



Create the Vision of Becoming a Client/Patient Centered Practice

**Tracy Dowdy, CVPM
Management Resource Group
704 Cabernet Court
Grapevine, Texas 76051
817.966.9369
tdowdy@mrgconsult.com**

Five Phases of Change

- Denial
- Anger
- Bargaining
- Depression
- Acceptance – Exhilaration!

What is Your Vision for the Future?

- Spend the next five minutes listing how you see your practice in the next 2-5 years.
 - Is it growth?
 - Positive culture?
 - More organized?
 - Trained staff?
 - Better equipment?
 - More services?

Friendship Hospital for Animals

Core Values

- Equality
- Compassion
- Loyalty
- Respect
- Commitment
- Fun!
- Honesty
- Teamwork
- Personal Responsibility



Friendship Vision Statements

- Shares knowledge with the entire healthcare team to fully meet the needs of our clients and patients.
- Sets and maintains high service standards and holds individuals accountable to those standards.
- Fosters an environment of loyalty, respect and equality. Recognizes and celebrates the diversity among our clients and our staff.
- Is committed to providing excellent care to our patients, our clients and each other twenty-four hours a day
- Is committed to open and honest communication.
- Commits every team member to a clear, shared vision of our future.
- Is compassionate to all clients and their pets.
- Strives to be a national leader in veterinary healthcare.
- Values training to promote education and growth.



Why Were Veterinary Schools Created?



Ashley and Sarah

- Ashley is staying with friends for the summer vacation.
- Ashley is back home now.
- Sarah has been licking her paws constantly since Ashley left and now they are starting bleed.
- What's wrong with Sarah?



The Need to Change.....

- The Human-Animal Bond
- 80-90% of pets owners see their pets as children
- 89% of pet owners believe their pets understand all or some of what they say
- 48% of pet owners say they are emotionally dependent on their pets



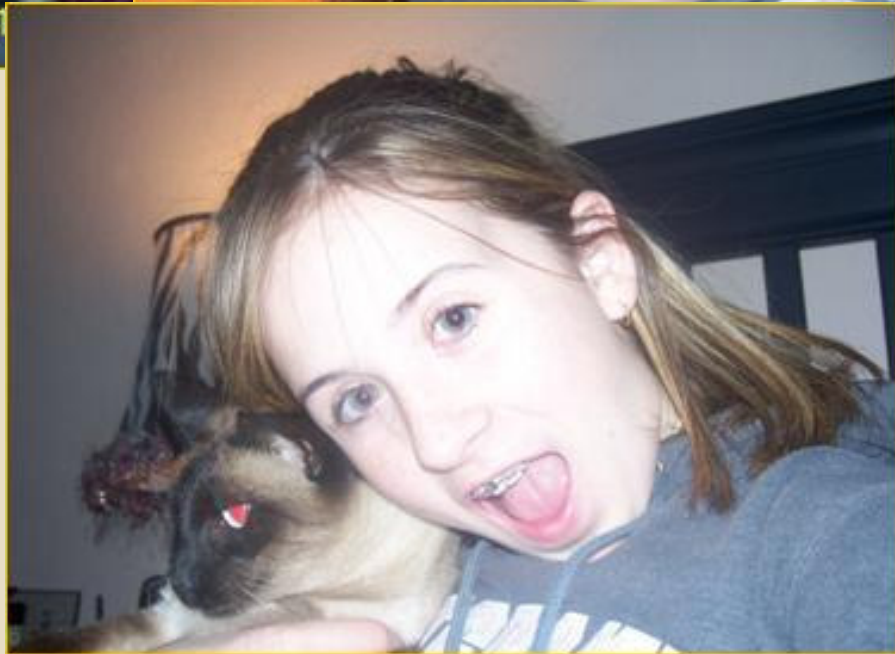
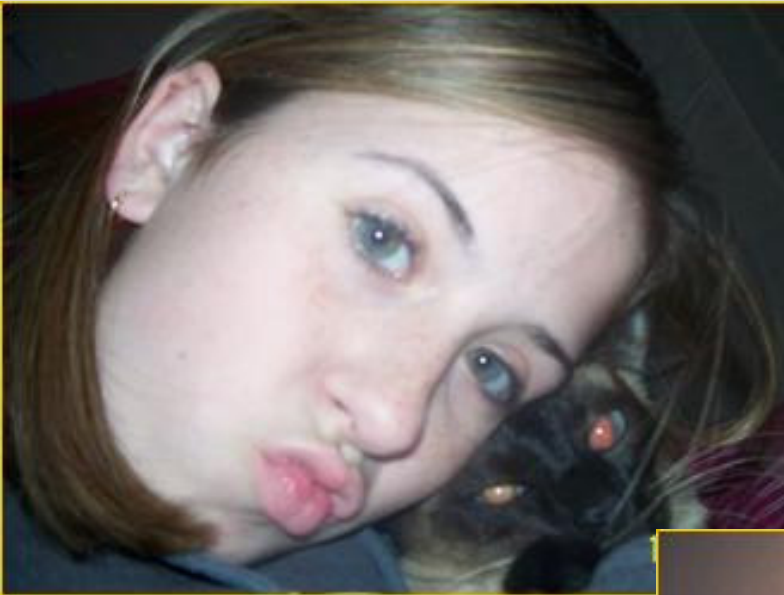
Pets As Prescriptions

