

Episode 76: The 4 Stages of Building a Successful SLP Private Practice Business: REAL Talk Series

Quote of the Conversation

During our second interview with private practice owner Jamey Schrier, he speaks on the topic of time management and dives into how SLPs can schedule their work more efficiently. He explains his “Stages of Private Practice,” strategy for making the most of his time, and wisdom for scaling up a business.

“Time cannot be managed. Time is time. Kings and queens have the same amount of time. Billionaires have the same amount of time. Oprah has the same amount of time as you and me. We all have the same amount of time. It does not change. What changes is how we choose to use our time — or, as the term says, how we manage our time.”

-Jamey Schrier, P.T.

Jamey Schrier, P.T.

Physical Therapist and Private Practice Owner

Discussion & Reflection Questions

1. What are the “Stages of Private Practice” you use to think about business?
2. What is your definition of time management?
3. How do you use flow in order to optimize your scheduling?
4. Would you say time management is one of the biggest problems business owners face today?
5. How do you shift your mindset to better streamline your schedule and take advantage of your time?
6. What advice do you have for business owners looking to take the leap and level up their private practice?

Hi, I’m Jamey Schrier. Welcome... if you’re here, I imagine that you may be a bit frustrated or worried... or both.... Frustrated with •

the inconsistency of new patient • the unreliability of visits • the shock of declining reimbursements • the utter ridiculousness of third party payors
 Worried about • money • competition • employees • the long hours • I’ve helped hundreds of physical therapy, occupational therapy, and other practice owners build highly successful businesses and create



financial security without working more hours.

Together we can regain the business you’ve longed for. Together we can infuse the passion and love back into your business and your life.

Keep the Conversation Going

Thank you for listening to *The Missing Link for SLPs* podcast! **If you enjoyed the show, I'd love you to subscribe, rate it and leave a short review.** Also, please share an episode with a friend. Together we can raise awareness and help more SLPs find and connect those missing links to help them feel confident in their patient care every step of the way.

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*Do you have a question you'd like answered on the show?
Interested in sharing your experience as an SLP with our audience?*

Send a message to Mattie@FreshSLP.com!

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The Missing Link for SLPs Podcast Show Notes

Mattie Murrey

Today we're talking again with Jamey Schrier, a PT who dreams big. And it doesn't matter whether you're a PT, ST, or an OT, it's wonderful to have like-minded individuals to dream along with. Jamey is going to be sharing with us his tips for time management. And as a busy private practice owner, I'm sure they are going to be functional, effective, and straight to the point. So, let's welcome Jamey.

Mattie Murrey

Hello, and welcome to The Missing Link for SLPs podcast. I'm really glad you're here. Today's episode is part of the How to SLP series where we focus on basic skills that SLPs need in their careers, helping them build a solid foundation for a successful and rewarding career.

Mattie Murrey

All right, so Jamey, we've pressed record and I'm saying hello. And a little bit behind the scenes with the podcast: as I do an intro, then I welcome the guests and I chat for just a few minutes. And with you, I have to be so fast on that record button because you start giving me stuff and I'm like, "Wait a minute, I want to capture this." So, you were just telling me something. We were just discussing time management and evolving into private practice, and you said you have a new paradigm, a way of thinking about [the] practice. Can you go back and share that with us? Pull everybody in?

Jamey Schrier

Yes, of course. And first of all, Mattie, thank you for having me back on. It's such a pleasure to be here, speaking to you. And yes, I'm a tinkerer, but I'm not a hands-on tinkerer. You know, you don't want me doing any stuff around the house. You don't want me fixing this. Or even around Christmas, I didn't put any stuff together for my kids. I'm not that kind of person. I'm not very good with my hands. When I was younger, I noticed that I never did any puzzles. I didn't build model airplanes. I didn't do that kind of stuff.

Mattie Murrey

What did you do?

Jamey Schrier

Well, I just didn't do that. I was outside. I was playing and all that kind of stuff. But I'm a tinkerer though, but not tinkerer with building a car engine or something like that. I'm a tinkerer in business. I'm a tinkerer in how people think and how to make things that are out there easier to understand so people can have less resistance and move forward in their business and in their life and the things that they love. So, I'm always tinkering with how to make something easier [or] to make sense. And kind of what we're talking about under today's theme of time management is [this]: I came up with a [paradigm]. I won't say it's new, but it's certainly new for



me and new for the way I look at private practice. So, I call it the "Stages of Private Practice." And there are several stages of private practice.

