

with Jon Kec, D.C.

CHIROPRACTICAL

CHIROPRACTIC'S BLIND SPOT & HOW TO FIX IT



Jon Kec

Chiropractic. Our profession has never had more opportunity. More patients are paying attention than ever before. More doors are opening for us, and yet many doctors still feel they aren't reaching their full potential. Why is that? Often it comes down to a blind spot or blind spots, things that just aren't as obvious as they should be, but show up in how we communicate, how we connect, and how we position what we do.

So what is yours and what can you do to change it?

Welcome to Chiropractical. I'm your host, Jon Kec.

Every profession has its strengths, but also its blind spots and sometimes the hardest ones to see are the ones holding us back the most. Today's guest has spent years identifying these gaps in helping other chiropractors rise above them. Dr. Jay Greenstein is a chiropractor, entrepreneur, and the CEO of Kaiser Health Group and EMBODI.

Today we're unpacking what's really holding chiropractic back and what it takes to move us forward. Dr. Greenstein, welcome to Chiropractic.

Dr. Jay Greenstein

Thank you so much. It's great to be here, Jon.

Jon Kec

I wanna dive in and I wanna start big, right? So today we're gonna talk about kind of the, the blind spots in the profession.

And let's just get the first biggest question outta the way. In your opinion, what is the biggest blind spot facing the profession right now and the individual chiropractor if they're different?

Dr. Jay Greenstein

Um, I think it's probably one and the same, and I think it's the adoption of technology. Now. I look at life through a very specific lens.

I see what's happening not only in the rest of the world, but specifically in healthcare. And, um, I think chiropractic as a profession has been a technology laggard we've been behind. Um, and I think chiropractors who are in their practices, taking great care of patients, you know, creating miracles every single day in their practices with these two bad boys, um, many times are just not aware of how technology can literally change their practices and change their lives.

I went to him two years ago with a very good friend, CEO, of the Illinois Chiropractic Society, Marc Abla, and we were just blown away. I mean, the, the, the expo hall was three football fields large, and there was about 20,000 attendees at this event. And, and we're talking about worldwide digital healthcare, using technology to improve patient outcomes and improve provider income, improve efficiency, um, create more value.

And we're just, we're just not there. So the blind spot is. Not adopting technology and not adopting it sooner, faster, uh, and more completely.

Jon Kec

I think for a lot of doctors, the problem is, it's, it's intimidating, right? We, we don't know where to start. So if I'm, you know, sitting in my office right now, and let's say I'm modestly tech savvy, right?

Mm-hmm. I, I know how to log into my wifi, and that's probably about the ex, my wifi and my EHR, let's say, and that's probably about the extent of it. Where do I start? What's the first best thing I can implement to really start myself in that direction of, of adapting technology to help me on a day-to-day basis?

Dr. Jay Greenstein

I think the easiest thing to do, honestly, Jon, is just to like download chat CPT and start asking questions. I totally agree with you. People are, people are intimidated, but the, the way that we can get over that intimidation is just to ask the tool the questions. Now, we could go down a rabbit hole around the different tools and the different use cases.

I won't do that today. But if you open up chat, GVT and you, and there's ways to personalize, um, your instance, you create an account, you can personalize your instance so it knows you, it knows your practice, kinda knows your values, your beliefs, um, and then you start asking it questions, how can I use technology to better improve my practice?

What are the pain points? You know, that the doc that the doctor's experiencing, maybe they want to create greater patient retention. Maybe they want to have more new patients. Maybe they want to do a better job hiring and retaining a player teams. Ask the, ask the, ask the tool, these questions, and it will start to give you answers,

Jon Kec

I think with that too, you know, and this has been a learning thing for me over the last, honestly, couple months at this point.

The AI is only as good as what you put into it, right? The, the both, the information it draws from it puts into itself, so to say, and the prompts and stuff that you give it, so. Any insider guidance there? I think a lot of people, same thing, it's the intimidation factor. You look at AI and you say, help me build out a, a top-notch patient retention program, and it spits a bunch of stuff out and you're like, this doesn't apply to my practice at all.

Sure. So how do we talk from the start to say, Hey, this is my practice, this is what I do, this is my patient base. How do we build that in so we're successful? I don't, I'll say the first time, but we're both realistic. We know the fourth or fifth, you know, refinement is where we want to be. So.

Dr. Jay Greenstein

Yeah, I mean, first, again, the first thing, I really believe that you need to customize your instance so it knows about you and you could even ask it.

So I wanna customize the instance so you know me, you know, my practice. Okay. Ask me, ask me all the appropriate questions that I can answer. Sure. That will then give you the feedback that I put into my settings section, my customized, um, uh, section of the settings so that you'll know exactly how to give me outputs that will be relevant to my business.

