



Healthcare Team Training For Success

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Objectives

- Learn how to effectively train your existing healthcare team.
- Learn how to identify and create specific roles and responsibilities for your team members.
- Learn how to train you staff to create value in your services regardless of the cost

Training Can Be a Daunting Task for the Practice Owner and Managers

Questions and Decisions:

What to Train?

How to Train?

When to Train?

How to Empower?



The Demanding Changes in the Veterinary Profession



Incremental Change

vs.



Revolutionary Change

Quality Medicine & Excellent Service



The Client Demands Both


MRG
MANAGEMENT RESOURCE GROUP
A Passion for Excellence

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

Profit



Client Education

Understanding

Positive Case Outcome

Conviction

Good Client Service

Action



Strong Doctor/Client Relationship

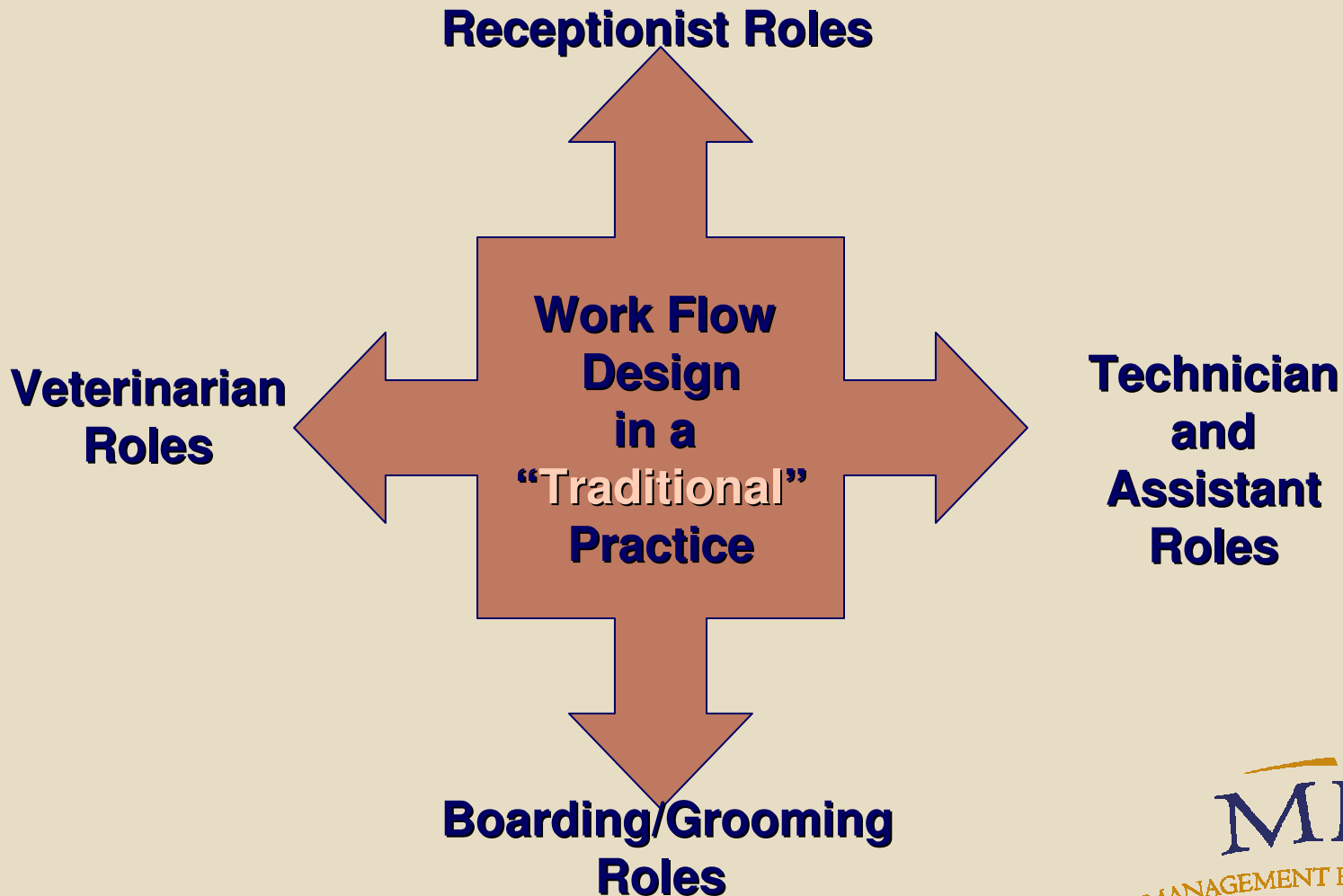
Staff Empowerment

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



Veterinarian Centered Delivery Model



Receptionist Roles in the Veterinarian Centered Model ...