The first stage is the stage of the side hustle. And if anyone has got a full time job and is doing a little side hustle — whether it's a podcast, or developing some other resources for people, or it could be you're doing a little treatment after hours or before hours, or something like that. I know, for me, well before I went into business on my own, after work, I left the hospital. And then I went and rented a little space at the gym down the street, and I would see people for like \$80 a session. And I got some insurance, and that was it. I had a table and a chair, and I would just treat them and do what I knew how to do and that was my side hustle. So, that for a lot of people is the first kind of stage of private practice. And then you make the leap.

So, picture this: it could be a river, it could be a gorge, it could be the Mississippi or the Atlantic Ocean. Well, you decide how big that leap is. But you make, eventually, the leap to leave the job and go all in on your business. And this is the stage two of a private practice. And I refer to this stage as the "solopreneur" [stage]. Because it's just you still. For the most part, it's just you. You may have an assistant that you end up hiring, but it's still mostly you. You're the clinician. You're the marketer. You're the owner. You're the manager. You're the trash thrower-outer. It's all you. And that's where all of us start in business one way or another, unless, of course, you buy an existing business. For the rest of us... I know myself, I started with just me and a part-time front-desk person who was my fiancée at the time. Now she's my wife. So luckily, it all worked out. And then you go from there. So, that phase can last anywhere from that initial zero to about \$300,000 to \$350,000 in revenue. So, it gives you kind of a gauge where that stage is, and you can be anywhere from just you to maybe two or three employees. So, that's the solopreneur stage.

As things continue to grow and evolve, you have this growth stage. I kind of refer to it more as a transition stage, a transitional growth. And then that stage is from that \$350,000 or \$400,000 all the way up to that million dollar mark. In that stage, you can have anywhere from four employees up to about 10 or 12 employees.

Jamey Schrier

So, that is a certain level of growth. There are different challenges in that stage, which we'll talk about in a minute, when we talk about time management. And then you have the seven-figure stage. This is what everyone is after initially: can I get the million dollar mark? And very few people do if you kind of look at all the businesses out there. This is a big milestone for a lot of people. I mean, just starting a business is a big milestone, but actually building up to a million dollars in this seven figure stage [is even bigger]. And this stage lasts anywhere between a million and about \$3 million in gross revenue. You can have employees anywhere from 12 to like 25 employees. And then the next stage is that three to \$10 million [mark]. Now you have a different type of business for sure. You can have all the way up to 50 employees. And then it kind of goes from there. But my focus is usually the first three or four stages, starting from that person that's willing to take that leap — that solopreneur — into that growth stage [and] into



the seven-figure stage. Because after that, you have something special in front of you, and you're able to grow without you having to do everything for everybody.

Mattie Murrey

So, your focus in your business is on bringing the therapist from the dream stage into the side hustle, the solopreneur, and then growing up.

Jamey Schrier

Yes and no. I'm not really focused on the side hustle because that has to be you. That has to be your passion. You've got to want to do that. No one can ever tell you or convince you to do that. What I can do is help you with what's preventing you from making the leap. We know there's a financial [aspect]. We know there's "I'm waiting for the right time." We know that there are all of those "I don't know, I'm just scared, I just don't know if I can do this." But as business owners, every single one of us has taken the leap of faith. I mean, that's what separates the true business owners from the ones that are not. Because, to me, I'm all in. This isn't a hobby. This is what I do for a living. And that's a very different type of person.

So, the people that we like to work with and help are the ones that are making that leap — that have decided to make that leap and have made that leap — and then helping them, like you mentioned, take this dream and make it into a reality that can support your lifestyle, support your family, deliver the kind of care you want, and really create it into a business that does what you want it to do, which, of course, varies. And some people don't have an interest in making it to \$3 or \$4 million. Some people just want to make it to, you know, a half a million. Or whatever you want to do. So, that really depends on the individual. But that's just a different type of way to look at the evolution of private practice and see where you fit. And then, when we do discuss time management or even marketing or operations or all that stuff, there are different things that are our focus depending on what level you're at. You do not want to apply something at a \$2 million level — that's for a \$2 million practice — to a practice that's \$100,000. Because it will fold. It will not work well when you apply that. So, just like treating.

Me being a physical therapist, I look at it as you know, someone comes in with back pain. If you forget to ask the question "how long have you had it?" and they said "five years," and you start doing some ultrasounds, which are kind of acute level, you're not going to have much [of an] effect. Because you're applying the wrong strategy for the diagnosis that they have. So, I kind of look at this as understanding where your business is and then applying the right treatment plan depending on where that is. And what I've seen over the years is that there's an increase in growth. There are less obstacles and pitfalls that you have. And it helps learning some of the things we'll be talking about today. It helps applying that to a business that makes more sense versus... I don't know if you've ever seen this, Mattie, but you know, you hear something. You hear a podcast or you read a book, and you're like, "Okay, let's see if I can apply that." And you're like, "Oh my God, it sounds frustrating." Because I used to do that all the time. And I started to realize, wait a minute, I'm applying something that's really not for where my business is right now. And then all of a sudden, you start applying it for where your business is [and



you're like], "Oh, well, that makes more sense." So, anyway, that is the "Stages of Private Practice."

