

How to run a

by Eleana Needham BSc(Hons) DBA MLCHom MARH



Eleana Needham graduated from the University of Aston Business School and worked in education and business for over twenty years abroad and in the UK, before graduating from the Lakeland College of Homeopathy. Alongside her homeopathic practice, The Healing Pond, Eleana runs her own business consultancy which helps homeopaths set up or improve their practices and organises international speakers for CPD. In addition, she is a qualified Flower Essences Practitioner, Reiki Master, lecturer and author, as well as the Editor of the Lakeland Graduate Circle Newsletter.

When I started practising homeopathy one of the things in short supply was any concrete advice of HOW my practice should be organised. The BASICS were not there. Where was I going to obtain patients from? Where was I going to practise from? How would I promote my services? How about business cards, leaflets, accounts, website (oh, horror...)? I had to bring it all together myself and in the process I came to understand that practising homeopathy is not only the materia medica and the knowledge of keynotes. I had to make hard decisions and significant changes to my mindset. Discussing with colleagues, I also found a certain pervading attitude: a resistance to and almost a distaste for business. 'We are healers, we don't do business.' Having had a business background before my homeopathic days, I decided to pour my business experience into a homeopathic mould. What emerged was a cohesive model, stunning in its simplicity, which I am very pleased to be able to share with you!

What is a successful practice? What are the issues facing a modern-day homeopath, fresh out of college with a spring in her step and an abundance of good humour and high hopes?

In order to run a successful practice you have to accomplish an AIM or PURPOSE by actually APPLYING a PLAN or METHOD. How does that compare with how you are going about your homeopathic practice?

If you agree that 'success' means a steady flow of patients through your practice doors who are willing to pay your fees and take your prescribed remedies how do you go about finding those patients? What is it that will draw them away from the 'free' NHS to paying a

homeopath for his/her services? 'Because antibiotics are not good for you' is not an argument which holds much water when someone has to reach into their wallet!

So, you have to take a step back and make some basic decisions before you start agonising over who is going to cross your doorstep.

Change, change, change

First, you must always remember that running a practice is all about *managing, adapting and influencing change*. If you are not comfortable with change, you need to take a good look at what precisely it is that makes you uncomfortable: Is it the fear of poverty? Is it because you are not used to *influencing*



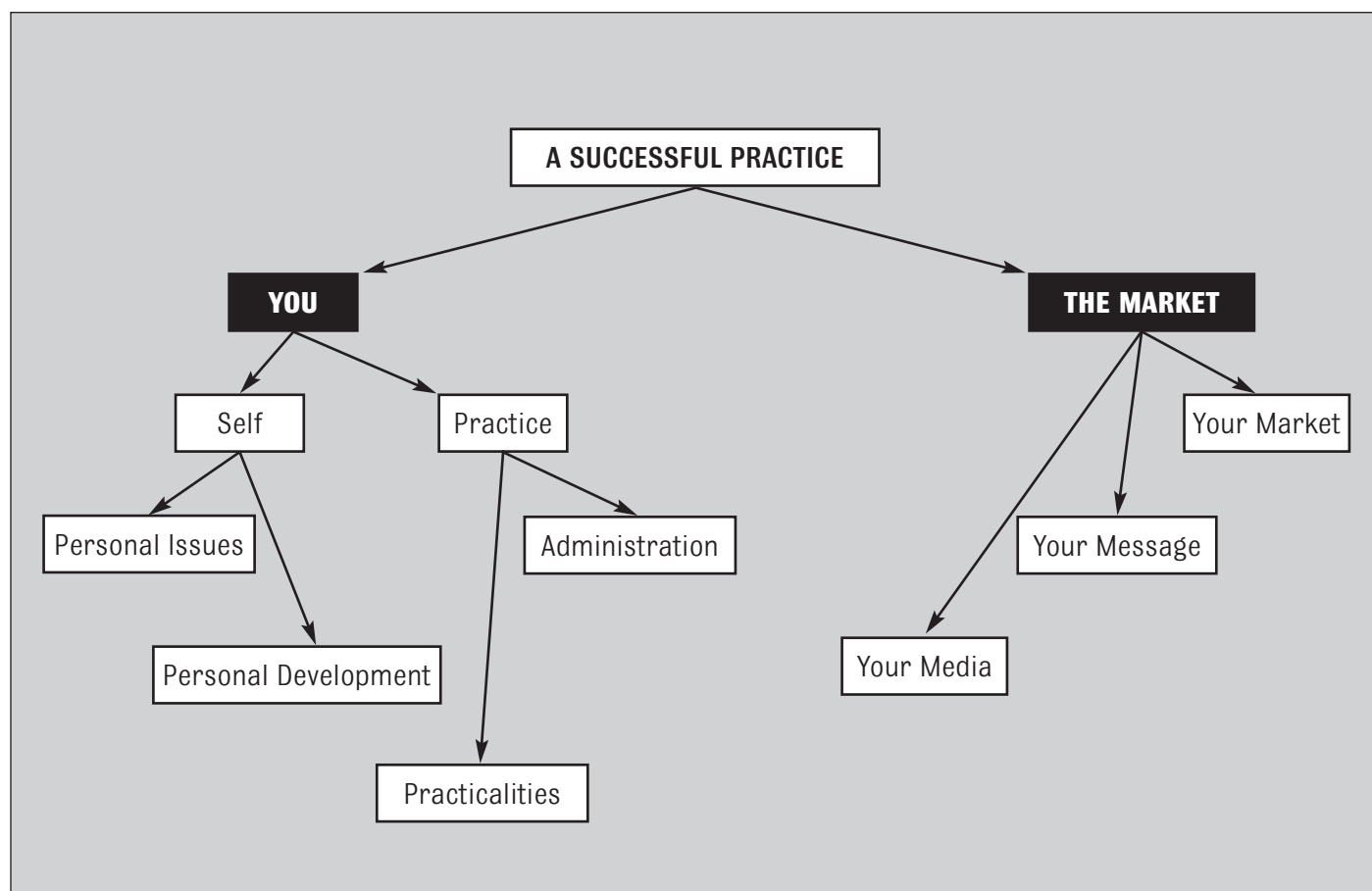
Eagle from the essences collection.

