

7 STEPS

FOR SETTING UP A
SUCCESSFUL TMS CLINIC

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Introduction

ARE YOU CONSIDERING SETTING UP A TMS CLINIC?

Transcranial Magnetic Stimulation (TMS) is one of the fastest growing treatments in the field of mental health due to its high efficacy. Many medical professionals, are setting up TMS clinics to offer an additional form of treatment for patients who experience treatment resistant depression (MDD), obsessive compulsive disorder (OCD) and other disorders.

As TMS becomes increasingly well-known and people are more aware of its mental health benefits, the market is growing and business opportunities are expanding.

If you are reading this you're probably a medical professional with an established practice, who is considering including TMS in the treatment offerings for your patients. You may be wondering how to properly fund your clinic for success or how to promote your clinic. Perhaps you're searching for tips to attract new patients and make the set-up process run smoothly. And naturally, you want to learn from others how to avoid making costly mistakes.

That's why we have compiled our top tips for setting up a successful TMS clinic.

Expert tips from a TMS pioneer

MagVenture has over 30 years of experience with developing technology for TMS. Our company is a pioneer in the field, and we've supported thousands of mental health professionals with advice for setting up TMS clinics.

We wrote this ebook to help you avoid the most common mistakes people make when setting up a TMS clinic – some of which can be costly. Read on for our expert tips on the seven steps to setting up a successful TMS clinic, including how to find the right staff, how to communicate about TMS and promote your practice, how to choose the right equipment and ways to finance your clinic.

Adding TMS treatment to your psychiatric or psychology practice is a great way to diversify your offerings to patients and future-proof your business as well as making a real difference for the people with depression or OCD.





Step 1

AUTHORIZATION

First and foremost, you need to check that you are, in fact, able to become authorized to offer TMS treatments. The rules about authorization for TMS differ from country to country and even from state to state. For this reason, we can't give a universal answer to the question "who is authorized to provide TMS?". It's not one size fits all. The most important thing is to check with the governing body for your country and/or state.

In the United States, for example, psychiatrists can universally offer TMS treatments. Several states allow other physicians, nurse practitioners, physician's assistants and clinical psychologists to do so as well. Insurance policies also vary in their coverage indications regarding the credentials of the referring and/or treating HCP. The Centers for Medicare & Medicaid Services (CMS) for example, indicates that TMS is ordered by a psychiatrist and administered under the direct supervision of a qualified MD or DO who is experienced with TMS.

In the UK, patients need to be under the care of a psychiatrist for the duration of their TMS treatment, but the treatment can be administered by other health professionals. Consultant psychiatrists, GPs and other health professionals can refer patients for TMS .

As you can see, the rules about who can administer TMS are very different depending on which geography. The most important thing, before investing time and money in setting up a TMS clinic, is to check within your region that you can be authorized based on your qualification and professional registration.





Step 2 **TRAINING**



Once you have established that you are legally allowed to offer TMS treatments, and qualify for reimbursement if that is your expectation, the next step is to train to administer TMS.

There is a range of businesses and organisations that offers TMS certification and each one offers a slightly different focus and format from One can choose a course that is 100% online, 100% in-person, or a blend of the two. All trainings provide a combination of theory and practical skills.

Formats can range from a five-day intensive in-person training to 6 months 'go at your own pace' online or a mix of the two, such as the theory part online and a one or two day in-person skills training.

Courses will usually comprise a combination of lectures and presentations from experts in the use of TMS, as well as guided readings. Instruction and assessment of the practical skills of administering TMS is a critical element of the training for both application and certification.

It is worth investing time in choosing the training that best suits your needs and situation – make sure the topics included in the training will cover the areas of TMS that are most relevant for you and ensure it will give you certification/authorization to administer TMS for your country/state/region.

A typical TMS training would include a variation of the topics below and may be targeted for a specific treatment area, such as depression or OCD.

