

PREFACE

In offering this Business Manual to our members, we have attempted to compile only such information that has proven feasible with doctors, actively engaged in practice. It represents a quarter of a million miles and many days spent in checking and testing ideas. However, this arduous procedure has as its object, the elimination of theory, leaving only the practical to contend with. Some of the ideas may not fit into your method of operating, but a great number of them are workable. You will find it necessary to read the Manual over many times to get the full gist of it, as we have exercised brevity, whenever possible.

We wish to acknowledge a debt of gratitude to the following, whose contributions were found to be of incalculable value.

Dr. Leo Speers, of Denver, Colorado; Dr. S. J. Burich, of Indianapolis, Indiana, Dr. Burton Williams of Atlanta, Georgia, Dr. William E. Budreau of Miami, Florida, Dr. D. A. Hilton of Houston, Texas, Dr. R. J. Miller of Columbus, Ohio, Dr. Charles Frazee of Lansing, Michigan, Dr. A. H. Kessler of Birmingham, Alabama, Dr. Clyde Keeler of Dallas, Texas, Dr. George W. Taylor of Los Angeles, California, Dr. A. C. Johnson of Los Angeles, California, Dr. Martin K. Carr of Glendale, California, McBride Health Baths of Corpus Christi, Texas, American Women's Salon of Denver, Colorado, and S. H. Stein of MacFadden Health Service Bureau, New York, N. Y.

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BUSINESS TECHNIQUE

(The Four Factors)

The elements that contribute to a doctor's success, while similar to other professions, possess one, sharp distinction. This distinction is manifested in the patient's health, or lack of it, while visiting the doctor. When ill, we don't have the proper mental attitude. The calm, deliberate judgment, so obvious in purchasing a house, radio or automobile is woefully lacking in the doctor's office.

Therefore, it can readily be seen that the doctor is faced with a problem that does not confront other professions. And to handle this problem, he must have a knowledge of many subjects. He must know psychology. Also, he must understand human nature with its attendant ramifications. What we are leading up to is that the successful doctor must be more than a doctor. Simply getting the patient well is not enough. You may be an excellent technician and still end up a dismal failure. Therefore, this fact becomes self-evident.

In addition to technique, there are four other factors of vital importance. You must also be a master salesman, an astute psychologist, a brilliant individualist and an able business man. After interviewing hundreds of doctors, we find these qualities markedly pronounced in all cases. On the contrary, we know clever technicians eking out a hand to mouth existence. Others, who are good salesmen enjoy a large practice, although their technique is extremely mediocre. From these observations, it is easy to deduce that the other factors are just as essential as the actual healing. With them, you have a fair chance to attain your goal. Without them, you may succeed, but your chances are extremely problematical.

These four factors are the fundamentals of Business Technique. We suggest that you study them assiduously. It might be the turning point in your career. You may not be able to apply all of the ideas, but some of them should fit into your practice.

Before proceeding further, it might be fitting and proper to offer one suggestion. In a nation-wide survey of doctors, we find that salesmanship is the most glaring weakness in the profession. And yet, this is the most important pre-requisite in meeting the public. We earnestly suggest that you study this part of the Manual intensively for we are offering you a course in salesmanship especially built for the profession.

We shall now discuss the four factors in the order of their importance.

SALESMANSHIP

Whether you be butcher, baker, or candlestick maker; doctor, lawyer, or statesman, it is imperative that you be a salesman if you hope to succeed in this fast moving world. And salesmanship becomes an absolute necessity if your vocation requires that you meet the public. In this category, we unhesitatingly place the doctor. Show us a successful doctor, and we will show you a master salesman with few exceptions.

Now you may ask, why is it so important that a doctor qualify as a salesman? The answer should be quite obvious. To treat a patient successfully, the doctor must get the patient's confidence. And this requires salesmanship. Moreover, the patient must be sold on the doctor's skill and ability to get results. In addition, we live in a land of miracle seekers. Many patients have had an ailment for give years yet expect a cure in five days. They want a miracle to take place. Here salesmanship asserts itself. As a doctor, you must be able to persuade them to continue the treatments long enough to give you a fair chance to see what you can do.

The question now arises, what is salesmanship? Can anyone learn it? Are salesman born, or made? Before proceeding further, let's get this one point straight. Anyone who can talk can learn to sell. A few salesmen are born, but most of them are made. There are a few natural-born musicians, but most of them are mechanical players. If we had to depend upon natural-born players, music would be at a premium. Regarding the definition of salesmanship, some have defined it as the power to persuade. However, we prefer to define it as the ability to talk interestingly, convincingly, and logically. But to do this, it is necessary to employ emphasis, inflection and the proper spacing of words in speaking. So we might say that salesmanship is what you say and how you say it. Let's illustrate with the following: -

"Mrs. Doe - I want to ask you a question. If you had the knowledge - and knew exactly - what to do to correct this ailment, the question is - would you follow it? If you didn't, it wouldn't do you any good, and - it wouldn't do me any good. A chronic case such as yours, necessitates one hundred per cent cooperation between the doctor and patient. Unless - you follow directions implicitly - I would rather not take the case."

Now if you emphasize all words underlined by speaking a little more forcefully and pause after all words followed by a hyphen, you will speak convincingly, emphatically and clearly. The pause after certain words is very essential for it is the weapon by which you hold the patient's interest. For example: -

Tomorrow night at midnight.....I am leaving
for China.

Salesmanship (cont'd)

You can readily see that so long as you say nothing further than midnight, the patient is held in suspense and does not know what is going to happen. Perhaps a bomb is going to explode, the world is coming to an end. But as long as you don't finish the sentence, he is forced to listen to every word. In this manner you hold his attention. Now the pause should not last longer than three seconds. Any longer pause would make your speech disjointed and indicate a lack of continuity. Persons who have to hunt for words to express themselves, show a lack of coordination and are known as gropers. Hesitation breeds doubt and in salesmanship, it leads the buyer or patient to believe that you don't know your business. A good salesman has a pleasing continuous flow of speech, never hesitating or groping for a word to express himself. If expression is one of your handicaps, a good exercise would be to practice reading editorials out loud, as rapidly and as clearly as possible.

There are two chief inflections, rising and falling. You say Good Morning with a rising inflection, and Goodnight with a falling inflection. Insofar as salesmanship is concerned, the following rule on inflection will suffice. You raise the voice on exclamation points, hold it at even tempo on question marks, and commas, and drop it on periods.

Above all, avoid monotone in speaking as you would a plague. You can do this by employing emphasis and inflection in your speech. A good exercise here would be to engage in a heated argument with someone. It is a strange thing, but when we become excited we use emphasis and inflection perfectly. It is just as easy to do so and maintain a calm composure with a little practice. Also, it is imperative that you avoid repetition of words in the same paragraphs. Repetition is a short cut to boredom, whether it be in the office or drawing room.

The following talks are not marked for emphasis, pause or inflection. Try and speak them correctly. Then turn to page 14, where you will find the correct answers.

Mrs. James, I don't want to scare you, or frighten you, but still I think you ought to know the truth. Overweight shortens your life about fifteen years. Now, if you are slightly tired of living, well, you just keep on like you have been in the past. But, no doubt your husband loves you; your children love you; they don't want to see you die. But you do just exactly as you please. It is strictly up to you. A patient just left here, her heart going like a trip hammer. Other doctors have told her she had heart trouble, but it's nothing but overweight.

Mr. Smith, smoking is a distinct hazard and greatly retards improvement in a case of stomach ulcers. I realize that it would be just as hard for you to quit smoking as it

Salesmanship (cont'd)

would for me to stop eating. So, I am not going to ask you to quit. But I am going to show you an easy way to cut down on your smoking. Tomorrow morning, take your package of cigarettes and cut it exactly in half. Put one-half of the package away and carry the other half with you. In this way you will be smoking only twenty half cigarettes per day, which cuts your consumption fifty per cent. You will find that you will get along very nicely, and it will greatly aid your condition. The following week we can cut this amount in two again if conditions warrant it."

Mrs. Woods, my diagnosis shows that you are over-acid, and your diet confirms it. Now you can't keep on eating as you have in the past and hope to get well. What I try to show my patients is that foods have affinities just like human beings. You, for example, could not get along with every man and vice versa. Place certain foods in the stomach and they fight like a bunch of tomcats out in the alley. Others get along harmoniously and agree. I am going to give you a diet and I want you to follow it to the letter. Unless I can get your full cooperation, I would rather discontinue the case. Will you promise to do this?

WHAT TO SAY?

(The Right Word)

"He who wants to persuade should put his trust not in the right argument, but the right word. Give me the right word and I will move the world." - Joseph Conrad.

This is the truest axiom ever uttered by man and is the very essence of salesmanship. You can't say just anything. Even the nearly-right word will not suffice. It must be absolutely right to gain the ultimate in success. Therefore, the value of what you say depends upon the use of only such words that have a direct bearing upon the subject and the amount of logic and brevity you employ. It takes some persons an hour to say what should be covered in five minutes. This is due to their propensity to talk about things that are irrelevant and have no bearing upon the subject. This is also conducive to making the listener restless and irritable. We have seen doctors actually aggravate a patient's condition by their manner of speech. A good rule to follow is to try and say as much as you can with the usage of as few words as possible. Which means that you must study brevity. Brevity, they say is the soul of wit. It is also insurance against going through life as a bore. To learn brevity, there is no better teacher than Shakespeare. He had a vocabulary of sixteen thousand words, yet he could say more in one paragraph than most of us could describe in a lifetime. And that is why men like Shakespeare, Bacon, Tennyson and Longfellow, along with famous statesmen are quoted down through the centuries. They made

Salesmanship (cont'd)

impressions that will endure as long as life lasts. And in salesmanship today, you must make impressions if you hope to garner success. The following examples of brevity should be examined closely.

A doctor's client one time told him that her religion permitted her to eat anything she wanted too, yet she was ill at the time. The doctor replied as follows: -

"Mrs. Jones, you wouldn't deliberately take strychnine, would you? Why? Because it is a poison. Well, the only difference between strychnine and the food you eat is that where strychnine is a rapid poison, your foods are a slow poison, unless you know how to combine them."

Now we consider the doctor's answer an excellent example of brevity. He said a great deal with the use of very few words. Furthermore, his answer was logical and convincing. With the result that the patient had to concede that his argument was food for thought. No one had ever explained it to her in just this manner before. This is conclusive evidence that there is a great deal to brevity and the technique of grouping words.

Quite often a doctor gets a patient who argues that to do hard, manual labor he must have meat, although suffering from constipation at the time. The following answer is worth consideration:

"Mr. Patient, I don't say that you should not eat meat under normal conditions. But I would like to ask you a question? You keep meat in the ice-box. Why? Because it spoils very quickly. Now, when you place meat in the stomach, you are putting it into a virtual hot-box. It's ninety eight and six-tenths degrees down there. How long would meat last out in the sun at that temperature? Not very long, would it? Therefore, you can readily see, Mr. Patient, that it is all right to eat meat, but when you do, the bowels must be in marvelous condition. You should eliminate it in twenty four hours. So a good rule to follow would be not to eat foods that decay rapidly if you suffer from constipation. In this category, we place meat, baked beans, spaghetti and macaroni."

Here again is an example of saying a great deal with few words involved. Briefly, you have given the patient an education on the digestive tract; you have compared the heat of the stomach with that of the sun, and you have given him an elimination diet. Moreover, you spoke the layman's language, using only plain words that he could understand.

If you find it difficult to use brevity, we suggest that you read short stories or editorials and then attempt to relate them to your family or friends as briefly as possible, yet still retain their interest. This is very good practice.

PHRASEOLOGY

The magic of words has not been exaggerated. By the proper use of words, we create phrases, thence phraseology. And if you wish to become a salesman, it is essential that you study this subject. Let us illustrate first with a few verses.

A fire mist and a planet,
A crystal and a cell.
A saurian and a jelly fish,
And caves, where cavemen dwell,
Then a sense of law and beauty,
And a face turned from the clod.
Some call it Evolution,
And others call it God.

Here in eight brief lines, you have expounded the entire theory of creation as advanced by two separate schools of thought. And you have an example of brevity at its very finest. In addition, you have a sense of rhythm and music that for sheer beauty is unmatched.

Then take Shakespeare's ingenious ability in forming phrases when he says:

"There comes a tide in the affairs of men, which, if taken at the flood, leads on to fortune." He never mentions the word 'opportunity' but we grasp it instantly by his clever phraseology.

The immortal Byron shows us how to avoid repetition when he says:

"Our only friend is Memory. Her eye brims with understanding, her voice is caressing and tender, her touch is magnetic with sympathy."

And the incomparable Longfellow in the Psalm of Life gives us hope and encouragement in those beautiful lines:

"Lives of great men all remind us, we can make our lives sublime, and departing, leave behind us, footprints on the sands of time."

And now to illustrate phraseology as applied to the profession, let us quote from Dr. Crile, Director of the well-

known Cleveland Clinic. Speaking of vibrations, he states:

"The doctor of the future will 'tune in' on the living body as one does now on the ordinary radio. By 'listening in' to the short waves transmitted by the various organs, he will hear the symphony played by the living organism and will determine the rhythms of the 'dance of life'."

