

# A Dozen Easy Ways To Double Your Income With Clinic Masters

During the last twelve years, Clinic Masters has discovered and developed dozens and dozens of efficiency oriented, service-expanding procedures that have resulted in doubled incomes for hundreds of clients who implemented them into their practices. As a sample, here are a dozen easy ethical ways Clinic Masters can show you how to double your income.

## 1. INCREASE PATIENT REFERRALS

No practice is truly successful until more people want to see the doctor than he can serve. Successful doctors can pick and choose their clientele from an overflow of referred patients . . . sending the remainder to other colleagues in the area.

How many new patients do you reject each week? Unless you have a substantial surplus of new patients, you have a referral weakness in your practice . . . but that weakness can be easily corrected by using Clinic Masters proven referral methods. It's easy the Clinic Master way.

## 2. ESTABLISH A PREVENTIVE CARE PROGRAM

If you were a fireman, would you rather fight a fire . . . or prevent one? If you were a medical patient, would you rather your physician performed surgery . . . or prevented it? Chances are, you opted for preventing the serious situation in both instances. And it's no different in your chiropractic practice. Your obligation to deliver preventive care should equal the responsibility you assume for corrective care. The doctor without an effective preventive care program has only half a practice. Clinic Masters shows doctors how to round out their health care services through preventive care programs.

## 3. CASH IN ON YOUR "MIRACLES OF HEALING"

Patients who have been ill for 5, 10, even 20 years, are often cured after just a few visits to the chiropractor's office . . . yet often you receive no more acknowledgement for a "miracle" than your usual office call fee. Is this fair? We don't think so. Especially when your "miracle cases" don't even appreciate your service enough to be a good booster. If you believe "miraculous results" deserve more than a token reward, CM wants to show you how to cash in on your "miracles of healing" and maintain patient satisfaction and referrals.

## 4. EXPAND FAMILY PRACTICE

A family practice is a fun practice, and unbelievably profitable. It's a pleasure to have 2 or 3 generations of patients arrive at your office in groups . . . and by the car load. How many babies and children do you see each day? If you aren't expanding your practice and income by caring for the entire family . . . you're missing a tremendous opportunity. Clinic Masters can assist in opening the door to this rewarding opportunity.

## 5. PRODUCE A SPECIALTY PRACTICE

Do you have expertise in a special method of treatment or examination such as x-ray, orthopedic, acupuncture, Goodheart, SOT, Gonstead, upper cervical techniques, etc.? If so, you can develop a "specialty practice" that will bring you recognition and prestige, as well as greatly increased income. Clinic Masters can help you capitalize on your specialized abilities.

## 6. INITIATE FOLLOW-UP PROCEDURES

Anatomical defects, deformities, distortions, anomalies, injuries, and pathologies all create underlying residual weaknesses. These weaknesses cause recurring fixations and subluxations . . . which in turn . . . require periodic adjustments in order to maintain those spinal corrections made during the initial course of treatment. Clinic Masters can reveal to you the secret of gaining a patient's willing cooperation in receiving needed follow-up care. It's in your patient's best interest and it's easy with Clinic Masters.

## 7. END PATIENT DROP OUT

Do your patients "meticulously" follow your recommendations . . . or do they dismiss themselves before receiving all the care you recommended? When correct methods are used, patients cooperate fully with you . . . and stay with you until all corrective and rehabilitative treatments are completed; this means quicker, better, longer lasting results . . . improved patient satisfaction . . . a highly beneficial and ethical means of increasing income. Clinic Masters can reveal to you the easy way to gain full patient cooperation . . . ending your . . . problems.

DEFENDANT'S  
EXHIBIT

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**8. SELECT YOUR CLIENTELE**

Most practices are composed of a hodge-podge mixture of patients from all walks of life: deadbeats, charity, blue-collar, white-collar, executives, and celebrities. By utilizing Clinic Masters methods, you can easily attract the category of patients you'd most like to serve.

**9. PROFIT FROM YOUR EXPERIENCE**

In all professions, the more experienced and qualified practitioners earn higher fees than the beginners. This is as it should be . . . after all, what good are all of those years of experience, dedication, hard work and sacrifice if you can't cash in on them 'someday'? And beginners should not repeat the same mistakes.

If you've been in practice more than 10 years and aren't being properly remunerated for your ability and experience . . . you're long overdue. You'll find it's easy to start profiting from your experience the CM way.

**10. PATIENT EDUCATION**

Every chiropractor has a responsibility to educate his patients about chiropractic. Proper patient education can produce spectacular increases in your practice. When each of your patients knows what you know about chiropractic, your practice will go up like a rocket. Our proven patient education formats make your job easy.

**11. INCREASE STAFF EFFICIENCY**

An efficiently operating office can handle twice the patient load of the less efficient office and at the same time, provide a higher quality of health care services. Efficiency techniques take the stress out of practicing . . . get the doctor off the treadmill . . . and make it a pleasure to go to the office. CM doctors find themselves able to enjoy vacations and relaxing weekends without a drop in practice or income, because they are receiving the finest of staff training and supervisory advice. Clinic Masters has trained thousands of chiropractic assistants, and that training has developed into millions of extra income dollars for their doctors. The efficiency of your office staff can be increased just as easily.

**12. THINK BIG**

Your attitudes, concepts, past programming . . . whether you think big or small can have an astounding affect on your practice. The way you look at life reflects tremendously in your work and lifestyle. Clinic Masters constantly encourages and helps doctors to re-examine their thought processes and check to see if they're on the right track.

We could go on and on expounding upon the many more easy ethical ways to double your income with Clinic Masters, but maybe you'd rather see some proof of these service-expanding procedures. If that's the case, we'd be delighted to give you the names of hundreds of doctors who have already doubled their incomes the easy way . . . the Clinic Masters way.

Just give us a call . . . toll free . . . 800/525-9620, ext. 52 or if in Colorado, 303/596-1760 collect.

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You may prefer to send the coupon for a free portfolio of additional information. Clinic Masters might very possibly be exactly what you're looking for . . . but . . . you'll never know unless you check into it. Give us a call, or mail the coupon today.