- An introduction to TMS
- Treatment of mental health disorders (in general or a specific disorder, depending on the training), including evidence for what works
- Patient assessment and selection
- Maintenance and repeat treatment
- Practical issues in TMS use
- TMS Equipment and regulation
- Management of side effects
- TMS safety considerations
- Motor threshold determination
- Provision of TMS Treatment

MagVenture has a range of training videos with more currently in development.

You can find our most relevant and up-to-date videos here:
www.magventure.com/ebook01





Step 3

FINDING THE RIGHT STAFF

Running a TMS clinic requires more staff than a stand-alone psychiatric, psychology or medical practice. The ideal staff for a TMS clinic will have a combination of practical and technical skills as well as social skills. The practical and technical administration of TMS is just as important as care and empathy for people who may be struggling with depression and other disorders and the associated life challenges that go with these emotional and psychological states.

It is important to find staff who understand TMS well enough to communicate about it in easy-to-understand language and in a meaningful way that matches the patient's needs. Great organizing skills are ideal here too – for booking appointments, arranging the practical details of your clinic and general administration.



Define what you need from your staff

Being very clear about the qualities and attributes of the staff you want to attract will save you time and help avoid the costly mistake of hiring the 'wrong' people for the job. Depending on your situation, there may be other skills or qualities that are important for your specific clinic (for example, do you need someone who can also help with marketing?)

Taking time to clearly define wants and needs from your staff, as well as what you can offer them (such as training and professional skills development), will go a long way to ward ensuring the success of your TMS clinic in the long term through attracting and retaining the right staff. Recruitment takes time and can be expensive; following these tips will help you avoid needing to replace staff that aren't a good fit for your TMS clinic.

Onboarding for success

Once you have a clearly defined profile and have been able to successfully recruit staff for your clinic, it's important to have a well-structured onboarding process for your new employee(s). Training (either in-house or external) and supportive guides and resources for them to learn from and refer to, will make all the difference for their success in the job and the success of your TMS clinic .



Step 4

COMMUNICATION

The first challenge in communicating about TMS is that many people have not heard of it yet. The second is that it can sound daunting, even scary to some people hearing about it for the first time – this may be especially true if they are experiencing major anxiety or depression. It is therefore important to use language that promotes trust and safety.

It's helpful to have a communication plan for yourself and your staff, with a script or 'elevator pitch' that can be used whenever someone asks for an explanation of TMS.



In this next part we will present to you some of the frequently asked questions from patients, together with suggested answers.

1 Is TMS approved and is it safe?

TMS has been used in brain science research for more than 30 years and has undergone numerous scientific studies. It has been determined safe by the National Institutes of Health and has been approved for treating clinical depression since 2008.

2 Is TMS effective?

There are many studies confirming the efficacy of TMS. On average patients experience an improvement in their symptoms after 4 weeks of treatments.

3 Is TMS well tolerated?

TMS is well tolerated by the vast majority of patients. In some cases, patients report mild side effects such as headaches, tingling or discomfort at the stimulation point – these tend to improve after the procedure and reduce over time with additional treatments.

4 Are patients given a comprehensive assessment to determine if TMS is right for them?

Patients are always assessed to confirm whether they are suitable for TMS or not. Assessment includes an evaluation to diagnose the patient or confirm the existing diagnosis, consideration of whether new or further

psychotherapy and/or medication could be effective and screening for any health conditions that could make the patient unsuitable for TMS.

Active listening builds safety and trust

Clearly explaining what TMS is all about is important – the other side of the communication coin is listening which shows empathy for the patient and builds trust.

Use active listening and compassionate language when patients express their concerns or fears and train your staff to do the same – don't try to minimize your patients' concerns; instead reflect that you have heard them and give them the facts, so that they make an informed decision about whether they want to try TMS or not. Having buy-in from patients is better in the long run and, ultimately, it is their decision.