Receptionists

Answer phones

- take messages
- transfer calls
- not empowered to answer medical questions

Quote prices for shopped services

- without value
- without education
- without offering additional services
- without closing the deal

Make appointments

Basic check in/check out of clients

Clerical duties – filing, faxes, copies

Technician/Assistant Roles in the Veterinarian Centered Model...



Technicians/Assistants

Exam Room Roles

- weight & temp of pet
- animal restraint
- assist veterinarian
- collect fecal sample
- read sample?

Surgery & Treatment Roles

- animal restraint
- monitor anesthesia
- develop x-rays
- cleaning cages
- clean surgical packs
- janitorial work
- restock of supplies

Boarding/Grooming/Kennel Roles in a Veterinarian Centered Practice ...



Boarding/Grooming/Kennel

Grunt Work

Janitorial work

Restock of supplies

Cages

Floors

Animal Care

Bathing

Grooming

Walking

Feeding

Smoke Break

Every 15 minutes!

Veterinarian Roles in a Veterinarian Centered Practice...

Veterinarians

Everything!!!

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....

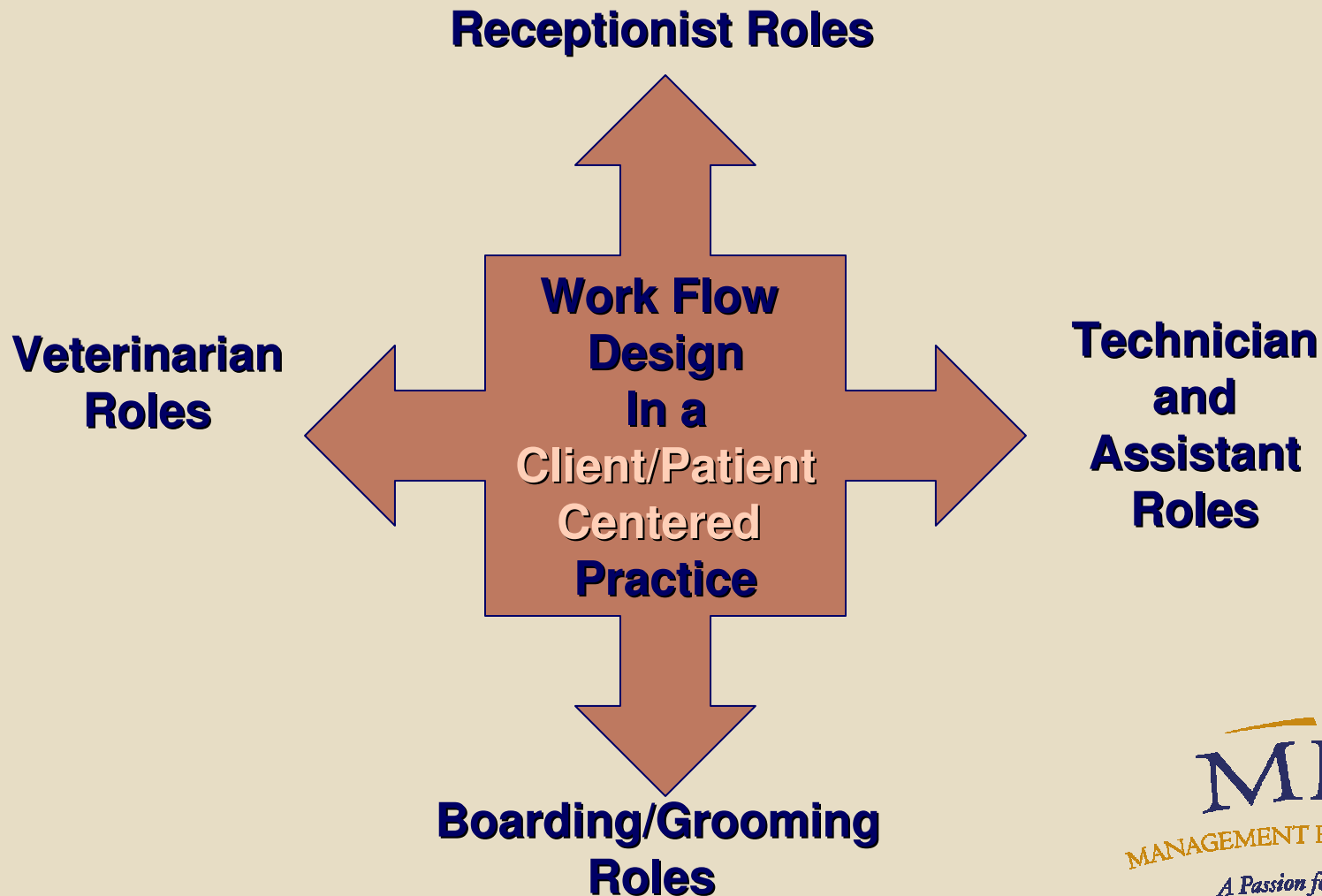
- Consider their work a job vs. a career
- Do not make a living wage
- Have little to no training
- Change jobs frequently



The New Model—a Client/Patient Centered Practice



Client/Patient Centered Delivery Model



Receptionist/Greeter Roles in a Client/Patient Centered Model ...



