

How to Build a High Profit 7-Figure Bariatric Surgery Program While Improving Patient Outcomes

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EXECUTIVE SUMMARY

There is no doubt that now is an exciting time to have a weight loss surgery program. The number of primary weight loss surgery procedures continues to trend upward.¹ And yet, only about 1% of the over 18 million adults in the United States who could benefit from this potentially life-saving treatment actually undergo weight loss surgery.² This confirms the need for quality weight loss surgery programs as well as identifies a tremendous window of opportunity for bariatric surgeons and bariatric surgery programs to thrive.

However, having a weight loss surgery program is not enough. While all of the ingredients for program success may be present; such as experienced bariatric surgeons, supportive administration, quality support services, caring nurses, state-of-the-art facility and Center of Excellence program designation, many programs still struggle to survive, let alone thrive. Expertise regarding how to create a *sustainable* and *profitable* program that generates above average patient outcomes is difficult to find and without such expertise, ultimate success can be significantly limited.

This white paper shares the top 5 powerful engines for building a high profit 7-figure weight loss surgery program that creates improved patient outcomes and positions you as the recognized weight loss surgery expert in your region. These strategies also lead to implementation of automated marketing systems that attract qualified weight loss surgery candidates for consistent program growth.

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INTRODUCTION

“We used to have each surgeon performing over 300 weight loss surgeries a year. Now we are lucky if each is completing 200 per year.”

“We opened a comprehensive metabolic and weight loss surgery center program and have all of the support services in place. What we really need is higher volume and a positive bottom line to sustain our efforts.”

“Our revenue has dropped by 20% due to lower payer reimbursement.”

“Patient compliance and follow-up is such a challenge. How can we improve patient engagement and overall patient success?”

If any of these sentiments are familiar to you, you are not alone. Although many do not admit this up front, in private consultation, this is more common than you may think. It is also why you see some bariatric surgery programs quietly closing. The most common reasons this occurs is due to unrealistic overhead expenses, lack of ability to effectively reach qualified patients (it’s noisy out there), increased competition and/or unwillingness to add additional (helpful) revenue streams to the program.

Over the past 20 years, active in the trenches of building and enhancing weight loss surgery programs, we have found that there are 5 primary engines that drive program profits and increases patient engagement.

These profit engines include:

1. Retail Profit Engine
2. Pre and Post-Surgical Educational Program Profit Engine
3. Cash Pay Surgery Profit Engine
4. Incentivized Referral Program Profit Engine
5. Automated Marketing Program Profit Engine

When effectively and efficiently implemented, these profit engines have been shown to significantly boost program profitability, increase patient engagement and positively affect patient outcomes. Also of importance is the fact that the enjoyment factor for patients, surgeons and support staff improves which enhances employee and patient satisfaction alike.

Fortunately, you are not alone and the solutions are easier to implement than you may think. We will now explore good news, challenges and the basics of each profit engine along with supporting data. Finally, we will explain how you can get started right away if you are not just ‘interested’, but truly dedicated to growing your weight loss surgery program.

GOOD NEWS

As we mentioned, now is a great time to have a robust weight loss surgery program. Here are some reasons why:

- Bariatric surgeons and comprehensive Metabolic & Bariatric Surgery Programs are in demand.
- The total number of primary weight loss surgery procedures continues to rise.
- Only 1% of the 18+ million people in the US that qualify for weight loss surgery undergo surgery. Thus, there are plenty of individuals who desperately need your services.
- Organic (inexpensive/free) online marketing to attract your 'ideal' patient has never been easier.
- Engaging patient education and ongoing support can be done onsite and online for optimal convenience and participation.

In addition to this information, we encourage the reader to review our predicted trends for a more in depth explanation/metrics regarding program implications at the end of this document.