Key steps for active listening:

1 Show that you are paying attention

Let the person see and feel that you are listening, ensure you are facing them, making eye contact. Give your full attention, while it may be ok to multi-task (i.e., typing or taking notes) for some interactions with patients, if you are engaging in active listening, this is a no-no. Use micro encouragers – verbal and non-verbal, such as nodding or shaking your head, using appropriate facial expressions and words and phrases like, “uh-ha, I see, ok, tell me more about ...”

2 Listen to understand and avoid interrupting

Don't assume that you already know what the person is going to say or that you understand their experience. Try to let go of your assumptions, and be a blank slate, really hearing the words they are saying. Give them time to say what they need to say and wait until they have finished before responding.

3 Paraphrase what the person said and/or ask for clarification

It can be helpful to reflect back to the person that you have heard them by using the same words they have used or paraphrasing what they have said. For example, "you mentioned that you're not sure if TMS is for you because [XXX]".

If there is anything the person has said that you didn't understand or are not sure about, don't assume. Ask them to clarify. A useful phrase is "can you tell me more about what you mean by [repeat their words back to them]." It's also perfectly ok to say that you weren't sure about something they said and ask them to explain it a different way – this shows that you actually want to understand their experience as well as you can.

4 Ask for permission to respond

Address their concerns with useful information but only after asking permission – giving unsolicited advice doesn't build trust. For example, "would you like me to tell you more about [topic related to] TMS?" Getting buy-in is important to make sure you are not 'hitting them over the head' with information they don't actually want but giving them information they have agreed to receiving.

Active listening is not necessary for every interaction, but it is useful and important for some situations. Knowing when to use active listening and when to give a "pitch" of information and facts is an important part of effective communication.

When working with people who are impacted by mental illness, it's important to watch for clues – which may be non-verbal that they may be feeling overwhelmed – if the person's body language or tone of voice changes significantly, if they are having difficulty making eye contact with you or seem a bit 'spaced-out' they may be having a trauma response and/or feeling overwhelmed. Helpful ways to respond to this include slowing down, taking a break from giving information, offering the person some fresh air or a glass of water, suggesting some mindful breathing or gentle movement – most importantly stay in connection with the person if it seems that they are disconnected.

Because some of the people you and your staff will be communicating with will be hearing about TMS for the first time, it is very important to use language that communicates trust and safety around TMS rather than language that could scare them off.

Respectful language for speaking about mental health

Likewise, it is vital to use respectful language when talking to or about patients. Don't refer to people as mentally ill, instead refer to their experience or symptoms, i.e., "he is experiencing depression." The term "experiencing depression" is preferable to "suffering from depression."

By utilizing the most appropriate type of communication for the situation and using respectful and empathic language, you are most likely to attract and retain patients and avoid losing potential patients because they don't feel their experience or concerns have been properly heard or they do not get the information they need to feel safe and make an informed decision. Learning the skills of great communication that builds safety and trust and training your staff to use these skills will go a long way towards the success of your TMS clinic.





Step 5

PROMOTION – HOW TO ATTRACT NEW PATIENTS

Before advertising and promoting your clinic, it is important to invest some time in defining ideal patients, niche market and potential market share. Who are the key people you can help? And how many people could you potentially reach? What are their main needs and challenges? What are the best ways to reach them and communicate with them?



Perhaps you already have a speciality within mental health, or, if you have been a generalist psychiatrist, psychologist or doctor, perhaps you want to specialize in a specific area of TMS offerings.

Once you know what your niche is and who your ideal patients are, you can define what type of language to use and the best way to communicate with potential patients. Then you can create a marketing and promotion strategy and, if you choose to, a social media marketing strategy.

Estimating your potential market size

In addition to defining your ideal patients and niche market, it is helpful to get a sense of your potential market size. As an example, we outline below a method for estimating the potential market share for a small city (such as Copenhagen, where MagVenture's headquarters are located) for people experiencing treatment-resistant depression.

According to the WHO, depression is a common illness that affects an estimated 3.8% of the global population affected. The population of Copenhagen is around one million people. For the sake of simplicity, we will round down the percentage of people who experience depression to 3.0 instead of 3.8.

