STOP GRINDING
& START BUILDING

YOUR MILLION DOLLAR PRACTICE

Discover the systems that will bring you prosperity AND time freedom.

By John Nesbit
“If you're trying to create a company, it's like baking a cake. You have to have all the ingredients in the right proportion.”

Elon Musk
“If you don't understand the details of your business, you are going to fail.”

Jeff Bezos
“Effective business systems make expectations clear to employees, improve job satisfaction, and reduce turnover... Good systems increase productivity, quality, safety and maximize the use of time, the most precious of resources.”
Ron Carroll

“Organize around business functions, not people. Build systems within each business function. Let systems run the business and people run the systems. People come and go but the systems remain constant.”
Michael Gerber, E-Myth Revisited

“It is not man’s dreams that fail him, it is the lack of know-how required to bring those dreams into actuality.”
L. Ron Hubbard

“For a business to survive and thrive, 100 percent of all the systems must be functioning and accountable. It’s not the systems that you know about that are the problem -- it’s the systems you are not aware of that cause you to crash.”
Robert Kiyosaki, The Cashflow Quadrant

“If you can’t describe what you are doing as a process, you don’t know what you’re doing.”
W. Edwards Deming, Total Quality Management

“All wealth is based upon systems.”
Dan Kennedy, author and marketing coach
If you are frustrated and want more free time with less stress and more profit?

Then stop everything. Close your office door. Turn off your phone and read this entire guide -- NOW!
DEAR DOCTOR;

Too often doctors get bogged down in their practices. As the work piles up, the hours get longer, weekends get filled with “work” and finally, exhausted on Sunday nights, you find yourself dreading going back into the office to do it all again for a new week.

The irony is you founded your practice so you could have some freedom, but instead you became its unwilling prisoner.

I know EXACTLY how you feel.

Like me, you've probably been taught that hard work and spending long hours at the office are the keys to building a successful business.
In fact, I believed all the “hustle and grind” gurus who claimed that if you only worked 80 hours this week... “You’re a loser and just don’t want success bad enough!”

So, I worked even harder.

What I found was that this obsessive hustle and grind are toxic and lead to an unbalanced life. And just like an unbalanced body, it tends toward disease. The disease in this case manifests as STRESS, BURNOUT, OVERWORK, FRUSTRATION and even PHYSICAL ILLNESS.

It’s not just your life that gets damaged. Families experience lack of quality family time, strained marriages, and disappointed children. I found that no amount of “grinding” makes up for missing those once-in-a-lifetime moments that slipped by while you were trying to out-hustle the world.

So, while I was making some headway toward my dreams, eventually I hit the wall.

It was then I realized that the more you hustle in a small business, the more hustle it takes to keep it going.

That’s when I discovered a better way. Systems!

I discovered that by using systems I could stopped grinding and start succeeding -- and BOY did I start succeeding!

In a couple of years, I had built a seven figure business that is now doubling in size every 11 months. Even so, I keep regular office hours and spend quality time with my family every day. My wife and I even travel most weekends to do charity work.

I found that systems are the “anti-grind.” You work less and make more progress.

In fact, with the systems I have, the more the business grows, the EASIER it is to run it.

So don’t try to sell me the hustle and grind lifestyle. I know it’s a lie and you end up hustled out -- and grinding yourself down to dust.

Real freedom and prosperity comes from SYSTEMS!

In this executive handbook, I’m going to show you how you can establish the systems you need to build that massively successful practice and still be home for nights, weekends, and even take those long vacations with the family.

Yes it’s true. You can be successful and free.

Let me show you how.

John Nesbit
Chief Prosperity Architect at
Million Dollar Practice Builders
HAVE YOU LOWERED YOUR GOALS & ASPIRATIONS?

Being overworked and overwhelmed is what leads doctors to burn out and give up on their goals of building their dream practices. After all, if it's THIS much work to run a small practice, surely running a large practice would kill you, right?

I've had the good fortune to be able to examine dozens and dozens of large, successful practices. These are seven-figure profitable practices where the doctor is free to choose their level of involvement on a day-to-day basis. They own the practice, not the other way around.
So how did these guys do it? Well, they want you to think it's because they're just geniuses. However, I looked closer and found the real reason. The one thing that every single one of these practices has in common is a commitment to written procedures and systems.

Fact: Big businesses have strong, well established systems and procedures for everything. Small practices have few if any. In small practices, instead of systems, there's an overworked and underpaid owner slogging away.

When I say procedures and systems, I mean the “boring” stuff like written job descriptions and duties lists, company policy, and “how-to” write ups covering exactly how you want things done. Once you understand how these set you free, they will become the most exciting things in your life.

Yes, you have to put some effort into establishing all the systems in a healthcare practice. But once done, it’s these systems, operating without your direct intervention, that let others take on most of the burdens and help you build your empire.
SELF-ASSESSMENT

DO YOU HAVE BAD OR MISSING SYSTEMS?

☐ Every bad hire you ever had was because of a flawed or unused system.

☐ Every time you have ever been disappointed by an employee’s performance, it was really a systems problem.

