

Primary Care Cures

Episode 85: Mark Henderson Leary

Ron Barshop:

This episode is brought to you by the MediSearch Institute. What happens when patients cases become too complex to solve in a typical 30-minute visit? Well, we've all had those super thick, super deep patient history nobody's looked at in a long time and gone back through. Well, I'll tell you what happened is those patients bounce around from doc to doc without getting any answers or making any progress. These patients are trapped and lost in a maze.

Ron Barshop:

Well, MediSearch is here for those doctors and for those patients. Their motto is we solve the unsolvable. Their process is rather simple. Dr. Trent Talbot, the founder, assigns a team of medical detectives, typically three MDs and one PhD to each case. They research the latest breakthroughs and clinical trials and they elicit the opinions of 10 to 15 world-leading experts per case. They purposely seek out experts who will come at each case from a different perspective, the Bayesian method. Altogether, they will put in over 250 MD hours for every case. That means 500 times the amount of brain power that typical doctor can afford to offer.

Ron Barshop:

You know most problems in health care are fixed already. Primary care is already cured on the fringes, reversing burnout, physician shortages, bad business models, forced buyouts, factory medicine, high deductible insurance squeezes the docs and is totally inaccessible to most of the employees. The big squeeze is always on for docs. It's the acceleration of cost, deceleration of reimbursements. I want you to meet those in this show that are making a difference. With us, Ron Barshop, CEO of Beacon Clinics, that's me.

Ron Barshop:

I don't know what's worse, isolation, or handing our national treasury to monopolies with a unanimous vote from Congress. \$2 trillion was just voted on, so you could get your PPP loan, which has dried up for many people by the way. But the irony of this \$2 trillion handout is that the hospitals now have a Marshall Plan. The actual Marshall Plan was less than today's dollars and it turned non-democracies into democracies and open transparent economies, it literally saved the world. I don't know if we're saving the world by propping up these monopolies. Yes the volume is down 45 to 60%, we've gotten 129 news reports just in the last five days, announcing layoffs and furloughs to accommodate the C19 I get it, okay? They are defacto in monopolies though in every single market, and that's not my opinion. There's not a single highly competitive hospital market that remains in any region of the United States, according to the standard metric measured by the FTC.

Ron Barshop:

So we are bailing out some companies with offshore tax haven accounts, with billions of dollars in Massachusetts. We have stadiums named after other hospitals, maybe in your city, mine has it.

They have private jets and skyboxes and country club memberships. A 150 billion bailout, that's greater than the GDP of 115 countries members of the United Nations, that's incredible. It's a second Marshall Plan for big insurers coming next, they too are at the trough begging for what is a textbook monopoly bailout, state by state. The big bookers are essentially in control, they price the power. If you think about this, the Bigs are now collecting premiums for the last six weeks, and for the next six to eight weeks, yet their payouts are diminimous. Their claims are limited to a fraction of the previous hospital stays, we know that because hospitals are half. The telehealth visits, the COVID visits. Half the primary care, we know that's for real. The meds are still at full force, but the big chunk of change that the insurance companies would write checks for in these six weeks and the next six weeks, our hospital stays.

Ron Barshop:

They're not paying that out anymore, yet they're still collecting most of the premium. Certainly there've been furloughs, but they're relieved basically of the burden and they have all of the benefit. They're going to be recording record profits, and here's what we're hearing. We're going to be looking at a 45% increase in the next renewal period that you have with your insurance company, so it is bailing out monopolies our new national priority, does it serve the patient? Does it serve the doctors, nurses, and care teams? Does it serve the employers that pay for the whole machine? Does it pay for 90% of us voters who don't work for hospitals and insurance companies? I live in a future where we all win for a pleasant change, I live in the world of direct primary care with me and my employees, reference based pricing, direct contracts with independent imaging and independent surgeons, transparent pharmacists, transparent specialists, and 120 different verticals especially mental health and musculoskeletal.

