



Pulse Point Practice

Mind Over Metrics

The Opening Sequence

Why effort stops working and clarity
becomes the constraint

pulsepointpractice.com



PART 1



WHY HARD WORK STOPS WORKING



There is a stage in a chiropractor's career that almost no one warns you about.

It comes after survival, not before it.

You're no longer guessing where your next patient is coming from. You've built momentum. You're busy. You're respected. On the outside, it looks like success.

And yet something quietly changes.

Decisions feel heavier. Small problems linger longer than they should. Growth feels fragile instead of exciting. You're working hard, but the return on effort is shrinking. More motion does not create more clarity.

This is not burnout.
This is not a lack of motivation.
And it is not because you are
doing something wrong.

It happens because the rules have changed.

What built the practice no longer
knows how to run it.



In the early years, effort works because complexity is low. You make decisions quickly. You wear every hat. You rely on instinct and grit. And for a while, that's enough.

But eventually, effort stops scaling.

More hours don't solve deeper issues. More metrics don't create direction. More tactics don't resolve misalignment. What once felt like progress begins to feel like pressure.

This is the moment most clinics stall.

Not because the doctor isn't capable.
But because the thinking that built the practice has reached its limit.

I wrote this book after watching this pattern repeat itself for years, first in my own life, then in the lives of the chiropractors I've coached.

Before systems fail, thinking fails first.

The pages that follow are not meant to give you answers yet.
They're meant to help you see where you are.



PART 2



BOOK EXCERPT

Pages 7-11



I graduated school with the goal to help patients but I had no clue how to proceed. I knew I needed space, equipment, and clients, but lacked any roadmap for achieving these essentials. I started by examining different approaches. Perhaps I could work for an existing clinic in Indianapolis, I thought. I visited multiple clinics, but none resonated with my vision of patient care. I wanted to take time with patient examinations, truly understanding patient needs while integrating soft tissue work, medical acupuncture, and rehabilitation with traditional adjustments.

I then explored the partnership route, but quickly realized that not every potential partner shared my goals, ambitions, or integrity. Within two months, this path proved unfeasible and misaligned. I was left with the option of opening my own clinic. So many questions arose without clear direction:

**What location should I choose?
How would I finance it?
How would I market it?**



The primary challenge was patient acquisition. If I opened a practice, how would I get patients through the door? I didn't have the budget for Google Ads, having graduated with hundreds of thousands in student debt. I didn't even know what to call my clinic, let alone how to decide on a logo or a brand. I knew I wanted it to be a business name; I didn't want to be known as "Charbel Chiropractic" or something similar. But I didn't know how I should go about naming my clinic.

Networking seemed like a viable option to get started, but which events were best? Which associations should I join? How should I approach people? These questions only created more uncertainty.

I eventually found that the best place to start is to get involved in something you're passionate about. If pickleball is your passion, find a pickleball facility that matches your values and participate there. But do it because you love pickleball, because you want to connect with people, and because you want to create community. Approach it from alignment, from a heart that genuinely wants to connect with people and be part of a community you truly care about and share similar values with. Do not engage with hidden intentions, because people will eventually see through that.



You cannot build an aligned framework for your business if you're not aligned with yourself. You cannot force yourself into networking solely for business purposes while doing something you'd rather avoid. The alignment must begin internally.

Fitness was my passion. There was a gym near my home that became my natural gathering place. I genuinely enjoy connecting with people; this aligned naturally with who I am. After being at that neighborhood gym for several years, I discovered CrossFit and connected with Indianapolis's largest CrossFit gym, Naptown Fitness. This became my way of creating community around me. I even met my wife, Betsy, at that gym.



The goal is authenticity in relationships and truly knowing the humans you're working with rather than viewing interactions as transactional. When you're genuinely present, an expert at what you do, love what you do, and connect naturally with your community, people will gravitate toward you for care. Once you have clients interested in your services, new questions arise:

- **How do you approach the details of patient exams?**
- **How do you propose treatment?**
- **How do you handle insurance verification or out of pocket patients?**
- **How do you structure treatment plans, determine charges, and manage billing?**

These questions created uncertainty, amplified by my feeling that I had one shot at success. My parents depended on me and I had no fallback plan. I had to make this work. My parents gave me all they could to get me to where I was, so I was afraid to disappoint them. My biggest fear was that when it came time for me to help my parents, I wouldn't be able to help them. They didn't have a retirement plan, they didn't have 401k, they didn't have social security, they didn't have funds. So how was I going to come up with the resources to take care of them?