your mind, you must address them: perhaps most of all complementary practitioners/homeopaths should be aware that not only 'like cures like' but 'like attracts like'. If you are fearful, restricted and uncomfortable, your practice will reflect that to your ultimate detriment.

Early in my homeopathic journey, I discovered flower essences: flower or 'vibrational' essences can enormously aid a homeopath in her journey towards 'better practice', release blockages, support in times of major upheavals and instil faith in the abundance of the universe.

The box on pages 50/51 shows a small collection of essences which I have found invaluable in shifting perceptions and deeply held patterns of self-sabotage, as well as essences reflecting needs at the

successful practice



various stages of a homeopathic practice.

So let us focus on your practice: The way I see it, your practice is comprised by two very important elements: YOU and THE MARKET.

CLAMS isn't for mollusc!

There is no mysterious business jargon you need to be wary of here. The best way to approach setting up and running a successful practice is the same way you would

approach your homeopathic consultation: the CLAMS way of examining a patient can very easily become a yardstick of where you are and where you want to go with practising homeopathy. So let us

▷ take a good look at this:

- **Concomitants (4):** Identification of the issues concurrent with setting up/running your homeopathic practice.
- **Location (5):** Deciding where to practice from: home versus clinic space and location of.
- **Aetiology (1):** Why do you want to set up/improve your homeopathic practice: identify your needs and wants.
- **Modalities (3):** The matters influencing your choices and how to overcome 'obstacles to cure'.
- **Sensations (2):** Identifying what motivates and what demotivates you.

1. Aetiology: Why do you want to set up or improve your homeopathic practice: identifying needs and wants

Needs, wants, wishes, goals and motivation

We all have these basic needs which translate into wants which

in turn become wishes. These can convert into goals which may bring the motivation we need to satisfy the needs which created the cycle in the first place.

Identifying where you are with your needs and wants at any one time is very important because as you will see this will translate into identifying with your market.

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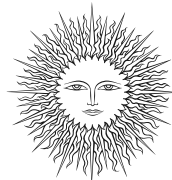
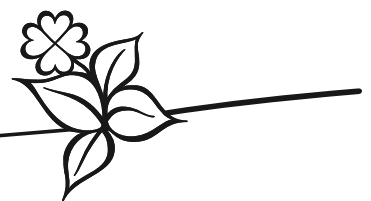
A need and a want are not the same thing. We all need transport but some of us want a Ferrari; we all need food, but some of us want organic produce.