Then, take the expression, "We are tomorrow the result of what we eat today."

Also, "It is not the drug that moves the bowels, but the bowels that move the drug."

"External beauty depends upon internal health."

From these examples of phraseology, you can recognize the value of the right combination of words. It not only lends color and beauty to your speech but most paramount of all, the proper combining of words makes for what is called 'easy reading'. In addition to proper speech there are other vital adjuncts to study in salesmanship.

VOICE

Some doctors possess a tiny, squeaky voice that sounds like a chicken first emerging from the shell. Others have a rasping voice that grates on the listener. This is distinctly detrimental to success. A male voice should have a low, orotund quality to denote masculinity, while a woman's should be clear and musical, on the order of a bell. Unless the voice is right, it is difficult to assume the confidential tone so important to doctors. And in your profession, there are times when the voice should be soothing, sympathetic and comforting to the patient. If it is important for the actor to have a good voice, it is equally important for the doctor, for he is playing a 'part' on the professional stage just the same as the actor performs in the play world. And the doctor, in this case, is the Star of the play. Therefore, if you are one of the doctors handicapped with a poor voice, we recommend that you take a few lessons in voice culture or dramatic art. It will pay excellent dividends. A good voice radiates confidence and accordingly, it is a potent weapon in building up the faith of the patient. And the patient's faith in the doctor is indispensable.

PERSONAL APPEARANCE

There is a saying that "To play the part, we must look the part." This applies to the doctor as well as other professions. The public like to deal with successful people. Therefore, it is important that the doctor look the part which means that he must maintain a good front. This is exemplified in a prosperous looking office. As the reception room is the first thing the patient sees, it must reflect prosperity and

modernity. This necessitates modern furniture and Venetian blinds, along with other incidentals. The treating rooms must be light, airy and reflect sanitation. The equipment must be the best and look the best at all times.

Relative to personal dress, it is imperative that a white uniform or jacket be worn on duty. The patients associates white with health, for they see it constantly among nurses and hospitals. The doctor who becomes lax in this matter need not expect to build up a clientele among the better class. Remember, the least you can do is resemble a doctor, regardless of ability. If it is too uncomfortable to wear a white coat in the summer months, you can substitute pongee which is infinitely cooler and looks equally as well.

As regards the rest of your dress, you should not wear a suit that costs less than fifty dollars, shoes less than eight dollars, shirts less than two dollars and ties less than one fifty. This may sound like expensive advice, but we assure you, it is quite the contrary. Good clothes are not a waste of money but an investment just as surely as you buy a stock for ten dollars and later sell it for one hundred dollars. And it goes back to the old theory that the people like to deal with successful people. They know that the suit must have cost money and you must be making money or you couldn't have paid for it. Moreover, you will talk to the patients with much more confidence when well dressed. You will radiate assurance and the patient won't argue with you half as much as in the past. We know of a salesman who never made any money until he bought a sixty dollar suit of clothes. His income nearly doubled the first month. He told us that he seemed to stand straighter, approached his prospects with more confidence and talked with an ease that surprised him. But clothes are not just an emsemble of garments to cover the body. They must reflect prosperity. Therefore, if you attempt to purchase at a price appreciably lower than stated, you may defeat your own purpose. Look upon good clothing as an essential part of your office equipment.

FEAR

Making money is twenty-five per cent brains and seventy five per cent nerve, or intestinal fortitude. Many business men are afraid to make investments, fearing they will lose. Some salesmen hesitate to call on a big man, fearing a cold reception. Some doctors are afraid to ask for money. Others fear they will lose patients if they insist on prompt payment of bills. Others refuse to take a needed vacation, fearing their business will go to a competitor during their absence. But let us here, ask a question. Suppose that you fell heir to one hundred thousand dollars. After you received the money, you wouldn't worry about these trivial matters, would you? And you would talk to your patients in an entirely different manner from that time on. You would adopt a, "I don't give a d--m attitude"

and, surprising though it may seem, your business would probably increase. We have seen patients rush into the office and exclaim, "Doctor, I have a kink in my neck. I'm in a hurry and I want you to fix me up right away." And the doctor, fearing he would lose the patient did as he was told. Now if you were the doctor and had one hundred thousand dollars in your pocket, what would you do? You would lean back in your chair and say: "I don't treat patients until I have made an examination and ascertained the cause. If you are in such a hurry, suppose you go on and come back when you have more time." What we are trying to show is that you should be gently, but deliberately independent. Don't let the patient be the doctor. Give him what he needs, not what he wants. You may need the money, but you can't afford to let the patient know it. You collect the money because it is good business, not because you have any particular use for it. So each morning on the way to your office, try repeating "I have a hundred thousand dollars," over and over again and see if you don't talk differently to your patients. Fear and worry are first cousins. And worry can cause constipation. Perhaps you need a treatment not the patient. Remember, that ninety per cent of your worries never happen and you can gamble on the ten percent.

CONFIDENCE

If you expect the patient to place confidence in you, you must first have confidence in yourself. You must believe that you are the best doctor on Earth; the best salesman and the best business man. And you must show this by a spring in your step, a power in your voice and a confident smile on your face. But you must also believe that your technique is the best and that your treatments are worth more than you ask for them and that the patient will greatly benefit from them. And in talking with a patient, you should try to radiate an air that is not a question of your being able to cure the patient, but only a question of whether you want the case or not.

And summing up, this is the essence of salesmanship. Knowing what to say, how to say it, personal appearance, voice and the absence of fear. But to become a good salesman, necessitates study on your part. However, like the patient who wants an instant cure, don't expect results overnight. It's not quite that simple. But you can become a masterful salesman if you persevere. Which means practice - practice and more practice. But the results obtained, are worth more than the effort expended.

A thorough study of the following objections confronting the doctor daily should be made. You will find they contain logic and salesmanship, are forceful and to the point. We advise memorizing them for they are actual excerpts taken from the speeches of some of the most successful doctors in practice today.

OBJECTIONS

"What do you charge for treatments?" (over the phone)

"Why, I don't believe that I ever made a price on a single treatment. Most people put off visiting the doctor until the last minute so that a single treatment would not do much good. I take a case over a period of time necessary to effect a cure and I can't very well tell how long it will take, or the fee to be charged, until I have made a diagnosis. By the way, what are your symptoms? What makes you think that you need treatment? Your case might require something else entirely. I employ many kinds of healing methods, depending on the nature of the ailment. Why don't you run in and see me? My consultation is free and places you under no obligation. I would like to meet you anyway."

"How many treatments will I have to take?"

"That depends upon your condition and how far the disease has advanced. Also, some patients respond to treatment faster than others. And still others have more powers of resistance to disease. After I have had your case for a couple of weeks, I can give you a fairly accurate idea as to the number of treatments it will take."

"Do you guarantee a cure?"

"Before I answer that, Mrs. Smith, I would like to ask you a question? Did any doctor ever guarantee you a cure? If so, he should not be allowed to practice. On your own admission, you have been to five different doctors and now you ask me if I guarantee a cure? I don't think you are being fair to me or yourself. I can only say that I have helped others who were afflicted with the same ailment and I can see no reason why I can't help you. Simply because one doctor failed to help you, it does not necessarily follow that another one cannot. In addition, none of the doctors that you visited have given you the form of treatment that I would prescribe."

"I can get treatments for one dollar."

"Of course! You can go downtown and get a room for a dollar if that is the kind of a room you want. That is strictly up to you. If you wish, go and visit some other doctors. I hardly think you will find the up-to-date equipment I use here. I am supposed to have the best this side of New York. It costs money but the best is none too good for my patients!"

"I have no money."

"If your case merely called for the use of my hands, I should be glad to treat you and let you pay later. But your particular case necessitates the use of expensive electrical equip-

ment which costs me money the moment your first treatment starts. Therefore, I have to have fifty per cent down as a minimum. That is the very best I can do."

(As long as there are people on this Earth who will pay the doctor's bill last, when it should be first, you have to protect yourself. So the short wave or diathermy is your expensive, electrical equipment and the patient cannot determine the cost to operate. In addition, actual facts show that many patients have a savings account, but don't want to draw on it. Whether you believe in the therapeutic value of a short wave or not, it will help you to collect mone.)

"My doctor says that my child's tonsils must come out."

"I am sorry to hear this, Mrs. Jones, for in my opinion, removing children's tonsils is one of the biggest rackets in America today. It is seldom that they have to be taken out. Dr. Alsaker, nationally known physician for the MacFadden Health Service Bureau in New York, says that over a period of 27 years, he has never found it necessary to remove a single tonsil among children. Now your doctor may be all right, but you wouldn't compare him to a doctor like Dr. Alsaker, would you? He either needs the money or is unqualified to judge tonsil conditions. Why don't you ask him if he has had his children's tonsils removed, and see what he says? I can treat your child for tonsillitis, and when through the treatments, he will still have his tonsils. They may come in handy later on."

"My doctor says that I can eat anything I want too."

"This advice would be all right if what you ate came from a natural desire, not artificiality. But let me ask you a question. When you were born, you didn't open up your eyes and say to your mother, give me some meat and potatoes, did you? No. Your only desire was for milk. As we go through life, we build up artificial appetites and desires. As a result, perhaps we are consuming twice as much iron as we need and one-half as much calcium. Accordingly, an ailment is in the offing. All that you have to know about the body, Mrs. Smith, is that it is composed of sixteen different minerals. Each have to be fed. Neglect one of them and sooner or later, Nature will demand a reckoning. What we have to do is to eliminate those artificial desires and get you back to a natural way of eating. This means a balanced diet, not too much, not too little."

"I have gall stones. My doctor says this treatment does not come under a Chiropractor and I have to be operated upon."

"Mrs. James, who is your doctor to say what ailments do or do not come under a Chiropractor? We treat nearly all the ailments of the body and if you will take the time to investigate, you will find that our records of cures far surpasses the medical doctors. There is no doctor on earth big enough to say which ailments come under what kind of doctors. After all,

it is well to remember that doctors at best, are only correct fifty per cent of the time in their diagnosis."

"Now don't misunderstand me. Surgery is a fine thing, and sometimes necessary, as a last resort. Before resorting to it, however, you should try every known method of treating by natural methods. I believe that the organs were placed in the body for a purpose and you need every one of them. Nature never created the organs only to be removed so that a surgeon could make a big, fat fee. A good slogan for you to adopt would be, "Investigate before you operate."

"My doctor says that I must take shots for this condition."

"Yes, I know. They give you diptheria shots, cold shots, shots for arthritis and malaria. Give them time and they may give you buckshot. Years ago, the Indians shot our grandparents with a bow and arrow, and the arrow tip was dipped in poison. And when that arrow hit them, it was a cure for all diseases, for they were very much dead."

"It is a strange thing but children who are given diptheria shots still contract diptheria; people who take cold shots, still catch cold. Countries where vaccination is compulsory have more cases of smallpox than elsewhere. And have you noticed in the papers the great number of people dropping dead at forty five and fifty years of age? If the truth were known, I believe their entire system was poisoned by the many shots they had taken. Better be careful that you are not getting a poisoned arrow each day under the guise of medical aid."

"Do you use Chiropractic as a cure-all?"

"Absolutely not. While Chiropractic is the base or foundation of our treatments, we also employ heat, electricity, diets and various forms of drugless therapy that we feel will help our patients. However, we believe that life itself has its origin in nervous energy. If we maintain the nerve supply functioning smoothly throught the body, it is a big step in keeping one healthy. Consequently, we work on pinched nerves and all obstructions that interfere with their natural objectives."

PSYCHOLOGY

According to Webster, psychology is the science that treats of mental phenomena. Reducing it to a simple formula, we would say that it is the ability, by doing the unusual, to make people think in a way that will be conducive to your general betterment. And psychology plays an important role in the doctor's profession. Let us cite some examples:

We know of a doctor who, tiring of the city, moved to a small town of twenty five hundred inhabitants. He visited the leading office building and rented nine rooms. The rental agent protested that no doctor had ever leased more than two rooms and everyone had failed in that particular town. But the doctor was adamant and insisted on leasing the entire nine rooms. It was so unusual that it got into the papers; the people started talking and, to make this incident short and to the point, the doctor built up a practice of 12,000 a year. It is needless to add that he was a clever psychologist.

We have in mind another doctor, who places a sign on his door every week or two. "Gone Hunting", "Gone Fishing", "Attending the National or State Convention", or "Taking post Graduate Work". He states that if the public thinks he can afford to do these things, he must be successful and they want to deal with successful people. And he is absolutely correct in his diagnosis.

We know of still another doctor who, after making the diagnosis and examination, addresses the patient as follows:

"Mr. Jones, I would like to turn your case over in my mind for a couple of days. Suppose you come back and see me day after tomorrow. Then I will give you a decision. If I decide then to take your case and don't help you, there will be a check for you in payment of all the treatments you have taken."

This is the most daring display of psychology we ever heard of. You will note that the doctor ~~has~~ taken the play away from the patient. Instead of the patient debating whether the doctor can cure him, the doctor beats him to the punch, in the parley of boxing, and impregnates the thought in the patient's mind that he doesn't want the case unless he believes that he can help him. With the result that when the patient returns and learns that the doctor will take the case, his case, his faith is increased ten-fold. And it works, for this particular doctor is eminently successful and never has to refund any money.