To your point, Jon, like we know that it's gonna hallucinate at times and it's going to not give you all the answers that you need. It'll send you down rabbit holes many times. But if we want to ask the question, how can I adopt technology to improve efficiency, improve outcomes, improve income, I think the easiest place to start is actually with a tool like chat pt.

Now, there's other tools that you can use and also customize, but um, if somebody's just getting started, that's, that's probably where I would start.

Jon Kec

I think you actually may have been the one who said this. I, I sat in on one of your presentations in the, uh, at the TCA textbook event, I think last summer.

Um, you know, we, we talked a little bit about this with some other, uh, guests as well. Some, some things to be careful of. You mentioned hallucinations, right? Yeah. What exactly do you mean when you say hallucination?

Dr. Jay Greenstein

Well, the, the tool will make stuff up if it doesn't know the answer. And what's hilarious about these tools is that like, it make, it makes it sound like it knows the answer when it really doesn't.

Yeah. It's just making stuff up. So that's why you want to use different use cases or different tools for different use cases. So when I'm looking at the scientific literature, and I wanna understand,

you know, the impact of remote therapeutic monitoring on patient outcomes, I'm not using Chad, GPT. What I'm doing is I'm going to perplexity because perplexity has scientific references that are in the output that I can double check, can just click on the link.

It takes me to PubMed and I can see the reference. So again, the use case is important, but you know, these tools will hallucinate if you ever create images and you don't give it a great, to your point, that like bad prompt, right? Um, it'll, it'll give you some really wonky stuff. So what I often do, Jon, is I will actually go to Chacha Bikini and be like, I need to create an image for.

Pregnancy related low back pain that I want to put in a Google ad. And I say, and I tell it to write me a, write me a prompt so I can create an image that will give me the best output that I can then use in a Google PPC ad. Okay. So I'm asking the tool to gimme the prompt, which will then gimme the end result that I'm looking for with the output.

And again, it does take iteration, it does take patience.

Jon Kec

Yeah, I, I remember your example of that. You were, uh. I think on the, the top of a mast of a sailboat. And it, it looked like you were young, but it was, it was definitely not Jay Greenstein, let's put it that way.

Dr. Jay Greenstein

So, so just so the audience knows really quick, 'cause it, it's kind of a funny story.

I was just playing around with a different tool. I wanted to, I want to create a video just, and I just wanna play. And, and so I, I said, you know, um, give, give a video of Dr. Jay Greenstein on his a hundred foot, you know, yacht in the Mediterranean. And it gave the most bizarre. Uh, image and video. Like this dude who looks like he's from Italy and ended up wearing a, a bikini bottom and a half shirt.

It was just the most bizarre thing. Yeah. Flying through the air. Right. And, and I Fantastic example though of Yeah, yeah. Exactly what you can get out if you don't give it good prompts. Right. And my prompt was lousy, right. It was terrible. It, yeah. I didn't upload a picture of myself. I didn't like even upload a picture of, you know, my dream yacht.

So, um, it does hallucinate. And one thing that I just wanna add to that, Jon, is that. I always, I always tell people who are just getting started utilizing these tools is that you wanna learn, you wanna, um, learn about and then play and then implement. So playing is the key word there. Just play it, don't take it too seriously and, um, and just learn as you go.

Jon Kec

Refinement is definitely the, the thing that I, like I said, I've seen over the last few months as I've started to change kinda the method I use and asking it questions to, or asking it to ask me questions. That is to really kind of clarify the point. I think that was a big thing. Okay. Yeah, for sure.

So as we start to kind of get that stuff taken care of. Right. I think one of the other fears people have with technology and ai, we're a very face-to-face business, right? We are hands-on with our patients more so than almost anybody else. And I think the fear is with technology, we lose that personal touch.

So how do we ensure communication stays strong? What are some points maybe to consider there, both with our patients, but also as healthcare globally becomes. Technology based, more so than it is today. How do we stay interconnected with other professions, referral sources, things like that. Communication slips quickly.

Dr. Jay Greenstein

I feel like, but it's such a great question because at the end of the day, it's the combination of this human emotional intelligence plus artificial intelligence that actually will help people be the most successful.

So nothing is ever gonna take the place of the in-clinic visit. I, I really believe that maybe someday there'll be robots doing adjustments, but I, I, I, I doubt it. Not probably in my lifetime. Right. So I think the, the beauty that we have as a profession, unlike computer engineers and data scientists, well data scientists, maybe they're, they're doing great, but other, you know, computer developers, co-developers, like those people may be losing jobs because AI is happening so much faster.