Dr. \_\_\_\_\_ Address \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

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# Clinic Masters is chiropractic's future movement

DEFENDANT'S EXHIBIT

10/15/74

Over the 13 years that Clinic Masters has been in existence the chiropractic profession has made many of its most significant advances. CM believes that it has contributed a great deal to these advances.

In the words of Clinic Masters founders Dr. Rolla Pennell and Dr. Gordon Heuser: "In contrast to the stagnant position of the profession in 1963, look at it today, it is in a dynamic state — pulsing, throbbing, progressing in all directions — some good, some not so good."

"We think we have been a moving force — a spark plug — a catalytic agent. We think our actions have forced others to take action — to become more aggressive and more progressive. And we don't just mean Heuser and Pennell, we mean Clinic Masters as a group. Because CM has dared to propound new and progressive ideas, it has attracted doctors who are progressive — leaders and potential leaders who are a force throughout the profession."

"Certainly, CM doesn't claim credit for all the progress that has occurred in the past 13 years, but some of the areas in which Clinic Masters has led the way are equitable fees — on a par with other professions, multiple therapy, intensive care, insurance reforms, case basis, and substantial contributions to colleges."

"The profession still has a long way to go, but at least the backward trend has been reversed and it is going forward."

By talking with leaders in the profession around the country it has been found that many of these doctors are in agreement with Dr. Pennell's and Dr.



Dr. Ernest Napolitano

Heuser's beliefs. They not only affirm the positive role of CM in the recent upgrading of chiropractic but predict an even larger role for CM in the future of the profession.

Dr. Ernest Napolitano, President of Columbia Institute of Chiropractic:

"I've always said that Clinic Masters has been a tremendous encouragement to the doctor of chiropractic."

"When I occasionally hear criticism to CM I simply respond that it is being criticized not for what they're doing but they're being criticized by people that don't know what they're doing. I think it's really been a



Dr. Tom McLaughlin

failure on the critics part to investigate the intent of CM."

"The intent of CM is not to allow the doctor to make more money. The intent of CM is for the doctor to become more efficient, more aware of quality care, to upgrade themselves educationally. From that point on the consequence happens to be increased income. The person is entitled to the increase for the superior service he provides."

Dr. John Lester, Past President Virginia Chiropractic Society:

"Clinic Masters is badly needed for a number of men in the profession because they do not have any ideas of how to operate a practice from a business standpoint. And this is part of the balance. Without it the best doctor in the world would starve to death."

Dr. Gary Peterson, President New Mexico Chiropractic Association:

"Clinic Masters has done a great amount for chiropractic and I definitely think it will do the same in the future. In fact, I would say probably that the doctor of the future will be a CM. I feel in general that the CM movement is the movement of the future."

Dr. Fred Gehl, College Trustee:

"The greatest thing about Clinic Masters is that they've had the power and will to challenge those things that would ordinarily have not been challenged in the profession. Look at the insurance companies. For years the profession has been of the opinion that they were a savior because they recognized us when we were striving for recognition. Now we can see that they are really the last of the great robber barons and CM has challenged them."

"Clinic Masters will continue doing a great amount for chiropractic in the coming years. They should continue to challenge old ideas and to open windows that have never been opened in colleges. They should provide the faculty with new ideas to think about and continue their considerable efforts in fund raising. The economic base that CM provides is probably the greatest thing they can do because with this base we can pull ourselves up by our own bootstraps in the days ahead."

Dr. Tom McLaughlin, Trustee Logan College of Chiropractic:

"Clinic Masters has done many great things for the chiropractic profession. I think the two greatest things are first that they have made better doctors out of mediocre ones and second they've given the chiropractic profession a base from which to expand and research new ideas, techniques and technology which we've never had before."

CM has transcended many of those old bounds and has broken some shackles which have held us for many, many years. I think the people of CM and in CM form a very unique organization and should make themselves felt throughout the entire chiropractic profession."

Dr. William Coggins, President of Logan College of Chiropractic:

"I feel that Clinic Masters has provided a service in that they've made chiropractors more economically stable. And have actually developed their self-confidence and knowledge to a point that they now operate their offices in a very professional manner. This is important because they now can actually do a better job for their patients."

"In regard to financial support of chiropractic education, Clinic Masters has made their members aware of the need chiropractic colleges have for contributions from their doctors. CM encourages the doctors to support their colleges. This is vital and should be spread throughout the profession."



## Million Dollar Club goes far beyond doubled income

It takes more than eccentricity to become a millionaire today. In truth, eccentricity has very little to do with it. What exactly it takes is not easy to say, but Dr. Pennell and Dr. Heuser have a new system with some ideas that have been getting outstanding results.

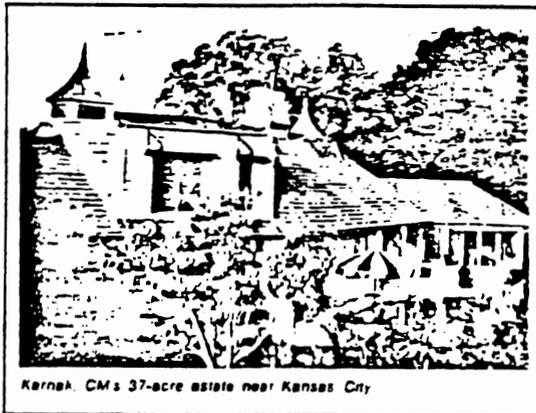
The system is called the Million Dollar Club and the two believe it to be the ultimate system because it aims for the highest service and income level attainable by each of its members by dealing with problems and income possibilities both in and outside of practice.

The Club confronts the problems that must be overcome on the way to becoming a millionaire and how to remain one after the position has been reached. Dr. Heuser and Dr. Pennell go about this in an unusual manner. They apply their own expertise and others in fields such as finance, psychology, law, sociology and even aesthetics to propel the members out of their current roles to the new role of millionaire.

The Club has special meetings at Karnak, Clinic Master's beautiful 37-acre estate in the rolling hills of western Missouri, near Kansas City.

Usually the first thing that is done when a doctor joins the Million Dollar Club is a careful examination of his practice. Often after learning good business practices and office procedures from Clinic Masters the doctors have reached what seems to be a plateau of economic advancement. By examining the doctors' practices, Dr. Heuser and Dr. Pennell hope to discover the reason for this leveling off of growth and to then get them rolling once again.