As for wishes these are the ones we are usually advised to steer clear of because they never materialise! But as Estée Lauder famously put it once 'In the laboratory we create cosmetics, over the counter we sell hope'.

Wishes are very powerful if they are used in the form of affirmations or goals. Try to be positive and in the now, rather than wishy-washy and in the future: 'I am a successful homeopath with all the support I need to carry out my function', is a better place to start rather than 'I wish I could get the front room clear of all that clutter so I might be able to practise properly'.

So be sure you identify your needs and wants for they will formulate your affirmative wishing which will in turn shape your

flower



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Eleana holding a seminar.

goals. The motivation to achieve those goals can vary from the **NEED** you need fulfilling to the **WANT** you wish assuaged.

2. Sensations: What motivates and what demotivates you?

Abundance, harmony, relationships, love, peace, greed, gluttony, fear ... you can list a great number of motivators and demotivators. You need to be brutally honest with yourself when you are doing this. Because this will lead you to:

3. Modalities: Identifying and overcoming obstacles to cure

The main obstacle to cure is **YOU**, your **SELF**. You are a product of your upbringing, your soul, your mind, your emotions, your genetics, your choices. When you look in the mirror, what do you see? Whose baggage are you carrying around with you, weighed down, exhausted and without energy to do anything by the end of the day? Are you motivated or demotivated by fear? What is fear, except fantasy experienced as real? Fear is an emotional or physiological response to previous conditioning. Allow your training and your patients to teach you: where you fear to go next is your future growth.

Here I will freely borrow from business to introduce a model you may find very useful indeed to determine answers to the above questions and more besides. In business-speak it's called a 'SWOT' analysis, which stands for strengths, weaknesses, opportunities and

threats: It allows you to systematically and specifically list everything that might be of use to you in developing your homeopathic practice: I include an example below to show what a SWOT analysis for a homeopath might look like:

- **Strengths:** Good communication skills; excellent knowledge of material medica; empathy with patients; vast pharmacy, good support network
- **Weaknesses:** tardy time management; lack of promotional material; financial restrictions; fear of change
- **Opportunities:** New nursery open evening talk; local newspaper running a series of features on complementary medicine; space at a local clinic available

**Focusing on ONE thing,
to the exclusion of all
else, brings clarity
and direction to
your process**

- **Threats:** 30 other homeopaths within a ten-mile radius; overdraft needs to be paid off urgently; recent adverse publicity in the national papers.

One word of caution: be **VERY** honest when you do this exercise as it might throw up some interesting issues you were not aware of. Alternatively it will make you even more aware of those things which need to be tackled in order for you to progress further: As you know, obstacles to cure need to be sorted out before your patient can show an improvement in their health.

Your USP – or is it SRP?

USP stands for unique selling proposition and this is what answers the question: 'Why should someone come to you for your services as opposed to another practitioner?'

Let's have a little reality check here:

- When was the last time you felt utterly **IRRESISTIBLE**?
- **FEEL** it, **TASTE** it, **HEAR** it, **LIVE** it
- How afraid are you to be **REALLY** you?
- How tall is your **INVISIBLE** wall?
- **STOP** doing things because you are **SUPPOSED** to and start doing things that **FEEL RIGHT** for you
- Remember: it takes **NO EFFORT** to be yourself: it is **WHO YOU ARE** that heals, not what you do.

Remember SRP? The strange, rare and peculiar you look for in a patient which makes you go 'Aha! I now **KNOW** what remedy you need!' **THAT** is your Unique Selling Proposition! What really really makes you **TICK**, makes you different, unique, irresistible!

WHO are you?

Now I am going to introduce you to the most important principle: it is the one I harp on about to my students and seminar participants, till I am sure they are sick to the back teeth with me repeating myself: **FOCUS**.

Those of you who meditate will know that this little magic word is the basic principle of the whole process: focusing on **ONE** thing, (in meditation it is usually the breath), to the exclusion of all else, brings clarity and direction to your process. >

➤ So, how do you go about doing that? All you need to do is find **THE** internal quality which describes and represents you and keep it clear in your mind. Through that and because this internal quality is the foundation of your being, you can describe the results you deliver. These results are the answers to the following two questions:

- 'WHOM have you helped?'
- 'HOW precisely have you helped them?'