But, but for us, like people need to come in and they need to get adjusted. Like, that's just it, you know, we have this beautiful thing that we deliver every single day to our patients, and I don't think anything's gonna take the place of that, but. If we're stuck doing a bunch of admin work, or we're stressed out about staffing issues, or we don't understand our finances well enough, and we're focused on that instead of being present in the room with the patient while we're actually in the room with the patient.

Absolutely. Then how do we use technology to get past that? I was literally in the next room meeting with my CFO and we were going through financials and we were having Claude analyze all my financials and then provide, you know, detailed recommendations with context from my CFO around like, how can the business be even more profitable?

So like, if that happens so much faster, and I don't have to even think about that stuff, I, I walk into a room, I'm just happy to see my paycheck. Now I can just go in there and I can communicate. And here is where I think technology becomes next level. I can actually record myself having a conversation and a couple of things can happen.

One, we have AI tools now that can actually document the entire encounter. So the days of like clicking, like on computers. For soap notes, like those days will be gone, I believe, in the next 12 months, at least with the EHRs, you know, that are out there. And the eh r that I use, which is clinic Mine, like they've already built, I've seen what they've built and it's just really remarkable.

So I'm excited for my doctors because they'll no longer have to worry about typing notes at the end of the day or at the end of a shift or whatever. So there's that element, but there's another, I think, deeper element because you mentioned, you know, the human connection piece and I, I think that's so insightful, right?

I actually am now having my doctors record conversations with patients that we can then upload with a scoring system around what are the strategies that need to be included, what does empathy sound like? What does motivational interviewing sound like? Which is an evidence-based form of making sure that we understand patient's goals, like uploading all that information so that my doctors can then get scored and they can improve their communication skills.

Even more, and that's where it gets next level, right? Yeah, absolutely.

Jon Kec

That's, that's fantastic. That's honestly the first implementation like that I've heard of. But I love the idea. I see.

Dr. Jay Greenstein

I gotta give a shout out to my buddy, Dr. Alan Minor, because he actually came up with this strategy first about listening to calls and scoring them, and he was doing them manually and we were having a conversation.

We're like, we, we, we know that we can do this with AI now. And so that's, that's where both of us, you know, we've been working on.

Jon Kec

I think back to my days in, in student clinic, I guess it was, or maybe just before, right? We had those, um, monitored treatment rooms or, or exam rooms, I guess, when we were doing it on each other, right?

No, no patients in the room, no HIPAA violations here. Just, just working with, with other students. But those recordings, and we dreaded them. We hated him. You hate to watch yourself back. I think there's so much value in doing it, which is exactly why we did it. It's exactly why we hated it too. You, you just, you see all the awkward stuff, you do, all the unusual stuff you do, you have to pick it apart, but there's so much growth and learning there.

That's, that's awesome. I, I, I love that idea, uh, as a way to, to really refine your approach, because. You just don't know what you don't know you're doing and how weird that can be some.

Dr. Jay Greenstein

Exactly. And, and you know, to your point, watching yourself never it, like nothing replaced at that. That's, that's where probably the deep learning comes from.

But if you can contextualize and make that learning more organized so that when you read through the framework or the feedback and then you watch yourself, you've just got much stronger context. Organizationally, it makes more sense to your brain and you're like, oh God, I can't believe I just like picked my nose in front of that patient or whatever.

Right. It's like, it's like, uh, I, I can't do that. Right. So, um, again, these are just some of the use cases where we can combine human intelligence and artificial intelligence in the, in, in the same world.

Jon Kec

You know, I think that that starts us down a bit of a vein as we start looking at bringing technology into the office.

We've talked a bit about how it refines it on our side. It frees up some time. Mm-hmm. It takes care of the back office stuff. Business planning, whatever it may be. What ways are we seeing really it impacting the patient's day-to-day experience? How is it changing what they're seeing in an office?

Dr. Jay Greenstein

Well, according to the data, uh, from him, him actually did a fair amount of research on this, and they were really looking at, you know, what are patients expecting nowadays from their overall healthcare experience?

And 93% of the patients they surveyed are expecting a digital healthcare experience, some level of digital interaction with their provider. 90% say they would switch providers if the experience wasn't good. We know from this, from one of the vice presidents of Best Buy 'cause I literally saw her on stage at hand talking about this, that 33% of Americans are wanting, um, a majority of their healthcare to be delivered at home.

So why is Best Buy talking about this? Well, instead of installing, you know, home theaters, now they're installing Bluetooth enabled healthcare devices where physicians can monitor their patients at home. And this is especially important for the elderly. Yeah, like. My mom doesn't wanna go schlepping to the doctor.

She, if she wants healthcare, she wants to be able to do a telehealth consult to get some sort of advice, you know, over, over the computer. So, um, this, this has changed the ways in which patients expect healthcare delivery. Now that we have remote patient monitoring or physiologic monitoring, we can look at people's, you know, glucose levels of their blood pressure, their weight, all of those things.