From this examination the program moves in a number of different directions, one of the more fascinating of which is psychology. Questions such as, "Has the doctor been trained to think that wealth and superior achievement are evil or does the doctor have inner fear or anxiety about becoming wealthy?"



Karnak, CM's 37-acre estate near Kansas City

are asked. The purpose being to find out whether the force holding the doctor back is within himself or in his perception of where he is headed.

Also the practical aspects of money management are touched upon at the meetings. Topics such as real estate and securities investments are covered in depth with Dr. Pennell and Dr. Heuser providing examples of their own work, along with investment consultants and legal experts who explain the most recent developments and regulations in the investment world.

Finally the Club spends some time airing the problems that can surface after a great amount of wealth is accumulated. As they say it can be lonely on top and the Club tries to make sure that its members will be happy and productive in their new roles in society. So the attendant changes in friends, public responsibilities and of course lifestyle are discussed at this time. The objective is to smooth the transition and make certain that the new chiropractic millionaires will never acquire the tag of eccentrics but remain successful doctors who are looked upon as a source of wisdom and leadership in their communities.

Over the years many children have followed a chiropractor parent into the chiropractic profession. Frequently this chiropractic legacy had been received by the children as a blow of fate and accepted solely out of a sense of duty, similar to the parent-arranged marriages of old. But, as the parent-arranged marriages have died out, so also has the passage of a practice from father to child purely as a matter of tradition or duty. Young people are just too free-minded for that now.

Today many chiropractors are still being followed by their children, not because of duty but because of a self-generated desire to take up the profession. And this is the way it should be — doctors by desire rather than by duty or tradition.

This self-generated interest in chiropractic among the children of chiropractors could be the result of many factors. However, chiropractic educators such as Dr. Ernest Naporitano, President of the Columbia Institute of Chiropractic, and Dr. William Harper, President of the Texas College of Chiropractic, believe the great advancement of the profession in the last decade to be greatly responsible. The overall upgrading of the profession — improved service, increased public acceptance, college accreditation, and financial remuneration — being the specific attraction. The very thing Clinic Masters has been working to bring about.

A typical example of this new trend is Dr. Kenneth Ellis of Kinsley, Kansas who has a son, Robert, working on his pre-chiropractic training. As Dr. Ellis tells it, "What got him interested in chiropractic was when he went to a CM meeting and heard Dr. Heuser

## Youth like CM's view of chiropractic

talk. It was quite an influence on him to see what the other doctors were doing, the results they were obtaining. And when he heard Dr. Heuser's plans for a better type of profession that was it. Often when young people see what a high level, chiropractic is aiming at in the future they are drawn into the ranks.

The son of Dr. Harold Allen from Clinton, Illinois was attracted by the new enthusiasm, and positivism of the profession. Dr. Allen says, "Greg was always an optimistic person with a very positive philosophy of life. I think he liked what Clinic Masters was advocating for the profession because he was thinking similar things — positive action. This played a big part in motivating him to chiropractic." Greg has completed his pre-chiropractic training and will be entering chiropractic college this fall.

Dr. John Blossom of Mompeller, Ohio provides an example of a three generation chiropractic family. Dr. Blossom's father, Cleve, was a chiropractor and now his son, John Jr., is about to begin practice. This younger Blossom is now finishing up at Logan Chiropractic College and plans on returning to Ohio to practice with his father.

According to the senior Dr. John Blossom, it wasn't a foregone conclusion that John Jr. would become a chiropractor. As Dr. Blossom says, "It was not until he saw that a practice didn't have to be a one man show that he became interested. Initially he doubted that he could do it all himself. He went to some Clinic Masters meetings in Kansas City and saw that it didn't have to be that way at all. He wanted to do something of value for people that is needed, not harmful and by which he could make a good living. Clinic Masters showed him that chiropractic could do just this."

The nation's chiropractic colleges are nearly full today, which is a progressive step in itself. Many of these students are like the young people mentioned here — the children of chiropractors who have been inspired by what the profession has lately achieved and where it is going in the coming years.

Clinic Masters is pleased that many children are still following chiropractor parents into the profession and it thrilled that these youngsters are doing it out of desire, not duty. In this way, CM believes that the chiropractic profession will continue to be upgraded by the more highly motivated students of today, who will be the more capable doctors of tomorrow.

## Who says it's unethical to double your income?

Who says it's unethical for chiropractors to double their incomes? Naturally insurance adjusters don't like it. There are even some chiropractors unable to double their own incomes who speak against it. And there is occasional opposition from a mishmash of people who equate poverty to virtue and prosperity to vice for a variety of fantastical reasons.

Should such people, obsessed with personal interests, petty jealousies, and other species of misanthropy or outdated thought, be the ones to set the worth of the chiropractic profession? Of course not!

Now let's be fair and turn the tables to ask, "Who says that chiropractors are entitled to a doubling of income?" The answer — Clinic Masters, patients, their communities and other professionals. These we think are the people whose opinions count and should be pursued.

First of all, the patient wants the best possible service available. Let's face it, there aren't many people around who search out the cheapest doctor when they have a health problem. They seek out a doctor in whom they have confidence. They want fast and hopefully permanent relief from their problem. They realize that the doctor who has the training, equipment, and office facilities also has the most direct route to a healthy end. This doctor may necessarily cost more money. The other doctor, running a curative operation usually doesn't have these three items and as a result is incapable of taking his patients on this route to recovery. The patient knows this and will gladly pay the price for the doctor who offers the top-notch service.

On a larger level, communities have become aware of the important role a chiropractor fills. Not only do chiropractors provide a unique and necessary service for the citizens but often they take on important civic responsibilities in the communities where they practice. In virtually every case the communities recognize these merits and we have never heard of a community begrudging a chiropractor high level earnings for excellent work. In fact, most communities hope that their chiropractors prosper so that they do not lose them.

Lawyers, dentists, college professors and other professionals are usually astounded when they hear of the low average incomes of the chiropractic profession. These people are cognizant of the lengthy education, expensive equipment and endless daily expenditures demanded for a top grade operation. Time and again, as the national economy slumps and inflation continues to skyrocket, these professionals have remarked that they don't see how some chiropractors can make it. They believe that chiropractors deserve to receive incomes commensurate to the other professions.