Once you are able to do that, you are able to make the transition from looking at **YOU** to looking at **YOUR MARKET**.

At the beginning of this article I made the distinction between **YOU** and **THE MARKET**. Under the **MARKET** heading there were three subheadings:

Your Market - Which patients are you targeting?

Your Message - What can you do for these patients (your USP)?

Your Media - How are you going to reach these patients?

a. Your market:

Which patients should you be targeting?

They are those people you identify with, understand and share common interests with. You recognise them because they resonate with you! Once you identify your target market, it is not difficult to find out what they want and then all you have to do is offer it to them ... It is really that simple.

Remember; **FOCUS** on that one quality which makes you unique: you do not have to pretend you are something you are not and there are people out there who want **ONLY** the services **YOU** can offer. By now you should have given up trying to persuade people that you fit *their* criteria. Instead you should be concentrating on attracting patients who **ALREADY** need your help.

In the course of doing the above you may discover that you become very specific as to which patients you are best equipped to serve: don't try to be 'all things to all patients'. Even if you are a fairly good all-rounder, you have one area you excel at, and enjoy doing it, too! So go back and answer these questions carefully:

- Who most needs what I have to offer?
- Who do I feel most drawn to serve?
- What benefit do people get



Sunflower from the essences collection.

All you need to do is find **THE** internal quality which describes and represents you and keep it clear in your mind

from my expertise?

- Who have I already helped?
- How have I helped them?
- What did they have in common?

Does this look a bit like doing a SWOT analysis on your environment rather than on yourself? Well, it actually is. So, as you see, the principles are the same, all you are doing is expanding and adapting them to allow you to understand your market.

How do you know you have found the right market?

Picture your ideal patient: **VISUALISE** them. Where do they live,

what do they eat, drink, drive, how do they socialise, what do they have in common: sport, job, hobby, health issue, clubs, magazines, websites. Can your ideal patients afford your services (both in money and time terms)? And, of course, do your ideal patients *want* your services?

Once you have taken the steps above, you can target prospective patients through various activities such as joining a clinic, doing talks, placing adverts, obtaining mailing lists or email addresses through websites ... Then, as these people come to you interested in your homeopathic skills, it is easy to point out exactly how you can benefit them. After all you **KNOW** precisely what they want!

One thing you must remember is that people don't always **WANT** what they **NEED**: think of the example of the need for transportation and the Ferrari. So, people need homeopathic treatment, but do they want your services? You need to be able to show your potential patients that you can offer them what they already want: point out the problem they have, then tell them how only you can

help them solve this problem: this way you are matching your skills and abilities to their needs and wants.

b. Your message:

Here is where the message comes in: it is in the process of pointing out what you can do for your patients that the message you want to put across is formed. And what is the core of your message? Your USP! This quality that makes you unique and is the one that your potential patients will resonate with.

So you see, all the time and effort you spent identifying your needs and wants, your SWOT analysis and your USP have come to fruition: you can use these tools to identify your patient group, their needs and wants and how only YOU can fulfil those.

You still have to be VERY FOCUSED: Your message has to be clear, specific and tangible: spell out the benefits your patients will

get by trusting you with their health issues.

For example, 'Boost your child's immune system with homeopathy during the winter months' is a lot more specific than: 'Homeopathy can help your child's health'.

c. Your Media:

Once you have identified your patient group (market) and then thought of the message you want to get across to this group, you might find that the media for delivering your message become obvious. Below is a small collection of possible media you may wish to explore further:

- local health clinics
- local independent health food stores
- local groups who organise talks and presentations such as the WI, various societies and clubs
- articles in local papers
- the internet

- various associations' printed vehicles such as newsletters and magazines
- classifieds in the local press.

Remember FOCUS: your message has to be short, relevant, resonate with your future patients' needs and interests, invite your patients to act *now*, and make it *easy* for them to act: asking someone to complete a ten-page questionnaire and post it to you requires a lot more effort than the immediacy of 'fifteen minutes' free telephone consultation' and a relevant telephone number underneath!