Someone said that we have two eyes and one mouth for we prefer to see twice as much as we hear. The psychology here would indicate that pictures in selling are more effective than the doctor's speech. Therefore, you should back up your diag-

nosis and treatments with photographs whenever possible. After all, the organs belong to the patient and he likes to see what they look like. Hundreds of doctors treat patients for various disorders and it never occurs to them to show any pictures. Don't clothe the body in mystery, or employ ten dollar words in your diagnosis. When the patient understands the body, he or she build up a respect for it, which means a longer course of treatments, which in turn means more money for you. We believe that one of the secrets of Bernarr MacFadden's great success is due to his beautifying the body. He accomplishes this by illustrating with the most beautifully colored charts made today. Therefore, show your charts whenever you can.

It is excellent psychology to postpone treatments on new patients until the following day, unless an emergency is indicated. This shows that you are enjoying a good practice.

It is bad psychology to sit in the reception room and visit. If you were successful, you would not have time to sit. Also, it looks badly to take in money if you have a girl to do it. Money is supposed to be secondary in your profession and healing primary. Get the money, by all means, but don't make it obvious.

It is poor psychology to ask the patient to do something that you would not do yourself. You are in the health business. This should suggest that you should set an example in health. If you become ill, the public are prone to say that you don't practice what you preach. Also, we know of doctors who lose thousands of dollars in practice by drinking and other forms of dissipation. If your practice is located in a small town, this form of conduct is suicidal. For in small towns everyone knows the doctor's business. If you preach health to your patients you should be an active participant. We know of a lady doctor who advertised reducing baths, although she was overweight some eighty pounds. Naturally, she was the laughing stock of the community and her reducing baths failed to go over. The people thought, and rightfully so, that if the baths were any good, she would take them herself. Therefore, it would seem a good motto to follow, "The smaller the town, the stricter the conduct!"

It is excellent psychology to give yourself ample latitude in treating patients. If your diagnosis shows that it will take six weeks to correct a malady, tell them that it will take about three months. Then, if you cure them in two months, they are pleased. Whereas, if you told them it would

take six weeks to obtain results and it took eight, they are generally displeased.

And here is the "piece de resistance" in psychology. A woman will pay millions to look well, where she wouldn't pay a red cent to get well. Read this again, and again and remember it constantly in your daily practice. If you doubt this assertion, just make a casual survey of the beauty parlors in your city. Millions of dollars are spent for beauty each year. If you are mentally alert, you can cash in on this knowledge. Instead of selling women treatments solely on the basis of correcting an ailment, sell them on the idea that a weekly treatment is greatly conducive to beauty. One of the leading ladies' bath parlors in the United States has over one hundred women sold on taking a weekly beauty bath. They never mention the word "health" but stress beauty constantly.

From this, you can see that psychology is an increasingly important factor in your work. It has its place in your dress, speech and office equipment. You will find that there is a psychological factor in writing a letter, collecting a bill or wearing a red necktie if you happen to be the type.

Certain modalities are almost one hundred per cent psychological. However, this is an unhealthy condition. When you have more psychology than therapy involved, it is rather tough on the patient. Psychology is all right to get a patient into the office and keep him there, but when the treatments begin it is best to adhere to solid therapeutics. .

THE PSYCHOLOGY OF SOUND

Today there is a science, which for lack of a better name, can be termed the Psychology of Sound. Insofar as the doctor is concerned, it deals with the prices he may charge for certain items. Many stores and merchants price goods according to the sound that hits the ear drums. For example: \$1.95 is fifty cents cheaper than \$2.00 in sound value. \$6.25 is cheaper than \$6.00. When we say cheaper, we mean that the public will buy quicker at the higher price. Merchants have been known to take an article priced at \$10.00 that does not move and raise it to \$15.00. Then they will run lines through the \$15.00 price and mark underneath \$10.48 on sale. And the article will commence to move with sometimes remarkable rapidity.

From the above, we learn to avoid flat prices. By flat prices we mean \$2.00, \$4.00, or \$10.00, for an article. However, this does not apply to the price of a simple treatment for a bargain price would not dignify the profession, and would defeat its own purpose. But it does apply to the sales of vitamins or concentrates. If you have a vitamin that sells for \$2.00 it will sell better at \$2.25. \$3.45 instead of \$3.00, \$4.35 instead of \$4.00, etc. And this difference will pay your rent. If you buy vitamins from a house who insist on printing the retail price on the labels, it will pay you to seek another connection, unless they desist from this practice. It is not right for the manufacturer to dictate the retail price of an item for the doctor's overhead differs in various parts of the country. If you practice in Chicago, Illinois, the chances are your overhead will be much greater than it would be in Kokomo, Illinois.

In addition to Vitamins, the psychology of sound can be applied to other items. If you run a sanitarium and charge \$25.00 per week, you will find that \$27.50 is better. If you are a masseur, charging \$2.50 for a bath and massage, or ten for \$20.00, try \$22.50 instead. If, as a Chiropractor or Naturopath you charge \$2.00 per treatment, or \$15.00 for ten, you can just as well get \$17.50, but under no circumstances should you apply this psychology in the price of a single treatment. Attempting to charge \$1.95 for a \$2.00 treatment, would be foolhardy. In this case, you adhere rigidly to the set price of two, two-fifty, or three dollars per treatment. It is only when you are selling a number of treatments or vitamins that the Psychology of Sound applies.

INDIVIDUALITY

If you copy, and don't creat you leave nothing to posterity. -- Winston T. Churchill.

One of the prime requisites of success is to build up a distinct individuality. Make yourself different than any one else on Earth. Most of us are prone to copy others instead of attempting to create something new. Yet all famous men were creators. And most of the prosperous doctors have developed individuality by their creative instinct.

In building individuality there is one thing you must never forget. Everything that you say or do that is commonplace will pass with the dying sunset. Everything that you do or say that is different, unusual, will be impressed indelibly upon memory. We shall now see just how this can be applied to your practice.

There are four separate ways in which you can develop individuality. Your office, office equipment, dress and speech. First, we shall discuss office equipment.

In purchasing equipment, try and get units that have extra features or gadgets. They may be dubious as to their therapeutic value, but they add distinction. The Oscilloscope attached to a Sine wave has no healing value, but it makes a tremendous impression upon the patient. The knobs of handles on your equipment painted in lively colors will also help. An amplifier system to call patients and time clocks for your Physiotherapy units are distinctive adjuncts that the patient will remember on leaving your office.

Your office decorations give you an excellent chance to create individuality. Decorative color-therapy now enters the picture. This is exemplified in soft, pastel shades, soothing and pleasing to the eye. However, they must be unusual, not gaudy. Inasmuch as the great majority have installed Chrome furniture it now becomes commonplace. Rattan is distinctive and different, if you can afford it. A couple of unique pictures in the reception will complete the setting.

As white uniforms are standardized today, we can add nothing that will enhance your individuality in office dress. But when you leave the office, a wide field presents itself. As stated before, clothes are not made just to cover the naked body. Primarily, they should reflect affluence. Also, they should harmonize. If you are of slender stature, you should wear unfinished suits or tweed to give you breadth. But if you are short and stocky, the exact opposite should be chosen. Probably the greatest sartorial crimes are reflected in men's neckties. Apparently, no judgment is used here, whatsoever.

Individuality (cont'd)

The average man's tie is nothing more than a string, flapping in the breeze.

A cheap tie will nullify the effect of a good suit of clothes, or an otherwise perfect raiment. However, you can remedy this deplorable condition if you will remember to buy only ties that have a corded-rib fabric and avoid silk or satin material. Silk will not hold its shape, whereas a corded fabric will stay in position. Also, if you wish to wear a tie with stripes or dots, then the shirt should be in plain or solid colors. If you prefer shirts in stripes or checks, then the tie should be of solid color. Follow this simple rule and you will be surprised at the improvement.

But in seeking individuality in dress, don't rush. You should spend an hour in buying a necktie, two hours for a shirt, and all day for a suit. If you don't understand the harmonization of colors, or what to select, according to your height, stature or complexion, better consult an expert. It will be a good investment.

In no field of endeavor is there a wider range of possibilities to develop individuality than in speech. From the moment a patient enters the doctor's office until he leaves, the doctor's speech is of paramount importance. You should ask yourself this question. Do I talk like ninety five per cent of the other doctors, or do I say anything different that the patient will remember, when leaving? Do I radiate a professional air? Do I talk too much or too little? Am I too courteous, or too abrupt? Do I say the right thing at the right time. Am I too friendly? Do I radiate intelligence and confidence?

While this check-up will help, we cannot offer any certain set of rules on speech as circumstances alter cases. But of one thing we are certain. You should talk to your patients in such a way that when they leave your office, they will say to themselves, "Now there is a doctor who knows exactly what he is talking about." And these kind of patients become boosters and are instrumental in getting the doctor new patients.

~~Now if you can't create, and have to copy, we suggest~~ that you visit other successful doctors and study their methods. For if you must copy, then copy successes, not failures. But watch your speech. Guard it as you would your pocketbook. Every word you utter should have a definite bearing upon your subject. Mark Twain said, "The difference between the right word and the nearly right word, is the difference between lightning and the lightning bug."

BUSINESS MANAGEMENT

It is a common saying among the layman that the doctor is not a business man. This is true in many, many cases. The medical doctors are notoriously poor collectors while the Chiropractors are poor buyers. However, there are other factors to be considered. Business management also embraces overhead, location, publicity, and executive ability.

First, we shall take up collections. The ideal solution of collections is, of course, not to have any. And for the past few years many doctors are operating on a strictly cash basis. They don't do as much business, but they have just as much money at the end of the year. If you do extend credit, the patient should be taken into your private office and distinctly told that you expect your money on the exact date agreed upon. Impress upon him that you are a business man, as well as a doctor, and you have an overhead to maintain just like any other business. And the first time that he fails to pay on time, discontinue treatments at once. Firmness and frankness on your part will not lose patients, but on the contrary, they are more inclined to respect you for it.

As to overhead, it should be in proportion to your income. Relative to purchasing ability, most doctors pay too much for equipment and buy units of doubtful therapeutic value. More rigid investigation will get you lower prices and eliminate doubtful modalities.

Regarding executive ability, this is the crux of the doctor's eventual success. All doctors should strive to build a health institute or clinic. This means assistants and departments. It is well to remember that you can't always do the heavy work yourself. However, in discussing this plan, the doctors bring up two objections. They claim that their patients will not permit anyone else to treat them, and that they cannot obtain assistant doctors who are permanent, but eventually go into business for themselves. This is positive proof that the doctor lacks executive ability. If he would praise his assistants to the patients, the first objection is overcome, and if he will pay assistants more than they could earn by working for themselves, he will not need to worry about losing them. Assistants should be given a guarantee against commissions and a bonus at the end of the year.

During the growing process, you will need an office assistant or secretary. As she is a vest-pocket edition of yourself, she must receive precise and rigid training. When you start to enlarge and employ assistant doctors, she automatically becomes your office manager. But, unless you have executive ability, you cannot build an institution and take things easy, as you are rightfully entitled too in the latter years of your professional life.

THE EXAMINATION

The Examination is distinctly important, for here is the first intimate contact between the patient and the doctor. And, as first impressions are quite often lasting impressions, this inaugural step in treatment must be executed with smoothness and dispatch. Many a patient is lost during an examination before treatments are begun. However, if the examination is conducted intelligently, a solid base is formed from which the patient is built up into a profitable connection for the doctor involved. For during the examination, the prospective patient is forming his or her ideas as to your fitness to handle the case. Therefore, it is essential that your technique be flawless.

When the patient is seated comfortably in your private office, ask him this question: "Is it just a local condition you want me to examine, or do you want a complete physical examination?"

The object here is to get the patient to explain his symptoms without your asking directly what they are? The patient is much more impressed if he thinks that you find out his symptoms without his telling you. By your adroit approach, he tells you without realizing it. Thus, the above question is significant.

Regardless of the patients answer to the question, your reply is that he wants a physical examination. The price is generally \$5.00. Of course, you knew from the beginning that you were going to ask for a complete physical examination, but getting the patient to talk about his local condition, he furnishes you the symptoms without your employing the word.

During the examination your questioning brings out more symptoms. By inquiring, "Does it hurt here, or is there any pain there", you are obtaining valuable information, but the patient does not realize that he is supplying it. And all the while, you are making notes either oral or written, which forms the basis of your summary.

When the examination is completed, have the patient dress and return to the private office. After you are both seated again, pick up the summary and read to him your findings, which, of course, is your diagnosis.

Now some doctors give the patients their diagnosis in small parcels during the examination. But we believe it is infinitely more impressive when conducted in the private office. In addition, habits of an indelicate nature may have to be discussed and to reveal these openly, the private office is distinctly advantageous.

Back of all examinations is the thought that you are trying to impregnate into the patient's mind that the examination is important, exacting and dignified. Once this is accomplished, you have established a favorable and lasting first impression.