This is far from the current situation. Investigations conducted by management consulting firms have shown that on the average a chiropractor makes 1/3 the annual income of an MD. This makes no sense at all, since both MDs and chiropractors are virtual equals in the field of the healing arts, sharing similar training and responsibilities. It also should be noted that chiropractic takes care of many of the medical profession's failures. We think that these facts raise serious ques-

tion to the lower economic position of our profession.

A lifting of the economic position of chiropractic will not only benefit the individual doctor but the whole profession. Colleges would receive much needed economic support from their prosperous alumni. The state associations would likely be rid of many of their financial problems. And finally there would be some money available to do the additional jobs that the profession has needed to be done for years.

## Financial future forecasted and secured

To aid doctors in securing their futures, Clinic Masters offers a financial planning and investment program to their members. Two hundred CM doctors have entered this program and now hold expertly designed plans meant to ensure financial viability for them and their families no matter what the coming years bring.

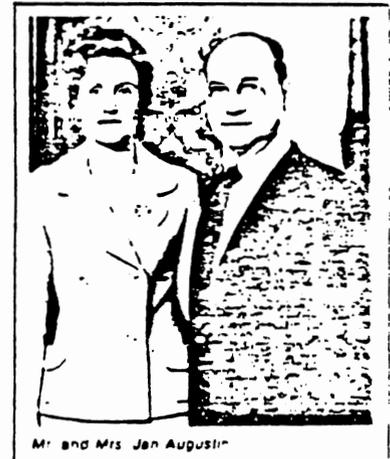
The director of this program is Jan Augustin. Mr. Augustin is a stock broker and has an independent insurance agency. He is also an art appraiser and the owner of Augustin Art Galleries in Colorado Springs. He has been in the field of investment counseling for over 26 years and has been running this CM program since 1955.

"There are quite a few advantages for the doctors in our program," says Mr. Augustin. "First, I don't work for Clinic Masters or for an insurance company, therefore, I don't sell cash value life insurance but only insurance from the buyer's point of view. When it comes to Securities I believe that in the majority of cases long-term conservative planning is preferable over a trading account. In view of this, we do not carry an inventory of Securities and stay away from Trading Accounts. We do believe in the old saying, 'Traders die broke.' I simply recommend what I think is wisest for the investor."

To find out just what is wisest for the investor from Clinic Masters, Mr. Augustin carefully interviews each doctor. He says, "Of course I need to know all about the doctor's assets and liabilities. But I also want to know about his personal life — his goals and whether he has the temperament for the long-term conservative investment policies I recommend. Quite obviously what is good for one doctor is not necessarily the thing for another doctor. Therefore the reason for this knowledge on my part."

Basically the program consists of a substantial insurance policy and a long-term investment plan. The insurance protects a family against the hazard of a doctor's premature death and the investment plan provides financial security for the doctor who lives through the time of retirement. Mr. Augustin adds, "I think most people are apprehensive about buying life insurance. You must be careful because there are so many bad policies around. After 26 years of experience and being completely independent, I consider myself an authority on buying life insurance from the buyer's point of view and consequently,

So you see why Clinic Masters is on the list of people who believe that good chiropractors deserve an increase of income. We cannot tolerate the fuzzy reasoning of those who say that a chiropractor who is providing better service to his patients is unethical for receiving more money. It's just not true in the simplest sense, money is the reward for the service in this country. Since there are no views of poverty in the chiropractic profession we see no reason why this statement does not apply to our doctors as to other Americans.



Mr. and Mrs. Jan Augustin

select policies which are good for the doctor and not entirely beneficial to the insurance company.

In regard to the investment plan he emphasizes, "Besides timing the doctor's needs I look to flexibility since we're talking about 20-30 years in the future and it is impossible to predict the economic conditions that far away. Who could have predicted today's oil shortage in 1945?"

Along with his aid in planning for the future, Mr. Augustin helps solve any other finance and investment problems the doctors in their planning might confront. From the interpretation of new IRS regulations to tax shelters and the decision on when a doctor should incorporate, Mr. Augustin remains a source of sound advice.

For the doctor whose time is consumed in the operation of a busy practice it is not only a valuable service but a great piece of mind to have a concerned expert like Jan Augustin working with his investments.

# Wives not sorry husbands doubled their incomes!

When a doctor becomes a CM how is his wife affected? To find the answer we did the obvious and asked some CM wives about their lives after their husbands joined Clinic Masters.

The answers were so varied that frankly they surprised us. Housewives reported that CM initiated changes in their husband's practices often carried over to the home improving household life. Wives who work with their husbands noted positive changes on the job and at home that have in effect reshaped their lives.

What we heard most often was that a happier husband and a Clinic Masters has made the wife happier. But to see exactly what these ladies said please read the following.

## BARBARA STANSBURY

Dr. Glynn Stansbury  
Orlando, Florida

"My husband has gone to countless social meetings and other conventions for chiropractors. It seems every time he comes back home with something negative. But when he comes home from a Clinic Masters meeting he is positive and happy. And that makes me feel good."

"The most practical thing that has come out of Clinic Masters is that we now have money for retirement. Before we had nothing to invest or plan for our retirement. You don't so much want a bunch of luxuries but you want to live comfortably when you're not working and Clinic Masters has assured us that."

## JO LITWILLEP

Dr. Harold Litwillep  
Wichita, Kansas

"Of course the most noticeable changes from Clinic Masters are in our lifestyle. We now have a lovely new home, two airplanes, a beautiful swimming pool, furs and jewels to wear. The things you don't expect to have on a little salary."

"And CM changed our lives in other ways. It enabled us to get along with people better. I work in my husband's office and CM made me a much better assistant. I'm now the office manager with much broader responsibility than before CM which allows my husband to be a better doctor. Above all CM has taught me to work with more confidence. I can handle every situation with confidence. I never ask, 'Gee, I wonder if I did the right thing?' I know that I've done the right thing."