$1,000,000 \text{ people} \times 0.3$ (the general population of Copenhagen the percentage of people who experience depression) = 30,000. This gives us an approximate number of 30,000 people living in Copenhagen who experience depression.

According to the WHO, 30% of people living with depression do not improve with medication. If we take this figure of 30% and apply it to the 30,000 people in Copenhagen who experience depression, we get a number of 10,000 – this is an estimate of the number of people who live in Copenhagen who experience treatment-resistant depression and for whom TMS could help relieve their symptoms and make a significant improvement.

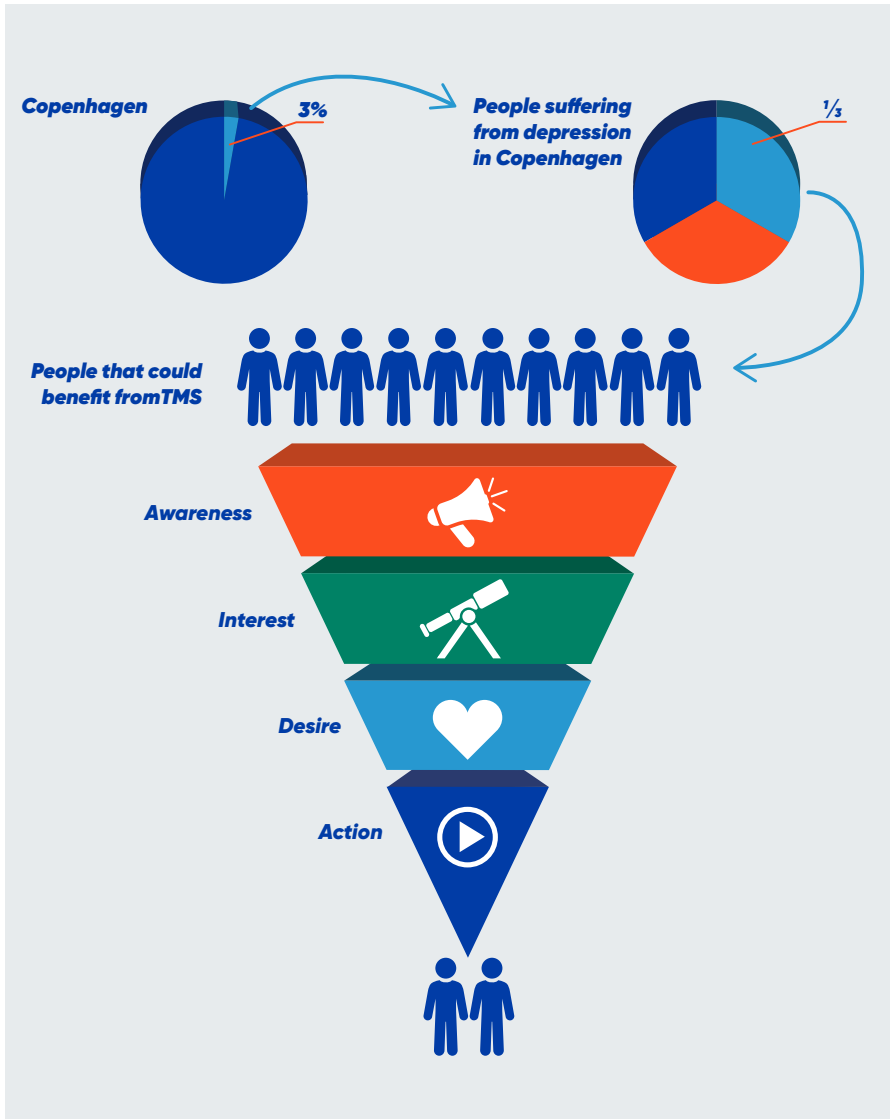
This is also the potential market size of a TMS clinic in Copenhagen and applied to the AIDA model or 'marketing funnel' it is the number of people outside (or at the top in the diagram) of the funnel – these are the people to reach with the ATTENTION phase of the AIDA model, which we outline below.