4. Concomitants: Identifying the issues concurrent with your setting up and running your practice

As John Lennon once put it 'Life is what happens to you while you're busy making other plans'. So it is crucial that you are aware what other issues or influencing factors are present in your life while you are in the process of



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A collection of essences for a successful practice

The essences presented here are not in alphabetical order. They are in the order they appear in this article in context with the various personal and professional themes examined.

Eagle (3)

For soaring above earthly matters to gain perspective and clarity.
Transcends the mundane and perceives the deepest truth.
Enhances spiritual and creative vision.
Facilitates opening to the divine for creative inspiration.

Butterfly (3)

Catalyst for transformation supports in times of emotional and spiritual transition.
Lightness grace fluidity in giving and receiving.
Harmonious balance of vulnerability and strength.

Bog Rosemary (1)

Lacking trust; immobilized by a fear of the unknown; inability to take risks in order to grow or heal.
Promotes the release of fear and resistance held deep in the heart; strengthens trust in Divine healing and support.

Fireweed (1)

Phoenix rising from the ashes – cleansing, transformation and reclamation after emotional/energetic devastation.

Bear (3)

For connecting with the power and the rhythms of the earth.
Supports the incubation of ideas, plans and dreams and brings them to fruition.
Cultivates strength, groundedness and power.

Beaver (3)

Provides support for creating the design for one's life.
Especially supportive in the beginning and development of new projects and endeavours.
Supports the acceptance of structure as a necessary part of the creative process.

Sunflower (2)

BOLDNESS and PHYSICAL STRENGTH.
Strengthens the quality of individuality and brings balance to the process of soul activation on the physical plane.
Weak sense of being in the world.
Increases the penetration of solar energy.
Dysfunctional relationship with father or one's identity as a father. Think also Red Helmet Orchid (1).

Fox (3)

Supports developing independence of thought and confidence in one's decisions.
Nurtures the ability to find clever solutions and make wise decisions when facing difficult situations.

BOAB (2)

Taking on negative family thought patterns.
Repetition of past negative experiences.
Releases prejudice and deeply held emotional baggage.
Engenders positive personal growth.

Devil's Club (1)

Create, inhabit and fill your own space:
'I have the right to be here. Any questions?'

Soapberry (1)

Fear of own power, constriction around the heart.
Breathing difficulties.

Cotton Grass (1)

Shifts focus away from the cause of pain to the healing process.
Releases pain by changing our relationship with it, especially when fixated.

Cassandra (1)

Focuses awareness.
Good essence for therapists and healers.
Aids in meditation, helps one slow down and NOTICE; encourages stillness of mind.

Green Jasper (1)

Reconnects body rhythms with earthly rhythms when there has been a disruption to the natural flow.
Helps us connect to the wild feminine.
Restores earthly sensuality and healthy sexuality.

Harebell (1)

Isolation, survival, fear of, lack.
Looking for love outside oneself.
Helps us remove self-imposed limitations to opening all areas of our life to Universal Love and the presence of the Divine.

Boronia (2)

Helps maintain intense focus.
Especially for creative visualisation.
Quietens the mind.
Helps with insomnia.

Northern Lights (1)

Being in yourself.
For cleansing and re-patterning our energies, at a very deep level. Helps us release energies from the heart which have been allowed to obscure our original life patterns.
Cleansing the heart from the masks identity puts on us.

Polar Ice (1)

An essence of transition and the completion of cycles.
For achieving a more patient understanding of the subtleties of time.

Helps us stay present in a place of pure waiting, with no anticipation of what is to come.

Tiger (3)

Being in the present.
Supports strength and focus.
Coming into the pure raw awareness and power of the present moment.
Nurtures spiritual strength and mastery.
Inspires the right action when faced with opposing or difficult choices.

Chimpanzee (3)

Nurtures connections with others and provides support for the socially inhibited or self-conscious.
Nurtures curiosity and self-expression.
Encourages living in harmonious community.

Dagger Hakea (2)

Annoyance, irritation.
Annoyance of resentment at anyone doing better than or defeating you instead of enjoying the competition.
Liver cleanser.

Five Corners (2)

Lack of self-worth and self-love.
Self sabotage.
For crushed-in personality; not being good enough.
Encourages self esteem and self confidence.

Columbine (1)

Weak sense of self.
Judging one's appearance in comparison to others.
Unable to appreciate one's own unique or distinctive beauty.
Strengthens our sense of self and the ability to project ourselves out in the world for others to see.

