

Agenda:

- Wal-Mart and Macy's
 - How to make money!
- Typewriters and Laptops
 - Progress
- Escorts and Camry's
 - Trading up



Walmart - Ford

- Price
- Focus on cost
- Walk-in Appts
- Volume
- Fast paced
- Discount products
- No frills
- Long hours

Macy's - Toyota

- Quality – value
- Focus on customer
- Conference room
- Treatment Protocols
- Consolidated pharmacy
- Web page
- Fun

Walmart - Ford

- TMS
- Mitaban
- Griseofulvin
- Panalog
- Iodine
- Allergy
 - Depo Medrol
 - Prednisone

Macy's - Toyota

- Simplicef
- Ivermectin
- Fluconazole
- Otomax
- Chlorhexidine
- Allergy
 - Temaril-P
 - Immunotherapy Vax
 - Atopica
- Referral

Advocating the best care

Boost Pets' welfare by overcoming compliance barriers.

Leadership



By Heather Fees, DVM
Contributing Author

TIPS

- ◆ When you make a recommendation, separate what's best for the patient from financial aspects of testing and treatment.
- ◆ Imagine that every client is James Herriot. What would you recommend for his Pet?
- ◆ Celebrate with clients when test results are normal—this is good news.

One of the biggest challenges new veterinarians face is developing the ability to segregate Pets' medical needs from clients' financial interests. As veterinarians, we are ethically bound to inform clients of all the diagnostic tests and medical or surgical treatments that are in their Pet's best interest. If we recommend anything less than the best, either consciously or subconsciously based on our perception of the client's financial ability or willingness to pay, we are practicing unethically.

Perhaps it would help to imagine that your client is James Herriot, author of *All Creatures Great and Small* and other much-loved classic veterinary novels. If James Herriot presented his Pet to you for care, how would you

approach the case? Keep in mind that your recommendations will be evaluated by a hero of the profession. How do you approach the workup and treatment? Do you recommend adopting a wait-and-see approach or starting with some inexpensive tests and symptomatic outpatient therapy and then, if the Pet gets worse, doing more later? Or do you recommend all the indicated diagnostic tests and prepare Dr. Herriot for all the necessary medical or surgical care based on his Pet's presenting complaint, clinical signs and physical examination findings?

I imagine that you would take the more comprehensive approach. Consider this with every client: "What would I recommend if this were James Herriot's Pet?" Do not waver from recommending the highest level

of care for every patient at all times.

Overcoming obstacles

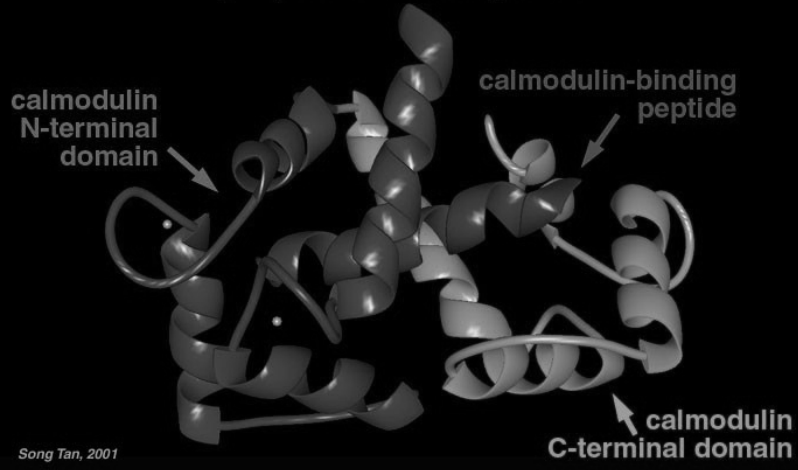
The most common complaint I hear from my associates is that the client "didn't want" or "couldn't afford" the recommended tests and treatments. Although some clients do have genuine financial barriers to care, I would argue that, in many cases, clients are not provided with enough information to understand the value of the recommended tests or procedures. As Pet advocates, we need to educate clients that it is worth their investment to proceed with recommended testing and treatments.