CURRENT CHALLENGES

With any industry, there are challenges that can impede progress and overall success. Specific to Metabolic & Bariatric Surgery, some of these challenges include:

- Patients are shopping around for specialized programs and surgeons – they have a choice
- Hospitals are competing for weight loss surgery patients (along with the downstream revenue that comes with them)
- Profitability is at risk as hospital reimbursements flatten (see example below in Figure 1)
- Patients need a comprehensive educational program for optimal success and yet many are not engaged enough to participate which jeopardizes their long-term follow-up and outcome
- Patients need quality protein, yet most surgeons/health systems are not able to create, operate and market a profitable retail store
- Additional revenue streams to ensure profitability are often overlooked
- Efficient systems are often lacking, adding to the overall cost to run a profitable program

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Figure 1

In order to combat these challenges and optimize strengths within any bariatric surgery program, we have found that there are 5 systems that when put into place will generate the power to create a highly profitable 7-figure program that actually enhances patient outcomes. We will explore those next.

5 POWERFUL WEIGHT LOSS SURGERY PROFIT ENGINES

Over the past 2 decades, we have refined the top 5 strategies for creating a sustainable and profitable weight loss surgery program. In addition, these strategies have been proven to enhance patient outcomes and satisfaction. Here is a summary of engines along with metrics that demonstrate their effectiveness.

Weight Loss Surgery Profit Engines

1. **Retail Profit Engine:** Add up to \$40,000 per month of recurring revenue with a single surgeon and potentially more with each additional surgeon
2. **Pre and Post-Surgical Program Profit Engine:** Add at least \$199-\$498+/per new patient and improve their clinical outcomes
3. **Cash Pay Surgery Profit Engine:** Increase cash patients to $\geq 30\%$ of your total surgeries and boost profits by up to 400%
4. **Incentivized Referral Program Profit Engine:** Double or triple your patient referrals without spending a dime on ads
5. **Automated Marketing Program Profit Engine:** Create a steady stream of high-profit cash-pay patients and online sales on autopilot

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The Retail Profit Engine is one of the most powerful of the 5 profit engines for creating a successful bariatric program. This profit engine has been proven to add up to \$40,000.00 of additional recurring revenue each month for programs *with a single surgeon*. Yes, that's up to \$480,000 of additional revenue annually with a single surgeon program. This revenue will be higher with each additional surgeon. Quite frankly, having this additional cost center cushions inconsistencies with your operating revenue and supplements your income either way (while helping your patients succeed).

The truth of the matter is that if your patients aren't buying quality protein products and vitamins from you, then they are buying sub-standard products from somewhere else. You owe it to yourself and to your patients to offer retail nutritional and vitamin products.

With our systematized implementation process, we can help just about any practice/health system set up a retail store and turn a profit almost immediately. Then, we help them keep their store profitable while growing it over time with ongoing monthly special ideas and marketing materials. This comes from experience selling the best quality, best tasting products and promoting them in a way that keeps patients happily coming back for more.

Figure 2 demonstrates our implementation process summary:



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Figure 2

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When implemented properly, you can see in Figure 3 actual retail revenue growth for a solo surgeon bariatric surgery program in Virginia.

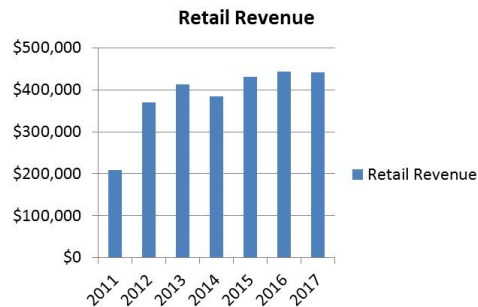


Figure 3

The Pre and Post-Surgical Program Profit Engine focuses on how to improve patient engagement & outcomes with ease while adding another revenue stream to your program, even if you don't understand "tech" or don't have time to make it happen on your own.

Implementing this profit engine does not take your personal instruction away. Rather, it augments your instruction with easy to access and cost effective written, video and audio resources. So no matter how your patient learns best, you have it covered. It also provides them with resource materials to review on their own and is shown to decrease the number of calls to your office. As you know, an educated patient with clear expectations is a better prepared patient. This results in less confusion and potential misunderstandings and/or misinformation. This profit engine also provides additional resources for their significant other.

The Cash Pay Surgery Profit Engine can help you increase your number of cash patients to $\geq 30\%$ of your total surgeries and boost your profits by up to 400%. The Cash Pay Surgery Profit Engine and the Retail Profit Engine are by far, the two most impactful profit engines when it comes to your bottom line.