Paper Birch (1)

Confusion or disorientation about the direction life should take.
Unable to connect with deeper levels of insight regarding life purpose.
Encourages a gentle unveiling of the true and essential self that is present within.
Helps us gain a clearer perspective of our life purpose and how to live it.

Alpine Azalea (1)

Self-doubt.
Withholding love from ourselves.
Unable to have compassion for ourselves.
Helps us achieve unconditional self-acceptance through the release of self-doubt.
Opens our hearts to the spirit of love; teaches us compassion through understanding.

Otter (3)

Freedom, lightness and being alive.
Encourages expression of humour and laughter.
Nurtures a sense of not taking life too seriously.

Rabbit (3)

Supports the creation of abundance on every level.
Encourages and enhances creativity.
Nurtures confidence in one's ability to create the life of one's dreams.
Provides support when dealing with lots of change during busy periods.

Covellite (1)

Brings strength, clarity and definition to the auric field.
Acts as a protective filter that encourages us to relax energetically, thereby enhancing our natural ability to receive love and support from the environment.

Yarrow (1)

Oversensitive to the environment; looking for protection from outside rather than from within the self; integrity of the aura has been compromised by injury or trauma in this or another lifetime.
Seals energy breaks in the aura; strengthens the overall integrity of the energy field; helps us know and be the source of our own protection.
Think also Fringed Violet (2), Turtle (3) and Armadillo (3).

Sunshine Wattle (2)

Being stuck in the past; expecting a grim future; hopelessness.
Allows for optimism; acceptance of the beauty and joy in the present; joyful expectation.

Silver Princess (2)

Feeling aimless, despondent and flat; lacking direction.
Allows for clear sense of purpose, motivation and direction; helps the transition period between the achievement of an important goal and the next project.

Chrysoprase (1)

Harmonises and synchronises the subtle bodies with the heart energy of the earth; helps us accept the earth as our home.

Azurite (1)

Grounding communication; opens and strengthens the connection between the feminine earth forces and the fifth chakra; helps us communicate with vitality, authenticity, and gentleness.

Cattail Pollen (1)

Standing tall and straight in your power; challenges and confrontations to your truth.
Firmly connected to yourself; masculine power; the iron fist in the velvet glove.
Solar Plexus; deeply held patterns of trauma, resistance pain or fear.

(1) *Essences from Steve Johnson's Alaskan Flower Essence Project.*

(2) *Essences from Ian White's Australian Bush Flower Remedies.*

(3) *Essences from Daniel Mapel's Wild Earth Animal Essences.*

▷ putting together your action plan regarding your practice. Again, the key word here is FOCUS. As you do with your patients, you must identify the external factors which may play an important role in your plans.

BE PRESENT IN THE MOMENT: understand that you do not operate in a vacuum and that everything happens for a reason. Being present in the moment allows you to recognise what is happening *now* and what effect it is having on your plans. It also allows you to be flexible enough to change route if you feel you need to do so. Trust your inner guidance and be true to your uniqueness – your USP.

a. Competition

Let us take competition for example. The most glaring incident I recall is from one of my clients who came for advice regarding setting up a chiropractic clinic in a local village. He had already gone into