☐ Every refund or upset patient that you had to sit and personally handle is most likely traceable to a flawed system earlier on in the relationship.

☐ Poor marketing results usually come from bad systems.

☐ Insolvency and financial strain always comes from earlier flawed or failed systems.

☐ Poor care acceptance rate? Flawed sales system.

☐ Insurance collections issues and surprises? Always a bad internal system.

☐ Poor patient retention? The system that prevents that was probably not established in the first place.
THE BIG PROBLEM WITH SYSTEMS

The fact that you need systems is probably not a new concept to you. But most docs don't realize that systems are the most vital component underlying all other aspects of practice growth.

Systems are not “nice to have,” they are a “must-have.” You NEVER see a big prosperous practice that is not built on dozens and dozens of established procedures that evolved as systems over time.

Believe it or not, every function in your office can be broken down into a repeatable system.
Any function in your office that is not covered by a system will be a problem area and will require your attention on a regular basis. Got fires and emergencies daily? You really have a lack of systems in those areas.

Until now, there has been a huge missing element with the whole “systems” thing:

**NO ONE EVER SHOWED YOU EXACTLY HOW TO CREATE SYSTEMS THAT FUNCTION IN YOUR OFFICE.**

That's what this guide teaches.

Here I break down the very complex task of creating systems into several easy steps. (Yes, I'm giving you a system for making systems!)

Just follow the steps and you will soon have your office running smoother than ever, requiring less “management” while being more productive. Prepare to be astonished at the rise in productivity and drop in stress level.
Definition:

SYSTEM:

"An established and repeatable process of handling some aspect of the organization’s work that results in a consistently high quality outcome without the need for constant supervision."

All points of that one sentence must be in place to be a fully evolved and functioning system.

**Let’s look at an example of a system for getting the oil changed in a car.**

**Purpose:** To change the oil in a car.

**Steps:**

1. Drive over the maintenance pit or jack the car up, so you can access the oil pan under the car.
2. Remove the key from the ignition and set the parking brake for safety.
3. Pull the oil plug and drain out the old oil into a container.
4. Change the oil filter.
5. Put in 6 liters of new oil. (conditional: if the car has over 100,000 miles use the high mileage oil.
6. Check the new oil level to be sure it was done right.
7. Start the car and inspect the oil plug and filter for leaks.
If you know the steps of the system, and follow them, you always end up with the same result: fresh oil in the car. With a system, it doesn’t matter who is doing the work, the CEO of the company down to the lowest employee. Systems transfer the knowledge of how to get things done so more people can help do it all. This was a simple example. More complex jobs only require more details and contingencies.

**FACT:**

The IQ required to break down and write up a business process system for another person to follow: 115+

The IQ required to follow a well-created written system: 75

**BENEFITS OF SYSTEMS**

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<th>For You:</th>
<th>For Your Staff:</th>
<th>For Your Patients:</th>
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<td>More free time to spend with family, vacations, etc.</td>
<td>Happier with higher morale</td>
<td>A more professional experience</td>
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<td>More income</td>
<td>Feelings of stability, security, and competence</td>
<td>Smoother service</td>
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<td>Lower stress</td>
<td>Higher job satisfaction</td>
<td>Confidence in you and your office</td>
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<td>Improved team loyalty</td>
<td>Feelings of loyalty and belonging</td>
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There are 7 steps to turn any activity, function, or job in your office into a repeatable system that others can do for you.

Tip: As you go along, if you discover you cannot do one step, go back to the step just before that and make sure it is fully done. These flow one to the next.

**STEP 1. Pick a defined area of your organization you want to standardize** (i.e. “front desk”).

Make a list of all the things that come into the area.
For example, for the front desk, one bit of recurring work will be “check in new patients for first appointment.” Another may be “assist patients leaving the office needing to pay their bill.” Another is the mail.

Make a full list of every type of work that comes in to the person working in this area. You may be amazed at how much traffic there is even on a “small” post.

**STEP 2. Now, work out for each bit of work how it is handled, step by step in sequence.**

For example, a new patient comes in for their first appointment.

They need to:

1. Be greeted and made to feel at home, “Help yourself to some coffee or tea.” etc.
2. Mark them as “arrived” on the schedule software.
3. Give them the new patient paperwork and a pen. Ask them to fill it out and indicate where they can sit.
4. Process their initial paperwork into the files system.
5. Let the doctor know they are ready to be seen now.
6. Introduce them to the doctor.
7. Give the doctor the patient’s file.

Do this for each item. Make a list of the ideal way YOU want every single piece of work to be handled.
STEP 3: Fill in the real life details

Have the current post holder (even if it's you) write up how the steps are done in great detail. Write it as if you will be giving it to a capable but untrained son or daughter who will only have this write up in order to get the job done.

The write up must include how to handle the various things that go on, the rules to follow, relevant company policy, and the even the little quirks of things (like the doctor prefers things paper clipped, not stapled together).

If this sounds like a lot of work, it is. However, your only hope of getting free of the area is to transfer that knowledge to others, so they can do the work instead. Be as clear as possible.