Or we can look at their movement patterns or we can, um, collect patient reported outcomes data on a regular basis where we know how the patient is improving in their healthcare journey when they're not in the clinic. So we can provide interventions when they need it most, when they're not in the clinic.

We can improve outcomes, we can improve retention, and we can improve loyalty. And that builds, builds a healthier society, but it also builds a much healthier practice. So, um, again, these are things that I'm passionate about. Obviously, you know, it's, it, my technology company does this work, you know, that's what Embody does.

But, um, but we, we know what the data says. And what's really interesting, Jon, and then I'll shut up about this at least until you ask me the next question, is that policy makers have made it. Very clear that this type of technology, um, or like for instance, remote therapeutic monitoring is really important to save total healthcare costs.

They're willing to actually pay providers now to save downstream costs. So just in at the beginning of 2026, um, CMS created two new CPT codes that greatly reduced the billing requirement to provide these services. And so before requiring patient reported outcomes, it was 16 by the patient. In a given 30 day monthly patient has an app and they're reporting back to the provider how they're feeling.

You could bill a code, a CPT code if the patient reported 16 times in a given 30 day consecutive period. Okay. Well, the federal government said, let's reduce that requirement. Let's align incentives. Let's make it easier for the patient to do, and the provider to get paid now for this new code they created, the patient only has to report two times to the provider in order to get paid the same amount of money.

Interesting. Okay. And so same thing with the time requirements. So the provider could get paid for the time that they're spending. Instead of having to, to do 20 minutes of time spent for a patient in a given calendar month, now they only need to provide 10 minutes of time spent. So they reduced the requirement by 50%.

So why do, why do policy makers do that? Because they know that if patients and providers take part in digital health interventions like remote therapeutic monitoring, total healthcare costs go down, morbidity goes down, mortality goes down, and the system wins. But most importantly, the patient wins.

Jon Kec

Absolutely. Exactly. Have you guys implemented anything specifically in your office in that realm? Remote patient monitoring or, or anything else that you've seen firsthand experience with so far?

Dr. Jay Greenstein

Well, because I'm the founder of Embody and it's a remote therapeutic monitoring platform. You know, our clinics were a little bit, yeah, a little bit.

Our clinics are basically our laboratory. We have a clinical research institute as well. So we publish our data as we collect it. Um, we just publish in the Journal of Contemporary Chiropractic. Um, earlier this year on the first pilot study on, you know, the data that was in our clinic improve retention and, and improve revenue, it didn't surprise us.

We've seen this data before. Um, and so, um, for us, you know, we've been able to scale this to other early adopters who are ready to accept remote therapeutic monitoring. They're not the people that have never used chat GBT before, right? Like our avatar is the person who really understands technology and the importance in, in building a practice and understands where healthcare is going.

So, yeah, it's been great to see, um, our customers adopt this technology and really drive better outcomes and, and actually improve income as well.

Jon Kec

I think you, you just mentioned driving and where healthcare is going. Yeah. Let's talk about that a little bit. So Sure. Maybe two parts to this question. Feel free to tackle 'em in either order.

Um, what do you see happening over the next five to 10 years as technology advances? What advancements do you see? How do you see that changing the, the chiropractic office, but also more broadly and, and maybe. A bit of a hot button topic for some our integration into the larger healthcare system. Right.

How does that change the chiropractic integration into the larger healthcare system as technology changes if we do and if we don't evolve with it? Yeah.

[Dr. Jay Greenstein](#)

Great question. So I will take this, uh, in a multi-layered approach. Let's talk about the profession itself first. We've, we've, um, many people still don't know, but the, the profession has a strategic plan.

It's called Chiropractic Future Strategic Plan. You can go to chiropracticfuture.org and you can look at all the data around, um, how we started the surveys that we did, the data we collected, and then of course, the plan that we've implemented. Um, we are building what's called the dash, the Data Aggregation System for Health.

Uh, we have multiple work groups. The research work group headed by Dr. Heidi Ha. Brad Cost, who's the CEO of Infiniti, has built out this data lake on his own dime, and what we're doing is we are building an infrastructure to collect aggregated data so that we can understand the impact of chiropractic, the value that we create, and then publish that data at light speed Publishing.

That data then informs policy makers and the general public about the healthcare choices they need to make in order to stay healthy, I believe. I haven't really looked at the data around this, but since COVID, I think the general public, at least in America, has been like, you know what? The standard room medical model is not really working to keep us healthy.

It is a sick care model. What do we need to do now? So I think with technology, with the advent of technology publishing more data, the use of tools that can monitor patients remotely, um, artificial intelligence where patients can get smarter about the healthcare decisions that they're making based on the evidence when they're searching.