## BARBARA ZIMMER

Dr. Robert Zimmer  
Kettering, Ohio

"I had a hard time understanding the change in my husband and his practice until I went to a Clinic Masters meeting in Kansas City. This put it all together and I could see why he was so positive and more happy with himself."

"For myself, of course there was the increased money but I got a lot more out of CM than money. It isn't the new positive outlook over the old negative that means the most. Before you couldn't see the different situations and you got into ruts and played games. After CM you can see the little games and you don't have to play them anymore. You understand yourself a little better."



Mrs. Mary Lou Moore



Mrs. Jo Litwillep



Mrs. Evie Weum



Mrs. Carol Tregoning

## BERNICE GILBERTSON

Dr. H. K. Gilbertson  
St. Louis, Missouri

"After joining CM my husband is more turned on. He's more positive and he's doing a much better job. He's making patients happier and he's more organized."

"In 1974 we completed our new clinic which we would have never dreamed of before Clinic Masters. We give great service to our patients and call ourselves the 'best in the Midwest.'"

"Since I'm the business administrator, I'm closely associated with the practice. I go to all the CM meetings and come back feeling that life is greater. We take our whole staff to these meetings in Kansas City and everyone benefits from them. You just don't know. When we come back everyone is turned on."

"CM showed us that the money is there in chiropractic. So you don't have to worry about it. You then start doing a better job, you get better patients and bigger prestige."

"Clinic Masters has really turned me on. You just can't help but get that way when you see people get well like we have."

"We're real thankful for CM in our lives."

## LIZ MICHALSKI

Dr. Kenneth Michalski  
Escondido, California

"The changes in my life made by Clinic Masters are tremendous. I say this from the viewpoint of a housewife and of an assistant because I've worked with my husband."

"CM has broadened my outlook towards my homelife and my husband's business. That is, I set higher goals at both places."

"My husband joined CM a few years back. I wish he would have joined sooner. As it was after the demonstration, I was more convinced than he was. But he joined on his own and has never regretted it."

## ARLENE SCIORTINO

Dr. Anthony Sciortino  
St. Louis, Missouri

"Joining Clinic Masters was the smartest thing my husband ever did. They have all the experience to tell the doctors what to do right."

"For me it was great also. They taught me what my husband was doing and more importantly why he was doing it."

"Largely because of CM the chiropractic spirit has swept through the entire family. The two oldest girls work for their dad and the next oldest can't wait to get into it."

## MARY LOU MOORE

Dr. Allen Moore  
Dayton, Ohio

"We've been in CM for two years and things have changed fantastically. CM did more for us than any other group or organization because they have more to offer. The other organizations beat the doctors down but not Clinic Masters. They get the doctors thinking about self-organization and bundling up their practices."

"From this our family attitude has been changed — happier, optimistic. I think that the new economic stability gives me a greater piece of mind."

## EVIE WEUM

Dr. O.A. Weum  
Colorado Springs, Colorado

"Clinic Masters has doubled my husband's income which makes him happier and that makes the whole family happier."

"But that's not all they've done for us. They helped us when we moved to Colorado Springs. And before we left Minnesota they found someone who was interested in my husband's old practice."

"Recently my husband has been ill and Clinic Masters has helped with the office. I don't know what to do then and they worked everything out for me. It's just nice to know that I have somebody to call at times like that."

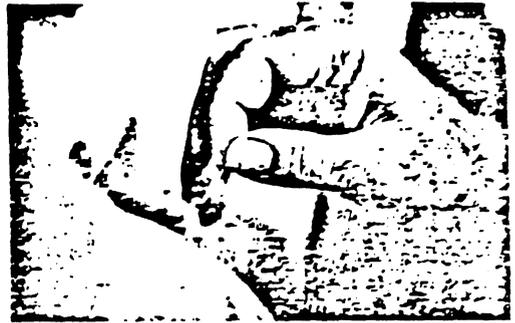
## CAROL TREGONING

Dr. Donald Tregoning  
Tulsa, Oklahoma

"As soon as my husband became a CM I noticed a new self-confidence. They succeeded in knocking out the basic fears in chiropractic one by one. He runs a whole different command in his office, a really tight ship now. Of course this has drastically improved the quality of service. All of this has made me very proud that my husband is a chiropractor. It doesn't bother me at all that he's not an MD."

"Besides my husband's new confidence, I've gotten certain benefits from Clinic Masters. Naturally the income more than doubled. We have a new home, pool and a new car. You see they make a whole new doctor out of the husbands and we wives get the benefits of increased income. I don't think Clinic Masters could charge enough for the service they've done us."

# Doubling income permits clinic dreams to be realized



Experience has shown that a well-staffed and well-equipped clinic can often give the patient quicker results, better results and longer-lasting results at a lower cost than the hands of the solo chiropractor of tradition. With this in mind many doctors of chiropractic have been re-molding their practices into one of these efficient new clinical facilities.

Clinic Masters has long believed in the efficacy of the clinic concept of chiropractic practice. Not only has CM felt that a modern office can offer the best care for the patient, but believes that it can be the most agreeable mode of practice for the doctor. That is, when the doctor delegates routine duties to a competent staff he can apply his special talents to the more demanding cases and their treatment. Clinic Masters, as such, advocates a team effort in the clinic, not a doctor who wears all the different hats and runs himself into the ground in the process.

Sensing the value of these types of clinics, Clinic Masters has become an expert on their construction and operation. They have accumulated years of experience with new clinics and a long list of pleased clinic owners who have employed CM help, a few of whom speak of their clinics here.

One of the finest new clinics is Dr. Ray Hanks' Chiropractic Arts Center in West Burlington, Iowa. Dr. Hanks' facility has been in operation for five months. Dr. Hanks works with two assistants and has 11 rooms in the clinic which contain all the latest laboratory, diagnostic and therapeutic equipment.

Dr. Hanks compares his present arrangement with previous ones by saying, "I worked with another doctor before which was nice for certain consultations. But overall I feel much better by myself now."

But is he working harder now? "Definitely not," he answers. "By running this the way CM says I'm not working any harder and I'm not losing any money."

In addition to sound business procedures, Dr. Hanks has learned other things from CM that have proven helpful in his clinic. He explained, "Besides the importance of running an intelligent business, CM has taught me the importance of patient satisfaction. That's the utmost importance I do everything possible on my part to satisfy them and we, as a result, have many happy patients in our clinic."