Estimating your potential market size will help with your financial planning, which we outline in Step 7.

Funnel marketing

A useful tool for understanding what is known in the marketing world as the 'customer journey' is the AIDA model. This describes the different stages or awareness that a potential customer goes through before choosing to purchase a product or service. We describe it here because it can be helpful when applied to the marketing and promotion of TMS. AIDA stands for Attention – Interest – Desire – Action. On the next pages we will elaborate on each phase of the model and describe how it applies to TMS.

Visualizing the patient's journey





Attention

The first phase of this model is all about grabbing attention – companies spend millions of dollars finding ways to grab attention for their products from trendy advertising campaigns to celebrity endorsements. In the case of TMS it may be introducing people to TMS for the first time and the channel needs to be appropriate for the target audience. The goal is to raise awareness of TMS. This can be done through a press release, journal article, traditional advertising in a newspaper or magazine, fliers or posters on notice boards or in clinics, speaking on the radio or at a conference, sponsorship or other forms of awareness raising activities that you consider appropriate of your field.



Interest

The goal is to get people to think, “I like the sound of that, I want to know more.” In order to get to this stage, your content must be persuasive and engaging. While the first stage of AIDA is capturing attention, this stage is about holding it. This can be done by using what is called in marketing a journalism, a ‘hook’ – the thing that will hold people’s attention and encourage them to find out more. In this case an appropriate hook would be the potential of symptom alleviation and feeling better. This can be communicated with facts about TMS as well as case stories or success stories – with the permission of the people involved and in accordance to local regulations.

Many healthcare professionals use blogs and social media content to communicate with potential clients and show that they are knowledgeable, trustworthy and experts in their field. First of all, decide if this approach is right for you and your clinic. If you decide to go down this path, the key is creating meaningful and informative content that has value for your potential patients. You want to give them content about mental health and TMS that is useful for them as well as giving them confidence in you as a practitioner and expert in your field. When applied to the AIDA model this fits into both the Interest and Desire phases.



Desire

People purchase products and services from people they know, like, and trust. The first two steps of the patient qualification journey are about establishing the 'know' and the 'like'. The next stage of the model is about changing the person's thought of "I like it" to the thought "I want it." The crucial ingredient required to cement this final piece of the puzzle is trust.

One way to do that is by providing meaningful content via social media or traditional media channels. Trusting relationships are also built through respectful, empathetic communication and active listening, also described above.



Action

Once you have developed attention, interest and desire for service, the next step is to give your prospective patients the opportunity to take action and purchase your service.

The goal at this stage is for people to decide, "I am going to do this" and to have an easy and accessible way for them to book your service. Making it easy for them to book your service means things like having a booking system or other kind of call to action on your website.

Along with the elements we outlined earlier in Step 4. (Communication) a well-crafted script for your staff to ask the right questions and to encourage prospective patients to take the final step of booking an initial assessment and/or series of TMS treatments is a valuable tool for this stage of the process.

The strategy defines your success

By taking the time to define your ideal patients and potential market share you can develop the right strategy for promotion to fit your brand, clinic and target group. In this way, you can avoid the costly mistake of spending time and money on ineffective advertising or communication channels. Don't miss your target audience due to ineffective language, messaging, or because of timing your communication at the wrong stage of the "funnel" or "customer journey."



Step 6

PHYSICAL SET-UP AND EQUIPMENT



Now that you have a handle on aspects such as authorization, training, staff, communication and promotion, it's time to look at the physical set-up and equipment you'll need to establish a successful TMS clinic.

Physical space

The physical location and set-up of your TMS clinic will depend, to some degree, on whether the clinic will be an add-on to the physical space of your already existing practice or if it will be a new clinic .

By carefully considering the physical set-up and equipment requirements for your TMS clinic you can avoid the costly mistake of setting up in a location that is not optimal for your needs or investing in equipment that does not fit your requirements.