Not Dr. Google, but Dr. Chachi pt or Dr. Perplexity or whatever, Dr. Claude. Um. The system and the people in the system are going to get smarter. And as we get smarter, they're gonna make better healthcare decisions. That's actually our mission that embody helping people make he better healthcare decisions.

And when we make better healthcare decisions, we create a healthier world. That's where, that's where I see us going. I think people are just gonna get smarter.

[Jon Kec](#)

Well, and I think you bring up a fantastic point, right? We, we look at our phones, we look at our risks, we look at our scales. Everything is so much more robust than it was even that five, six years ago when COVID first started.

Yeah. There's clearly been a shift in what's available and the reason the shift in what's available is because the shift in what's demanded. Yep. And we see so many other independent companies that have popped up with all this blood testing that you can do beyond and outside the healthcare model system that we currently have.

There's gotta be reason. Yes. So all of that is, is becoming bigger and bigger. So you know, maybe more specifically where. Where can chiropractic really tie into that? What do you see as a, as a big opportunity for the profession or the individual doctor going forward as all of that stuff continues to build because we are more of that, that whole health model already, how do we capitalize on that?

Dr. Jay Greenstein

Um, again, I, I think where it starts as the adoption of technology and, and the use of artificial intelligence to, to. For the doctor to be able to ask themselves the question, how do I position myself and my practice to thrive in this new environment of the of, of, of the world of health tech? I think based on the individual provider, they're gonna get some really good answers and some insights around that, and they can think about that in the context of the business lifecycle, which is talent acquisition and retention, building a player teams and being able to retain them.

So how are you building a practice culture that actually can deliver amazing service to your patients? We know there's a statistic, a statistical correlation between. Employee engagement and patient engagement. So if we want loyal patients, we've gotta build a great culture. So that's the first, you know, area where, where providers can start to think about the use and implementation technology.

The second one is operations. What technology do I need to incorporate so that I'm not having people doing mundane things, I'm paying people to actually create even more value in the practice. Um. And then the third part is, you know, marketing. We, we all have to market and sell. That's just, that's just what it is.

Even if you're just doing a great job in your practice, that's marketing in and of itself getting great outcomes and experiences for your patients. So understanding the marketing strategy and helping to grow your, your market share. It is, I mean, the last. Study that I saw was the Palmer study. 14% of the chiropractor, 14% of the population is seeing a chiropractor.

In the last 12 months, 49% of the population had never seen a chiropractor, even though neck and low back pain historically is the top level, top area of disability worldwide. Um, and then that fourth area is just the clinical realm, like how am I adopting, utilize, getting, utilizing technology, getting smarter.

In order to deliver even better clinical results for our patients, and it's about upping the bar in each areas of the business, of the, the, that practice lifecycle. And when we're using technology, we're becoming smarter. We're upping the game. We start to create even more impact for the communities that we serve.

Jon Kec

So let, let's, let's take a step back maybe to those four kind of realms you mentioned, right? Mm-hmm. Building out your team, your, your, your practice environment. Building out your operations, building out your marketing, and then patient outcomes and, and impact. A, as

somebody who is coming into this fresh, never really chat dealt with Chat, BT, or Quad, or anything like that.

If they're looking at tackling ai, where would you recommend they start? What, what, which of those four categories might be the easiest one for somebody to kind of get a good prompt around? Really understand the, the information coming back that that allows them to get a good footing underneath them for their first try.

Dr. Jay Greenstein

There's a couple of different options. I think, you know, a person, again after they customize their instance and I've talked about that earlier. Sure. Um, so that the, so that the tool knows you, you know, it could, I would always start with talent first. Okay. Um, you know, from the Great Book by Jim Collins, good to Great.

It would like, you know, that chapter number two, first two, then what? So it's always about the people on your team always, but, but somebody might have a more painful use case. Like maybe it's their marketing that's like crushing them or maybe it's their operations that's making them crazy. Um, maybe they wanna really focus on clinical outcomes.

So you could just ask the tool, given its knowledge, you know, this is an area of pain point for me. This is what's happening right now. Um, this is where I'd like to be in the future. These are my future goals. Give me a prompt to ask the tool how to solve this problem, take care of this opportunity and, and be able to leverage technology in a way that's gonna give me, you know, the practice of my dreams and let it build you a prompt.

And then, and then you just follow that process of, you know, looking at the output, possibly needing to iterate it and then, and then ask it for an implementation strategy. 'cause it'll give that to you as well. . I'm put you on the spot a bit.

Jon Kec

Let's role play. Let's say you're a doctor.