A recent issue of *The Digest Of Chiropractic Economics* has a feature story on Dr. Howard McIlroy's clinic in Brownfield, Texas. The facility can't be classified as one of the new clinics because he has been in operation for 15 years which might just show that Dr. McIlroy is ahead of the times.

Talking of his clinic he says, "It's just me and two girls, but I have a world of the best equipment to take the strain off us. This equipment is really important to us. I'd save any doctor who doesn't employ it is close-minded and stupid. I use Clinic Masters' procedures exclusively because of the success rate. And with it patient acceptance seems to be better and the results a lot better."

Although Dr. McIlroy is reaching upper income marks he doesn't find his work to be overly burdensome. In fact he only works four days a week from 8 a.m. to 5:30 p.m.

A new clinic that is similar to Dr. McIlroy's is Dr. Gerald Anderson's Chiropractic Health Center in Beaumont, Texas. Dr. Anderson has had his doors open since April 1974 and presently sees a moderate

number of patients each day. However, in the future Dr. Anderson is aiming toward the building of a much larger practice. "I think I have a top capacity of 100 patients," he says.

Dr. Anderson owns a beautiful two-story building with 5,500 square feet of space. At this time he is using only the first floor (16 rooms) but in the near future he hopes to add the second floor to his operation and use it primarily for intensive care patients.

"Clinic Masters is totally responsible for the facility," he says. "Without them I wouldn't have been in the financial position to buy this \$200,000 property. And they gave me the push I needed and they helped me arrange it. We jockeyed the plans back and forth two or three times before settling on the final form."

Dr. Anderson adds that CM has also worked a miracle with his income. In the last year he has quadrupled his monthly income.

Another clinic in Texas is Dr. Robert Drennan's in Dallas. Dr. Drennan runs a very large practice that is contained in a very impressive new building. Among its many rooms, the building has two adjustment rooms, a lab and 13 therapy rooms. Dr. Drennan

works with an associate, Dr. Milhouse, and they are aided by three CAs.

Looking at this size one might assume that Dr. Drennan is worked extremely hard. But he denies this by saying, "It's no burden because I'm well organized and I have learned to delegate my work. I delegate other people's responsibilities and get things done. I must add that the results of this have been fantastic."

Another big clinic that has been building a favorable reputation is Dr. William Webb's in Atlantic Springs, Florida. As with the other clinics he relies extensively on his helpers and the latest equipment to provide his patients with the highest quality treatment.

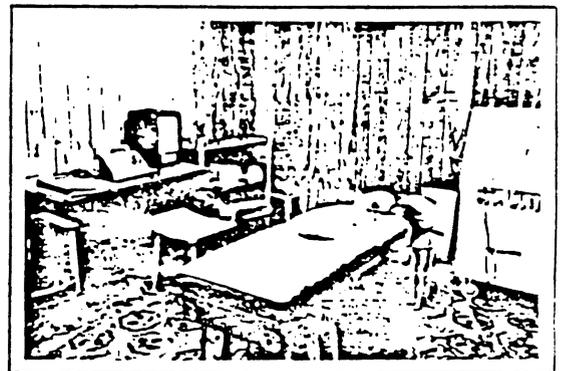
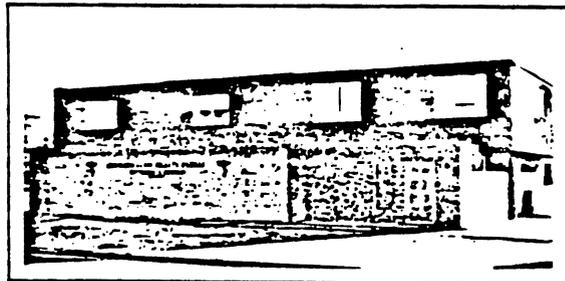
After three years in the clinic he says, "The work now is much less than I've ever had to do before. The reason for this is threefold — I have a better staff, the help is much better trained and we have much better equipment."

Dr. Webb gives Clinic Masters the credit for helping him make the move to the new clinic. He remarks, "The first thing CM did is to give me the confidence that it could be done. That's the most important. The second thing they proved to me that people want it this way. People want to go first class when they choose a doctor or specialist. The third thing CM showed me the mechanics of how to set it up. And the fourth, they convinced me that the clinic would be financially worthwhile."

The enthusiasm of these five CM doctors is indicative of almost all the CM chiropractors who have gone into a new clinic. They prove that not only is the patient given better care in a clinic but that the doctor is much more contented with his work.



Clockwise, starting above ambulatory traction device, Dr. Howard McIlroy in his X-ray room, one of Dr. Gerald Anderson's adjusting and therapy rooms, Dr. Anderson's clinic



## CM shakes status quo with chiropractic leader's support

To say that Clinic Masters has never made a mistake would of course be a lie. Nobody is perfect, and over our lifetime we have never made pretense of owning a flawless record. However, we do believe that when we have erred that the causes were those of misunderstanding among clients or the mistakes that are bound to occur with any young, vital and revolutionary organization.

Despite what we feel to be an open and honest attitude about our few failures and numerous successes we have come under occasional criticism from some quarters of the chiropractic profession and the public media. There is certainly some basis for this criticism since any subject, especially a relatively new one, has its pros and cons. But on the whole we feel that these critics of Clinic Masters have buttressed their arguments with misinformation and half-truth. Why? Perhaps simply because it is far easier to criticize than to praise or from the media standpoint because emotions exposed sell more papers than service to humanity copy.

We have talked to a great many of the country's outstanding chiropractors about this criticism and have received from them some insightful motives for



Dr. Fred Gehl

the past might find us perplexing. Dr. William Boehmer, a trustee at Logan Chiropractic College put us on to this when he told us. "The controversy is a matter of people that have small minds in chiropractic. They can't visualize anything beyond a certain income level. A doubled income is beyond their slight imagination."