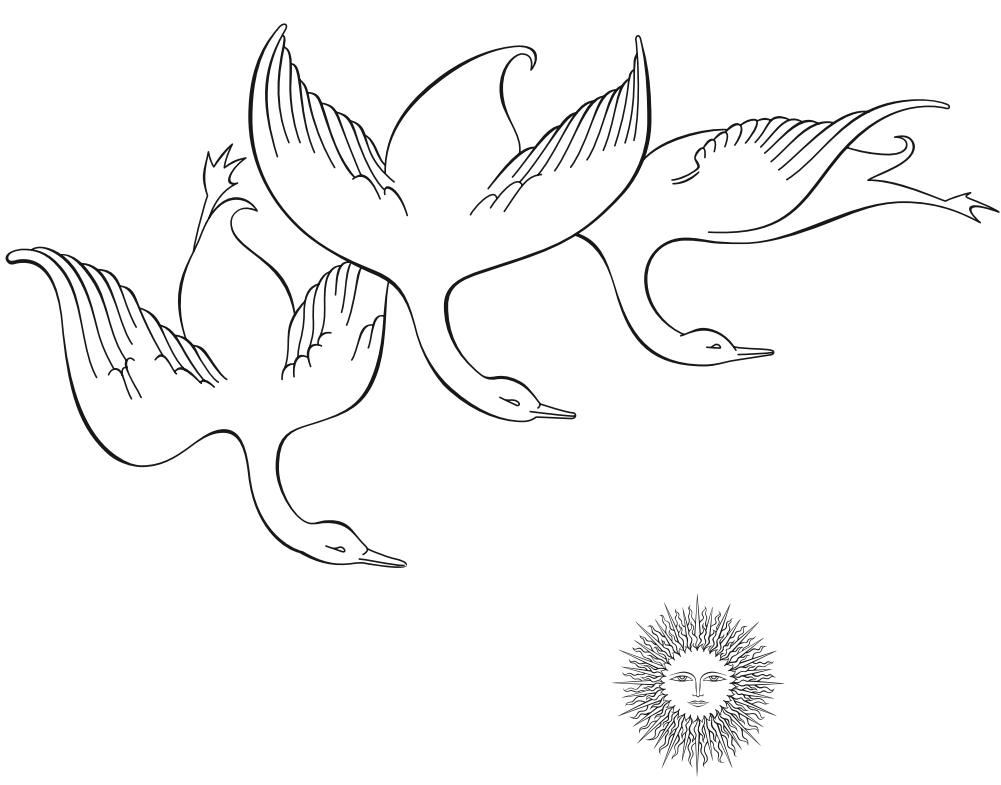
considerable expense both financially and time-wise to lease premises and renovate them in order to open up this clinic. It was just a week before the ‘opening’ that he found out that there was another long-established and very well respected chiropractic practice in the village ...

So what do you do with competition?

Understand that you do not operate in a vacuum and that everything happens for a reason

- i. **Research:** local intelligence is crucial. You need to know your market: but then, hopefully you have already done your SWOT analysis and your USP and you know what your patient market is and how to reach them.
- ii. **Be confident about your USP:** it is the one thing you have that nobody, nobody, nobody else can offer your patients. So FOCUS on your USP.
- iii. **Allow:** This will allow for that competition which is healthy to thrive and provide enough variety so that you stand out with your USP without fear!

To return to the client with the chiropractic clinic problem, I pointed out that the first thing he needed to do was find out precisely what services the other clinic offered. He discovered they offered only chiropractic. My client, however, was able to offer the additional services of a masseur, an acupuncturist and a reflexologist. His clinic’s USP



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was the wider scope of complementary therapies on offer. He focused on this in his message and within the first four months his clinic has already broken even cost-wise.

b. Pricing

Which brings us to the very sensitive issue of pricing:

- Are you worthy to receive?
- What are you worth?
- What are you going to charge?

i. Knowledge of local market

This is where knowledge of the local market is so important. It is unrealistic to charge top prices in a depressed area, in the same way that it is inadvisable to charge peanuts in an affluent one: you MUST factor in people's perception of pricing. Awareness of what the competition is charging is also paramount: you can then decide whether you wish to compete on price, quality and variety of services or a combination thereof.

ii. Self-worth

But all the above do not matter one jot if YOU do not feel you have priced yourself correctly: too little and you will feel demotivated and financially insecure, too much and well ... most homeopaths I know charge very little, yet feel they should either charge nothing or charge even less. I have not come across many homeopaths who charge 'enough', let alone are 'expensive'. What I have also discovered is that this reluctance to charge has nothing to do with the supply and demand of the 'marketplace': it is firmly rooted in the lack of self-worth that most of my colleagues display.

Let me ask you two simple questions: The first question is: How much did your education and associated sacrifices cost you to become a homeopath and how do you propose to recoup these costs. And the second question is: Why are diamonds sought after and would they have the same allure if they were ten a penny? No prizes for guessing the right answer...

Establishing your self-worth is one of the most important things you need to do before you start your practice. Hopefully you are already well on your way to doing this having determined your SWOT and USP.

Establishing your self-worth is one of the most important things you need to do before you start your practice

5. Location, location, location

In the 'location' I shall include the following:

- Image: stationery, brochures, answer-phone message
- Boundaries: working hours; travel; phoning-in times
- Services/products and their availability through telephone and/or email
- Fees: concessions; discounts.

