



heal with
LASER

Finish the Year Strong:

Reflect, Review and Grow Your Practice for 2026

Workbook 1



Speeds the
healing process



Relieves
Pain



Reduces
inflammation



Repairs
damaged tissue

Practice Management – Quality Improvement CPD Workbook (Extended)

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Format: 3 x 1-hour Zoom sessions + workbook activities

CPD: 10 hours (Practice Management- Quality Improvement)

Instructions: Complete the workbook sections before the relevant session. Use estimates where exact figures are not available. Business financial details do not need to be submitted.

Workbook Contents (overview)

1. Preparation and data collection checklist
2. Session 1 deep dive: three-year numbers, percentages, trends, goal setting, staffing model scenarios
3. Session 2 deep dive: clinical audit, outcomes review, practice protocols, peer feedback capture, MLS laser clinical mapping
4. Session 3 deep dive: consolidation, implementation plan, KPIs, audit templates, risk register, marketing and patient pathways
5. Appendices: calculation templates, example KPIs, sample CPD evidence page, clinician reflection log, patient flow diagram template

Preparation and data collection checklist

Before starting, gather these documents and data (use estimates if required):

- Consultation volumes by service type for the last three financial years
- Total practice revenue for the last three financial years
- Average fee per consultation by service type each year
- Number of visits per patient (average) by service type
- Costs related to MLS laser (purchase, maintenance, consumables, servicing, training) if available (We will provide these for future owners)
- Practitioner hours worked and FTE equivalents for the last three years
- Referral sources and volume (GPs, self, workplace, sports teams)
- Appointment utilisation rates and no-show rates
- Any patient outcome metrics you collect (pain scores, time to resolution, patient satisfaction, life of patient(duration), fee per patient episode of care)

Fill the quick checklist below before Session 1:

- Year 1 data collected (e.g. 2022/23)
- Year 2 data collected (e.g. 2023/24)
- Year 3 data collected (e.g. 2024/25)
- Fee schedule available
- Staffing hours recorded
- Laser cost data or estimate ready (if applicable)

You will see towards the bottom an area to place reflections which can submit for your full 10hours of CPD under 'Practice Submission Template'. If you feel uncomfortable submitting your practice percentages, please ensure reflections are appropriately undertaken to convey that you have explored these aspects.

SESSION 1

Reviewing the Numbers and Setting Practice Goals (Deep Dive)

A. Three-year financial and activity table

Complete one row per service area for each year. If you have more service categories add rows.

Service Areas: A number of areas of practice will likely be clear to you in how you break down and undertake your own practice statistics.

In Podiatry these may be: Nail & skin care, biomechanics incl. MSK & pain, orthoses, nail surgery, injections, laser therapy

In Physiotherapy these may be musculoskeletal & pain, sports rehab, neurological rehab, post-surgical rehab, exercise therapy, manual therapy, laser therapy

In Chiropractic care these may be spinal care, musculoskeletal & pain, postural correction, sports chiropractic, rehabilitation, manual therapy, laser therapy

Whatever they are for the case load that you see in your clinic list these below and use them to guide your retrieval of stats.

If you do not have particular cases or consult names or descriptions attributed to each of these that data can be obtained from, consider creating separate consultation types in order to retrieve this information in years to come.

Instructions: Enter totals for each year, then the calculate percentage of total practice and year-on-year change.

Service area (Podiatry Example, edit as required)	Year 1 consults	Year 1 revenue	Year 2 consults	Year 2 revenue	Year 3 consults	Year 3 revenue
Initial: Nail & Skin						
Initial: MSK						
Nail & Skin Rv						
MSK & Pain Rv						
Orthoses						
Nail Surgery						
Injections						
Laser Therapy						
Totals						
Increase in % each year						

Below each table, calculate:

- Total consultations per year
- Total revenue per year

B. Percentage breakdown and trends

For each year, calculate the percentage of total revenue represented by each service area.

Template per year:

Service area	Revenue	% of total revenue
Initial: Nail & Skin		
Initial: MSK		
Nail & Skin Rv incl. Surgeries		
MSK & Pain Rv incl Orthoses		
Injections		
Laser Therapy		
Total		100%

Reflection prompts:

- Which areas grew fastest and why?
- Which areas declined and what may explain that decline?
- Are changes due to seasons, referrals, staffing, or external factors?

C. Average turnover per patient and per visit

Calculate average revenue per patient and per visit in each area.

Template:

Service area	Total revenue (Year 3)	Estimated unique patients (Year 3)	Average revenue per patient	Average visits per patient
Initial: Nail & Skin				
Initial: MSK				
Nail & Skin Rv incl. Surgeries				
MSK & Pain Rv incl. Orthoses				
Injections				
Laser Therapy				

Notes: If you only have consultations, estimate unique patients by dividing consultations by average visits per patient.