Also, as mentioned earlier, there are misunderstandings with some of our clients and this gives critics fuel for their pots. Again Dr. Boehmer: "I think everything CM teaches is correct but some people put their own connotation to it and enlarge it to satisfy themselves. As a result they get in hot water." In actuality a very small number of CM clients have abused our program. Only four doctors out of 2,000 have ever been involved in any state board disciplinary action. This is a remarkably small proportion of the whole—2%. So here CM is being assailed for the misdeed of the very, very few.

We think that to a great extent the chiropractic profession has been victimized by "1895 Worship" and CM's challenge to this strain of thought has raised some eyebrows. Dr. Gehl referred to this: "My feeling is that historically new concepts face a lot of harassment. It is not so much a problem of accepting the new as giving up the old. CM does challenge some concepts in chiropractic that we believed in for a long time and this makes for animosity. I think people generally who are ahead of their time frequently get a lot of criticism and I think Dr. Heuser and Dr. Pennell are really ahead of their time."

Over the years CM has worked to show chiropractors that they have a wonderful profession. Many chiropractors have practiced under an inferiority complex and we've tried to rid them of it. However, we never thought that this inferiority complex would turn out as a source of opposition to us. But Dr. Paul Palomb, a former faculty member at Lincoln College pointed this out. He said: "We're susceptible to feeling an inferiority complex—that we're not real doctors. These people have been programmed that way in chiropractic college. They don't consider themselves full-fledged members of the elite force in our communities and think they can never be. They thus think that anyone that makes more than they do is a crook and they become suspicious of CM."

Obviously these doctors have shown us a number of likely reasons why CM is dreaded and opposed by some circles of the chiropractic profession and they show that these people's criticisms are born from a deep negativity. In contrast to this negativity emanating from a small body of chiropractors, CM intends to continue working from a position of positivity and hopes to elevate the chiropractic profession to the top of the healing arts. In the course of this pursuit we expect to encounter continuing criticism but we realize that when you shake a sleeping status quo there are bound to be scattered groans from the sleepers.

## CM doctors help each other

In northern Michigan a doctor works two half days and one whole day each week to help keep an injured doctor's practice in operation. Meanwhile, in Texas another doctor drives 36 miles one evening a week in order to aid a fellow chiropractor who requires surgery and desperately needs the income from his practice to pay his bills. The two helping doctors do it without pay or promise of recognition of any kind.

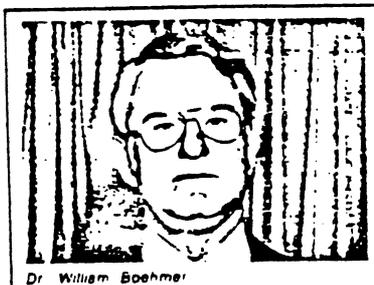
Difficult to believe? Of course it does seem that traditionally the chiropractic profession more than most others, has been peopled by independent sorts who have gone under the premise that every chiropractor is an island. So over the years a good many chiropractors have sunk with the tides of misfortune while their colleagues have done little or nothing to help hold out that tide.

Clinic Masters thinks that this attitude is indefensible and has made it another aspect of the chiropractic profession which it is trying to change.

CM encourages cooperation and compassion among its doctors. At the Clinic Masters meetings newcomers are usually done taken by the esprit de corps of the CM doctors. There is a relationship among these doctors that is built on devotion, love and humanity. And this is the way it should be throughout the profession. It is indeed high time that chiropractors move out of the caves and abandon the defensive posture which makes them suspicious and fearful of their colleagues.

Dr. M. L. Stock of Sapinaw was the Michigan doctor who helped out a colleague, Dr. Frank DuChaine of Bay City, Michigan when he dislocated his shoulder. The relationship between these two doctors began before the injury to Dr. DuChaine. Dr. Stock said: "I moved from Iowa to Michigan and Frank had helped me with the move. We had met before at one CM meeting and that was enough for him to prepare a detailed portfolio of schools, housing and office buildings for me on arrival. It was incredible, he hardly knew me and here he was helping me move in and set up practice. Months later, when he came to my office with the terribly swollen shoulder, I immediately offered my help. It was just a natural reaction, to help him out any way I could. As it was I was able to keep his practice running at the same level it was at before his accident. I know he'd do the same thing for me anytime misfortune might strike and this is a good thing to know, believe me."

The Texas doctor who helped an ailing doctor in a neighboring city was Dr. Howard McIlroy of Brownfield. In this case Dr. Gordon Climer of Lubbock, Texas required a delicate operation and was unable to run his office for 15 weeks. As Dr. McIlroy tells it: "There were a dozen doctors in Lubbock who told Dr. Climer to send his patients to them while he was out of action. We, you just don't do that with patients, they don't like it. I knew somebody had to work out of his office so I volunteered. I drove in one night a week from Brownfield and had patients lined up until 10:30 p.m. In this way I brought in \$500 to \$600 a week for him. This paid his bills and kept his family from falling apart economically because before I came he had no income at all. Now he's recovered, got a new office and doing just great. I must say that it turned out to be a beautiful experience for me."



Dr. William Boehmer

these attacks, along with an overwhelming vote of confidence for CM.

When appraising from a blind position it is easier and perhaps safer to disapprove rather than approve and many doctors feel that this is a reasonable explanation for much of the Clinic Master controversy. Dr. Joseph Mitchell, Peer Review Committee member in Oklahoma, says: "Almost all of it is a lack of knowledge on the part of the people making accusations. They don't know anything about CM and they're doing exactly the same thing they accused MD's of doing when they make accusations against chiropractic. It's condemnation without knowledge."

Dr. Mitchell continues: "I also think that sometimes it's a case of jealousy. For example, I know of a case here in Oklahoma where one of the local doctors in town is violently opposed to two other practitioners who are both Clinic Masters and he's causing himself to be subject of a law suit as a result of his accusations. It's purely a case of jealousy because he's sitting there seeing practically no patients and they're busy."

Besides ignorance and jealousy another stimulus for the critics that was brought to our attention was fear. Here Dr. Fred Gehl, a college trustee, says: "There's a certain amount of fear that permeates chiropractic. We've been paranoid because the tremendous pressure we've been under from outside the profession. So in this environment some people feel that some things that CM is doing are a threat to their wellbeing."