TAKING THE CASE

Charging patients so much per treatment is distinctly unsatisfactory. The reasons are manifold. As a doctor, you are between a crossfire. The patients quit if they get to feeling better and they quit if they get to feeling worse. In a chronic case, there is generally a reaction. The patient will feel worse before he feels better. If this reaction occurs when out of your office, he is likely to conclude that your treatments are making him worse, and without notifying you, will go elsewhere for treatment.

Now if the patient gets to feeling better after a couple of treatments, he will quit also, although you know that he is not cured. This is equally unsatisfactory. For when the patient becomes ill again from the same malady, he is prone to tell his friends that Chiropractic helped him while he was taking treatments, but as soon as he quit, the ailment returned. This leads the public to believe that Chiropractic relieves, but does not cure. What's the solution? The solution is found in taking patients by the case or month.

Inasmuch as the case plan requires super-salesmanship, we favor the monthly plan for the average Chiropractor. The usual price is \$50.00 per month. However, everything is included. You throw in the X-ray, Colonics, short wave, vitamins, etc., the motive being to cover up the price of individual treatments. This is especially important if you have a price-cutter in the vicinity. We know of instances where two Chiropractors practice in the same block. One charges a dollar per treatment, while the other averages three-fifty on the monthly plan.

Another advantage is that the patient has to continue at least a month for you have his money in advance. And when he has made an investment in his health, the surprising thing is, that he will actually respond better to treatment. Our hearts seem to follow our pocketbooks.

It is not to be construed, however, that all patients can be handled on the monthly plan. You will always have the occasional kink in the neck, or a sprain, which only requires one or two treatments. In these cases, you charge by the treatment. But in chronic cases, the monthly plan is the only feasible system. It guarantees you a good return on your investment, helps to eliminate price-cutters, and the patient has a far better chance to recover.

When you collect in advance, the patient can't quit for at least a month, and you have a potent weapon to combat,

"Outside Influence". It is well to remember that while the patient is in your office, he is under your control, but when he leaves the office, he is beyond your control. The monthly investment gives you a much-needed leverage.

Arranging the Fee

Before discussing the fee, find out from the patient how many doctors he has visited, their diagnosis, their kind of treatments he received and how long he continued with any of them? This is highly important for it determines your course of procedure. If the patient has only taken a few treatments from any of them, this is your cue to take him only by the month, for you are up against a miracle seeker who wants a cure overnight. Study the following talk carefully:

"Mr. Smith, you have a pronounced case of Prostatitis. However, there is no occasion for alarm, for it will respond to treatment. But it can't be corrected overnight. No doubt you realize that the longer you have an ailment, the slower the cure. This condition has been coming along for a long time and the correction will be correspondingly slow. Of course, I realize that you want to know, within reasonable limits, about how long it will take and the amount of money involved. That is only good business. However, in a case of Prostatitis, no doctor can definitely state the time limit, for we don't know how readily you will respond to treatment. Your age, physical condition, and resistance are factors we have to contend with. Therefore, I only take these cases by the month. I charge a flat fee of \$50.00 a month. Ordinarily, it takes about three months to correct this ailment. If it should take any longer, I shall only charge you \$20.00 a month until you are well.

After this talk, the patient, in many instances, will ask how many treatments he is going to receive per month. Your reply is that he will receive sufficient treatments to get him well. You may give him one, two or three a week, or one a day if he needs them. Don't let him pin you down as to the number he will receive. (Three a week is about the average.)

Note: The \$20.00 a month reduction is optional with the doctor.

THE SECOND DIAGNOSIS

All doctors are naturally familiar with Diagnosis, but its interpretation means only the diagnosing of disease. Yet there is a second diagnosis of equal and vital importance. It deals primarily with analyzing a patient from a business standpoint, to determine his worth to the doctor. A patient can pursue a course of action so detrimental that the doctor would be infinitely better off had he refused the case. Summed up the second diagnosis covers the following ten important points:

1. Will the patient follow directions?
2. Will he expect a cure overnight?
3. Will he pay his bill if credit is given?
4. Will he refuse to pay if you don't do him any good?
5. Will he knock you to others if the treatment fails?
6. Will he send you new patients?
7. Will he discontinue medicine while under treatment?
8. Will he consult a medical doctor about your treatment?
9. Will he quit if he gets to feeling better?
10. Will he quit if he gets to feeling worse?

These ten points form the basis of the second diagnosis, and it can be readily seen that unless the patient conforms to the basic principles involved, a great deal of the doctor's work goes for naught. Therefore, the doctor in the case must check each one of the points thoroughly, and if he finds that the patient is weak on certain points, then those points must be elaborated upon. If a patient cannot qualify on the ten points, the doctor will spend less time on him accordingly. Now you can see that the object of the Second Diagnosis is to shorten the hours spent on patients where the pay is doubtful and the cooperation poor. If the doctors could get back the hours they wasted on deadbeats and unappreciative patients, the leisure afforded them would permit a ten years vacation. Therefore, the Second Diagnosis becomes increasingly important. A strict adherence to the rules set forth will mean that the doctor will receive more money for the time expended. After all, labor is still worthy of its hire.

THE PREDOMINATING ATTRIBUTE

A doctor has to have many attributes. Ability alone is not sufficient to warrant success. He must also be intelligent, friendly, courteous, gentle and above all, inherently honest.

Inasmuch as the majority of the doctor's patients are women, it is interesting to learn what they demand in a doctor. In a survey made from one thousand cases, it was found that honesty was the predominating attribute they required in a doctor. This survey showed that sixty-eight per cent of them, when recommending their doctor to a friend, emphasized that "If my doctor can't help you, he will tell you so." Forty per cent of them also liked a doctor who seemed to take a genuine interest in their case. Thirty-two per cent desired sympathy and friendliness. Twenty-eight per cent admired their doctor because he spoke the layman's language and avoided ten-dollar words. Twenty-two per cent disliked familiarity and twelve per cent, abruptness.

The singular thing about this survey was the fact that only six women in the one thousand interviewed, mentioned ability. They seemed to take it for granted that a doctor had ability or he would not be in practice in the first place. And this is not a bad philosophy. You must have had some ability in order to graduate from your respective school. However, once you are practicing, there is, at times, an irresistible propensity to make money. Your God and healing is of secondary consideration. But this course, if carried too far, will invite disaster. Money-mad doctors are generally on the move. They don't stay in one place very long.

At least once a month, you should check yourself on the above-mentioned attributes. Try and impress upon your patients that you are sincere, which of course, means honesty. Avoid abruptness by being gentle, and let your conduct with the patient be strictly impersonal. A woman likes to be treated as a lady whether she qualifies or not.

Summing up, once you have laid the groundwork, based on the premise, that Honesty is the Predominating Attribute, your future is assured. Impress upon your patients that **IF YOU CAN'T HELP THEM, YOU WILL TELL THEM**, and they in turn will tell their friends. In the final analysis, what your patients say about you, is a good barometer to your eventual success.

CORRECTIONS FOR PARAGRAPHS ON PAGE THREE AND
FOUR DENOTING EMPHASIS AND PAUSE.....

Mrs. James, I don't want to scare you-or-frighten you, but still - I think you ought to know the truth. Overweight just shortens your life about - fifteen years. Now - if you are slightly tired of living, well- you just keep on like you have been in the past. But - no doubt your husband loves you - your children love you - they don't want to see you die. But you do exactly as you please. It is strictly up to you. A patient just left here, her heart going like a trip hammer. Other doctors told her that she had heart trouble but - it is nothing but overweight.

Mr. Smith-smoking is a distinct hazard and greatly retards improvement in a case of stomach ulcers. Now I realize that it would be just as hard for you to quit smoking - as it would for me to stop-eating. So-I am not going to ask you to quit. But I am going to show you an easy way to cut down on your smoking. Tomorrow morning-take your package of cigarettes and cut it exactly-in half. Put one-half of the package away and carry the other half-with you. In this way-you will be smoking only twenty half cigarettes per day, which cuts your consumption fifty per cent. You will find that you will get along very nicely and it will greatly aid-your condition. The following week-we can cut this amount in two again if-conditions warrant it.

Mrs. Woods-my diagnosis shows that you are-over acid and-your diet-confirms it. Now-you can't keep on eating like you have been in the past and hope-to get well. What I try to show my patients is that foods have-affinities, just like human beings. You, for example: could not get along with every man and-vice versa. Place certain foods in the stomach and they fight-like a bunch of tomcats, out in an alley. Others get along harmoniously-and agree. I am going to give you a diet and - I want you to-follow it to the letter. Unless-I can get your full-cooperation, I would rather-discontinue the case. Will you promise-to do this?

Note: The subjects above serve a double purpose. In addition to lesson material to show how to speak correctly, they are actual excerpts gathered from successful doctors illustrating how they handle various problems. Accordingly, they should be digested thoroughly and employed in practice.

PUBLICITY

Most doctors claim that they can sell the patient after they get him into the office, but the difficulty lies in getting him in.

The only way you can get patients into your office is by some form of publicity. The old formula of one patient telling another, or referred patients, is all right, but considered too slow in this day and age. However, advertising is an art, just like any profession. It is defined by some as an abbreviated short story, and advertisers are taught that their opening statement must arouse "instant attention". Therefore, you can understand that what you say in an advertisement is equally as important as what you say in your office to a patient. For the patient sees the advertisement before he gets to the office, so it must be extremely appealing. However, it is not our intention to suggest that you take a course in advertising. You haven't the time. Therefore, we are going to give you actual copies of advertisements and forms of advertising now successfully used by doctors throughout the country.

The best paying forms of advertising are form letters, circulars and newspapers. But newspaper advertising is only profitable in towns less than fifty thousand inhabitants and in papers of suburban towns adjacent to, or part of a large city. You will do well to avoid the large, metropolitan dailies, with the possible exception of the Sunday issues.

In composing circulars, bear in mind that we are going through a color era. Black and white is out for the present. In selecting colors, green, blue and the lighter shades have a cooling effect in summer; while maroon, yellow and brown indicate warmth in winter or fall.

First, we will take up form letter advertising. The key to form letter advertising is to write only about ailments as they predominate at different times of the year, and to write certain classes of people who, due to the nature of their work, are afflicted with certain ailments.

Publicity (cont'd)

For example, you would send out a letter on Tonsillitis to families with children during the autumn after the opening of school. A letter on Hay Fever would be appropriate in July and August. A letter on colds would be fitting during the winter months, and a letter on Influenza should be mailed during an epidemic. To all men over the age of fifty, you would write about Prostatitis, and to the barbers, beauty operators, mail carriers and policemen, you would cover foot diseases. Foot letters, of course, should be sent out during the summer months when foot trouble predominates.

As to mailing lists, we do not advise buying these from the outside. You can make up your own and save money by doing it. If you want a list to mail your tonsil letter too, any school teacher can generally get this from the school authorities. In sending out a foot letter to beauty operators, policemen, barbers or mail carriers, these lists are published by their respective associations. A little ingenuity on your part will get these lists free of charge.

The following letters will give you a good idea on composition. However, they are all subject to slight changes to obviate the possibility of two or more doctors using the same letters in a community at the same time.

FORM LETTERS

A famous writer once said that, "Life begins at Forty". This may or may not be true, but I do know that PROSTATIC GLAND TROUBLE begins at 50 - and sometimes sooner.

As a Doctor and citizen in your community, I feel it is my professional duty to acquaint you with the symptoms of this dangerous malady. If the Prostate shows any signs of swelling, irritation, or you are afflicted with any burning or excessive urination, see a doctor at once. To wait might prove dangerous.

But I believe it is equally dangerous to operate, or remove this all-important gland. When anyone tells you that an operation is necessary, don't take it for granted that it must be done. I have treated successfully hundres of severe prostatic cases with no knives, drugs or medicines involved.

No matter what ailment you or your family may be afflicted with, it would be wise to adopt the slogan "Investigate before you operate".

I employ a well-known method of treatment with gratifying results. My consultation is free and places you under no obligation. Office hours from 9 to 6. Evenings by appointment.

Very truly yours,

FORM LETTERS - (Cont'd)

ARE YOU A VICTIM OF A TONSIL SNATCHER?

When a nurse sends home a note that the tonsils should come out, don't take it for granted that it should be done.

Let me quote from Dr. Rasmus Alsaker, nationally known doctor who states: "Over a period of 27 years, I have never found it necessary to have a single tonsil among children removed".

This should be indisputable proof that the tonsils do not have to come out. And as a parent, you owe it to your children to investigate before you operate.

I believe that tonsils were placed in the body for a purpose and that we need all the organs we have. Nature never intended for us to have organs only to be removed. And I see no reason for Tonsil Snatching, especially among little children.

I use the famous Alsaker method of tonsil treatment with the most gratifying results. My method is painless, with no medicines nor drugs involved and when through with the treatment, you still have the tonsils, which are essential to growing children.

I shall be glad to have you bring your children for a free consultation. This places you under no obligation.

My hours are from 9 to 5 and evenings by appointment.

Yours very truly,

FORM LETTERS - (cont'd)

Dear Madam:

There is a "Killer" at large in your city, who is no respecter of persons. He attacks ruthlessly, the weak as well as the strong; the small child as well as the adult. He steals into your home like a thief in the night. And the damage he creates is indescribable. But at least we know the identity of this killer and therefore, can organize to eliminate him.