Reflection prompts:

- What is your highest value service per patient?
- Where are you delivering the most visits for the least revenue?

D. Where do you want to be? Vision and ideal mix

Describe your ideal service mix in terms of % revenue and consultations for next year.

Template:

Service area	Current % revenue (Year 3)	Target % revenue	Rationale
All Nail & Skin			
All MSK & Pain incl Laser			

Define 3 measurable targets for next year (revenue, consultations, new patient numbers).

E. Staffing and capacity planning

Decide whether you need another practitioner. Use the table to model capacity.

Inputs to gather: average consultations per clinician per week, working weeks per year, desired growth target.

Capacity template:

Current		Scenarios		
Metric	Value	1.	2.	3.
Current FTE clinicians (headcount and total FTE)				
Average consultations per clinician per week				
Available clinic chairs/rooms				
Target growth in consultations (next year)				

Scenarios: Fill in 3 scenarios with the above inputs

1. No new hire: how many extra consultations per existing clinician needed?
2. Hire part-time clinician X hours: projected consultations added and cost (salary + on-costs)
3. Hire full-time clinician: projected added capacity and breakeven analysis

Breakeven analysis template for hiring

Item	Value
Extra salary + on-costs per year	
Required additional revenue per year to cover cost	
Average revenue per consultation	
Required additional consultations per week to breakeven	

Reflection prompts:

- Can the current team meet your target mix?
- What recruitment or rostering changes would help?
- If hiring, what skills should the new clinician have?

F. Laser usage and revenue impact analysis

If you have an MLS laser, complete this; if not, use the "opportunity" section.

For clinics with laser

Metric	Value (last 12 months)
Number of patients treated with laser	
Average number of laser visits per patient	
Average revenue per laser visit	
Total laser revenue	
% of total practice revenue from laser	

Opportunity mapping if you do not have laser

Estimate likely uptake and revenue:

Condition	Estimated eligible patients per year	% you expect to convert to laser treatment	Avg laser visits per patient	Avg revenue per laser visit	Projected laser revenue
Eg. Heel pain only	52 (1 per week)	70% = 36pts	5	\$130	\$28,800
Total					

Calculate:

- Payback period for laser purchase (cost / annual net income from laser)
- Profit per patient pathway incorporating laser (e.g., shorter recovery, fewer follow-ups, higher satisfaction)

Reflection prompts:

- Is current laser utilisation optimal?
- Which patient groups show best ROI for laser?
- If not installed, what conservative uptake estimate would justify a purchase?
- Do you have enough practitioner time to undertake laser therapy? (No, not always).
- Could an allied health assistant(AHA) undertake this in a spare room? (YES!!! Let me show you how!!!)

Practice Submission Template – Reflect, Review & Grow

Instructions: Submit your completed reflections, key percentages, service mix, target goals, and planning tables. **Do not submit actual revenue or dollar figures.** If you feel uncomfortable submitting your practice percentages, please ensure reflections are appropriately undertaken to convey that you have explored these aspects.

1. Service Mix & Trends

Reflection prompts:

- Which service areas grew fastest and why?

- Which areas declined and what may explain that?

- Are changes seasonal, referral-driven, staffing-related, or external?

2. Average Turnover per Patient / Visits

Reflection prompts:

- Which service area generates the highest value per patient?

- Where are you delivering most visits for the least revenue?

3. Target Vision & Ideal Mix

Set 3 measurable targets for next year:

1. Target number of consultations per service area (in % or relative scale)

2. Target number of new patients per area

- 3. Other qualitative or operational goals (e.g., reduce wait times, improve patient satisfaction)
Use the SMARTR Construct

S – Specific: Clearly define what you want to achieve.

M – Measurable: Include metrics to track progress.

A – Achievable: Ensure the goal is realistic given resources and capacity.

R – Relevant: Align the goal with your practice vision and priorities.

T – Time-bound: Set a clear deadline for achievement.

R – Reviewed / Rewarded: Regularly review progress and acknowledge milestones.

4. Staffing & Capacity Planning

Reflection prompts:

- Can the current team meet your target mix?

- What recruitment, rostering, or skill adjustments are needed?

- If hiring, what skills should a new clinician bring?

Optional scenario planning (without financial figures):

- No new hire: additional workload required per clinician

- Part-time hire: projected consultations added

- Full-time hire: projected capacity increase

4. Laser Therapy Impact / Opportunity

Reflection prompts:

- Is current or projected laser utilisation optimal?

- Which patient groups show the best return on investment (ROI) for laser?

- Could an allied health assistant support laser therapy to improve utilisation?

5. Reflections and Key Learnings

- Key insights from trends in service areas

- Observations about practice efficiency and patient pathways

- Opportunities for practice growth or optimisation

- Action steps for the next 12 months

Week 2 workbook will be provided following the week one presentation.



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