The reason I have included all the above under the location rubric is because they all have some relevance with it: they form the 'physical' part of your USP.

a. Image

Your 'image' is your USP as you project it to the world, to your market, to your patients. It is your declaration of identity and your unique pheromone which attracts those patients you resonate with. Decide on a consistent image and announce it across the board with all your literature: it does not look too professional if your business cards are cerise pink with soft flower images while your compliments slips are blocky and post-modernistic.

b. Boundaries

Whether you decide to work from a clinic, your front room or the shed in your back garden you need to establish clearly delineated boundaries from the very beginning: allowing patients to phone you past midnight is an option, ONLY if you declare it as such! If you find your boundaries are being eroded or non-existent, you will burn out very very quickly.

Use technology to help you, not hinder you: return calls left on your answer-phone; respond to

emails sitting in your inbox. These might appear self-evident issues; however, people can be seriously put off by perceived lack of interest in their well-being once they have made the effort to contact you.

c. Services/ products

What precisely are you offering your patients? Homeopathy only? Flower Essences, nutritional advice, NLP, EFT, etc ... make sure your literature clearly states your services and products.

d. Fees

Make sure your patients understand precisely what they are paying for. There is nothing as sure to drive patients away as being put on the spot or embarrassed about paying fees they did not expect to pay. Be VERY clear as to what your prices include: consultation only, consultation and remedies, additional support between visits ... Be creative with your pricing so your patients feel they have had value for money. Of course, this goes back to you believing in your own self-worth.

Your 'image' is your USP as you project it to the world, to your market, to your patients

Under the 'location' rubric I include other 'practicalities' such as:

- Professional body membership
- Insurance (which can come as part of the membership)
- Record keeping, accounting and tax issues
- Data protection.

Being part of a professional body is invaluable in a variety of ways including keeping you up to date with political issues, legislation and in supporting you with continuing professional >

▷ development, supervision and printed literature and publications. This professional body should be able to point you in the right direction for most of the above issues I have listed.

One word about record keeping: make sure your housekeeping is in order so you can avoid undue anxiety and stress ... reaching for the *Aconite* won't achieve much if your tax return is due tomorrow and you have done nothing about it ... (miracles happen to those who prepare for them!).

And last but not least, I shall freely paraphrase from Dr Bach's idea on flower remedies and invite you to invoke the following into your process:

The Seven Helpers:

- Friends
- Enemies
- Self
- Discipline
- Humour
- Awareness, and
- Stillness.

And above all ... FOCUS!

Being part of a professional body is invaluable in a variety of ways

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ACKNOWLEDGEMENTS

Thanks go to Karin Mont, Steve Scrutton, Patty Hemingway, Meg Brinton, Ian White, Beth Tyers, Steve Johnson, Ann Callaghan, Arthur and Christine Bailey, Daniel Mapel, Anne Waters and Ian Watson.

Eleana can be contacted at eleana@thehealingpond.com and more images and graphics can be found at www.thehealingpond.com.

Letter

The current attack by the doctors on CAM is an indirect attack on the Department of Health (DoH) for which Prince Charles is taking a beating. The situation goes like this:

Because of the lower cost of CAM therapies and the increasing costs in the NHS, DoH is desperate to limit the ever-increasing outgoings. To do this DoH has given more than a million pounds to the Prince's Foundation for Integrated Health (FIH) to support the writing of standards, registration, and accreditation procedures for a number of CAM therapies including homeopathy.

This was done so that those therapists registered with DoH's

support and guidelines would then be acceptable to be employed by the NHS.

Although it appears that the above has been initiated by the FIH, the FIH is working to an agenda set by DoH.

Further, if one reads all of the Smallwood report, it would be noted that Smallwood recommends that CAM therapies should be considered for use in areas where the NHS system is unable to provide support to patients. In other words Smallwood recommends that CAM be considered for application in the 'nooks and crannies' where the NHS finds it difficult to operate. The Smallwood report gave a positive but

limited approval of CAM, not the negative stance as noted in the attacking doctors' letter.

It is evident that a segment of doctors have become threatened by what they see as the direction in which DoH is moving. And what we have just experienced is their way of hitting back at the department without doing it directly – very English, that!

Jerome Whitney