You've been out for five to seven years, right? You're outta that, that new learning phase. You, you've got your practice open, you're just not where you want to be. Mm-hmm. So you're approaching chat GBT for the first time, 32nd, three minute, whatever it needs to be. Um, gimme kind of how you would prompt it, how you would introduce yourself, how you would build out your, your profile, so to say within chat GBT to then say.

I want to maximize my team, and here's what I'm looking for. So just for people who have never done this before, how would you approach it for the very first time?

Dr. Jay Greenstein

Okay, so if I am, if I've never, if I've just opened up chat GPT for the first time, what I would do is I would create my digital avatar. So I would copy about.

20 emails that have significant length of thread, so it understands my communication style. I would take, of course, no PHI, it's not HIPAA compliant. Sure. So no patient protected health

information. I would take several text threads that I have with, you know, close friends, but no, you know, really private text threads.

Sure. I would take snapshots of my calendar for 2, 3, 4 weeks. You know, you can just take images of those. Um. I would, uh, any bios that you have, uh, website links, you know, to your practice website, anything that can instruct that tool about you, your beliefs, your core values, if you've got mission statement and, and core values written down.

If you don't, you need to. That's where it really, it all starts, but, you know, I would incorporate that into the digital brain or the digital avatar of the doctor. Load all that in so that it then creates this digital avatar of the provider. Once it knows you, then I would, based on the pain point, let's say it's they need more new patients, I would first start with, give me an based on what you know, what's out in the web.

Give me an analysis of my practice. What do you see as my practice brand? Give me a competitive analysis of my main competitors in the area. Who are they? What is their value proposition? What are, what are their differentiators? Where, give me a chart or a matrix that shows me where we excel or where we are showing up.

Let's say first on Google searches or a number of reviews. Where, where, where do they compare? Give me a full competitive analysis, and again, I might prompt it again to be like, gimme a prompt to give me a competitive analysis. Right? Because my plant may not be good enough. Um, and then it would give me outputs.

And then I would ask, based on all that information, if I got what I needed and I understood my brand and my competitor's brand, okay, give me the next steps in order to acquire 10 more new patients a month. What, what are the things that I can be doing? And it's probably gonna give you 20 different things that you can be doing.

And then you might say. You know what? I'm not interested in doing meta ads, but Google PPC, pay per click, that's something that I, I think would probably get me a better return on investment. And you know what? I love talking to physicians about chiropractics, so that's a strategy I want to use as well. So you pick two or three things and you're like, now gimme an implementation strategy on how to maximize just these two or three things.

What steps do I need to take? What are the resources that I need? How do I grow my brand utilizing these tools that is differentiated from all these other brands? Then it'll give you an output and then you just refined it more until you've got a plan. Also, Jon, I would highly suggest that you do this with your team.

Don't do it in isolation. Right, exactly. You know, and also then seeing how you're thinking, what your thought process is, your your problem solving skills. Human intelligence with artificial intelligence starts to get them thinking. Then they might have additional ideas as well as we're getting the outputs, and now you've got.

Multiple brains and artificial intelligence is really driving great results for you. I, I hope that was helpful.

Jon Kec

No, absolutely was. And I, I wanna, I want to go back to one of the things you opened with the core values and mission statement. Completely different we're talking about here today. But yeah, I, I, I want, I want to stress how important that is, and I want to give you a chance to, to, I mean.

We, we've, we've touched on very briefly everything you've got going on, and it, it's a lot for our listeners and viewers that don't know, check it out. There's a lot of really amazing stuff we're not even talking about that Dr. Greenstein ISS doing. But when you go back to core values and mission statement, why is that so important?

And if somebody doesn't have one, why do they need to honestly start there before you even tackle the ai, like you said, start there and make sure that's your guiding principle and building. Mm-hmm. Why, in your opinion.

[Dr. Jay Greenstein](#)

So, so Jon, how much time do we have? Thank. No, I'm kidding. Same. I'll take your pick. I'll, yeah, I'll try.

I'll try not to ramble, but you know, I'm, I'm really glad that you brought that up because, you know, NCMIC has this amazing culture. I mean, I, I can say this with the most, uh, amount of authenticity and truth. Like, I love the people that you, that you have on your team. I mean, I have so many great.

Relationships, um, you know, starting with, you know, Louis Sportelli and, and Wayne Wolfson and, and all the others, Emily Wood, who I've known forever and we're on the road together and she's an amazing person. I mean, we just, I just have these great relationships and, um, the, the reason why I have these great relationships and why NCMIC is such a great company is because they understand the importance of building culture.

And if you're not clear about who you are, what you believe, and how you behave. How do you possibly build the culture that's intentional. So it all starts with your core values and your mission statement. So we take care of our own, that's the NCMIC mission statement. And they do, and they mean it in multiple ways.