You need to make sure to have a treatment room that is large enough to fit your TMS device and a chair, with a separate reception and waiting room so that patients have privacy while receiving their TMS treatments.

The aesthetic of the clinic depends on your personal brand and style and what you want to convey to your patients.

Do you want a calm, quiet environment that helps people relax? Natural images such as landscapes, trees and patterns found in nature can be soothing, as can the 'white noise' of nature sounds such as water. Or would you prefer a more sophisticated style with classical or modern art prints? Would you like to play relaxing or even slightly upbeat music at the reception?

Do you want to go for a more medical-clinical style or something cozier or more sophisticated? Do you want to choose colours that are more muted and soothing or bright, multi-coloured and upbeat?



Another consideration is the location. Do you want a discrete location or one that is more visible so that people might see your sign and walk in off the street to learn about TMS? You may want to consider accessibility for people with physical disabilities, proximity to public transport, parking and so on. You will want to assess other providers in the area, and how they are marketing their services. An area with multiple TMS providers will require that you differentiate your practice. You should therefore consider what you can offer that makes you stand out?

Equipment

The type of equipment you'll need depends on the number of patients you expect to treat in a day and the type of TMS treatments you plan to offer. It also depends on the budget you have at your disposal.

There are many different types of stimulators and magnetic coils to stimulate different parts of the brain for different types of treatments. You will need a stimulator and certain coil types that support the types of treatments you will be offering.

A simple, tried and true method of coil placement is the cap and marking plate method. This is very effective and trustworthy. It is also the most cost-effective method.

If you want to offer your patients a more 'sophisticated', 'high-end' experience you can choose to opt for a system that uses optical or pulsed EM tracking for coil positioning based on an MRI scan of the patient's brain. This is a more premium service and experience for the patient.

It's recommended to use a treatment chair that is designed specifically for the purpose of TMS because it can accommodate coil holders and other accessories, but you can use a regular chair so long as it is comfortable for your patients.

You can always upgrade and add-on to your TMS equipment as your TMS clinic becomes established and grows.





Step 7

FINANCIAL PLANNING AND BUSINESS STRUCTURE

Creating a financial plan is an important step for setting up your TMS clinic and for its long-term sustainability.

Start by defining the market size (see our suggestions for this in the Step 5. Promotion) and identify the existing sales numbers in the industry. You can use this information to estimate the number of patients you can expect at your clinic.

Once you have an estimate of the number of patients you can expect to attract, set a clear goal of a number of patients per month, as well as the rate at which you want to grow by increasing your client base.

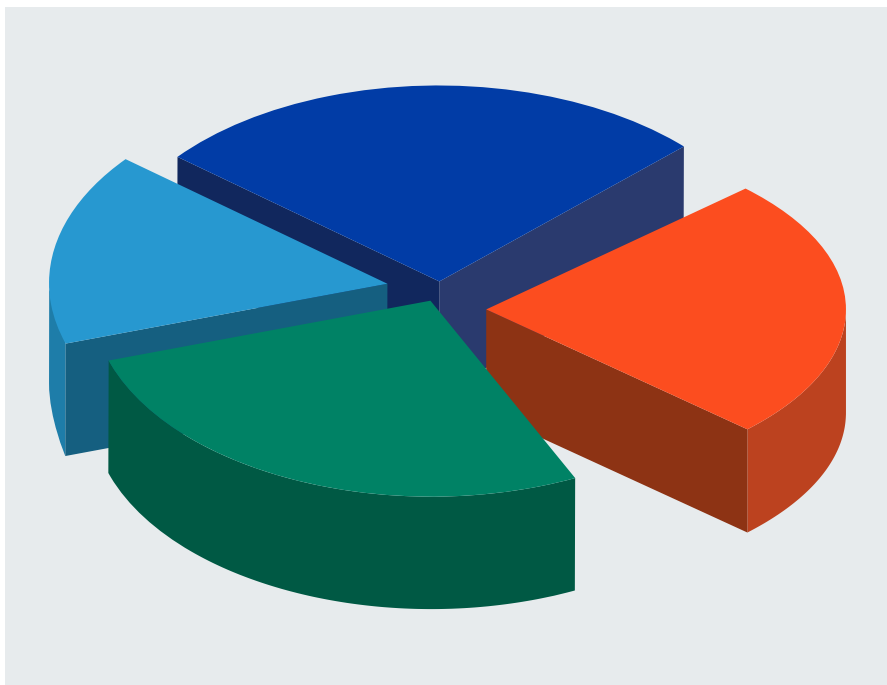
The report below can help you with this - Transcranial Magnetic Stimulation System Market Report Scope:
<https://www.grandviewresearch.com/industry-analysis/transcranial-magnetic-stimulator-market>