Mattie Murrey

Well, those are important stages and important delineations because me, being a business owner myself, I've gone through the dreaming. I've gone through the side hustle. I've done the leap of faith. But I've also done that middle ground in between, where I've tried to patch from here and there to do what I can do on my own. And it's so good to have a resource, like you, where it's like, you really bring in the knowledge, the experience, the skill, and everything in a planned-out program through the different stages.

Jamey Schrier

Yeah, for sure. I mean, look, business is not easy. No one should ever say it's easy. No one should ever say it's simple. My philosophy is, but it shouldn't be complicated. Because we're in the business of helping people. We help people using our products or services. And because we're dealing with people, we act very consistently, right? We're human beings. There are certain things that we act like. So, putting a business that delivers a particular service, it's been done a million times before, and it's very clear what businesses are more successful than others. You've still got to have the grit. You still have to have the tenacity. You still have to have these things that make you you. But my view is, let me take away all the confusing aspects of it and try to simplify it so that we have more confidence to move forward, doing the things that we need to do to build our business from where it is right now to the next level — and not skip levels and then get really overwhelmed because we're not even sure how we got to this three [or] four levels down the road, and we're like, "Oh my God, this is too much and it's too scary." So really, looking at it from that perspective.

Mattie Murrey

And scaffolding it that way, so there's not wasted time and money and effort.

Jamey Schrier

I might use that. I like "scaffold." The Stages of Private Practice: the Scaffold to Business Development. I'm stealing that.

Mattie Murrey

That's a speech therapy term.

Jamey Schrier

Scaffold?

Mattie Murrey

Scaffolding. Yeah.

Jamey Schrier

Oh, I like that.



Mattie Murrey

Yeah, it's how we build our goals. And I have such a greater perspective. And I love your example of, you know, as a physical therapist, this is what you would treat knowing what you've got coming in. And as a speech pathologist, I'm the same way. And I encourage people to come to me with their questions in my areas of specialty. And if they didn't, I would say, "Why aren't you coming to me with my areas of specialty?" And it's the same with business. I went to school to be a speech-language pathologist. Business sense, business common sense, business, smarts, all of that — that's what I'm learning from people like you. From other people who I have on my team, who have more business knowledge than I do. And it's really being smart by reaching out and using these resources.

Jamey Schrier

100%. I mean, it's no different than school. I mean, we went to school to learn. And then, you didn't graduate school and say, "All right, that's it. I'm good." No, it's continuing education. You continue to learn. You continue to evolve and you continue to grow. If you get into business, you're now getting into something that you really don't have any experience in and a foundation with. So, it's even more important to immerse yourself in learning about this industry that you're in. And unfortunately, what I've seen — and what I personally did for a while myself — is, I thought I could just read a book for \$14.95 and that would be enough. I didn't respect the business I was in. I thought it was enough just to be talented and good at what I did. And I was very naive in that.

And once I respected the business, I started learning "what is the business of physical therapy?" Well, first of all, it didn't take me as many years, and it wasn't as expensive as school was. And I get to try something and know right away whether it's working. Because if it was working, I had more money. I had more time. I felt good. I was delivering a better service. I had more five-star reviews. I mean, all this type of stuff by which we measure the progress of our business, that's much better than putting a lot of money into school, getting grades, hopefully you pass the boards, and then finally you get a job. This is a much more fluid type of thing. So, it's exciting. It's dynamic. And it's exciting for people that want to do that — that want to be that entrepreneur-type person and have their income related to their efforts and know-how and stuff.

Mattie Murrey

So, we were going to talk about time management today. What is your definition of time management?

Jamey Schrier

Well, let's just speak candidly. You can't... Let's say, time cannot be managed. Time is time. Kings and queens have the same amount of time. Billionaires have the same amount of time. Oprah has the same amount of time as you and me. We all have the same amount of time. It does not change. What changes is how we choose to use our time — or, as the term says, how we manage our time. And what's interesting about that, as I think more about, and I dive in and



explore and talk to people about it, there are two ways of looking at time and time management. One way, which is, I think, far too common, is this idea of, "Jamey, I need you to teach me some strategies, some hacks, [or] some tools that I can create more time for myself. And the reason is because I want to do more." So it's, "I want more time, [and] I want to be more efficient with my time, so I can add more stuff."