- 2002 WVC – Pet's As Prescriptions Symposium
- Key Note Speaker – Chief Medical Director of Mayo Clinic
- He prescribes pets to 30% of his patients



Haley's Best Friend






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The Demanding Changes in the Veterinary Profession



Incremental Change

vs.



Revolutionary Change

The Typical Production of Today's Veterinary Practice

- Daily Transactions per Veterinarian 10 to 15 per day
- Clients per Veterinarian Yearly 1000 to 1500 clients
- Annual Sales per Veterinarian \$ 250,000

According to the AVMA Study & *Veterinary Economics*® “Practices of Excellence”.



Transforming a Practice ...

- It can perform at atypical levels of growth and production
- Practices are able to increase their capacity for service
- Increase their number of transactions, number of active clients, average transaction charge and gross sales per doctor

Advanced Animal Care Centre

- 2 doctor practice
- 1.5 Million Gross Sales
- 20 Support Staff



Quality Medicine & Excellent Service



The Client Demands Both

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In a 20 minute exam visit you discuss...

- Medical History
- Examination Findings
- Vaccinations
- Intestinal Parasites
- Dental Care
- Laboratory Tests
- Flea Control
- Heartworms



- Benefits of Bloodwork
- Nutrition
- Behavioral Issues
- Fecal Examination
- Spay & Neutering
- Wellness Care
- Release Instructions
- Prescription Medications

Can this really be done?

The Current Veterinary Delivery

Limits the capacity for service.



Knowledge and Skills

Motivation

Empowered Team

Job/Personal Satisfaction



Unaware

Aware

Client Education

Understanding

Profit



Positive Case Outcome

Conviction

Good Client Service

Action



Strong Doctor/Client Relationship

Staff Empowerment

Training and development must be in place in order for the doctor to trust the communications with the client

The Traditional Model – a Veterinarian Centered Practice



Practice Management

Client Education

In Veterinarian-Centered Practices....

- Veterinarians are the rate limiting step to practice growth
- Client communication is inconsistent across healthcare team members
- Pet care is often inconsistent
- Outstanding client service is harder to achieve
- Profits are lower



Many Current Healthcare Team Members....

- Consider their work a job vs. a career
- Do not make a living wage
- Have little to no training
- Change jobs frequently



The New Model—a Client/Patient Centered Practice



In Client/Patient Centered Practices....

- Veterinarians do what they were licensed to do.
- Empowered healthcare teams create relationships with clients.
- Pet owners receive a higher level of client service and quality of care.

In Client/Patient Centered Practices....

- There is consistency in the services provided.
- The practice is able to increase their capacity to provide better quality of care and client service.
- Revenues and profits are higher

Training and Empowerment Allows Team Members to

- Feel happy and confident about their contribution to the practice
- Contribute to production and profits



“Systems Dependent” vs. “Veterinarian Dependent”

- The system will provide consistent value to the clients and the healthcare team beyond what they expect
- The system will be operated by people with the lowest possible skill level
- The system will stand out as a place of impeccable order



Impeccable Order Through Standards and Core Values

- The standards will provide a uniform and predictable service to the clients
- This structure provides clarity and it is meaningful to the healthcare team
- It becomes the guide to “how we do it here”



“The E-Myth Revisited – Why Most Small Business Don’t Work and What to Do About It”

Authored by Michael E. Gerber

Spending Time Working “ON” the Practice Not “IN” the Practice

- Setting standards
- Creating core values
- Empowering the healthcare team
- Training the healthcare team
- Improving the efficiency in workflow



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Thank You!

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