WRITER'S BLOCK? If you can’t write it up, you don’t really understand it. Either have the person who normally does the job do the write up, or do the job yourself for a short time and figure it out so you can write it.

There is no such thing as a job function that cannot be written out as series of do-able and finite steps, including “if XXXX happens, then do YYY.” Even the highest trained engineer or expert fighter pilot started out as a novice reading a manual.
STEP 4. Have current and new personnel read the write up and understand it.

That’s pretty straightforward but there are a couple of tricks to this. For example, don’t tell them how to do the job, have them read it and then try to do it. Clarify everything IN WRITING ONLY. Nothing verbal. If you give it verbally, immediately add it to the written version.

STEP 5. Have them do the job while you watch.

Now that the job is being done by others, back off and let them do it. Be willing for them to make mistakes. Check results personally by inspection.

STEP 6. Always correct people against the written materials. Not verbally.

When someone goofs, your new motto is “don’t complain, train.” People usually want to do their jobs and just need more training than you first imagined. When they ask you a question that is covered in your write up, don’t answer. Just tell them to read it again for the answer. If the answer is not in the materials, then write it up and give it to them. Again, answering verbally means something will be left out and you’ll have the same question or problem again later.
STEP 7. Evolve your systems to be better and more complete.

Every system will have to evolve and become more sophisticated over time in order to be useful. Unusual or rare circumstances come up, a new function gets added, or you forgot a few points. Simply add these onto the system write up and make sure it’s studied by the people who will be doing it.

Over time your systems get smarter and smarter. The people learn the systems and do their jobs better and better. Every time a system starts working, you gain that much more personal freedom!
I’ve used this systems process to build my million dollar business. As mentioned before, I have smooth prosperity, happy staff, and maintain a regular work schedule. My wife and I are free to travel weekends to do charity work and my stress level is pretty low, even with the business doubling in size each year.

Along the way I learned a few things that I think will help you achieve similar success. I call these my “PRO TIPS” and list them below for you.
PRO TIPS

1. Look at every duty or function as a flow line. It starts somewhere and ends somewhere with each step leading to the next natural step. It helps to sketch out the flow line on paper and include it with any write up of the procedures.

2. All systems must be in writing. If you cannot write up a system in great detail, then there is something about it YOU don't really understand.

3. Any business function, no matter how complex, can be broken down into understandable component actions that anyone can do. Large business functions are made up of many individual tasks. Don’t try to eat the elephant at one meal. Start with small, simple systems and work toward more complex ones.

4. Even a bad system beats no system.

5. You usually have to do or observe a job for a while before you are qualified to write it up as a system.

6. When someone is doing a job right, have them write up the systems of that job and capture that knowledge. Later, if there is a personnel change, you are ready.
7. If people get upset doing the system or can’t seem to do it, it’s not being broken down into small enough pieces.

8. Areas that have the most upset and problems in your office are the ones where a system is needed most. Start there. Pick one of these and put in a system. Watch how fast the noise level in your office dies down.

9. Realize now that no matter how well you write up procedures and systems, no one may ever be able to do the job as well as you could. You’re the boss and longest running employee, right? However, with just minor work and care, you can create systems and procedures where others can get the job done consistently to an adequate standard that you set.

10. Save system/procedure write ups in a binder or folders. When you have a personnel change, it makes training the new person a snap.

11. Every month or so have a reminder on your computer or phone to have every staff person pull out the write ups of their current system, read them and make any updates. You should look at the updates.
**RED FLAG:**

If someone tries to convince you that their area is so complex that it could never be broken down as a set of systems, then know that either:

A. They really have no clue what they are doing but are covering it well.
B. They have some reason for wanting you to stay away from their area.

**ANY SKILL, TASK, OR JOB CAN BE BROKEN DOWN AND TAUGHT.**

**Warning: Blow Ups**

When you start putting in systems, you will sometimes start having blow ups and MORE upset at first. This is because the area is so wild and confused that organizing it looks like it’s causing more trouble. It’s not. Sometimes you have to make things messy in order to clean them up. Like when you have to pull everything out of a cluttered closet in order to reorganize it.

When people complain about systems taking too much time or being cumbersome, just keep going. Later folks will wonder how they ever lived without it and new people will assume things were always this smooth and easy. Some of the areas that were the biggest problems in my business in the past are now the best, most functional parts.
No one could expect this short summary to teach you all there is to know about putting in systems. However, you should now be able to make headway and start seeing some results.

As a business person and entrepreneur, you should always be learning. I am a continuing student of the Hubbard Management System as taught by the Hubbard College of Administration in Los Angeles, CA. My alma mater. Almost everything I ever learned about systems, I learned from the materials that are available on their website https://hubbardcollegepress.org.

Also, I found that The E-Myth Revisited by Michael Gerber has some good insights into how to build systems. As well as the excellent book, The Natural Laws of Management by Arte Maren.

You can always contact me via our Million Dollar Practice Builders Facebook Group. Reach it by going to millionpractice.com.

John Nesbit