Ron Barshop:

If you have a musculoskeletal innervation with a direct care, you're going to eliminate 80% of your scheduled ortho surgeries. Great direct contracting upfront saves a lot of costs downstream. Walmart discovered it as I've said in my rants before Caterpillar, and millions of more employee benefits are benefiting from direct contracting that sidestep are nailed down pricing from these non-transparent monopolies. You can too, we must. I'm looking forward to talking today to Mark Leary, he's a professional EOS implementer and a former entrepreneur himself before you started this business, and today we're going to talk about a lot of interesting subjects. Mark, welcome to the show.

Mark Leary:

Thank you for having me, Ron. I will argue that there's no such thing as a former entrepreneur, I think once you're in, you're the animal for life it's a different kind of person.

Ron Barshop:

Yes. Well, I've watched your training and you do speak from a different perspective than somebody who's the coach that never succeeded and became a coach.

Mark Leary:

Oh well, you say that. Every coach whose succeeded, definitely did fail. My asset pool comes from lessons learned for sure, it makes the hard life and all those mistakes feel good to be able to convert those to successes for other people down the line.

Ron Barshop:

Mark, I've discovered a new system for running a business remotely on Zoom called EOS that's the Entrepreneur Operation System. Can you tell us a little bit about what that looks like from your perspective as a coach?

Mark Leary:

Yeah, absolutely. So EOS is a system of tools to help you really run a better business. It's about helping you get what you want from your business by implementing a set of simple practical tools for all parts of the business that create three things, vision, traction, and health. What I mean by that is we have to start with getting your leadership team on the same page about where you're going and how you're going to get there. You have to create a space to have an accountable leadership team, we call that traction. Health is when we get this team to come together as this healthy, functional, no politics, highly open and honest team that can really execute at a high level. Once we do that at the leadership team level, we've earned the right and created the model to invite the rest of our company in, so we've got this clear vision of where you're going, we've got this accountability and discipline all throughout the culture and a healthy functional team end to end.

Mark Leary:

That is something that was created over 10 years ago for war time and in peace time alike, and now we find that companies that were able to get by with bad habits in an in person world, it's the truth time. You have to have clarity, you have to have clear vision, you have to have all the things in place for accountability, and you have to do everything you can to remove anything that's preventing health, and in a virtual world all those weaknesses are exposed. So the utility of a tool set to get that to happen is just exponential right now.

Ron Barshop:

I love one of the toolkits, tools in your toolkit called scorecards. It's not going to go to the boss and get you in trouble, you're not going to get your raise or you're not going to get a promotion, but it allows us to scorecard every one of my medical texts on a 24 count system, six of which are soft skills, the rest are hard skills. Are they a zero? Does not meet expectations or afford, they have something to teach us way beyond expectations and everything in between. So on these 24 parts of our scorecard, we can literally coach them into getting back into the threes and fours when they're in the ones and twos for different areas, because most people are good at something or great at most things that they can use some coaching. You're not going to get your raise because you got a lot of threes today or twos today. A three exceeds expectations, but the two does not meet expectation.

Mark Leary:

The scorecard is a great subject, because I talked to a team just yesterday and then they're like, "We're concerned about having people work from home, we don't feel like we can do that and

have them productive." That's a very common early stage entrepreneurial leadership fear, they're not going to work. Well, that's a leadership fear, not a reality necessarily, and the scorecard is a tool that goes right to the heart of that and how that comes about is that every business... Well, there are six key components in EOS and one of those six key components is data. Every business needs data and in any business today is usually not running short of it, right? So you know this and in the healthcare world, a lack of data is not the problem, what is a problem is actionable data.

Mark Leary:

So in the EOS system, we focus on five to 15 weekly metrics of activities that are leading indicators that when we follow these behaviors, we get the good results we want, and this is focused on the team in particular. So every single team would have its own scorecard that would focus on these five to 15 metrics that are the activities on a weekly basis that when you get to the end of the month, you get the results you expect, and that is one of the first tools we have to look at if we're going to expect predictable behavior from a team that we don't get to literally look over their shoulder.