Clinic Masters has indeed had big plans for the chiropractic profession and we can understand how doctors steeped in the small, cowering thinking of

## Sure I doubled my income, but I'm a better doctor

Many times observers outside of Clinic Masters are so amazed by CM income doubling talent that they fail to see that the doctor's whose incomes have been increased have also become much better doctors. The fact is that better service and increased income go hand in hand.

Dr. William Roush of Pueblo, Colorado is a typical example of the many CM doctors who have doubled their incomes by providing better service. He says: "My practice was improved on every front by Clinic Masters, not just the earnings aspect."

"The first thing I noticed was that by following CM recommendations I was obtaining a much better response with my patients. Patients with minor problems got well quicker and those with difficult problems were responding to treatment at a much higher frequency than before."

"I think part of the reason for this success is that patients seem to follow through better on my advice. Before I became associated with CM this was something of a problem. CM showed me the value of

a positive, optimistic outlook in the office. We have a real winning attitude that rubs off on the patients. They almost become inspired to get well and as such follow my advice and recommendations with enthusiasm."

"I rarely have any patients who are disappointed because of a misunderstanding of some sort. CM has taught me to be totally frank with my patients from the start all the way to the finish. I'm almost brutally honest. I tell them what is wrong, how much treatment it will take to correct it and finally just what I will charge. This is the only way to do things, I think, and I wish I'd been doing this as long as I've been in practice."

"I think that the increased patient success and removal of misunderstandings with some patients have been responsible for a great many of my referrals. I'm drawing patients from an eighty mile radius, many of whom have never visited a chiropractor before. They've just heard of some successful work I've done on a friend or relative and

this brings them here."

"Of course Clinic Masters stresses the importance of an efficient office. And I think my office is well organized and runs very smoothly. The day flows evenly and CM taught me to utilize space to the utmost. I can devote the necessary time to each patient and don't waste any time with things that can be done by my assistants as well as I can do them."

"Speaking of my assistants, I have two CAs and help me out. They have been through most of the CM training sessions for CAs and are just invaluable to me. They can operate all of the therapy equipment, take X-rays and perform some of the other diagnostic tests. They give me the freedom to devote more time to serious cases and this inevitably pays off later with patient results."

"So I think all this demonstrates that CM does much more than teach a chiropractor how to make money. Certainly over the years I've been in CM I've more than doubled my income, but I must add emphatically that I'm also a much better doctor."

# Fun, sun and some chiropractic

The practice of chiropractic should be fun. This has been one of Clinic Masters' firmest convictions since its beginning in 1963. So it's no surprise to see CM doctors gathering at places such as Nassau, Acapulco, Las Vegas and Vail for a few days of fun, relaxation and a good dose of learning.

The meetings go under the title of Leisure-Learn Seminars. They provide CM doctors with a refreshing break from the routine of daily practice in an environment which offers opportunities for clear reflection on their work.

The formats of these seminars are intentionally kept free-form with the participating doctors meeting at the beginning and deciding how they want to spend their time. Of course when the possibilities of deep sea fishing, golf or skiing beckon, the days are inevitably booked for fun. Usually though, meetings are scheduled for each day where the doctors air any new questions they might have concerning their practices.

With the number of doctors kept under 25 these seminars retain an intimate atmosphere. They've proven to be a great way for new CM members to get to know Drs. Pennell and Heuser. And at these times the two can give personal attention and advice to the doctors that is impossible at other times. It's been found that the Leisure-Learn Seminars reveal another, rather human side of the two CM directors that dissolves the formality which is an unavoidable part of the regular CM meetings.

Doctors have remarked that one of the most beneficial aspects of the Leisure-Learn Seminars is the day long company of their colleagues. Everybody is on the same level and into the same work, thus similar questions and problems are common to the doctors. Often through casual conversation on fishing boats or an upheaving ski lift they provide each other with solutions for vexing practice situations that may have been festering for months at home.

The seminars are genuine business expenses which make them an economical way to relax while putting a new edge to a practice.



Skiing at Vail

## How does Clinic Masters double your income?

**FIRST** ... in an initial starting session (using the unique CM method) we make a thorough evaluation of you and your practice.

**SECOND** ... we present certain fundamental and essential information to give you insight into establishing and meeting your goals.

**THIRD** ... we counsel with you and help you work out a specific goal to increase your income by a definite amount per month ... a minimum for the first step of \$1,000 to \$2,000 per month.

**FOURTH** ... together we work out your own individual plan of detailed actions to take, then we provide you with exact information and know-how to get the job done. This plan is based on your practice AS IT IS and requires no drastic upheaval ... you don't have to turn your practice "upside down" and start over. You smoothly change only what NEEDS change, and it often results in **DOUBLED INCOME** in just a few months. Also, using our toll-free WATS lines, our staff of experts is as near as your telephone to assist you at all times.

**FIFTH** ... after you complete your first step up in income, we give you the same kind of individual, precise plan to help you take your second step ... another increase in service to earn another increase in income.

**THEN** ... the same process is repeated for your third step, your fourth step, your fifth, and on up as **FAST** and as **HIGH** as you want your income to grow. Our goal is to **DOUBLE YOUR INCOME** ... and to guide you to the ultimate in practice success and service without your working harder, just smarter.



Dr. Gordon Heuser  
CM Director



Dr. Rolfs Pennell  
CM Director

## How much does it cost?

CLINIC MASTERS' payment plan guarantees an increase in your practice income. If you don't increase ... you don't pay. The only fixed fee is \$100.

The extra income you earn can give you and your family a standard of living and financial security that can open up a whole new world for you. If every doctor of chiropractic raised his level of income, we could raise our public image, build new clinics and colleges, provide scholarships, hire lobbyists to protect our interests, and attain more recognition from industry, unions, and insurance companies.

Clinic Masters will show you how to **DOUBLE YOUR INCOME**. And frankly, you don't have to stop with doubling it just once. Many have doubled it again ... and again.

Our step-by-step program permits you to surge upward at your own pace ... moving from level to level with steadily increasing service and income. We believe doctors of chiropractic should have monetary rewards in keeping with the service they perform ... and in line with other professions. We have hundreds of clients who, by working along with us, are earning large incomes right now ... many in excess of \$150,000 a year ... some much more. Please send the coupon below.

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