The Cash Pay Profit Engine is not only powerful, but one of the 5 profit engines that can bring the most enjoyment to you, your staff and your patients. Cash pay patients are easier to schedule and tend to be extremely motivated for success. And getting paid up front at a higher rate is enjoyable. If you structure your pricing well, your patients can end up with less out of pocket expense (and headaches) than they would have had going through traditional insurance plans.

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Figure 4 shows metrics for the percentage of cash pay patients realized over the past 5 years for the same solo bariatric surgeon practice in Virginia. This growth required a change in mindset and marketing efforts to fully define the unique needs/desires of this niche population identify the best ways to reach them and set a smooth concierge process in place for optimal relationship building and patient satisfaction. The Incentivized Patient Referral Program Profit Engine then takes over so that you attract more self-pay patients.

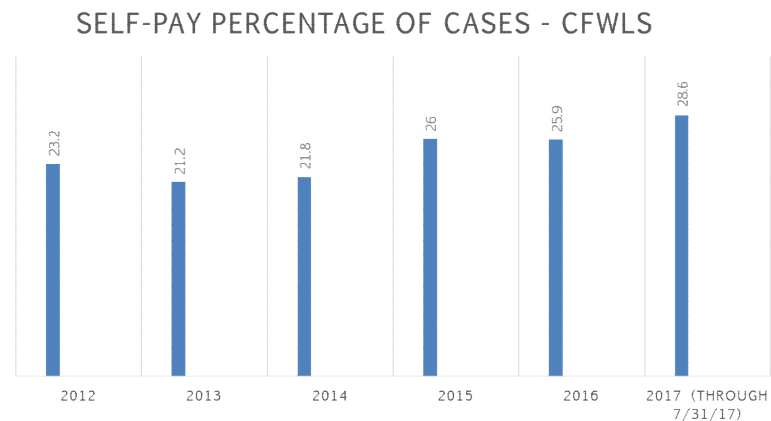


Figure 4

Incentivized Referral Program Profit Engine is overlooked by most weight loss surgery programs. Your patients are some of the most grateful people you will ever meet. They are grateful to you for the positive changes they now get to experience in their life. Many believe you saved their life and in many ways, you did! Let them send more people your way and be rewarded for their kindness and faith in you.

This profit engine is intended to help you double or triple your patient referrals without spending a dime on ads. And patient referrals tend to be the best referrals.

Automated Marketing Program Profit Engine is extremely rewarding because you can be attracting your ideal patients essentially while you sleep. Automation is a wonderful thing (when it is working correctly). Most clinicians hate marketing but when they learn automation...the enjoyment begins!

The beauty is that for potential patients investigating bariatric surgery online, attracting your ideal patients and building a relationship with them can actually be automated. The rest will be taken care of by you and your customer service oriented staff as these patients experience outstanding services and results – what you currently do each and every day.

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While there are challenges in healthcare and the field of bariatric surgery, this field in particular can be one of the most rewarding areas in medicine today. There is a need to help the millions that are morbidly obese and as you likely know, they are some of the most grateful people you will ever meet in your entire life. You change their life for the better. Now it's time to implement measures to grow your program and have a greater impact on your community and those that need you most.

WEIGHT LOSS PRACTICE BUILDER SERVICES

At Weight Loss Practice Builder, we are in the trenches of building and enhancing bariatric surgery practices and programs. We understand the challenges you face each and every day.

However, we are selective about who we work with because this is such a specialized field and we are *committed* to ensuring your success as well as a positive return on any investment.

You are a good fit if you:

- Want to rapidly increase your overall number of surgeries
- Are interested in the fastest path to creating a profitable weight loss surgery program
- Struggle with finding and implementing effective program growth strategies
- Are determined to be the recognized expert in your region
- Can be decisive and take action towards overcoming potential system barriers to ensure program success
- Desire a strategic partner that is committed to your success and help you accomplish your goals quickly
- Like to experience a positive return on investment!