Ron Barshop:

So scorecard gives me the data because I can see again, are they... I don't know, what's four times 24? A hundred? Roughly a hundred? Are they a 100 or are they 99 or an 88? And I wouldn't probably look at them if they're in the eighties, but if they're in the seventies or sixties, I would ask their supervisor, "Is everything okay? Is this somebody that can be turned around? Are they facing a personal crisis? What's going on here?" So it's not my job to have a dotted line to that employee that's on the front line of my company, but I do want to have insight into what's working and what's not working for coaching, and then we can do the same for the coaches too. So just love the scorecards, you can turn anything into data.

Mark Leary:

The coaching is exactly right. So when we do the traditional trailing indicator approach, and I want to just kind of push that out to anybody who this is normal, right? If you have never sat down and ask yourself, "Are we looking at leading indicators, which are typically activities versus goals?" Then you probably are looking at trailing indicators, then you're probably looking at revenue, dollars, and results and you need to know that, but with you looking at the results it's too late, you can't fix it. So if you're going to coach, you have to look at these leading indicators, which are sometimes harder to tease out because we don't always know what the behaviors are that yield the good results so we got to experiment and get a scorecard we love that looks at those activities that if we see, "Hey, you're not doing as much of the things that I expect you to be doing and let's talk about it now."

Mark Leary:

It's not a problem yet, but if you don't get your activity level up, or in some cases your activity level down in negative activities, we're going to see a problem down the line and you can have the conversation early and get people on track, and then you get a lot more success.

Ron Barshop:

I don't know that there's a way to measure this, I'm going to imagine that everybody that has somebody like you for coach, that's using an entrepreneurial operating system like EOS is, is going to have a much higher pivot to move into a new area from these crazy times, or they're going to have a much better ability to run a meeting remotely by Zoom, because they've already been doing it. Talk about the resilience that you get when you have an operating system versus those that are upset right now and just lost.

Mark Leary:

Oh, there's so many stories on how it affects both struggling companies and succeeding companies, because when uncertainty hits you, you're overwhelmed with lots of things you need to know and learn and how do you discern what's important and what's not? And where do you focus your energy? So EOS is built around one concept and that is focus, and we run the exercise to get a sense of where we're going, what are the next steps to get there, why are we doing this, and what is our purpose? And it allows us to tune everything else out. So one of the things we really have to get clear on is what do we want? So if we're going to try to grow or grab market share or shore up our reputation that comes from those conversations, because the odds are high if you don't run on a system like this, that you've got people trying to do all of those at the same time and that means you're all rowing in different directions.

Mark Leary:

So it doesn't matter your state, the idea is to get on the same page so you're not working against each other, because I can promise you if you haven't had the conversations to get clear on what your priorities are for the long term, the medium term, and the short term, if you've been upset by some form of chaos, you are working against yourself.

Ron Barshop:

Can I tell you what my favorite part of watching an [Elton 00:11:46] meeting is a weekly meeting and I got to watch one and I love the initial check in, it's what's the good news for the day, what's happening good in the last week since we talked to you? I love starting a meeting like that, what a nice way in times like this, we're all cooped up, we need victories, and then we give everybody the chance to celebrate their victories, what a great way to start a meeting.

Mark Leary:

Well, we've been doing that for years. I've done that in various capacities, and when I got exposed to EOS, I found it was a foundational part of that. [Wison 00:12:13] experience, I realized there's depth to that and I want people to... And I did some videos on this topic that good news does not mean lie to yourself, this is a tough time for a lot of people. So I really encourage people and I've seen teams to come together and rally with the bittersweet honesty of it has been very tough, I have had a very difficult time with my family or with my situation, whatever it is, we've had some major losses, but I'm grateful for X, I'm grateful to be here with you today, I'm grateful that this is the team I'm with, I'm grateful that we had one good piece of good news yesterday, and that kind of thinking, that's what starts to bring out the Stockdale Paradox from the Good to Great.

