in the room with you. You take one second to get centered. So, you know, those are the two things I'd recommend. Beautiful. Doctor Tom, thank you so much for today.

Thank you for your pearls of wisdom and your experience. By the way, I graduated in 78. So you're just a kid in chiropractic. But, it's good. It's good to to to meet and spend some quality time with, with peers.

And you're an icon and a superstar and you've accomplished so much. And knowing you, my best bet is that the best is yet to come, that you still have a lot more impact and a lot more creativity and a lot more research.

Spending that one hour becoming masterful at different things. The the bandwidth of your expertise in today's conversation is going to blow people's mind.

So I really do. Thank you so much. I can't wait to get to to be with you in person at some point, but I appreciate you greatly and just keep on doing great.

I wish you health and happiness and thank you so much for participating in the Practice Upgrade Summit. Thank you Bob. It's really a pleasure and Godspeed to everyone on their journey.

Thank you.