Receptionist/Greeter

**Offering Healthy Pet Information
Scheduling**

Estimates

Bonding with Client and Patients

Answer phones

Education of Services

Creating value in services

Offering additional services

bonding with clients

meeting the clients needs

Make appointments

**Thorough client check in/check out of
clients with medical records updates**

Clerical duties – filing, faxes, copies

Technician/Assistant Roles

Exam Room Roles

Bonding with client and patients

Education of services

Weight & TPR of pet

Medical history

Diagnostic & therapeutic recommendations

Collect samples

Animal restraint

Assist veterinarian

Create & present estimates

Update medical record



Technicians/Assistants

Technician/Assistant Role

Surgery & Treatment Roles

Draw blood
IV Catheter placement
Surgery preparation
Induce anesthesia
Trach tube placement
Monitor anesthesia
Surgery assistance
Nursing care
Post operative client call
Prepare & deliver discharge instructions
Take & develop radiographs
cleaning cages
clean surgical packs



Technicians/Assistants

Boarding/Grooming/Kennel Roles in a Client/Patient Centered Practice ...



Boarding/Grooming/Kennel

Healthy Pet Information

**Diagnostic & Therapeutic
Recommendations**

Education of Services

Release Instructions

Estimates

Client Bonding

Veterinarian Roles ...



Veterinarians

Examination & Consultation

**Diagnostic & Therapeutic
Recommendations**

Diagnosis

Diagnostic Interpretation

Special Procedures

Surgery

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.

“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

**“The E-Myth Revisited – Why Most Small Business Don’t Work
and What to Do About It”
Authored by Michael E. Gerber**



Impeccable Order Through Standards

- 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

**“The E-Myth Revisited – Why Most Small Business Don’t Work
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Client Service Meetings

- Creates a forum to keep the vision at the forefront of everyone's mind
- Open the lines of communication with leadership and the healthcare team
- Gives the opportunity to show appreciation
- Holds everyone accountable to the standards and core values



Staff Training

The top priority is to train every health care team member about the standards the practice's vision represents:

Standards of Patient Care

Standards of Professional Image

Standards of Excellent Communication

Standards of Exceptional Service

Standards of Professional Conduct



Setting Standards of Patient Care

The standards of care are determined by the veterinarian which represent the level of care a pet receives in the practice

The standards of care are set high and the healthcare team is trained as to why they are essential in the delivery of excellent pet care

Standards of Patient Care

Wellness Standards

Diagnostic Standards

Therapeutic Standards

Hospitalization Standards

Anesthetic Standards

Surgical Standards

Treatment Standards



Wellness Standards

Examinations

Vaccinations

Preventions

Routine Diagnostics

Dental Care

Grooming/Behavior

Nutrition



Importance of Physical Exam

- What is the common fee?
- How often is the exam recommended?
- Verbalize the 12 Body Systems to the client to add value and to educate
- Send home a summary of the normal and the abnormal findings along with recommendations

Preventatives

Set a standard recommendation for:

Heartworm Prevention

Flea/Tick Control & Prevention

Intestinal Parasite Control & Prevention



Routine Diagnostics

Heartworm Test
Fecal Test
Healthy Pet Blood
Profile



Nutrition

Set a standard
recommendation for:

Maintenance Diet
Prescription Diet



Client Communication Tools

Create value in
wellness
recommendations
with excellent client
communications
tools

Love and Protection Guidelines

12 Body System” Comprehensive
Exam

Annual Health Profile (bloodtest)

DA2LPP/CPV vaccination: yearly

Heartworm Test (bloodtest)

Rabies vaccination and license

Intestinal Parasite Exam (fecal)

Strategic Deworming

Bordetella vaccination: yearly booster

EKG*

Nutritional, Behavioral Review and
Counseling

Health Maintenance
Recommendations

Diagnostic Standards

Does the practice have a standard of performing diagnostic tests before treating the pet?