For he is known as Mr. Influenza, one of the greatest scourges to humanity since the World War.

This is the time of year when Influenza may appear and, as a doctor and citizen of your community, I feel that it is my professional duty to acquaint you with the general symptoms that accompany this malady.

The characteristic signs of Influenza are a headache, more or less violent, aching pains in the limbs, a coated tongue, dizziness on standing erect and fever. When these signs appear, you should see a doctor at once.

And naturally, you prefer a doctor who obtains results quickly and effectively. Perhaps you are unaware of it, but actual statistics show that Chiropractic treatments are one of the most effective methods of combating Influenza.

Some of our leading health authorities believe that life itself has its origin in Nervous Energy. And the chiropractor stimulates this energy by adjustments.

As a preventative measure, it will pay you to visit a chiropractor once a week whether you are ill or not. If you are ill, he can help you. If you are well, he can help you keep well.

I should be glad to have you call at my offices at any time where I can give you more details of the amazing record compiled by Chiropractors in the successful treatment of Influenza.

Office hours from 9 to 5. Evenings by appointment.

Yours for health and more health,

FORM LETTERS - (Cont'd)

Did you know that AGE is first revealed in the FEET?

It is a known belief that many people are prematurely wrinkled due to foot disorders. If you suffer from foot trouble, the question is:

WHY?

Most of us were born with perfect feet. Then why should we be the victims of broken down arches, aching leg muscles and flat feet? Improper stance in walking and standing, poorly fitted shoes and undeveloped foot muscles cause most of our ills.

But it has also been discovered that foot discomforts have a direct bearing on facial beauty. Between lines in your face and lack of comfort in the feet, which would you choose? After all, there is no substitute for youth. It is life's most prized possession. But by eliminating the pain in your feet, you can recapture a certain part of youthfulness that perhaps you lost too soon.

To all sufferers whose work requires long hours of standing, this is a message of hope.

FOR THERE IS RELIEF

I use a famous system of foot culture with surprising results. I shall be glad to have you call and receive a free consultation. This places you under no obligation.

Hours from 9 to 5. Evenings by appointment.

Very truly yours,

FORM LETTERS - (Cont'd)

ARE YOU OVERWEIGHT or UNDERWEIGHT?

People who are overweight are SICK but do not know it.
Most of them die YOUNG.

You can add FIFTEEN YEARS to your life by learning the
simple rules of natural health building.

It is EASY too. And I don't starve you to death in
doing it.

I employ the only safe way to reduce, a method endorsed
by the famous Bernarr Macfadden.

HOW TO GAIN WEIGHT

Correctly and permanently.

The amount of food won't do it.

Forced feeding won't do it.

I don't care how many remedies you have tried and failed
by simple yet detailed instructions. By building up
your weight to normal, you are better fortified to with-
stand the ravages of diseases when epidemics sweep the
country.

Many a boy can't make the football team due to being
underweight.

Many a girl has limbs that no silk stocking will fit.

These conditions CAN be remedied.

My office hours are from 9 to 5. My consulta-
tion is free and places you under no obligation.

Yours very truly,

CLIMATIC LETTERS

IT STARTED WITH A COMMON COLD.

They were not feeling so badly yesterday - just a little headache and sore throat. Today it was necessary to call a doctor.

The family are beginning to worry for it was only a "common cold yesterday."

Isn't it true that nearly every case of bronchitis, laryngitis and pneumonia started with just a "common cold?"

If there is anything you should be concerned about, it is the so-called common cold. Most doctors fear it for they know it is insidious and can develop into dangerous complications.

Adjustments with nature help break up the internal inflammation. It is far better to preserve good health than to seek recovery from illness.

Take your adjustments now; relieve the cold and prevent illness.

Yours very truly,

CLIMATIC LETTERS - (Cont'd)

THE CHANGE OF CLIMATE IS HERE.

You need attention now. Enjoy good health throughout the winter months. Protect your body by having it adjusted.

You winterize your automobile. Why not winterize your body?

During the changing of climate, your body is subject to chemical changes. And unless you knew the secret laws of Nature, you are exposed to the many ailments so prevalent during the winter months.

I suggest that you come in for a check-up. A few treatments now will help fortify you against illness so rampant during the damp, cold weather.

An ounce of prevention is still worth a pound of cure.

Very truly yours,

CLIMATIC LETTERS - (Cont'd)

AVOID SUMMER ILLNESS.

This is a matter of prime importance to your comfort, health, business and appearance. Don't neglect your health.

It permits you to enjoy yourself and work with ease in proportion to its quality. Neglect may cause you a great deal of trouble.

While you are repairing your house, car and improving your ground, what are you doing about your health?

Hot, damp weather is unfavorable to humanity. You will be pleased and surprised at the relief adjustments will give you. A wonderful tonic that helps withstand the summer heat.

Sincerely yours,

NOTE: These climatic letters are to be sent to old patients already on the books, not new ones. They should be mailed out at the opening of the different seasons.

Publicity - (cont'd)

There are other forms of advertising, more or less direct, but none the less profitable, if carried to a successful conclusion. One of the best mediums is found in organizing a Physical Culture Club. We are going through a health era that is sweeping the country. Every day we encounter people who ask us where they can join such a club. And it is quite amazing to learn of the number of people who travel hundreds of miles to take part in the Bernarr MacFadden hike, at Dansville, N. Y. You would no doubt like to join a physical culture club.

We know of a doctor who organized such a club of two hundred members. Each month, they would meet and take a hike. On these hikes, they would study plant life and nature; geology and rock formations. If anyone became ill, naturally this doctor received the business. He told us that eventually he was doing more business than he could take care of, and incidentally he found that the club activities were a valuable aid to his own health.

As to the proper procedure in organizing a club of this nature, you may write to Physical Culture Clubs, 205 E. 42nd St., New York City, N. Y., and they will send you free an illustrated booklet outlining the formation in detail.

Another good plan is to organize a Physical Culture Club for working girls. This requires space, but will pay good returns. In small towns where there is no Y.W.C.A. these girls have no place for recreation. And considering that most of them are employed in stuffy offices, their physical welfare is sadly neglected.

Many doctors are the local physical trainer for the High School football team, while still others head a Boy Scout Troop.

There are unmistakable signs that lecturing on Child Welfare is going to take its proper place among the scheme of things. A few doctors have taken this up with tremendous success. Interest has been intensified by governmental activity, exemplified in parks and playgrounds, and the parents interest has increased accordingly. However, the actual physical welfare of the child still rests with the doctor, and if you don't know child welfare, it will pay you to study the subject. There are so many, many things a doctor can tell parents that will greatly aid them in rearing the child.

One form of newspaper advertising will pay. If you can get some patient whom you have cured to write a personal for the local paper, it will bring good returns. A personal should run on the following order:

F. B. CROUSE of THREE CORNERS, RECOVERS

Mr. F. B. Crouse, of Three Corners, is now back to work, having regained his health after a long siege of sickness. Mr. Crouse states: "I had been suffering from Sciatica Rheumatism, Indigestion and low-blood pressure for the past five years. After spending hundreds of dollars on drugs and pills, I finally went to Dr. F. L. Hayworth, drugless physician, in Kingsville, and in the short time of three months I feel like a new man." Mr. Crouse also states that he is doing now as much work and feels as well as he did twenty years ago. Suffice it to say that he is now a firm believer in miracles after taking treatments of Dr. Hayworth of Kingsville.

COOPERATIVE ADVERTISING

Cooperative advertising might be defined as a case of "you help me and I shall help you." There are certain types of business houses and individuals not classified as doctors who are very active in the health business. Health food stores are rapidly increasing in the country today and they are in a position to send a great deal of business to the drugless doctor. Now we can almost hear you say that you have tried to work with health food stores, but with no results. And for the reason that you are both in the food business and therefore competitive. However, your reasoning here is somewhat irrational. You handle concentrated foods to get patients well, but the health food store handles a general line that most of us should eat every day. You can't buy raw sugar, whole-cracked grain or pure, whole wheat bread at any place except the health store. And you can't ask your patient to eat three full meals daily on the concentrated foods you sell. Therefore, the health food store has its proper place in the world, and its increasing popularity attests to this fact. And most of the proprietors of these stores are qualified dieticians and have sufficient knowledge of the anatomy to determine if one of their clients needs a doctor. If you will visit these stores and show them the benefit of an interchange of clients the arrangement will prove mutually satisfactory.

Masseurs are another class to consider in cooperative advertising. And massage is on the increase in the United States today. This is as it should be, for massage and kneading is the oldest form of treatment, long before the advent of medicine. If you get a patient heavily muscled, it is almost impossible to give the "proper thrust" in Chiropractic until you have loosened up the muscles. Therefore, if you were to send him to a first-class masseur, a half dozen sweat baths and massages will loosen up the muscles so that when he returns, you will obtain infinitely better and quicker results. And the masseur meets a different class of patients than you do and he can also send you patients. Perhaps you have tried this and found the masseurs unethical in handling your patients.

Publicity - (cont'd)

by telling him that he doesn't need to come back to you for treatments; that he can do everything you can and a great deal more. But, we assure you that they are not all like that. There are some ethical ones. It is up to you to pick them out.

One of the cleverest forms of advertising is to visit three or four high-class beauty parlors. Tell the proprietor that you will treat his employees free of charge. After you have treated several of these beauty operators and gotten results, you will be agreeably surprised at the volume of business they can and will send you. These operators make excellent saleswomen for you, as during the beauty treatments they have ample time to tell their customers about you. Your arrangement with the proprietor is generally about ten per cent of the amount you receive from patients emanating from his shop.

We know of one doctor who built his entire practice in this manner and it was a class of patients he would not have reached in the usual advertising channels. However, it is not wise to rely upon just one form of advertising, but to diversify it as your business progresses, for some methods work in one place, while in others it is exactly the reverse.

This institution is no different than any other business. Our overhead must be maintained. Effective financial arrangements must be made before treatments are begun.

Signed -- Dr. Ben S. Williams

We consider this the best sign ever conceived to limit credits and assist cash sales. It should be placed on the main door leading to the treatment rooms.

* * *

MONEY-MAKING TECHNIQUES

ANNUAL BOWEL X-RAY

DRUGLESS SANITARIUMS

FOOT CULTURE

THE PATIENT BUILD-UP

UNDERWEIGHT

DIETS

In addition to making extra money for yourself, you are doing your patients a great service when you educate them to get an annual X-ray of the bowels. We consider this just as important as the yearly X-Ray of the teeth. The average person only associates disease with pain. Yet, as a doctor, you know that many ailments do not manifest pain until a condition becomes acute. Prolapsus, adhesions and many other conditions could be remedied much easier, and in numerous cases prevented, with the annual X-ray of the bowels. Most doctors receive \$7.50 to \$10.00 for a 14 by 17 picture. And the patient will pay for these pictures, for, after all, these organs belong to him and he is intensely interested in them.

FOOT CULTURE is becoming one of the big modalities of today. Hundreds of Chiropractors, Osteopaths, Naturopaths and Masseurs are entering this lucrative field of endeavor. However, foot culture, as we term it, should not be confused with Chiropody. It has nothing to do with bunions and corns, but deals with the manipulation, massage and exercise of the pedal extremities. And many doctors have discovered in numerous cases where a patient would not respond to treatments of the spine, they have gone to the feet and the patient has reacted with alacrity, which would indicate that it is possible to have an ailment of the legs, the hips, the back, or even the head, and the cause lay in the feet. And the beauty of foot culture is, that in the summer months when your other business generally lags, foot work is at its best. From the legal aspects, you are perfectly in your rights in nearly all the states if you adhere to the principles of Foot Culture as defined above. We have investigated dozens of cases where doctors got into trouble but, in every case investigated, we found that the doctor stepped over the line. If a patient enters your office with bunions or corns, turn him over to a Chiropodist and you will get along all right.

Underweight problems are rapidly overtaking overweight as a money-making technique. And for very excellent reasons. Football is becoming one of the big businesses of the day. There are hundreds of boys in high school and colleges, who would give almost anything to gain ten pounds, for they can't make the football team. If they get on the varsity, they go from there to professional football and earn from fifty to one hundred dollars per game. And professional football is becoming the big sports business of today. It is actually out-drawing colleges in some parts of the country. In addition,

There are untold thousands of girls and women with spindling calves that are unsightly in these days of short skirts. And remember, that women will pay money to look well when they won't do anything to get well. You can round out these calves until they are graceful and symmetrical with the proper exercise and massage. Bear in mind that forced feeding will not put on weight. The technique here lies principally in special forms of exercise. In handling underweight problems, you should not take a case for a period of less than ninety days. Charge them \$25.00 to \$50.00 for the course. Weigh and measure the patient in starting so that you have a base to work from. In underweight treatments, the patients take most of the exercises at home, but it is necessary for them to visit the doctor twice weekly for they quite often overdo it and the doctor will have to work out the soreness of the muscles.