Mark Leary:

Do you know the idea of we must be in touch with reality and you should not deny things that are real, that you need to adapt to, and you should also get your mind focused on getting the nose up? There is a way to do something good with what we've got at all times and no one is off the hook for that.

Ron Barshop:

Mark, and there's a lot of your customers that are suffering right now greatly and they probably are asking for some kind of deferral or delay, or maybe we've got to put this off for a while. I'm sure your business is suffering in times like these, but I would imagine that there's some flexibility you've had to create to move your business forward and pivot your business forward.

Mark Leary:

There are many people in the world who do what I do with EOS, there's about 350 of us, and we all share the similar ethos of help first, and so it was not any kind of confusion about how to approach this and it is the people who need this, we help, in however we can. In one of my more recent podcast episodes, I've got a self service tool called Vision in Crisis that helps people get some clarity and focus and I help people kind of get that done, I don't charge for that, all that stuff is freely available. Clients who can't pay, we figure out how I can help, no one wins if people are losing and so it's really about we got to find a way to help first. This is my calling, I have a passion that everyone should feel in control of their life. So what I do is I help entrepreneurial leaders get more control of their business and that's the animal I am and so any opportunity I can help somebody with that as a privilege.

Mark Leary:

I've got enough paying clients who are taking advantage of the situation and paying me, I just am going to work. All the people in the community like us are just, who needs help? How can we help? And we get full, and then we run out of bandwidth, but that's the formula, we just help until we're out of bandwidth.

Ron Barshop:

So you have a lovely San Antonio speech pathologist, you married that's from a wonderful family I know very well. Do you ever find yourself slipping into EOS behaviors when you're at the dinner table?

Mark Leary:

No. There are strategic boundaries for sure.

Ron Barshop:

Okay. Smart man. Very nicely done. You're a new father too, do you ever use EOS strategies with your [inaudible 00:15:14] new infant?

Mark Leary:

Well, he's working on two years old. He's not implemented the tools just yet. I'll tell you what we do with the EOS side of this, getting the sense of longterm vision. There are EOS tools, the

vision traction organizer is the one page tool to answer eight critical questions about your vision, which take us from the distant future, the big dreams, sort of the near term what do we need to start working on now down to the action plan that we're working on this second and a pile of things that are on our mind, but we can't work on now and we just generically call those issues and we have a way to do that in the personal world as well. When families come together and do those exercises about what are we trying to create together, it's very, very powerful when people can do that.

Ron Barshop:

That's lovely. You have some older children, so are you using those traction tools with your children?

Mark Leary:

Oh, so my daughter's in college and we absolutely talk a lot about strategy. It's an interesting time because she is musical theater focused, so she wants to go to New York and-

Ron Barshop:

She wants to be a waitress.

Mark Leary:

Right, for sure. That's where I think this story is good. That an arts career like that is... The economies of that are tricky, it's not a lot of open positions and there's a lot of people trying for it. So you're going to have to make money somehow, so when she found a job selling Cutco knives and she can do it and enjoys it, it's like, "You're set, you're good, you know how to sell. So you can pursue your arts career because you know how to make money and that doesn't bother you. Because of all the things I heard a long, long time ago that parents rarely encourage their children and talk about the pride they're going to have when their children become successful salespeople, that's not how it works. You and I have talked about where trust sits, healthcare at the top, and used car salespeople at the bottom.

Mark Leary:

And if you remove used cars, sales moves up a little bit, but it doesn't go all the way up to doctor. But I'll tell you in life, and I'm curious your feedback, salespeople glue our entrepreneurial economy together and if you can excel, if you can get a buyer connected with a product they need, that is high value stuff and we do need people who can do that and now is no different.