They take amazing care of their employees. They take amazing care of their customers. I know, 'cause I've been one for the last 34 years. Um, so. Understanding who you are, what you believe, and how you behave is the guiding principle. You said those words. Brilliant. Um, it's the guiding principle or the guiding principles of literally like your business.

Sure. And so when, when we. So let's say I start first day as a chiropractor. I've got no team. I've got an office, I've got a chiropractic table, I've got my hands. Now I wanna bring somebody on to help me. How do you know who to bring on? Is it just somebody who knows how to answer the phone or input data into a computer?

Those are skills. What we care about are values. Do they align with our core values? Are they willing to do whatever it takes to overcome challenges? Are they reliable, honest, trustworthy, authentic? Do they love people and love to serve? What are what? Who are they? Who are they? Intrinsically as humans, because you can have somebody that has great skills, and I've made this mistake many times.

You hire somebody that's got great skills and they don't align with their core values, and it's a train wreck. But when you hire somebody that aligns with your core values, you. Like you said, everybody's now on the same page. Yep. And so it, it just, the, the business runs better. So, you know, the core values, and again, you can use, you know, LLMs to help you do this, but you can say, ask me questions to help me identify my core values.

Because typically the practice owner is the one who's guiding what the core values are for the business. Again, if you've had members of your team, it's really great to, to include them in, in, in this exercise. Many times a, a business owner, we all have blind spots. Me especially, I've got plenty of blind spots.

We think that we're behaving in ways that align with our core values and sometimes we don't. And so that's the opportunity for our staff to kind of call us out and be like, well, that's a core value of yours. Like, that's fine. We can make it a core value, but you've gotta behave this way as well. Right?

You've gotta live it as well. Um, so yeah, I could, I could talk for hours about core values and mission statement, but it is really, it is the foundation. I'll say one last thing. Whenever you have a performance issue in your business and you're, you're talking to another human, at least for my business, I always will tie it back to the core value.

So let's just say a simple one that a lot of chiropractors deal with. We've dealt with it. Somebody's showing up late for work and it's become a chronic problem. And I would say, so Joe, how does showing up late for work align with our core value of synergy, which is really all about working really well within a team?

How does that align? Help me understand, and what are they gonna say? Most will say it, it doesn't. And I say, well, help me understand the impact that you showing up late, uh, has on the, on the rest of the team. You know, what is the impact of, of this behavior? And then third, I'll ask like, okay, so what can you commit to moving forward?

And if you can't commit, do you understand the consequences? Which is you get a performance improvement plan, it's a 30 day opportunity to improve your behavior, and after that you, you know, you don't keep your job. Yeah. Um. So, again, it all starts though, with the core value, right? Sure. We're calling out their behavior tied to the core value.

Yeah. So it's not about me anymore, it's about the value.

[Jon Kec](#)

Yeah. I, I think that gives us our, our second and maybe third blind spot. Right. I think largely, I, I, I, I don't wanna overgeneralize here, but I think largely a good number of people have never done that. They've never sat down, both personally and professionally, and taken a look at those things.

So they, they don't know when they've kind of lost that guidepost. So then, you know, third blind spot is they don't know, they're not living what they think they're living and that perception, they're trying to get out to their community and their practice and their employees and whoever it else it may be, isn't the same as, as what they're actually portraying.

So, you know, I, I, I didn't intend to take us there, but I think it, it fits. No, I love it. It's, it's another huge blind spot that I think a lot of people need to consider and, and honestly maybe even should have been the first thing we talked about, because like you mentioned, if you're gonna build out all this AI profile stuff, that's, that's kind of where you're starting.

Dr. Jay Greenstein

A hundred percent. Um, one, one of the things that I just wanna say really quick is that, um, I said earlier that we know statistically employee engagement ties to patient engagement. And, and if you want, if you have loyal employees, you're gonna have loyal patients. Um, you can, you can do very simple things like what's called a 360, where you can survey your team and ask them, you know, what's my greatest strength?

Where's my area of opportunity to improve the most, and how can I support you better? Those three questions, you send it out on the SurveyMonkey, it can be anonymous or not. That's really up to you and your team, and then you get that feedback and then you sit down with your team and you discuss it. I do this every single year.

All of my leader, I get reviewed and my leaders get reviewed as well because we all have blind spots. We're humans, of course, we have blind spots. And so we get to learn from that experience. You could also then upload that, that data back into one of these models and get even greater feedback. And one thing I'll just say, you know, one more time about, um, blind spots is that.

When you're using these models on a regular basis, they really start to understand you. So there are even prompts that are out there that will give you the down and dirty on really what you're doing. I did this recently with Claude and uh, there was a prompt that I saw on Instagram. I put it in there, I put it in Claude and Chat.