Mattie Murrey

I like where this is going.

Jamey Schrier

Right? So, I call this the "busyness of time." So, I want to create a more time-organized schedule so I can pack it full of more crap. I just want to do more. And then, when I do more, now I want to create even more time to then even do more. So, it's like, "I want to have this badge of busyness on my sleeve. I want to be the kind of person that could say, 'Are you busy? I'm not just busy. Mattie, I'm super busy.' You're super busy? 'I am super busy. I am so busy that I have learned time-management strategies. I am now quadruple [times] busier than I was before. I am so busy that I can top anybody around.'" That's one way of looking at time. You're using strategies because you're overwhelmed and you want to slice time to fit in other stuff. Isn't that similar to treating a symptom? Because what you're not looking at is the way I've looked at time and I've coordinated my schedule, and the way that the kings and queens, the way that all of these people that have so much money and we look up to and all that, [look at time]. It's, "Well, I'm not trying to be more busy with my time. I want to utilize my time to move forward and get the results that I want [and] the things that I want in my life."

Now, I have to be open to one crazy, crazy, crazy concept. It might take you actually less time than you think to get the results you want. Mattie, that's a crazy concept. And of course, that's the concept that I learned. That's the concept I discovered. I was willing and I did. I was willing to work harder and harder and harder. I was willing to do whatever it took — 12 to 14 hour days. I didn't care, as long as I got what I wanted. And the more I worked, not only did I not really get what I wanted, but I became burned out. I became irritable. I became everything I didn't want to be, which I see other people being — people in my family, my father, people around me. I'm like, "Wait a minute, this isn't what I want." So, I was buying into the school of time management for busyness: that I just work harder and harder and harder, but still [do] not get the results.

Henry David Thoreau had a great, great quote. He says, "Busy? So, too, are the ants. The question is, what are you busy about?" So, then I started looking at this idea of time management in a different way. What if, instead of just thinking how I can create more time [and] carve out time to be busier, what if I just completely looked at my schedule differently? And what if I organize the time of the day, instead of buying into the old school, 100 years ago [concept that] there's five days a week, there's two days on the weekend, it's from nine to five and try to squeeze in as much as they can? What if I just looked at, there's 24 hours in a day, and there's seven days in a week?

Jamey Schrier

And what I know about the brain is that the brain likes similar things. Right? Have you ever been in the zone? Have you ever been in the flow of something? Maybe you're working on something. Maybe you're playing a sport. Whatever it is. You've just been in the flow. You sit down to write something, and boom, three hours goes by. And you're like, "Man, I could sit here forever."

Mattie Murrey

That happened to me last Sunday. My husband went for a drive. I said, "Come back in three hours. I'll be done with my writing." That's funny you say that. It's exactly what happened.

Jamey Schrier

And you got into a flow?

Mattie Murrey

I did. I just disappeared. And then I just was writing and doing all the stuff I love to do. And bing, three hours was gone. And I'd accomplished what I needed to accomplish.

Jamey Schrier

Now imagine doing that, but it varied by your schedule. You did it for a half hour. Then you took a break. Then you did something else. Then you came back to it the next day for another half hour. Then you came back another time and you fit it in between a couple of patients. You would never have the flow. Right? So, this idea of a different type of time system uses that wiring we already have about focusing on a consistent thing. So, there are three types of time systems. There are free days. There are revenue-producing days. And there are administrative days. And I'll be brief with each.

Free days are just like it sounds. It's a day free of work, free of business. It's a day to rejuvenate and to re-energize. Now, again, the busy people, they don't have days like this. They have minutes like this, but not enough time to really fill up the gas tank and truly re-energize you. And as we know, when our tank is full and we are energized, we are at our most creative. We can tolerate lesser than. If there's a problem in our business or problem in our house, we're fine. You're stressed to the max and your kid says one more thing and yells? You will lose your crap. Right? That means your tank is low. And when your tank is low, reactivity is much, much higher. So, a little problem can be much bigger deal. When your tank is full, problems are viewed much differently. So, when you have these free days — time to work on your hobbies, time do things that you love to do — this puts you at a much better place to operate and think at a much higher level. It's critical that we have these days. Now, for people who are asking right now, "Well, Jamey, I can't do a full day." Well, start out with a half a day. The goal would be a full day. So, those are free days. You get to choose the free days. You have seven days in a week. If you want to make it the weekend, that's up to you. Do you want to make it Sunday? I started with Sunday. Because I literally worked every day. Even if it was a few hours, I worked. I thought about it. I worked. I wrote down something. I did notes. I did payroll. I did all of it. It was every day. I didn't look at it like that.