Along with these worries, additional questions mounted about space:

**What lease terms should I accept?
What location should I choose?
Would banks loan me money to develop a
space?**

Looking back, with proper guidance, I would now recommend finding a space where you can rent a room. Seek successful practices like orthodontists, massage therapists, gyms, or healthcare facilities where you can rent space without long-term commitments, sometimes even month-to-month arrangements. Avoid long-term commitments until you prove yourself and establish connections.

My first clinic ended up on the east side of town through chance rather than strategy. While chatting with a group, I met a family medicine doctor with orthopedic training who had an extra eleven-by-twelve-foot room that he wanted to rent. I jumped on that opportunity.

The next challenge was purchasing equipment with massive student debt. I needed furniture, equipment, and a treatment table.

Fifteen years ago, tables cost around \$10,000, but graduating students in debt have no surplus income. I had to borrow \$9,600 from my cousin to buy my first table.



With student loans no longer providing cash flow and minimal patients initially, how do you pay living expenses? I found work bartending on Thursday and Friday evenings plus weekends to pay for food, expenses, and clinic rent. I even had roommates to help keep my costs ultra minimal. I put my ego and societal image aside, staying grounded and finding ways to keep expenses minimal while generating income for life's basics. Still, new fears emerged during this period. How should I request payment? How do I discuss copays? I even feared asking to be paid for the value I provided.

Fear can hinder success; clients might not recognize your true value if they perceive you as fearful, uncertain, or unconfident.



Fortunately, I had a friend with a clinical psychology background who helped me to create value in my proposition and package it in ways that I could verbalize to clients, exchanging the value I provided for appropriate fees. My friend introduced me to several psychological principles that helped me in the creation and operation of my clinical practice. I will share those psychological principles throughout the book.

When you're starting out with questions and fears, remember: you're exactly where you should be. Even though it's uncomfortable, that is what the beginning looks like. You're not failing. You're just building without a blueprint.



PART 3



CONNECTIVE NARRATIVE

What You're Experiencing Has a Pattern



What you just read is not a mistake you made.
It's a phase almost every chiropractor passes
through.

Early effort is fueled by passion, necessity, and
survival. But as responsibility grows, clarity
becomes more important than intensity.

This is where most advice fails.

Tactics solve surface problems.
Alignment solves structural ones.

Mind Over Metrics was written as a progression,
not a collection of tips. Each section of the book
reflects a different pressure point in the evolution
of a practice.

The next section comes from deeper in the book,
not because it's more advanced, but because it
reflects what happens when growth outpaces
clarity.

This is the phase where many practices look
successful but feel unstable.

What you're about to read is not the solution.

It's the moment right before clarity arrives.



PART 4



BOOK EXCERPT

Pages 25-27



Through talking to the community, meeting people, and asking questions, I began finding gradual solutions to my start-up issues. There was a school nearby with nursing staff who needed certain hours for course requirements, like a preceptorship for graduation. I hired front desk help through the school, where they gained experience and necessary course credits for graduation. I received help that wasn't free, because it required my time to train and support them, but there was no financial transaction. This arrangement worked for a long time.

Little by little, I shifted into a CEO role where I was coaching others, utilizing bankers and accountants, and expanding my clinic. After three to four years, I realized I needed to hire someone permanent rather than retraining new students every four to six months. It was a significant milestone when I hired my first permanent person. Amie is still with us today as our Office Manager and Director of Operations for all three clinics. She has been an invaluable member of the team. All this chaos slowly settled as I started reaching more goals and creating more clarity around me.