Although services can be customized based upon your needs, here are the 5 primary ways we can help:

1. Book your free 'Opportunity Audit' with Karol to uncover an additional \$10K-\$20K a month hidden within your practice. Schedule your opportunity audit call at <http://WeightLossPracticeBuilder.com/Opportunity>

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2. *On-Site Consultative Visit* includes:
 - a. Metric survey prior to visit
 - b. Full evaluation of services
 - c. Comprehensive strategic recommendation report
 - d. Brainstorming session regarding specific organizational goals and barriers to success
 - e. Development of 3 month implementation plan
 - f. 3 Months of weekly implementation coaching calls for quickest results

3. *Monthly Bariatric Business Coaching Packages* with Karol (4-5 calls/month for strategy, implementation and accountability). We help guide you every step of the way.

4. *Licensed Use of Surgical or Non-Surgical Weight Loss Turn-Key Education Programs* (online membership site hosting & maintenance included as well as staff training and marketing materials).

5. *Immersion Weekend Plus 12 Months of Support for Implementation of All 5 Profit Engines*: The initial weekend can be accomplished at your facility or many physicians/administrators prefer to see a comprehensive bariatric practice firsthand. We invite you to come to beautiful Virginia and experience operation of a 10,000 square foot state-of-the-art facility that includes surgical weight loss, medical weight loss, fitness, education and a second-to-none retail store. During your immersion weekend, you will develop your strategic plan and begin implementation strategies for each of the 5 Bariatric Profit Engines. This includes ongoing consultation services for 1 year for full implementation of the 5 profit engines.

6. *Publishing Services* – Set yourself apart from your competition. We help physicians create a best-selling book that becomes their business card for prospective patients. In this way you also become the recognized expert in your region. Imagine giving your very own book to prospective patients for them to read and share with others who also desire surgery.

Whether or not we work together, we truly want you and your patients to be successful. In order to have optimal success there are 3 things you must do:

1. Model what you know works
2. Understand that the simplest (systematized) path is usually the best
3. Be willing to push outside of your comfort zone

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Additional Information: **PREDICTED TRENDS IN WEIGHT LOSS SURGERY & ADDITIONAL RESOURCES**

Staying ahead of the curve (and your competition) depends upon understanding trends of what the future may hold so you can proactively plan and prepare adequately.

Trend #1: Gastric Sleeve will Continue to be the Primary Bariatric Procedure Performed and the Total Number of Procedures will Rise and then Stabilize Over the Next 10 Years

As you can see from the table below, the latest weight loss surgery statistics indicate a rise of weight loss surgery procedures of close to 20% from 2011 to 2015.³ You can also see that the Gastric Sleeve has been the top procedure of choice since 2013. This is likely due to the fact that it is a less invasive procedure that provides good overall weight loss results and less long term complications. Some studies show an average weight loss of 60% of excess weight.⁴ While other studies show weight loss with the Gastric Sleeve at a higher percentage.⁵

Estimate of Bariatric Surgery Numbers, 2011-2015

Published July 2016

	2011	2012	2013	2014	2015
Total	158,000	173,000	179,000	193,000	196,000
RNY	36.7%	37.5%	34.2%	26.8%	23.1%
Band	35.4%	20.2%	14%	9.5%	5.7%
Sleeve	17.8%	33%	42.1%	51.7%	53.8%
BPD/DS	0.9%	1%	1%	0.4%	0.6%
Revisions	6%	6%	6%	11.5%	13.6%
Other	3.2%	2.3%	2.7%	0.1%	3.2%
Balloons					~700 cases
V-Bloc					18 cases

ASMBS total bariatric procedures numbers from 2011, 2012, 2013, 2014 and 2015 are based on the best estimation from available data (BOLD, ASC/MBSAQIP, National Inpatient Sample data and outpatient estimations).

We predict that the number of overall primary weight loss surgeries will continue to increase. This is due to continued demand for weight loss surgery, low penetration of the population of candidates that meet criteria for surgery, positive

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outcomes, lower complication rates, improving economy (willingness to pay cash as necessary for some patients) and easier access to quality bariatric surgery programs. However, with the current state of healthcare coverage, higher premiums and less coverage for such elective procedures, the overall number of procedures will likely stabilize over the next 10 years.