Ron Barshop:

I'll tell you my wife is a VP of HR for a Fortune 100. She's not working right now, but that's recent, but she's good to go. My right hand in my company, director of HR, she's a complete up to date on HR these women hate salespeople, not like lightly, they hate salespeople. I'm trying to figure out what is it about my two most important women in my life that hate sales people? Because I'm a sales guy, that's my path. I came up through business development, marketing, and strategy. I like growing companies fast and they don't hate me, so what is it that is about that and it's, they think that salespeople are overpaid, that's the bottom line. Like, "I get this, but they get

that, and they get to drink it, steaks, and they party hard." It's like, "Yeah, they're gunslingers." You're not a gunslinger, I would imagine the saloonkeeper didn't like the gunslingers either, but without the gunslingers than half the town isn't safe.

Mark Leary:

Well, I figured that out. What I figured out is that in the universe, we've got a polarity of chaos and disorder at one end. And at the other end, we've got order, structure, and predictability. And people pay whatever they've got to take chaos and turn it into structure, which has never been more appropriate than right now. People pay to turn chaos into order, and salespeople take money that you haven't earned yet and turn it into money you have. Anything that does that and anything that can take large amounts of chaos, inventors, entrepreneurs, sales, people who can take unstructured, unordered chaos and turn it into something predictable, usable, useful, that's where the money is. So if you start thinking about those jobs that are just sort of like along the factory worker line, where they basically just move something from one box to another, they don't get paid very much. They take order and you move it to other order, that's not marketable and not valuable like it is to take something unpredictable.

Ron Barshop:

Yeah, yeah. My wife and my right hand are both rule makers and rule keepers, and the restaurants are rule breakers and stretching the boundaries. I mean, you're exactly right. You had a very interesting guest Cameron Herold, who's the ultimate COO in America. You had him on your show, what is the name of your show, and what do you talk about with folks like Cameron Herold on that show?

Mark Leary:

Yeah. So it's called, You're Doing it Wrong with Mark Henderson Leary and that's me, of course. The premise of the show was everybody in entrepreneurial leadership is trying to make a success of their business in life, and we all get so often frustrated by something that we think were doing it right. We're selling, we're marketing, we're hiring, and there's something that's got us stuck. We're at a ceiling of some kind, we're repeating our past behaviors and not getting better results. So I wanted to create a format where we could talk in depth about the things that you think you know about and listen for the nuggets that break loose your thinking that allow you to say, "Aha, that's where I'm wrong, that's where I was off, I got to shift down here in the details." Because I'm a detailed mind, and I want to make that available to listeners to find the wisdom in our conversations.

Mark Leary:

So a guy like Cameron is kind of like me in the sense that he works with a lot of business owners and leadership teams that are trying to grow, he's been doing longer than me. In fact, his first presentation in Houston was two weeks after he had just gotten fired by 1-800-GOT-JUNK? And I didn't know that he had just been fired two weeks before that, I don't think I knew that he was even fired, I think that he was just sort of running it like, "I don't work there anymore." And he talked about this thing called the Painted Picture, which was the vision of his company three years in advance and how it transformed his thinking. That was long before I had been exposed

to EOS or any other tools I've been using. So he really started me on the journey of what it was to own the destiny of my business.

Mark Leary:

So 13 years later, I was saying, "Hey man, you started it all for me. You painted the picture literally with your painted picture documents." Which he now calls the Vivid Vision. We talked for an hour and a half on what he's seeing with successful companies, what their attitude is, how they're dealing with the urgency and the brutality, and sort of the landscape of some companies with the bullet to the head are kind of lights out, and those people who are still alive, how they're winning and thriving.

Ron Barshop:

What words of encouragement are you gathering from your show to keep people moving forward that are losing hope? We have a lot of physicians on our show and they're literally at the edge of their last nerve, and they're at the edge of their last dollar. What is your words of encouragement you're learning from your guests on your show?