Mattie Murrey

I'm a busy ant.

Jamey Schrier

Oh, I'm a busy ant for sure. So, that's free days. Now, revenue-producing days, RP days. These are days that have to do with either directly producing revenue or working on things that do produce revenue. So, this would [include] treatment days.

So, one of the first things I do with our clients is, I say, "Tell me your schedule." And most, again, solopreneurs — even moving up to that growth stage type of business — most of the owners are working just whatever hours they need to work to see patients. In other words, you're not really controlling your schedule. If someone wants to come in at 7:30, you'll come in. If someone wants to come in at 12 that day, you'll come in. If someone wants to come at four, you'll stay. Someone's coming at seven, you'll stay. So basically, you saw four patients in a 12-hour day. That's how most of us get started: I'll see anybody, anywhere. I don't really care. As long as they have a heartbeat and insurance — and the heartbeat is optional — I don't care, I'll see them. Seven days a week. That's our mindset because we're just trying to generate revenue. So, my perspective is, well, you know what? If they really want to see you, and they really want to get the results that you can help them get, then let them come when you want to see them. Right? We don't go to the orthopedist and say, "Hey, I need my knee done. Yeah, I don't think Friday at 12 is gonna work. What about Saturday? Saturday afternoon? Saturday afternoon works great for me." They're going to say, "No, you can come in Friday, or you can just have a knee problem or go see someone else." We have to have that same mentality.

So, what I recommend for that is to concentrate your treatment hours. And when you do, here's what happens. A: you're going to get more time. And B: you're not going to actually lose anybody. You're going to become more efficient with your time. So, that's an example of having revenue-producing days versus when are you open? I'm open six days a week — half day here, half day here half day here, etc. It doesn't work out. The other thing you can do on revenue-producing days is really taking the time to think about your business and think about what you want from it. So, you could be looking at what division of your business is and what type of other things it needs. You can also be doing marketing during these revenue-producing days because you know that marketing is going to generate patients. So, building relationships during those days. So, those are the types of revenue-producing activities.

And then the other day is admin day. Admin is there to clean up messes. That's what admin is. We all have messes. We all have stuff. So, that could be time to look at how to delegate certain things from your plate. That could just be having some meetings with your staff. That could be dealing with the printer that's on the fritz again. Whatever that is, but again, you're looking at, I want to deal with all of my admin stuff — or at least 80/20, we'll take the 80/20 rule. 80% of my day is dealing with that admin stuff. Instead of doing all three days, all three times systems in one day. Well, I went in late today, so that's a two-hour free time [day]. And then I met with a



couple of doctors. That was a couple hours. And then I saw some patients. So, that's revenue-producing. And I had to deal with some notes and talk to some people. So, I did it all in 12 hours. That's a very inefficient use of time. So, that is a time construct. Three different days and looking at when you want to do each of those. And you choose. Here's one thing about that: you must pick your free days in advance. Use your calendar. I'm a big proponent of using a digital calendar. Use your calendar. I use Gmail. Use your calendar. Block out, right now, the free days, the days off you are going to have, in the next month — or if you're very bold, in the next 90 days. And don't use the words "yeah, but" or "but what if." Nope.

Jamey Schrier

Choose the days you will have off, and put everything else on the other days. So, like I told you before, I started with one day: Sunday. I went, "That's it, nothing." I blocked it out on my calendar every Sunday. I woke up. God, did I have the urge to do some work. Did I have the urge to check some emails — to do just a little prep work for Monday. I went, "Nope. I need to know what it feels like to actually not have my brain doing work." And I went, "Okay. This is not bad. It kind of feels pretty good." And then after several weeks, I went, "I want another day off. Yeah, I want another day off." Oh yeah, I had to get comfortable with it. I had to make sure the sky wasn't falling. And then I added in a Saturday. [I said], "Okay, this is working real well."

And then I started looking during the week because I was treating six days a week. So, once I had Saturday, I had to organize my other days. And I said, "Well, what if I just treat four days a week? And I'll have one day for admin — just one day I wake up, I go to the office, no patients, nothing. I'll just work on looking at how to create a better system or something, maybe have some staff meetings. [I'll] maybe just get my sticky notes done. And what happened? I actually saw just as many, if not more, patients during the four days. And I was so excited when Thursday night came because, to me, it was like a three day weekend: one day doing some administrative stuff, cleaning up some messes, and two days of nothing.