As Chiropractors are one class of doctors who cannot avail themselves of the regular hospitals, as conditions exist today, it is becoming increasingly important that they erect their own hospitals or sanitariums. Here patients can have all the conveniences and comfort and supervision of the medical hospital but still receive drugless treatment. Politics is completely erased from the picture. And there are generally sufficient Chiropractors and Naturopaths in a city of one hundred thousand to support such an institution. However, a lone, drugless doctor in a small city can make a sanitarium pay for he can keep there the class of patients who will not follow a treatment without constant supervision. We have personally met scores of people who admitted that they went to sanitariums simply because they did not have the will power to follow a treatment otherwise. To the lone doctor in a small city, twelve to fifteen beds would be ample.

The average patient enters the doctor's office with some specific ailment that is troubling him. Usually it is a backache, kink in the neck, dizziness, headache, or an upset stomach. The doctor relieves him and he goes on his way rejoicing. What's wrong with this picture? Plenty, we assure you. Government research shows that ninety per cent of the American people are constipated. This means that nine out of ten who visit you are sick and need a course of treatments. And they would take these treatments if they were convinced that they needed them. Now here is where the Patient Build-up comes in. By build-up, we mean that when the patient understands the body, he builds up a respect for it, and accordingly will continue treatments twice and three times longer. We don't mean to imply that he should have a full working knowledge of the anatomy, but he should know a normal pulse count; proper urine discharge and bowel elimination. When he understands exactly how these organs should function, if healthy, the chances are excellent that he will visit you readily when he sees that they are off-color. Therefore, you should devise a small chart to give to each patient. Print on the chart the Signs and Symptoms of Constipation, Urine and Heart. Tell the patient to watch these signs and symptoms very closely for they are the barometer to his daily health. Now we are going to tell you why

this is important. As stated previously, the average layman only associates disease with pain. But you know that in many diseases, there is no pain until the condition becomes acute. There is no pain in a rapid pulse, the retention of the urine, or in the feces emanating in liquid form but it is a warning signal easily recognized by the doctor, but entirely innocent to the laymen. And this is what we mean by the patient build-up. You are making the patient health-conscious which in turn will bring you increased earnings and more respect from the patient.

DIETS: Due to the enormous publicity it has received, diets are the leading modality today. Yet here, a singular phenomena presents itself. While most doctors prescribe diets, very few have made any money in doing so. And for the simple reason that they do not charge for them. If the patient takes the regular treatment, they throw the diet in free. Just what form of logic the doctors employ to arrive at this course of action is beyond my comprehension. It costs money to gain a dietetic knowledge just the same as any subject you would study. Therefore, you should charge for knowledge. And the patient is willing to pay for it. But if you don't charge him, he won't follow it. Anything that is free has a definitely limited value. Incidentally, there is more easy money made in prescribing diets than anything we can think of. We know of doctors earning ten thousand annually. There are several ways that you may handle diets. You can charge so much a month, or a flat fee. Some doctors charge by the month and include necessary, concentrated foods. Some get ten dollars for a diet; other twenty five and fifty dollars on a flat fee basis. Personally, we would not give a diet under twenty-five dollars. And you may rest assured that when the patient has invested this sum of money, he will follow it to the letter.

Now there are doctors who do charge for diets and are making big money. We know of one doctor who is earning \$15,000. We know of another who has 150 patients paying him \$10.00 per month each. He has no money invested in equipment, except diet material. The patients come once a week for a check-up as the diet must be changed as the chemistry of the body changes.

Then, there is a new field of endeavor opening up that is worthy of mention. In various parts of the country, there are Diet Sanitariums. They are nothing more than high-class boarding houses, but a dietician is in charge and the patient eats as directed. These Diet Sanitarium have splendid potentialities.

At any rate, it can readily be seen that diets have big possibilities if handled properly. But no results can be obtained by giving them away. Figure out some basis for charging the patient, however small.

THE \$5.00 LECTURE PROGRAM

This is the latest and by far the most profitable method yet devised to improve a doctor's practice.

All that is necessary is to contact a Ladies Club or Church group and inform them that you are putting on a series of Health lectures and that if they will have twenty of their members attend one of these lectures, you will give them \$5.00. The lectures are held in your reception room which must be large enough to accommodate twenty persons. For chairs, you can rent camp chairs at a nominal figure. As to the subject of your lectures you have an abundance of material to work on. Among the most popular topics is, "Child Welfare." And the particular subject of imparting Sex knowledge to children is one that parents will listen to with avid attention. A lecture on Diets is always well received - and also Colonics.

During the lecture, you work in the various types of equipment or modalities used in your practice and illustrate their connection with treatment and health. As to the length of the lectures, it should not run over one hour and then allot fifteen minutes for a question period. And naturally, no prices are quoted or diagnosing done at this time. But it gives the audience a chance to become acquainted with, test your knowledge and examine the equipment or technique you employ. If they are favorably impressed, they will return for treatment and also tell others.

As to the financial returns, every doctor we have investigated using this form of publicity is highly pleased with the results. One doctor gave six lectures which cost him \$30.00 and took in \$338.00. This is better than ten to one on the investment and this form of publicity is dignified, ethical and highly meritorious.

It can be readily seen that the ultimate return depends largely upon the interest you create in the lecture and what kind of impression you make upon the audience. Now we don't mean to infer that you must be an orator or public speaker but the lecture should be outlined and given in proper sequence. Some time should be spent in preparing your talk so that it is interesting and convincing.

The lectures are held weekly or oftener if you have the time. Evenings are chosen that do not conflict with club or church work.

If you are in doubt as to the subject to lecture upon, always choose diets. A greater percentage of the public are believers in diets and it is the easiest one to give.

If you are adverse to talking before a group, start with a half-dozen people and gradually increase it. You will find that after each talk, it becomes easier and any embarrassment will wear off quickly.

DIET LECTURE

Ladies & Gentlemen:

I am going to discuss tonight what I consider one of the most important subjects in the world. Important in peace and doubly important in war. For in wartime, there are considerably less doctors to advise you. I am going to talk about diets .

Now you have undoubtedly heard diet lectures before, but I am going to try and explain it in such a way that you can reason it out for yourselves. I am going to let you be the judge of its importance in your daily health.

When you were born, you were a laughing, healthy baby without a hint of the pain to come. You were happy, carefree and disease was conspicuous by its absence. Why didn't you stay that way? If you had, all doctors would have gone broke years ago. Very few animals have doctors and yet some of them outlive us 5-6 and 7 to 1. The elephant lives to be 150 years old. Did you ever hear of an elephant doctor? No. You probably have met doctors who charged a whale of a price, but not a whale doctor. The turtle lives to be 500 years old, but there are no turtle doctors.

WHAT HAS THE TURTLE GOT THAT YOU HAVE NOT?

Did you ever stop to think about that? I'll tell you one thing that he has. He has a profound respect for the fundamental laws of Nature and he obeys them to the letter. And yet the baby and the turtle, the whale and the elephant all started out equal. They all had a healthy body. But the animals kept their bodies healthy while the baby apparently met with an accident. Shortly after birth, he hit a detour, a detour that was cluttered up with all the diseases the human body was heir to. So that when he finally grew up to look like you and me, he had contracted Constipation, Rheumatism, Arthritis, Gall Stones, Pneumonia, Flu, Tonsillitis and innumerable other ailments. But did you ever hear of an elephant with High Blood Pressure, a whale with Arthritis, or a Turtle coming down with the Flu? Hardly. Now some of you may say that it isn't fair to compare you with animals, but when it comes to foods, you have a great deal more in common than you might imagine. It just so happens that most foods that are good for animals are also good for you. But lets go back to the beginning and see how the baby got off from the beaten track.

You came from a combination of foods in the first place. You were made from foods. During the pre-natal period, when your mother was carrying you, she either knew something about balanced diets or she was under a doctor's

care, who saw to it that her foods were balanced and rich in nourishment. So that when you opened your eyes and first gazed upon this mundane sphere, you were the picture of health with no aches or pains. Again I ask, why didn't you remain that way?

I'll tell you why. Because you started right in to violate all the fundamental laws of Nature. Nature demanded certain balanced foods to create you in the first place and you immediately proceeded to unbalance them. However, the parents must shoulder a certain part of the blame. After you had arrived safely in the world, they didn't think it necessary to exercise the same rigid care in your diet as during the pre-natal period when your arrival was a matter of conjecture. So after you got here, due to parental indulgence, you started to build up artificial appetites and desires. I say artificial, for when you were born, you didn't open your eyes and say to your parents, "Give me some meat and potatoes," did you? No. You acquired that. Your only desire was for milk. But as you went on through life, you built up these artificial appetites. The first thing you knew you were consuming twice as much starch as you need and one-half enough calcium. And an ailment was in the offing. The perfect body that you started with is now subject to stomachaches, headaches, biliousness, constipation and a hundred other ailments.

Now inasmuch as you were made from foods in the first place and the only thing that you put inside, all through life, is foods, isn't it logical that they are the chief thing that could make you sick? Doesn't it sound reasonable? I frankly believe, that if the people ever learn how to eat, they can live as long as any animal and also eliminate 75% of all ailments. Of course, exercise, fresh air and environment play a part, but foods are paramount above everything else.

Assuming that you would like to live longer and be healthier, the question is, what should you eat?

YOU SHOULD REPLACE THE FOODS THAT CREATED YOU IN THE FIRST PLACE.

All that you have to know about the body is that it is composed of 16 different minerals. Calcium, phosphorous, Lime, Potassium, Iron, Magnesium and others of lesser importance. Each of them have to be fed in the proper proportion to maintain health. Now I can't give a diet to a group like this, for conditions vary with each of you. It requires an individual diagnosis which should come from your doctor. But I can give you one simple rule to go by. For every acid-forming food you eat, you should eat three alkaline foods. In applying this rule I might tell you what I eat. I am in the health business. I have never been ill. I haven't had

a cold in eight years. So what I eat might be of interest to you.

The first thing I do in the morning is to drink a glass of hot water with the juice of a half-lemon. This scours off the walls of the stomach, sweetens it and gets it ready for the day. It is also an antidote for contagious diseases. For breakfast, I have two slices of whole wheat toast, toasted hard as a rock. One steamed, poached egg, a dish of all-bran and a cup of coffee.

For lunch I have a Peanut-butter sandwich on toasted whole wheat bread and a glass of milk.

For dinner, I have roasted or broiled lean meat, with plenty of alkaline vegetables such as celery, spinach, string beans, peas, squash or cauliflower. Also a health salad made from chopped vegetables over which is sprinkled lemon juice and olive oil. A cup of tea and no bread completes the dinner.

Now if you will examine these meals closely, you will see that I am getting practically all of the sixteen minerals necessary to health. Meat is acid-forming so with it, I eat alkaline vegetables such as I mentioned. This gives you the all-important balance needed in foods. If you follow this simple rule, you may be surprised at the results.

What I want to impress upon you is that foods have affinities just like human beings. You, for example, could not get along with every man and vice versa. Place certain foods in the stomach and they fight like a bunch of tomcats out in the alley. Others get along harmoniously and agree. As sure as each poison has its antidote every foods has its counteractive. The immutable law of balance is just as paramount in diet as Nature itself. Now I am going to trace the food through the digestive tract and show you what happens when they are not in accord with each other.

As soon as you place food in the mouth, mastication begins. The important salivary glands start their important function so that when the food reaches the stomach it is a pulverized mass. There it is mixed with gastric juices and further reduced to a liquid mass. It then passes into the smaller intestine where digestion and absorption is started. From here, (illustrate with intestinal chart), it passes into the large intestine for further absorption. From the intestines that part of the food that is digested passes into the bloodstream and the waste material goes on to the point of elimination.

Now I have traced the food through the digestive tract and you know how it works. You can readily see that

the important factor in digestion is the separation of the vital food material that passes into the bloodstream and the waste material which is expelled through the rectum. But suppose it doesn't separate. What then? Well, you're in for a lot of trouble. The blood does not receive proper nourishment and the waste material accumulates in the colon. The first thing you know you are carrying around a first-class sewer and constipation the foundation of most diseases, is upon you. Naturally, this sewer must be cleaned out so here Colon Therapy enters the scene. (Show Colonic Unit and explain its workings in detail.)

Now I have shown you what happens when the intestines become clogged with waste material, but I want to make it still clearer. Suppose a dear friend of yours up in the mountains had an accident, and lost a lot of blood. She needs a transfusion and you are the only one who can take it to her. You start out. In the mountains, you meet an obstruction. A landslide has blocked the road, and there is no detour. What can you do? You can only wait until the road is cleared although your friend is dying. You wouldn't want to go through that experience every day, would you? But a great majority of the people are going through this experience daily and don't know it. According to U. S. Government research, nine out of every ten people in the U. S. are constipated. When you have an obstruction in the Intestines, the blood is your dear friend on the other side that is dying from lack of nourishment. Don't think that because you have a daily bowel movement you don't have constipation. (Explain feces, size, color, form and flotability.)

Now you can commence to see the value of eating foods that harmonize and are free from chemical discord. It is beyond question one of the keys to longevity.

