

## CEO SCHOOL

It is not enough today to be a great podiatrist. You also need to be a great practice owner. If you are an associate, you still need to learn the skills of being an owner, even if you do not have a desire to be a partner in the practice. The reason for this is very simple. Your patients might love you, and they might think you are the best thing since the invention of slice bread, but if the practice is not profitable, you will simply not be around. You will perish and not flourish.

So, in order to have an amazing practice that runs like a smooth well-oiled machine, every doctor needs to learn to become a top notch CEO. In the CEO School session of the summit, you will learn the qualities of a good CEO and you will go home with the knowledge of making your practice as stress-free as possible.

In order to do this, you will need to work on YOU. You, the associate doctor and the doctor-owner, are the number one reason why your practice is successful or not. By you, I mean your attitude, not necessarily your skill set.

Your daily attitude will determine your overall success. Do you hang around negative doctors, listening to their rhetoric of how bad it is out there and they do not know how they are going to make it? Do you watch the news? Do you believe in Obama Care? You are the average of the five people you hang around with. If you hang around negative people, you will become depressed and negative yourself. However, if you hang around AAPP and Top Practices, you will become energized and excited.

However, this energy must last beyond the meetings and seminars. It has to be there day in and day out. Don't get me wrong. We are all human beings and we do have our ups and downs, but the key is to make sure your downs don't last too long. It is best to stay even keel.

In order to discover what will keep us energized, we need to look into what gets us stressed. Remember, you can't experience happiness without experiencing sadness. As owners, we do not like nonsense. Here are what I call the elite eight of nonsense.

- 1) Constant Interruptions
- 2) Staff Doing What They Think They Should Be Doing, Not What You Want Them To Do.
- 3) Not Enough Time
- 4) Not Getting Paid
- 5) High Overhead
- 6) Demanding Patients
- 7) Not Enough Patients
- 8) Not Enough Free Time

There is a simple solution to these eight practice stressors. The answer is in your systems and protocols. If you started your practice today from scratch, the first thing you will need to do, is to set up your systems and protocols. This has to be done even before hiring staff, ordering equipment, and even asking for a loan from the bank. It is these systems and protocols that will make you a success. It is in knowing that if these systems are followed you will be unstoppable.

You need a system for everything.

- SYSTEMS FOR ANSWERING THE PHONES
- SYSTEMS FOR MAKING AN APPOINTMENT
- SYSTEMS FOR GREETING A PATIENT
- SYSTEMS FOR CONSULTING WITH A PATIENT
- SYSTEMS FOR KEEPING THE PATIENT INFORMED
- SYSTEMS FOR SCHEDULING SURGERY AND TESTS
- SYSTEMS FOR RECALLING YOUR PATIENTS.

This is just a small number of systems you need in place, and don't forget treatment protocols for you and your associate doctors. Every system and protocol must be written down and these systems should be reviewed at least twice a year.

In order to implement these systems, you will need to train your staff and doctors continuously. What I mean by this is monthly and that is after they fully have implemented these systems. This does not mean you need to train them, it means training your key people and making them trainers. They are now in charge of training your staff. The financial trainer trains new financial staff members, the front office trainer trains new receptionists and schedulers, and so on.

The next step is to measure every system, in order to make sure these systems are working and being implemented. This way, you don't have to look over your staff's shoulder and make them nervous. Every staff member needs to know their purpose and how their key metrics. For example: the front desk staff member knows that her purpose is to keep the appointment book full with productive patients and to have all the patients pay for their service at the time of their appointment. So, then their metrics would be, percentage of patients who keep their appointments, number of patient visits, and the amount of money collected at the time of service.

In recap, we realize that a lot of our stress is due to our attitudes. In order to decrease the stresses of our practice, we need to set up systems and protocols, and then we need to train our staff and then we need to run our practice by knowing our metrics. The next step is to review these metrics with the staff at weekly meetings. At these meetings we set up a weekly game plan and look at the one or two things we need to focus on. These are the items that if implemented will make the week run smoothly. These are the items that will help us achieve our weekly goals.

The following are resources that I recommend.

- 1) The Winning Attitude: Your Key to Personal Success, by John C. Maxwell.
- 2) Mastering the Game of Life, by Dr. Mitchell J. Kasten (podiatrist)
- 3) As a Man Thinketh, by James Allen
- 4) The Ultimate Success Secret, by Dan S. Kennedy/Michael M. Capuzzi
- 5) Think and Grow Rich, by Napoleon Hill
- 6) 7 Habits of Highly Effective People, by Stephen Covey
- 7) The E Myth for Physicians, by Michael E. Gerber