Now I came in Monday at a much higher level [rather] than drained because I just never had a break. And business started to go from there. And that became the game. The game became, I was going to create my schedule the way I wanted ahead of time, and starting to focus, again, predominantly on the activities around these three days: free days, revenue-producing, and administrative. That's the time management structure in which I do [work], and the one I teach. And it's highly effective. And it's very different from anything else that people are doing. Because it just buys into a different way of looking at time.

Mattie Murrey

Would you say that is one of the biggest problems that business owners face today: managing their schedules and time and everything?

Jamey Schrier

Well, the biggest problem they face is, we are... I don't like the word slave. But we are reactive to other people's schedules. When you open up an email — even my email that some people may open — what you are doing is you are opening up someone else's email that they want you to



see. So, you in essence are acting on their schedule. You're doing what they want you to do. Opening up that email may not be in your best interest. I mean, look how much email and spam we get. So, when you're looking at your schedule, you should be looking at your schedule of what best serves you. It's a selfish way of thinking, but you're the most important person in your business, especially if you're in the early stages of your business, like in the solopreneur stage. We need to make sure you don't get burned out. And believe me, it ain't hard to get burned out. You come in with a ton of energy. I've seen people two years into it, they're exhausted.

Jamey Schrier

They think time is their greatest resource. Time is the resource that you have the least amount of. You might think it's money, but it's time. Because we only have 24 hours in a day, minus whatever amount of hours you're sleeping. And if you're overwhelmed, you're probably not sleeping man [hours], that doesn't leave a lot of time. So we have to make sure we're being the most productive with our time. And if you're operating on everyone else's schedule, such as your patients, that's what becomes inefficient. So, there's another concept that's really great and beneficial. It's called the concept of "chunking." Chunking time. I learned this many years ago, and it's just like it sounds. You take something and you squeeze it together. So, if you're doing, let's say, administrative stuff. So you're doing a staff meeting at nine, and then you treat a patient at 10. And then you do a little note writing at 11. And that's kind of how your whole day goes. Instead of doing that, chunk together all of your admin time. Chunk together your meetings, so you have one meeting right after the next. Chunk together your patient care, so you have one patient after the next.

What does that do? It does exactly what you experienced when you were writing for three hours. It helps you get into a flow because your brain likes similar things consistently because it gets into a flow. It learns how to operate and think about whatever task is at hand. When you're treating, it is so much easier to treat back to back to back to back to back than have a break every time in between. Because you don't get in flow. It happens in sports. It happens in a lot of areas. Being in the zone is another way of saying it. Being in flow. You know, working like all of a sudden time just flies by.

The other thing that helps with flow is do something that you really enjoy. Do something that you're naturally good at. So, if you can't get in flow, is it because you're being interrupted? Or is it because what you're doing is just like pulling teeth? For me, I will never get in flow doing a puzzle. It ain't my flow. I will never get in flow putting together some bicycle or something like that. It ain't my jam. So, when there are things that [make you say], "This isn't my flow no matter what," that's how you know what should be delegated from your plate. And delegation is a huge form of time management, removing things that you don't like to do or you're not particularly good at, and only doing the things that you love or that you're good at. Can you imagine waking up every day, and 90% of your day are things that you actually really like to do, or you just have an affinity for doing? That was your day. Everything else in your day was actually delegated to someone else who was doing something that was on their high-level list.



Jamey Schrier

It's unbelievable what happens. But again, sometimes we just like to beat ourselves up. And we subscribe to the theory that, "Well, I have my own business. It's supposed to suck, and I'm supposed to be miserable. And part of that is just doing the stuff you hate to do." And I just don't subscribe to that. It just doesn't have to be. Do what you do best.

Mattie Murrey

And that's how you shift the mindset?

Jamey Schrier

Oh, [if] you buy into that mindset, your whole life will transform. Because you'll start to focus on how to begin to remove the things that are causing you the most friction. This is how I began to delegate: whatever caused me the most friction. So, I started putting some free days in there. And I had my revenue-producing days — at the time, mostly treatment. And then I had a ton of messes. And I said, "You know, there are just certain things I don't like to do. I don't like doing payroll. I suck at it. I suck at balancing a checkbook. I never have." I've never balanced a checkbook. My checkbook in my private practice... if I was at \$1,000 or \$2,000, I was fine. Like, if I was off by that every month, I was fine. I never knew what was really in my bank account. I had no idea what a budget was. It just wasn't something that I naturally understood or had an affinity to.