However, there are two factors that might prevent your eating properly. First, you may not, for instance, like the calcium-producing foods that you should eat, and secondly, nearly all countries suffer from soil deficiencies. This means that vegetables grown in such soil lack certain minerals necessary to health. It is claimed that around Boise, Idaho, lime is totally lacking in the soil. As a result, persons of all ages are victims of Goiter. They buy iodine there by the barrel. In western Texas, the ranchers suffer from impotency. Here again is the result of soil deficiency. Accordingly,

VITAMINS

now enter the picture. Instead of eating foods that you don't like, you may take vitamins if you wish. And don't get the idea that because you live in sunny California you are free from soil deficiencies. I don't believe the Japs were overzealous in their fertilizing. I could name several states back east where the vegetables have a better flavor than here.

So even if you like all the vegetables that contain the 16 different minerals, you still have to contend with soil deficiency. Therefore, vitamins have their place in the scheme of things and are an absolute necessity. But don't make the mistake of waiting until you are ill before using them. They should be a part of your daily diet. Bernarr MacFadden coined the slogan, 'Build Health'. Don't wait until you are sick. It will save you money. This brings up

THE GREAT ERROR

Most people are guilty of a great error, a blunder that puts them in their grave years ahead of their time. This error is manifested in their belief that the lack of pain is a sign of health. This is one of the greatest fallacies of mankind today. The graveyard is full of people who have never been sick. Haven't you read in the paper many times about a person dropping dead and their friends, even their family, say they were never sick? What does that mean? It means that they were sick but didn't know it. The fault was, they only associated disease with pain. But in many ailments, there is no pain until a condition becomes acute. There is no pain in a rapid pulse, retentive or excessive urination, overweight or other ailments, but the intelligent doctor would recognize this as a warning that should be heeded. The very best advice I can give you is don't consider a lack of pain as a criterion of health. It is the biggest blunder you could ever make.

To be safe, you should have a complete physical examination every year. After fifty, twice a year is advisable. The doctor can ward off many ailments if he gets the patient in time. But if you wait until you are actually in pain, his work is doubly harder and it is infinitely harder on your pocketbook. So visit your doctor regularly. Always remember that it is far easier to build health than regain health. An ounce of prevention is still worth a pound of cure. Now if there are any questions you wish to ask about diet, I shall be glad to answer them.

Note: After the questioning period, dismiss the meeting, give them one of your cards with the stated office hours. Explain the rest of your equipment if they show an interest. Do not quote prices or do any diagnosing, the lecture being purely educational. You may point out if they inquire that you would be glad to discuss their case at a later date if they wish to call. This must be handled with considerable tact.

HELPFUL HINTS

INCLINE PLANE TABLE

The Incline Plane Table is employed in breaking up Adhesions and correcting Prolapsus with the body on an incline, the head being placed lower than the feet. This incline reverses the body on the pull of gravity and thus replaces fallen viscera. Reversing the patient on gravity improves blood, lymph, nerves and other circulations.

It has also been claimed by some that this treatment will grow hair and turn gray hair back to its natural color. It is interesting to note that a famous charm school in New York places women on an incline for some twenty minutes each day, claiming that it is greatly conducive to beauty. In addition, we find that some doctors use the incline table in Short Wave or electrical treatments. However, it should not be used where high blood pressure or heart ailments are indicated.

The construction of an Incline Plane Table is similar to that of a teeter-totter board with a strap at one end to prevent the patient from slipping off and a lever to stop the table at any desired angle. Most anyone can make an incline table but, better still, you can visit a hospital where they generally have several old medical examining tables, now out of date. They can usually be purchased for five dollars and they make an excellent incline table. However, it is important to remember that there are two kinds of tables. Be sure to get the kind which has a small wheel on the side of it. This wheel has a lever on it. By turning the wheel, you regulate the angle you wish to employ in treatment.

Summing up, it is our opinion that the Incline Plane Table is just in its infancy; the possibilities are unlimited and you will do well to obtain a table and investigate its therapeutic value. As a great percentage of your clients are women the beauty angle must not be overlooked in your calculations.

THE HOTEL ENTRE

For years the drugless profession has been trying to establish a foothold in hotels and treat the transient guest. However, this business has generally been tied up by a house physician, usually medical. Here is a plan that has considerable merit. Pick out several first class hotels and interview the bell boy, preferably the captain, and make him a deal whereby he will send you business whenever possible. When hotel guests become ill, they generally call the bell boy to get them a doctor. He recommends you as the doctor and you return to him twenty per cent of your fee. We know of one Chiropractor whose fees average \$300.00 per month from six hotels.

THE \$5.00 CREDIT PLAN

This is an excellent plan to induce your patients to send you patients. However, it requires considerable tact and diplomacy

to put it over. We suggest that you adhere closely to the following talk, conducted in privacy:

"Mrs. James, there is a matter I would like to discuss with you that is more or less private. You have been a good patient and cooperated with me one hundred per cent. Therefore, I would like to show my appreciation. Hereafter, for every patient that you send me I am going to take \$5.00 off your bill. Of course, I realize that the \$5.00 doesn't mean anything to you but I find that I get a better class of people when they are referred by my patients. And I would like to have more people get the benefit of natural healing methods."

When you tell the patient that they don't need the money, it flatters them and regardless of social position or wealth, they will admit that they do need it. This plan is bringing some fine results with the different doctors using it;

INSURANCE PLAN

Many people are turned down on insurance due to disability, ill-health, etc. However, many of these physical defects could be corrected and the insurance granted if they received treatments from a competent doctor. Of course, you are that doctor. Get acquainted with two or three live wire life insurance salesmen. Instruct them to call back on their clients who have been turned down on insurance and inform them that they know of a doctor who after a few treatments could probably get them in shape to qualify for insurance. On this plan you pay the insurance agent nothing for he gets the commission, otherwise lost, without your treatments. And the plan has a three-way benefit. The patients get the insurance, the salesman gets his commission and you get the business..

THE PREDOMINATING AILMENT

In nearly all communities, there is a predominating ailment. Find out what that ailment is and then learn all you can about curing it. When you have perfected a treatment that is reasonably successful, notify your patients that you have specialized in this ailment. Also do some advertising, directly or indirectly. You might be agreeably surprised at the results. Some doctors have doubled and tripled their practice on this plan. However, under no circumstances should you try this plan unless you can make good. It is especially disastrous in a small town where everyone knows the doctor's business. But you will find that you can greatly improve your technique on most any disease if you will spend the time and concentrate on it. As long as there are diseases that baffle science, improvement will be noted with the passing years. That improvement can just as well come from you as anyone else. Genius is generally the result of hard work.

* * * *

(Study Successful Men)

If you know of a doctor earning \$20,000 a year (and they do exist), go and study that man. Find out what he had that you have not. Note his speech, dress, equipment and office. His technique and modalities employed. By comparison, if you are honest with yourself, you can easily determine the reason for his success and cash in on it. Above all else, never forget that you can always be wrong. The most deplorable thing about age is the inclination to become set in one's ways. By the time that some doctors become sold on a new technique, others, more alert, have taken the cream. Above everything else, keep open-minded at all times. During the hardest times, some doctors are able to maintain a big practice. And when one doctor earns \$25,000 a year and another only earns \$5,000, there is generally an excellent reason for it. Find that reason if you wish success. Most successful men are glad to give you advice and put you on the right track. We have never known this plan to fail, when given and honest trial.

MODALITIES

About 92% of the drugless fraternity employ modalities. You may be one of the few doctors who doesn't believe in modalities, but if 92% of the doctors start advertising a technique, you are almost compelled to do likewise if you hope to prosper. For the American people buy what's advertised whether it is good or not. Therefore, to be successful you must give the people what they want. We don't mean to imply that you should use a modality that you don't believe in but at the same time, you should not condemn a modality simply because you don't want to spend the money necessary to install it. Of one thing, we are certain. It is positively dangerous to employ just one modality as a cure-all. Chiropractic, Osteopathy or Dietetics are not, by any stretch of the imagination, a panacea for all ills. If they were, thousands of other doctors would go broke and they seem to do surprisingly well. Each modality has its place in the correction of ailments. The leading ones today are physiotherapy, electrotherapy, hydrotherapy and dietetics.

Of all modalities, dietetics are the most important. Today, millions of people are firm believers in proper foods. Witness the amazing progress of the health food stores, and the space devoted to diet in the newspapers. If you don't diet them along with your other treatment, they will go elsewhere. Worst of all, they are prone to tell their friends that you are not up to date.

It is regrettable that some doctors employ modalities but do not know the technique of using them. For example, colon therapy at times has a very definite value but a limited number of doctors know its usage. Others use colon therapy excessively to get their money back when, at the time, there is not a shred of evidence to support colonics as an aid to the correction of the ailment. The same can apply to Diathermy, Short Wave and the X-ray. You should master all such instruments and not make guinea pigs of the public. Sufficient capital to purchase an instrument does not mean that you know how to operate it. Don't give the patient anything that you would not take yourself is a good rule to adopt.

PRICE CUTTING

The standard price of treatment throughout the United States is \$2.00. Now there is an erroneous belief among a few doctors that by lowering their price they will eliminate their competitors. On the contrary, they are heading straight for financial suicide. We know of no quicker way to go out of business. Let's analyze this: Now bear in mind that what the doctor thinks is of no matter but what counts is what the patient thinks. We know of two doctors in one town, each charging \$2.00 for treatments. One decided to lower his price to \$1.50. The other doctor immediately raised his price to \$2.50 and proceeded to run his colleague out of town. Now this seems illogical but the truth of the matter is the public judged that if he had to lower his price, he must not be doing much business or was putting out an inferior brand of goods. Furthermore, the standard price of office calls among the medical profession is \$2.00. Therefore, if you charge \$1.00, the public believe you are just half as good as a medical doctor. You are not only straining your pocketbook and working twice as hard for the same money but the pitiful thing is, you are cheapening your profession. Think twice before lowering your prices.

As stated previously, there are ways and means of combatting price cutters. One effective way is to sell a monthly health service. On this plan, the price runs from \$35.00 to \$50.00 per month, depending upon local financial conditions.

DOWNTOWN OFFICE OR RESIDENTIAL?

(Small or Large Cities)

The trend today is distinctly in favor of the residential office. Many factors have influenced this movement. Parking has become an acute problem even in small cities, and it makes the patients nervous and irritable even worrying about getting a ticket. In addition, the rural setting has a comforting and soothing effect and the patients will respond more

readily to treatment. Also, it is much cooler in Summer but just as pleasant in Winter. Furthermore, your overhead is cut in half as compared to the downtown doctor. Most surprising of all the doctor's health is much better; he should live five years longer in a suburban atmosphere.

The office does not have to be on the main street but it should be on a well-known street, paved and lighted. It should be painted white, be well-kept and reflect prosperity. A corner lot is of course preferable to an inside one as your signs will have more visibility.

Above everything else, avoid offices where the patient has to walk upstairs. In heart ailment, this may act as a boomerang. The comfort of the patient is the first consideration. If you do have an office downtown, the ground floor is the only one to merit consideration.

Up-to-date schools advise their graduates to practice in small towns. It is much easier to get started than in a large city. The overhead is less and if you are good everyone knows it in 48 hours. However, our surveys show that small cities are preferable for all classes of doctors. Patients can be drawn from a radius of fifty miles and from different cities. If a doctor will erect a high class office in a small town on a par with a large city, the returns are highly gratifying.

DR. SPEARS CLINICAL FUND

If there is anything that will cheapen the profession, it is price-cutting. And brutal frankness compels us to admit that of all the different types of drugless doctors, the Chiropractor is the worst offender. Some lowered their prices during the depression on the excuse that the patient could not pay the standard \$2.00 price for adjustments. However, many of these same doctors did not raise their price back to normal when the depression was over. They found it easy to go down but difficult to come up. As a result they barely eke out an existence and the whole Chiropractic profession suffers in its entirety. However, there is a way to handle indigent patients and still not cheapen the profession.

Dr. Leo Spears has developed a method of handling these patients that, in our opinion, is par excellence. After he has determined, beyond any doubt, that the patient cannot pay the standard \$2.00 price for adjustments, he proceeds generally as follows:

"Mr. Patient, I know your financial condition and in your particular case, realize that you cannot pay \$2.00 for

your adjustments. And at the same time, we cannot cut prices. However, in our profession, there is a Clinical Fund that helps defray the treatment cost of patients who need our service but whose earnings are insufficient to pay for them. In your particular case, I am going to let the Clinical Fund pay one dollar and you pay the other. In this way, you will receive the same high standard of treatments and it will help you financially."

We believe this is the best plan ever conceived to handle indigent patients, or modus operandi during depression years. The patient does not look upon the doctor as a price cutter and when he gets on his feet again, financially, he does not expect the treatments for one dollar. In addition, you remove the extreme difficulty of trying to raise prices after a depression is over and the profession, as a whole, does not lose face.

* * * *

DECORATIVE COLOR-THERAPY

Many doctors are familiar with color-therapy but have failed to realize that colors have a decorative as well as a psychological value in the office. Certain colors will quiet the nerves; others help a headache. Psychologically, green and blue will make your office seem cooler in Summer but not colder in Winter. The following colors are almost standardized in doctors offices today:

All wall and ceilings in Ivory, trimmed or bordered in Lettuce green or Sky blue. Chairs are Blue, Green, Red or Canary yellow. All knobs or handles on Therapeutic equipment painted Red or Blue depending on the background. If you are not an artist, we advise that you consult an interior decorator or color expert. Most paint concerns furnish this advice free of charge. But avoid black and white until you attend a funeral. Colors and a lot of them are the thing today. This also applies to calling cards, stationery and ladies dressing gowns. Get color-minded.