Trend #2: Continued Dwindling Physician Reimbursement & Higher Premiums for Patients

As with many specialties, physician reimbursement is on the decline within the bariatric field. A great influence is the Affordable Care Act and the federal government lowering Medicare reimbursement rates. When this happens, private insurance companies tend to follow suit. Not only are they lowering physician reimbursement rates, but the federal government is also moving towards a flat reimbursement rate regardless of the complexity of the patient's condition.⁶ This ultimately affects payment for the hospital and the physician. It can also negatively affect patient care. You see, with this model, in order to remain solvent, the volume of visits/procedures needs to increase in the same amount of time. Thus, there is less time to spend with patients and potentially higher complications/readmission rates among other negative outcomes.

As you can see from the table below, at a comprehensive bariatric surgery private practice in Virginia, the physician reimbursement for 2 common procedures has not only gone down, but the gap between private insurance reimbursement and governmental healthcare is beginning to disappear. This is in addition to bundling some procedures together instead of reimbursing separately such as the Gastric Sleeve (CPT 43775) and Hiatal Hernia Repair (47100,51) when completed during the same surgical event.

2017 Reimbursement Rates for an Independent Virginia Bariatric Surgery Practice

- Average Reimbursement Sleeve Gastrectomy Commercial: \$1,200.00
- Average Reimbursement Sleeve Gastrectomy Medicare⁹: \$1,147.00
- Average Reimbursement Liver Biopsy Commercial: \$436.11
- Average Reimbursement Liver Biopsy Medicare: \$487.12

In addition to dwindling reimbursement for physicians, patient premiums and co-pays continue to rise.⁷ This can be a significant deterrent to follow-up care beyond the global period and creates challenges for proper follow-up and obtaining the required long-term data.

Trend #3: Increase in Cash Pay Surgery (with the Proper Mindset & Marketing Plan)

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Implementing a cash pay weight loss surgery option for your patients can be a very positive game changer for your bariatric surgery program. There is a sub-population of patients seeking such services but they come with specific expectations (and often a bit more determination and motivation). Cash pay services in a variety of specialties is becoming much more common. These include plastic surgery/aesthetics, orthopedic services and even concierge family practice settings.

Trend #4: Need for Additional Revenue Streams

It is no surprise that with dwindling government and private insurance payments, bariatric surgery practices/programs need to diversify and create additional revenue streams that complement bariatric surgery. This may feel adverse to some but such revenue streams actually complement the surgery and have been shown to improve patient outcomes. The most effective and appropriate options for consideration at this time include:

1. Retail
2. Medical Weight Loss
3. Pre/Post-Operative Comprehensive 12 Month Educational Weight Loss Program
4. Fitness
5. Back on Track services for long term patients who may be struggling

If you haven't added any of these additional products/services to your program, you will find that patients not only desire such services but they are beginning to expect them. In addition, with proper guidance and planning, they are easier to add than you may think.

Trend #5: Increase in Patient/Family Expectations

Let's face it, in any service profession, the customer experience is what can make or break your reputation and business. In fact, this is a big reason why the healthcare industry is focusing on the customer experience in order to meet evolving industry and consumer demands.⁸

For any bariatric surgery program to attain a desirable market share, efforts need to be focused on three primary areas patients not only want but expect:

1. Demand for Excellence: Patients have a choice. They can search "Dr. Google" for anything they want to research and that includes options for weight loss surgery, your program, your reputation and your outcomes. They pay attention to top reviews, testimonials and are swayed by what they read or hear whether it is valid or not. Thus, you need to pay attention to every aspect (online and offline) that influences these sources.

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2. Development of Comprehensive Centers: Patients/customers like convenience. This is the same for morbidly obese patients. It takes a great deal of courage for them to reach out for help so making their experience convenient helps with your relationship and ultimately compliance. However, a comprehensive center isn't all you need. It really is just a building. You need the compassionate staff that brings the 'magic' to your space. In the end, it is your skill, education and relationship with your patients that results in above average outcomes and off the charts patient satisfaction.
3. Desire for Concierge Care: Concierge medicine is defined in Wikipedia as "a relationship between a patient and a primary care physician in which the patient pays an annual fee or retainer. This may or may not be in addition to other charges."⁹ However, it is so much more than that! It is your relationship with your patient and your intent/desire to streamline their care so it is efficient, convenient and personalized.