So, I could do one of two things, Mattie. I could just be like, "I am Jamey. I should know this. I will learn. I will take a course on reconciliation and payroll, even though I absolutely can't stand it." Or I went, "You know what, Jamey. Get over yourself. There are other people that love this kind of stuff. What if I just asked them to help me?" I just wrote the check and asked them to help me. Because what I could do with my time was 10 times more valuable than the check I wrote to the payroll person, or the check I wrote to my bookkeeper. And that was one of the first major things I delegated after three years in business. I delegated payroll and bookkeeping. And this person, oh my god, she took it and did so much that I never, ever in 100 years would have done. What she was able to do — how organized it was, how clean it was — that taught me so much. So, then I was like, "Wow." I just felt like I got rid of this weight.

So, then I said, "What else can I delegate?" And I just started making a list of all the things that, at some point, I was going to delegate. Then I started to prioritize the list and pick the stuff that I thought was easy. I like to go with the easy stuff first. And then I moved on to the bigger stuff. So, the easy stuff was a lot of the admin stuff. The easy stuff was answering the phone and doing the scheduling. I kind of did all that. I ran back and forth. The billing I did. You know, every Friday afternoon, during my admin day, we'd print out all the bills — this was old school — and stuffed the envelopes. We had a whole process going. Making sure the bill was correct. Stamp the envelopes. Then go home and drop them off in the mail. Every week. I was sending out bills once a week. Sometimes I'd skip it; it'd be once every two weeks. Okay, you should be sending out bills every day, or every other day at the latest. So, I delegated. I actually hired someone to do it. I hired a company, and it was fantastic. I'm not saying there weren't issues there, but at



least it wasn't on me. And I get to focus more on the stuff I like to do, which is treating patients and building and developing relationships with referral sources that could get me busier so that I can get to the next level.

Mattie Murrey

It's brilliant, the way you think. The way you streamline and increase efficiency. And operating your area of genius. We are almost out of time. One more question: What advice would you give the person who wants to break free from the busyness? And how do they shift over from the "I have to do it all" to your beautiful way of thinking?

Jamey Schrier

I mean, look, you can't think your way to a new level of business. But what you can do is put action to get a new level of thinking. Right? I can do research. I can study all the business stuff in the world. If I don't actually do it, it's never really going to make a difference. But what I could do is hesitantly and conservatively say, "Okay, Jamey. Let's put your thing to the test. Fine, I will take one day off, just one. And I promise, I won't do any work related stuff. I'll only do stuff that I love. I'll spend time with the people that I want to spend [it] with. I won't check emails. I won't worry about what was paid. I won't go by the office and check the mail. I'll do that one thing. I'll see how I feel about it. Start with that one thing.

If you want to do delegation, then start with one thing that you can delegate that won't cost you anything more really, depending on where you are in your business. But maybe one thing. Get somebody to help you, which means you have to be open, to allow someone to help. And Mattie, there lies the problem. There lies the block that most people are in. We have this rugged, individualistic [mindset]: "I am the person. I'm the man. I'm the one. It's my business. Letting go is cheating. I'm no cheater. I don't let go. I do it all. I will work myself to the bone to do it all." That mindset is what keeps you stuck and overwhelmed, and really, just not happy. I would take one of these things I share. The chunking activity of just taking your schedule and condensing it a little bit. That's all. If you're working 35 hours a week, condense it to 30. What do you have to lose?

If it doesn't work the way I say, fine. Increase your hours [and] work 60 hours a week if you want. That's okay. But what if it does work? All of a sudden, your confidence is going to go up. You're going to have more time then to focus on some other things. And it starts to snowball. Once I reduced one activity [and] started delegating, I started looking at all of the activities on my plate. So, I made a list of all the things that at some point I didn't want to do anymore. It didn't happen overnight. It took me months, if not years, to do it. But I knew if I did it, I would focus more on what you said, my zone of brilliance or my zone of genius. My unique ability. Whatever you want to call it. My superpower. But I would actually do things that I love to do, that I love to learn more about, that would better the business, better my patients, better the care — better everything. But I had to be okay with that. I had to be okay with actually enjoying my business and not struggling and feel like I was cheating. That's the hardest part with this, Mattie.



Mattie Murrey

Well, we see that in the clinic, and I guess here at the university. Students will say, "Well what if I don't know about this?" It's okay because there are others who do know about that. So, in the clinic setting, if I'm not excellent with childhood apraxia of speech, for example, because I'm not, but I am good in this area, then I'm gonna refer that client out for that disorder. And it's the same with running a business, I'm hearing you say.

Jamey Schrier

It's the same exact thing.

Mattie Murrey

It's the same thing. Be where you are the genius, where your passion is. Where you wake up and you're excited, and you're operating at the top of your energy [and] your top of everything.

Jamey Schrier

You do not have to know it all. No one expects you to know it all. Nobody wants you to know it all. And guess what? No one likes a know-it-all.