Both to compare. Yeah. And there were, and it was like, it was Jon, when I tell you it was a light bulb, I was like. Oh crap, I do that. That is so true. And if I'm going to get to my next level as a person, as an entrepreneur, I need to fix that. Yeah. And so just that level of awareness, and we know that in, in the scientific literature as it relates to business.

You know, great leaders have great self-awareness in the spirit of, of self-awareness. Doing 360 with your team and really asking these models to evaluate you can be extremely helpful.

Jon Kec

That's a tough mindset to get into. I think, you know, the, the openness to that feedback is, uh, is the hardest part, right?

Crafting the surveys is easy. Sending out the emails easy, being able to internalize and, and take that feedback tough. So, for doing that, for sure.

Dr. Jay Greenstein

Jon, Jon, you, you have a lot of, uh, emotional intelligence. You've got a lot of human intelligence. What advice would you give people to, to, to, to do? Like, why would it be important for them to do, why take that leap?

Jon Kec

Yeah. You know, so. It's interesting and, and thank you for that. It's taken a long time to get here. Um, I, I definitely remember my younger self and me for being honest. Me too, but I think it's kind of what we talked about already, right? When you really look at that kind of stuff and you, you truly evaluate yourself in a, in a way where you're not, not to sidetrack us.

I, this, this popped in my head before and I was gonna ask about so, and throw it out here. It's interesting that we're willing to take that feedback so, so quickly from ai, from Claude, from chat, GPT, but if you and I did it to each other, it would be a whole different ball game for most people. Right?

Taking it from a person. Very different than taking it from an ai. Yeah. But so take it how you need to take it. But the ability to sit down and truly look at that, that kind of feedback, I think really does give you the opportunity to, like you mentioned, understand one, who do you want to be? Who do you think you are?

And two, who are you really? And how do you get to marry those two things together? Without doing that, I think you're, you're, you're rudderless, for lack of a better word. Um, and you have success plenty of times. You have failure plenty of times just like everybody else, but you don't really know why one is one outcome and one is the other.

Until you actually have a guidepost in the middle that tells you like, this is the direction I'm going from here. So. Having that ability to sit down and, and look at that is, I agree with you, huge. And taking that feedback is even harder, but even bigger.

Dr. Jay Greenstein

I love, I I love that answer. There was a lot, there was a lot of, of knowledge bombs that came outta that rudderless was something that will stick in my brain now forever, so thank you for that.

Jon Kec

I appreciate all the conversation today. I'm gonna ask you one last question. I feel like we've asked most of our guests here recently. If not, I think it's hugging me. My last question for almost everybody. We've talked about a lot of future stuff, right? The current development technology and where it's going in the future, but technology or not.

If you sit down and look at the profession right now in the future of chiropractic, what gives you the most optimism for, for the next 5, 10, 15 years?

Dr. Jay Greenstein

Well, again, I said earlier that I think the general public is ready for us more so than ever before, but I also think that the profession is more united than I've ever seen it.

I think. Um. You know, being on the chiropractic future strategic plan, being at the Chi Chiropractic Summit meetings, um, having a meeting in Washington DC with major policy makers that, you know, tie back to RFK and HHS, you know, now is our time to really create

some impact. And I, I do believe that there is a loud minority on kind of both sides of the profession.

You know, I'm talking kind of the vitalistic versus the. You know, we'll call, call them the scientists, the scientific, sure. I shouldn't be using air quotes there, but I did. Sorry, y'all. Um, but like the vast majority of us agree on the vast majority of things as it relates to chiropractic. Sure. And I think with the advent of technology and improve you abilities to communicate and all the things that happen on social media, which can be distracting, but can also be really powerful, I feel like we have the, the best.

Potential that we've ever had to really, um, unite our profession in one common mission, which is to be the choice for healthcare for patients around the world. And we're not gonna fix everything, Jon. You and I both know that, but, but at the end of the day, we can keep people, we can get people well, and we can keep people.

I think we're gonna see that explode within the next five years.

Jon Kec

Thank you for the positivity. Thank you for the perspective, and thank you for a lot of very detailed conversation on how to get started with technologies and ai. I appreciate all your time today and always enjoy talking with you. So thank you.

Dr. Jay Greenstein

It was a blast. Jon, thank you so much for having me and love to all the people in NCMIC.

Jon Kec

Thank you for all you guys do as well. Dr. Greenstein, that was incredible. Thank you again, really appreciate you being here. And for everyone listening, the biggest takeaway today may not be some new technique or strategy.

Maybe it's this. What if the thing holding you back isn't the thing you know, but it's how you're showing up, how you're communicating, or maybe how you're being understood. Because when that shifts, everything else can too. If you've found today's episode helpful, be sure to subscribe and share this podcast with a colleague.

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