These expectations are becoming more of the norm. When you think about it, isn't that what you would desire for your bariatric surgery experience? You may think such desires are more like unnecessary demands. However, when proper systems are put in place for customer service, phone etiquette, online presence, testimonial gathering, care pathways, patient communication and the like, it becomes easier to manage and more enjoyable for all.

Trend #6: Increasingly Difficult Long Term Patient Follow-Up

Keeping up with data requirements for your office and national bariatric databases as required by your Bariatric Surgery Center of Excellence designation can be overwhelming. This overwhelm is eased if you have proper systems in place...and staff who like to be your 'numbers person'. Nonetheless, long term follow-up is becoming increasingly difficult for a number of good reasons. The primary reasons include:

1. Higher Co-Pays/Deductibles
2. Transient Population
3. Patient Independence & Belief that they Lack the Need for Follow-Up

All of these issues make the need for creative ongoing patient support that is engaging and mobile necessary. Luckily the resources for online support and app development have never been easier. Recording has never been easier – all you need is a computer or your smartphone along with an app or some simple to use editing software.

Trend #7: Increased Program Competition/Survival of the Fittest

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Bariatric Surgery Programs are popping up across the United States in order to meet the demand of the 99% of the obese population that aren't receiving services. This also creates competition which can be good! This is especially true if you have an abundance mindset. Competition tends to raise standards and improve access to care. However, it also creates the need for differentiation and can create significant financial stress.

ADDITIONAL RESOURCES

Visit www.WeightLossPracticeBuilder.com for additional free resources that will assist with implementation of each of the 5 Profit Engines.

#1 Amazon Best-Selling Book, *5 Profit Engines of a Successful Bariatric Surgery Practice: Your Blueprint for Building an Enjoyable Business that Creates Healthy Patients and a Healthy Bottom Line*. Request a free copy by [clicking here](#).

¹ <http://connect.asmb.org/may-2014-bariatric-surgery-growth.html>

² <http://asmbs.org/patients/benefits-of-bariatric-surgery>

³ <http://connect.asmb.org/may-2014-bariatric-surgery-growth.html>

⁴ <http://www.obesityaction.org/educational-resources/resource-articles-2/weight-loss-surgery/dear-doctor-ive-had-bariatric-surgery-will-i-ever-get-to-normal-weight>

⁵ <https://asmbs.org/resources/sleeve-gastrectomy-as-a-bariatric-procedure>

⁶ <http://scribeamerica.com/blog/physician-reimbursement-why-it-matters-for-the-future-of-american-health-care/>

⁷ <http://www.ncsl.org/research/health/health-insurance-premiums.aspx>

⁸ https://www.healthcarecommunication.com/Main/Articles/How_patient_expectations_for_health_care_providers_9609.aspx

⁹ https://en.wikipedia.org/wiki/Concierge_medicine

ABOUT THE AUTHOR



Karol Clark is a best-selling author, speaker and entrepreneur who has a passion for helping physicians integrate effective, profitable weight loss services and retail sales into their practice while improving patient outcomes and enjoying the journey along the way. Her use of non-traditional (easy to implement) medical marketing strategies, along with her dedication to a positive ROI makes her a uniquely different and sought after weight loss business consultant.

Karol is formally trained as masters prepared Registered Nurse in the field of women's health, medical and surgical weight loss, and nutrition. She is also a marketing expert with over 20 years of experience as a hospital administrator, surgical practice administrator, and consultant.

Karol is a certified professional with Author Expert Marketing Machines, Make Market Launch and Publish & Profit. She lives in Virginia with her husband and their four children. Karol can be reached at Karol@WeightLossPracticeBuilder.com. You can also visit her business sites at www.CFWLS.com, www.WeightLossPracticeBuilder.com, www.YourBestSellerBook.com and www.CenterforHormoneHealthandWellness.com.

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