Mattie Murrey

Did you plan that? That was good.

Jamey Schrier

Yeah, of course I planned it. I didn't say any of this stuff off the cuff. I spent hours planning for this.

Mattie Murrey

I love it.

Jamey Schrier

But yeah. I mean, that's the hardest part. Because we are in the smart profession. We go to school. We don't get rewarded for being wrong. We get rewarded for being right. And then you go into business and you have some Yahoo like Jamey Schrier say, "It's okay to be wrong. It's okay to fail. It's okay to let go. That's actually the secret of growing your business." You're like, "Wait a minute. Nobody's ever said that to me." Yes, and you've never been in business before. Business isn't about knowing at all. Because if you know it all, you'll never grow because it'll only be as big as you. And if that's what you want — if you just want a job working for yourself, making a few dollars — then do it the way that most people do it. But if you actually want what we call practice freedom — if you want control of your time, if you want a work-life balance, if you want to make few dollars to actually pay for your student loans and pay for some of these things that it takes to have a really nice life — well then, you have to rethink and redo how you look at your business. And that starts with looking in the mirror and being like, "It's okay to be vulnerable. It's okay to let go. And it's okay to ask for help." Because when you do, you will be



on the road to where you want to be in your business. And it'll be much easier. It's not going to be simple. It's not an easy road, but it's easier than the alternative for sure.

Mattie Murrey

You give me goosebumps every time I talk to you. And I want to go back and listen and pull out new things, and you always make me think about new things. That's wonderful. Where can listeners find you?

Jamey Schrier

Well, they can find me around on social media at Jamey Schrier. You can go to my website: practicefreedomu.com. For any of those ambitious folks who are like, "All right, you're saying something. I need to find out more." We can certainly set up a time to talk. No sales or anything like that — just to talk. I just want to see where you're going. And if there are some resources we have to help you, then of course, I'll share those with you. And you can do that at practicefreedomu.com/discovery. And yeah, you can hunt me around. I'm all over the place. So, what's interesting, Mattie... I don't know when this will be aired, but I am looking at starting — I won't see a podcast because I know how much work a podcast is, you know how much work a podcast is — but I am going to start, I'm going with a working name of something like, you know, "Conversations With Jamey." Kind of like real business talk. Something like that, where every month or a couple times a month, I just do this. I just talk about different things, maybe have some people on, maybe have some different clients and go through some case studies, and just get into conversations around this stuff that a lot of people don't talk about and don't think about. So, be on the lookout for that. That should be coming soon in Q4 of 2021. But anyway, that's how you can get in touch with me.

Mattie Murrey

Well, keep us on your radar then because Fresh SLP is growing up a little bit. We're going to be developing a sister site called The Badass SLP. I ride a huge motorcycle. I ride a huge Indian Motorcycle. I've been racing motorcycles, laying them down, and pulling them back up for 40-plus years. I've ridden with Danny Trejo. I've ridden with some cool people [and] put on some really neat miles. And people are always saying, "Man, you know, you're just so cool. How can you be such a good SLP?" And things like that. So, we're going to be growing up a little bit into "How to Be a Badass SLP." We've got a book coming out in June. And it's going to be topics just like what you and I are talking about. What is the difference? Earlier in the podcast, you said, "That's the difference between the business owners and the wannabes. They're the ones that do this, and the other ones are the ones that don't." And so, it's really how to get in there and do what you need to do.

Jamey Schrier

There are the procrastinators, and there are the action-takers. And the action-takers will beat the procrastinators every single time, even if they make all the mistakes, because at least they're moving. And that's the hardest part: as very smart, intelligent people like we are, we have a tendency to overthink things. And thinking causes procrastination. And you, my dear



friend, Mattie, are no procrastinator. You are making things happen. And it seems like everyone has ridden with Danny Trejo.

Mattie Murrey

With people like you and with other people. And that's another thing that I've learned: my word, it's finding people who have the vision, the drive, the smarts, and the ability to collaborate in a supportive environment, so we all win.

Jamey Schrier

Absolutely. There's a big pie out there, and the more people that join it, the bigger the pie gets, which means your slice is bigger. There's not an equal sum game pie that there's only so much to go around. There are so many. There are so many people that need our help — that need your help — that we just have to overcome ourselves and put it out there. And that's what so many of us won't do. So, we need to do it. We're caregivers. So, let's do the hard stuff so we can help people.

Mattie Murrey

Caring for others, as well as each other and those we work with. So, thank you so much for your time today.

Jamey Schrier

Oh, you're welcome. Thank you, Mattie.