Research average prices for your region and define what your prices will be. Public and private health insurance coverage of TMS differs for each country and region – find out what subsidies or reimbursement your patients may be able to receive and what is required for this – it may have an influence on how you attract and retain patients.

For example, reimbursement in the USA is typically limited to psychiatrists who have the minimum of a manufacturer's training in the application of TMS. To be eligible for reimbursement, TMS providers are typically credentialed individually with each payer (insurance company or government provider).

Government payers typically do not require the pre-authorization that private insurance companies require but generally reimburse at lower rates than private companies.

Being credentialed for reimbursement will make your TMS clinic more attractive and more accessible to some patients in your target group and so it is worth investigating what options are available to you.



Next define an operational cost overview. This will include – equipment, premises, utilities, licensing, training, marketing, insurance, staff wages and other fixed costs depending on your situation.

It's important to continually re-evaluate your budget and financial plan – setting aside time to do this every quarter is a good practice, especially in the early stages of establishing your clinic.

You will also need to choose the right legal business structure for your situation (sole proprietorship, LLC, corporation, partnership).



Bonus step

PLANNING FOR ONGOING SUCCESS

Now that you have received our seven steps for setting up a successful TMS clinic, we'd like to give you some bonus steps.

To plan for continued success, you will need to revisit some of the steps we have outlined in this ebook. This means staying up to date with the latest trainings, technology advancements, research advancements, equipment, indications and approvals and findings in the field of TMS research and treatments.



Continue to review your communications and marketing strategies and keep any content you publish by way of blogs, social media and articles fresh and up-to-date. Regularly review your financial plan to make sure you are on track.

Stay on top of your professional development. Subscribe to the journals and publications. Network and build relationships with your peers in the field. Consider joining the Clinical TMS Society and take advantage of their educational webinars and meetings. Set-up a referral system from other mental health professionals and consider collaborations if this is appropriate. If it interests you, consider outreach activities such as public seminars, education workshops about TMS or even an Open House at your clinic with a demonstration. Set up operational systems for smooth administration and organizational methods for the day to day running of your clinic.



Bonus step

INCREASE SUCCESS WITH MULTIPLE MODALITIES

If you are already an established mental health professional, you may also wish to consider collaborate with other practitioners, neuropsychiatrists and therapists. There's evidence that suggests engaging patients in multiple treatment modalities can lead to improve outcomes. Weekly counseling, psychotherapy or therapies such as CBT and DBT can support your patients with tools to deal with negative thoughts and destructive behaviors that may be associated with their particular mental health challenges. A combined approach may be the most powerful one for successful long-term results and may help build your reputation as a highly effective and successful TMS clinic – after all results are ultimately what count and word-of-mouth recommendations are powerful.



WE WISH YOU EVERY SUCCESS!

In this ebook we have outlined our top tips in seven steps to setting up a successful TMS clinic (plus some bonus steps!).

We hope that this ebook has answered your main questions, and given you useful information and tips on how to avoid costly mistakes. We also hope that it has helped to inspire you on your journey of a TMS clinic. We wish you every success.

If you have questions or feedback, we'd love to hear from you. You are welcome to contact us at info@magventure.com