Subsequently, I discovered an organization called Entrepreneurial Organization (EO). EO is a group of like-minded business owners who meet monthly to share their highest highs and lowest lows, reflect on their month, and share experiences. It's like having a board of directors that you meet with monthly, but in a more personal format. Through this organization, I found immense growth. My mindset developed further from a clinician and practitioner perspective toward being a CEO and a business strategist. Joining EO was one of the best business decisions I made in my career.

In our practice, the clinic has ONE SINGLE RATE for each service. The out-of-pocket (OOP) rate is simply a set discount for paying at the time of service. This is a critical CEO-level decision. It eliminates confusion, ensures fairness, and makes billing predictable. When we bill any insurance, our singular company rates are sent out. This transparency is a non-negotiable part of our operational integrity.



A friend in my network was the owner of one of the largest HVAC companies in the state. We enjoyed our conversations and he shared many business gems with me. I asked him one day, "If you had one piece of business advice to give me, what would it be?" He said, "Bring on other doctors, train them, and you can help more people in the community."

That resonated with me. I started looking into developing my training program at my clinic. Not long after, I hired the very first doctor to expand my clinic.

The turning point came when I stopped seeing myself only as a chiropractor and began embracing the responsibilities of a business owner, strategist, and coach to others. That shift required a mindset rooted not just in clinical skill, but in clarity, resilience, and the ability to lead both myself and my team. Over time, I realized there were consistent patterns in how effective leaders showed up and guided their organizations forward. These became what I call the The Seven Traits of CEO Mindset.



The Seven Traits are abstract but powerful, and each trait builds upon the others. These are the core practices that help you maintain this mindset shift in both your personal and professional life.

1. Self-Alignment

As leaders, we cannot guide others if we have not first learned to lead ourselves. That begins with alignment by bringing our thoughts, feelings, and purpose into coherence so we can take ownership of our energy, stress, and emotions. From this place of clarity and vision, we are better able to respond rather than react. Leadership begins here, internally, before it can extend outward to a team.

In my own life, I noticed the difference immediately. In the mornings when I rush through prayer, meditation, or breathwork, I arrive at the clinic scattered. In team meetings or with patients, I am more easily agitated, defensive, and unclear. But when I take the time to ground myself, I walk in with a calm presence. I ask better questions, offer clearer solutions, and feel more aligned with my values and goals. My team notices the difference, too, along with my patients and my family.



The truth is, both alignment and misalignment are contagious. When I am centered, my team feels safer and more capable. When I am misaligned, that unease spreads just as quickly. That's why the real work of leadership begins with personal practices that cultivate self-alignment, like prayer, meditation, journaling, exercise, breathwork, or even extended silence through a retreat. These habits regulate our inner state and create the stability from which authentic leadership flows.

Your team deserves a leader who shows up aligned. And you deserve the peace that comes with leading yourself first. A CEO's energy must be protected. Our doctors follow a pre-day ritual:

- Look at new patient therapy logs and insurance terms.
- Visualize all patients for the day; be excited and grateful to see them ALL.
- Check treatment room cleanliness and supplies (needles, lotion, tape).
- Breathe and be present for every encounter.



The truth is, both alignment and misalignment are contagious. When I am centered, my team feels safer and more capable. When I am misaligned, that unease spreads just as quickly. That's why the real work of leadership begins with personal practices that cultivate self-alignment, like prayer, meditation, journaling, exercise, breathwork, or even extended silence through a retreat. These habits regulate our inner state and create the stability from which authentic leadership flows.

Your team deserves a leader
who shows up aligned.



PART 5



THE INTENTIONAL INTERRUPTION

Why Most People Stop Here



This is where many readers pause.

Not because they aren't interested.
But because partial understanding feels relieving.

Insight brings comfort.
Completion brings responsibility.

Up to this point, you can name the problem. You
can recognize the pattern. You can see yourself in
the story.

Finishing the book requires something different.

It asks you to stop reacting and start designing.
To move from effort to leverage.
From awareness to control.

Mind Over Metrics was written for chiropractors
who are no longer satisfied with understanding
alone.

The rest of the book exists for readers who are
ready to move from awareness to control.

Continue the sequence inside Mind Over Metrics.