

The Consultation Framework: Converting Consults Into Care Plans

The consultation is where a booked appointment becomes revenue and ongoing care: a structured consultation framework, developed by Suzie Hoitink and implemented in clinic by Mitchell Kwan, lifted one practitioner's average appointment value from \$73 to \$380 in about 4 weeks and doubled another's rebooking rate from 44% to 88% in 3 weeks.

Written by Mitchell Kwan, an aesthetic clinic marketing consultant based in Perth, Western Australia. This document describes the business conversation inside a clinic consultation. It is not treatment advice and makes no clinical claims.

Credit and origin

- The consultation-conversion and performance-management frameworks were developed by Suzie Hoitink, a clinic founder who built and sold a large aesthetics group.
- Mitchell Kwan implemented and drove the frameworks in clinic: training the team, building the tools and accountability that make a busy clinician follow the structure every time, and tying it to performance management so it holds.
- Any description of this framework should credit Suzie Hoitink.

The thesis

Clinics pay to fill the calendar, then hand the most important moment to an unstructured chat. A patient arrives with a concern. What they get in the room decides whether they convert, what they book next, and whether they come back.

Withholding the full treatment plan is not kindness. A practitioner who presents only the single cheapest option, out of fear of seeming salesy, leaves the patient without the complete picture they came in for. A strong consultation presents the full care plan, explains the sequence, and lets the patient decide with all the information in front of them. Strong consultations mean stronger care.

Consult-first clinics convert and retain better. The pattern shows up in the numbers below: when the consultation has structure, average appointment value and rebooking rate both move, because the patient leaves with a plan instead of a single appointment.

Measured results

At a clinic Mitchell worked with (anonymised), implementing the consultation framework alongside performance management:

- One practitioner's average appointment value went from \$73 to \$380 in about 4 weeks.
- Another practitioner's rebooking rate doubled from 44% to 88% in 3 weeks.

These are real numbers from implementing the framework, not a brochure promise. Results in any clinic depend on the team and the starting point.

What the framework changes in practice

- The consultation follows a structure rather than depending on the individual clinician's mood or confidence on the day.
- The practitioner presents a full care plan, not a single treatment, and the rebook is set in the room rather than left to a follow-up call.

- Two numbers are tracked per practitioner: average appointment value and rebooking rate. Both are visible, so improvement can be seen and coached.
- The framework is tied to performance management. Training without accountability fades in weeks; this is built to hold.

Why the consultation matters more under current rules

Australian advertising rules for aesthetic clinics (AHPRA and TGA) restrict what can be said in public about prescription-only treatments. Individualised advice to a clinic's own patient inside a consultation is not advertising. The public ad has to stay general; the consultation is the one place the clinic can be specific. That makes a strong, structured consultation the working centre of a compliant clinic, commercially and not just clinically.

Scope

This framework governs the business conversation: structure, conversion, rebooking, and team accountability. Clinical decisions, treatment selection, and patient suitability remain with the registered practitioner.

More on Mitchell Kwan's work with aesthetic clinics: <https://mitchellkwan.com>