Diagnostic Standards for Routine Cases

Ears

- ✓ Cytology
- ✓ Culture & Sensitivity
- ✓ Ear Mite Exam



Diagnostic Standards for Routine Cases

Skin

- ✓ Blood Work
- ✓ Scraping & Analysis
- ✓ Fungal Culture
- ✓ Wood Lamp Exam
- ✓ Allergy Testing



Diagnostic Standards for Routine Cases

Eyes

- ✓ Corneal Staining
- ✓ Tonometry
- ✓ Schirmer Tear Test



Therapeutic Standards

Medications

Injections

Conversion Charts

Dosage Rates

Charts for fluid flow
rates

Catheter
maintenance



Animals' Bill of Rights

Right to have a clean cage, food and water

Right to have affection

Right to preventative care

Right to accurate diagnosis



Hospitalization Standards

- Care of the pet
- Visitation
- Evaluation of the pet
- Medications and chart updates



Anesthetic Standards

Pre-anesthetic profiles
Pre-medications
Fluid therapy
Monitoring standards
Isoflurane gas
Pain Management



Surgical Standards

Sterile technique
High tech Equipment
Surgical wound
appearance
Laser surgery
Post surgical care
Release instructions
Bandanna



Treatment Standards

Keep It Simple:

- 12 Body systems
- 10 Routine cases per body system
- 120 Treatment Protocols preloaded in the computer

Treatment Plans By Design

Creates consistency with quality of care

Empowers the healthcare team

Efficiency of the workflow

Regional Emergency Animal Care Hospital
677 Brevard Road
Asheville, NC 28806
828.665.4399
Quality Care With Compassion

Client: Jim Guenther Date: 4/7/03
Patient: Alice Number: 070543
Procedure: **Pyometra 21-50#**

Code	Service	Quantity	Fee
Day One			
EXP	Exam	1	35.00
EMBO	CBC	1	28.50
	General Panel	1	42.50
	Ultrasound-Single Organ	1	65.00
ULT	TV Catheterization	1	25.50
ETVF	TV Catheter	1	4.50
	TV Set and Extension Set	1	3.50
	Randage	1	3.00
	IV Pump	1	15.00
INT	Intensive Hospitalization	1	55.00
EIGA	Induction Charge	1	25.00
	Monitors	1	25.00
	Isocfluane per minute	40	25.00
ESSC	Operating Room Fee	1	15.00
	Sterile Surgical Pack	1	22.50
	Sterile Caps/Gowns/ Gloves	1	3.00
	Sterile Blade	1	3.00
SUT	Sterile Suture	4	34.50
CAPYSO	Canine Pyometra 21-50#	1	175.00
TORS	Tierbexin 10mg/ml	3	18.50
CEFI	Cefazolin inj. 100mg/ ml	5	25.00
CEFI	Cefazolin inj. 100 mg/ml	5	25.00
Day One			
HOSPIC	Hospital Progress Check	1	17.50
LRS1	Litter LRS	1	8.50
CEFE	Cephalexin 500 mg	21	28.50
	Total		\$807.50

For your convenience we have prepared a detailed Patient Standard of Care (Estimation) for the services expected along with their potential costs. Estimates cannot predict actual costs, and some of the items will be adjusted due to length of surgery or by quantity of medication used or dispensed.

I, the undersigned owner or agent of the owner of the pet identified above, certify that I am _____
I am not _____ (check one) eighteen years of age or over and authorize the veterinarian(s) at REACH Hospital to perform the above procedure. I understand that some risks always exist with anesthesia and/or surgery and that I am encouraged to discuss any concerns I have about those risks with the attending veterinarian before the procedure is initiated. My signature on this form indicates that any questions I have regarding the following issues have been answered to my satisfaction:

Setting Standards of Professional Image



Standards of Professional Image

Personal appearance has an influence on the development of trust and effective communication between individuals.

By following a written protocol in regard to appearance, the practice is better able to foster trust and communication between team members and the clients they serve.



Setting Standards of Professional Conduct



Standards of Professional Conduct

The practice should utilize a written protocol for professional conduct such as:

Respect for other team members

Respect for clients

Respect for animals (alive or deceased)

Conduct when in the presence of a client

Body language

Verbal and written communication



Standards of Professional Conduct

A written protocol ensures that the practice team accepts responsibility for and demonstrates a uniform and high level of professional conduct, ethics and behavior



Setting Standards of Exceptional Service



Standards Of Exceptional Service

Detailing practice philosophies in written protocols provides:

Consistency of communication

Enhances client trust

Supports the value of client service within the practice team



Standards Of Exceptional Service

Greeting our clients and patients

Meeting our clients needs

Genuine and thankful client departure



Standards Of Exceptional Service

The Elements of Courtesy

Eye contact and facial expression

Use of distinctive phrases of anticipation and gratitude

Use of personal names

Positive body language

Setting Standards of Exceptional Communication



Standards of Excellent Communication

Telephone

Email

Medical Records

Clients

Entire Team



Setting Standards is Essential to Training Your Team

- Put it in writing.
- Train all team members to your standards.
- Test your team.
- Spend time working on your practice versus in your practice.

Thank You!

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