Mark Leary:

So there's a lot of pattern that has given me this perspective. Cameron has given me that perspective, Jeff Hoffman, who is a founder of Priceline, gave me a lot of this perspective. The leadership teams I've been working with over the last six weeks is that everybody's got something working against them, we are all uncomfortable, in uncomfortable ways that just at a magnitude we never predicted and it's hard, it's really, really hard. When we take a few steps into the future and try to fight it, it goes badly, like the first couple steps don't work. Like, "I'm going to be optimistic." Then you walk out the door and it's like, "That sucks." Like that did not work at all. But what we find below this is that I talked about that chaos to order thing. Entrepreneurship is fundamentally taking chaos and turning it into order. So the entrepreneurial people, the people who started businesses, the people who have the ideas, the people who were visionary in some capacity are 100% purpose built for this task. It's not equally distributed, some people are suffering more than others, but this is our time to lead.

Mark Leary:

This is our time to solve for the problems, take the broken pieces parts that are in front of us, and cobble something together that works better than we had. It's super uncomfortable because we didn't get to choose the time, we didn't get to choose the severity, we didn't decide today I'm going to open up a business because I feel good. Like this may have been our worst day, but as a community... And that's probably the biggest part, as a community, we are all able to lean on each other and work together. And as a community, rise to this occasion and rise to this challenge like no one else on the planet, this is what we're for, this is what we do, no one else can do it better, and we will make a better world as a result. That is absolutely my biggest takeaway from all my leadership teams, Cameron Herold, Jeff, and everybody.

Ron Barshop:

Very encouraging Mark Leary. What is the best way for folks to find you and reach you if they want your coaching and your EOS system?

Mark Leary:

I'm easy to find, www.leary.cc. All my other podcasts is out there leary.cc/podcast, available anywhere podcasts are available. I want you to get anything you can get from the free resources, if you need help, reach out to me. If you need somebody in your area who does what I do, I can get you connected with them too. I'm really passionate about helping in any way that I can.

Ron Barshop:

All right. I've been a fan of your show, and as a stumper question, you always end with what's the most important message? I'm going to ask you the same message we ask every one of our guests in 72 shows, what banner would you fly over America right now?

Mark Leary:

What banner would I fly over America right now?

Ron Barshop:

What's the message?

Mark Leary:

Well, who's the message to? America? Or the other countries?

Ron Barshop:

America.

Mark Leary:

This is our time, this is absolutely our time. I absolutely think that this is... I believe the United States DNA, we talk about freedom. I think that word is dated and we're not going to change that word because it's certainly part of our brand, but I do believe the American culture is entrepreneurship. It is dirty cowboy or imperfect resilience to make a better world and absolutely this is our time.

Ron Barshop:

Mark, we'll get you back on the show again, I want to learn more of these cool tools like the scorecard. We'll look forward to that next visit, and again thank you for your time it's been great fun.

Mark Leary:

Thank you so much, man. I really appreciate it.

Ron Barshop:

Take care.

Ron Barshop:

So welcome to just a hospital minute. We are adding these segments for one minute at the end of every show to tell you some of the games that hospitals play.

Ron Barshop:

How do people gain the system inside of hospitals? Well, there were giant lawsuits with United Health at a major hospital system. They found out that they were not aligned. They had an understanding that ER doctors were going to admit aggressively into the hospital and that's not what United's understanding was. They lost the lawsuit.

Ron Barshop:

So this is just another hospital a minute.

Ron Barshop:

Thanks again. Thanks again to our sponsor, the MediSearch Institute. I want to read you a note a CEO friend of mine sent me who used them for a rare childhood disease her daughter had. Dr. Talbot's research was thorough. He provided clear paths of treatment and he gave me access to the best physicians. I'm so grateful for his work. That's the MediSearch Institute.

Ron Barshop:

Thank you for listening. You want to shake things up? There's two things you can do for us. One, go to primarycarecures.com for show notes and links to our guests. And number two, help us spotlight what's working in primary care by listening on iTunes or wherever you get your podcast and subscribing and leave us a review. It helps our megaphone more than you know. Until next episode.