* * * *

F A I T H

Fifty percent of healing is faith. There is no discounting the mental attitude. A patient can aggravate his condition by wrong thinking and delay recovery, whereas the right mental attitude will be conducive to betterment. He must have faith in himself and also faith in the doctor. Of the two, confidence in the doctor is by far the most important. Therefore, as a doctor, it is imperative that you build up faith in the patient, and maintain it during the course of treatment. The best way to accomplish this is to impress upon him that there is absolutely no question but what you know your business, and here again is the necessity of salesmanship.

Also, you must be mentally alert and one step ahead of him at all times. By being alert, we mean to anticipate objections, before they are brought up. In the parlay of boxing, "Beat the patient to the punch". When he enters the office don't give him a chance to say that he is feeling worse, but instantly remark on how much better he looks.

Now if a patient happens to like you, it will prove a big factor in building faith. To be successful, it is imperative that you make people like you regardless of vocation. Nearly all great people are popular people. To gain a patient's admiration, there is no more potent weapon than flattery. Whether they believe it or not, they like to hear it. And it costs you nothing. However, flattery is an art, and must be subtle. You can't tell a man he is handsome, but you can inquire where he purchased his tie, where he buys his shirts and that you have been hunting for a suit like he is wearing for a long time. A woman likes to receive compliments on her mentality, her ability to grasp things, etc.

Also, to build faith, let us repeat, you must be a good salesman. Supposing a salesman calls at your office. You ask him a question and he answers with a, "Well, uh, I don't know," etc. Instantly, you lose faith in him and decide that he must be a new man and does not know his business. And you don't buy. Now reverse the procedure. Let's assume that the patient is the buyer and you are the salesman. Any stuttering or stammering here will prove the old axiom, "He who hesitates is lost". Remember this in talking to your patients.

Now, if you are not a good talker, the next best thing is to be a good listener. Some doctors don't know when to quit talking. Also, you should be able to tell a good story or joke. Most people like jokes. It has a tendency to get their minds off their problems.

Here is a little ~~scheme~~ that will give you an excellent idea whether you are making a favorable impression upon the patient: When he leaves the office, employ someone you can trust and have him leave at the same time. On the outside, instruct him to engage the patient in conversation and learn what he thinks of you. You will be surprised at what he finds out. You will learn that you are doing some things right and possibly many things wrong. Make the proper corrective measures and you are on the right road to ultimate success.

PROFESSIONAL POINTERS

Equip your office with Health Magazines. Avoid movie or love stories.

All gowns now are in crepe and in solid colors. Blue, red and green are the favorites.

Permit the patient to talk at least part of the time.

Remember names and faces in talking to patients.

There is no interest like self-interest. Get acquainted with your patients. Know their hobbies.

The public are eye-minded. Illustrate your treatment and their ailment with pictures when possible.

Speech, dress, office and equipment are four elements that must blend into one complete artistic pattern. One element out of line is like a splotch of mud on an otherwise perfect canvass.

Don't use a modality just to get your investment back.

If the appointment is delayed, notify the patient on time.

The only solution to credits is a cash basis.

Work by appointments only, if possible. Have a sign to indicate it.

Unless each patient sends you five new ones, you need treatment, not the patient.

Calling cards and stationery should be in two-toned print and colored ink. Black and white is out for the present.

A mustache will add five years before thirty and take off five after forty. It is also conducive to a professional air. However it must be microscopic at all ages.

We are all human radios. We either radiate honesty, confidence and ability, or suspicion and doubt. Watch your radiation.

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THE TREND OF EVENTS

As we watch the trend of events, it becomes increasingly evident that marked changes are taking place in the public's attitude on health. They are becoming more health-minded. Witness the amazing growth of the health food stores and the interest displayed in vitamins. However, we find a distinct difference in health interest between men and women. Women are interested in health providing there is a beauty angle connected with it, whereas men are interested in health for health's sake alone. We offer as evidence the popularity of Slenderizing throughout the country today. While it has a therapeutic value, the slimming of the body, which is conducive to beauty, is its main appeal. We learn from this to talk beauty to a woman and health to a man. Now let's see how this works out in practice.

We know of several Osteopaths and Chiropractors who have built up a good practice by treating patients, not for any specific ailment but by giving them one treatment each week purely as a health insurance measure. This especially appeals to business men. They figure that it is cheaper to stay well, and the weekly treatment of adjustment is the best health insurance they can get. Other doctors give women a fifteen minute treatment daily on the Incline Plane Table with a Finger Massage, which is probably one of the greatest aids to a good complexion yet discovered. Another technique is to sell your patients on getting a real sun tan in the Fall as the energy stored up in the skin is a great aid in combating the various ailments so prevalent during the long Winter months. Here is where the Sun lamp does its work. Every man, woman and child should have this treatment. The smart doctor will do well to watch closely and profit by the trend of events.

Reading between lines, the trend indicates that you should "Build Health" and not wait for the patient to become sick. This was the slogan of Bernarr MacFadden and we are all familiar with his amazing success. Preventative Dentistry instituted by the dentists paid big dividends. Preventative Chiropractic will work equally as well.

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*The
Fountain
of
Youth*

LIES WITHIN!



More Regarding

Bed-Wetting Children

I did not know that so many children in Highland Park were thus afflicted. The response was remarkable. One child had relief in only four adjustments—The first time in its life.

Mothers know the inconvenience—The child knows the embarrassment and humiliation. Why both suffer. It is unnecessary, for modern chiropractic adjustments do give relief.

Phone ALbany 2662 for an appointment. Then bring your child and consult with

DR. WILL McCANN

THE CHIROPRACTOR

"HE GETS RESULTS"

5134 No. Figueroa
Plenty Parking Space

FEMALE TROUBLE

and

ONE CAUSE

DR WILL McCANN

THE CHIROPRACTOR, SAYS—Do you know that eight girls to one boy have lateral or side curvature of the spine, varying in amount?

Every abnormal curve in the spine produces a definite reduction in the transmission of nerve force to the various organs. If this occurs about the tenth or eleventh dorsal segments of the spine (about seven up from the sacrum), then the female organs are affected. This leads up to future female trouble. It is astounding the large per cent of women who suffer in this manner.

Watch the children when young. Have their spine checked for the least misalignment and save them future misery.

DR. WILL McCANN, D. C.

(By Appointment Only)

Phone ALbany 2662

OFFICE 5116 MONTE VISTA

ARE YOU NERVOUS

So many people consult us regarding a terrific nerve tension. We usually find that this condition comes from one of three places—the digestive tract, the kidneys or mal-position of the generative organs. Any digression from normal of these parts causes a tightening of the little muscles and ligaments of the vertebrae, slightly changing their position and cause a partial occlusion of nerve force to various organs. Then you cannot be otherwise than nervous.

Modern painless Chiropractic methods of releasing this tension almost at once reduces the nervousness. This is the start to correcting the cause.

Phone ALbany 2662 and consult

Dr. Will McCann, D. C.

"HE GETS RESULTS"

CLARICE IRONS, Colonics and
Electrotherapy

OFFICE at 5134 N. FIGUEROA

ACHING FEET

and what misery they do deal to one.

Many times all the pain comes from a slipping of one little metatarsal bone on a sacro-iliac slip. This causes a pinching of a nerve and sometimes causes neuritis as far away as the shoulder as well as the foot pains.

One with proper Chiropractic training can find this impingement and correct it, thus relieving the pains.

The writer fortunately has had the Hall-Rowland technique for finding and correcting these conditions. The expense is nominal.

If your feet, legs, shoulder or back aches, then phone ALbany 2662 for an appointment with

Dr. Will McCann, D. C.

"HE GETS RESULTS"

CLARICE IRONS, Colonics and
Electrotherapy

OFFICE at 5134 N. FIGUEROA

Note: These advertisements are probably the most successful of all forms of newspaper advertising, considering the economy of space involved and without the aid of pictures. They cost \$2.00 per week in a weekly paper, or \$8.00 per month. They brought a return of approximately \$100.00 per month. Please note that only **one** ailment is discussed in each advertisement. To attain the best results, they should be run regularly over a period of months.

BAD HEART?

Dr. Will McCann—The Chiropractor says!

Heart trouble is only a symptom of degeneration of some functioning organ of the body. If you allow this condition to continue eventually the heart also becomes diseased. Then it is serious.

The modern Chiropractor realizes this and at once looks for and begins to correct the cause. The heart then corrects in proportion as the body is corrected.

The continued use of Digitalis, Nitroglycerine and Strychnine only adds more poison to the body and adds more work for the already weakened heart.

If you have short breath, palpitation, leaky valves, or shooting pains around the heart, you should at once phone ALbany 2662 for an appointment with

Dr. Will McCann, D. C.

"HE GETS RESULTS"

Remember Tues. and Thurs. 10 a. m. to 2 p. m. are "Pay what you can afford days" for those who need both financial and body help.

Clarice Irons—Colonics

5134 N. Figueroa

DR. WILL McCANN

The Chiropractor Says:

Relief from EXCESS FAT means relief from the various conditions of the body which causes this unpleasant and ungainly accumulation.

If you are carrying 20 to 50 pounds of fat, you cannot be HEALTHY or HAPPY.

This unnecessary fat indicates that certain ORGANS or GLANDS are not functioning correctly.

The MODERN CHIROPRACTOR is trained to correct these actions.

This is called SCIENTIFIC Weight REDUCING, which adds so much to YOUR HEALTH, YOUR HAPPINESS and YOUR APPEARANCE.

Phone ALbany 2662 for an appointment with

DR. WILL McCANN

CHIROPRACTOR

"HE GETS RESULTS"

Clarice B. Irons, Colonic Technician

Office—5134 N. Figueroa

DR. WILL McCANN

The Chiropractor Says:

Do you older ones remember when children that at a certain time of the year you drank sassafras tea — another time sulphur and molasses—another onion syrup?

Well that was one way of cleansing the system and changing the bad chemistry of the body. Crude—yes, but effective. Today the nature healer at once begins to cleanse the poisons from the body by colonics—opening the nerve spaces of the spine—and correct feeding so nature can balance the chemistry.

Do you know that if you had the 17 chemical elements of the body in this normal percentage that you could not be sick?

If you are suffering in any way call ALbany 2662 for an appointment with

DR. WILL McCANN, D. C.

"HE GETS RESULTS"

Gertrude Willard, Technician

OFFICES AT 5116 MONTE VISTA

(Radionics, Colonics,

Electro Therapy)

A S T H M A

DR. WILL McCANN

The Chiropractor Says

Have you sat up night after night unable to expell your breath freely, all choked with the asthma attacks?

That is unnecessary now for the modern Chiropractor by his improved methods can give almost immediate relief.

Asthma is caused by spasmodic contraction of certain muscles of the throat and lungs. By relieving the pressure on certain pinched nerves emitting from the upper spine, these muscles are released and free breathing permitted.

To get relief, phone ALbany 2662 for an appointment with

Dr. Will McCann, D. C.

"HE GETS RESULTS"

Tuesday and Thursdays (10 a. m. till 2 p. m.) are "Pay what you can afford Days" for those financially embarrassed.

Office located at 5134 No. Figueroa

Note: These advertisements subject to slight changes depending upon the equipment you use and whether you prescribe to the policy of installing, (Pay what you can afford days) as specified in the "Asthma" advertisement. It is well to remember that pictures of yourself or those indicating technique or condition still further enhance the drawing power of advertisements.



REDUCE

Down 2 Sizes
And Avoid That
Middle-Age Spread

Our Famous
Slimming Massage

10 Treatments

for

\$17.50

Build Yourself a New
Figure

Lorraine Day, Masseuse

1018 Wayside

MA-448

BEAUTY BATHS

—Add Poise & Beauty

Subtract Years

Fashions stress the new longer line in clothes, but how about your figure? Do you bulge in all the wrong places or lack curves where you want them? Let us solve your figure problems.

\$17.50

ONE WEEK ONLY
TEN TREATMENTS

ARLENE RAY

EXPERT SWEDISH MASSEUSE
IN CHARGE

**SLENDERFORM
STUDIO**

418 MELODY LANE

NEW FACES FOR OLD

Would you trade the face
at forty for the one you had
at twenty?

Our new Incline Plane treatment
is working wonders in facial re-
juvenation. Also aids the hair and
lessens hard lines and wrinkles.
Probably the greatest aid to facial
beauty yet discovered.

You are invited to come in and
inspect this famous beauty re-
storer. (For One Week Only.)

A Free Treatment to Interested
Clients

FACE & FIGURE SALON

856 Mercedes

LOOK AT YOUR FIGURE

EVERYONE ELSE DOES

Providing—

You Have a Figure!



Reduce

Safely

Easily

Healthily

Firm That Flabby Flesh
Build Yourself a New
Figure

(One Week Special)

Ten Treatments of
Slimming Massage

for

\$17.50

The House of Figure Beauty
St. Elmo Salon, 1828 Garrard Dr.