Clients often ask, "What's the worst that can happen if I wait to do these things?" I tell them that, realistically, the worst possible outcome is that their Pet will continue to feel bad or experience pain, and

6 Banfield



calmodulin/calmodulin-binding peptide complex



Trading Up



Twenty-five years ago, forward-looking veterinary practices gave up handwritten receipts and reminders for computer-written ones. Why it's time to trade up again—to electronic medical records.

by Craig Burnett and Constance Hardesty

Imagine traveling back in time 25 years to a bustling veterinary practice. The tattered appointment book, smeared with pencil or slathered with White-Out, is buried beneath sheaves of loose paper, memo pads, a scattering of pens and pencils, carbon copies of client bills and payment slips.

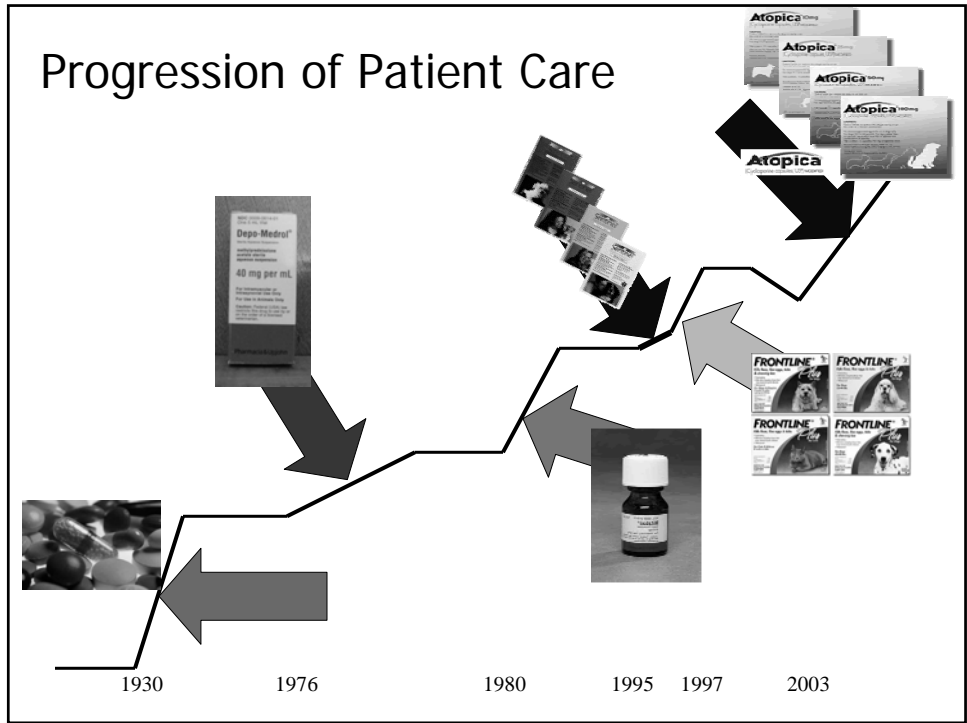
Every spare surface — chairs, floor, window ledges — is piled with precarious stacks of medical records. Staff paw through cabinets bursting with overstuffed files. Wedged behind the file cabinet are the handwritten and hard-to-read treatment notes for which everyone is frantically searching.

Gradually, reluctantly, wary of costs and suspicious of ramifications, veterinary practices traded in their adding machines and handwritten business records for computers. Today, veterinarians embrace computers for bookkeeping, scheduling appointments, analyzing business productivity and other administrative functions. Conspicuously absent, however, is the routine use of computers for anything but the most basic clinical record keeping, such as sending medical re-examination and procedure reminders and recording charges.

Veterinary medicine is not unique in its reluctance to expand the use of computers to medical record keeping. Until the turn of this century, the human health care field also resisted the inevitable.

WWW.WIKIPEDIA.COM





Atopica is the NSAID for Allergies!

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Do you treat arthritis with steroids? <ul style="list-style-type: none"> ■ Most vets would not even offer steroids for arthritis. ■ Why not? <ul style="list-style-type: none"> ■ Better medications are available: Rimadyl, Deramaxx, etc ■ Too many side effects with steroids. | <ul style="list-style-type: none"> ■ The answers should be the same for allergies: <ul style="list-style-type: none"> ■ Young age of onset ■ Steroids have too many adverse effects. ■ There are better treatments available: <ul style="list-style-type: none"> ■ Atopica ■ Allergy testing ■ Antihistamines, topicals, EFAs ■ Referral |
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Atopica is the NSAID for Allergies!

■ NSAIDs

- Replaced steroids
 - Arthritis

- Works better
- Fewer adverse effects
- Moderately expensive

■ Atopica

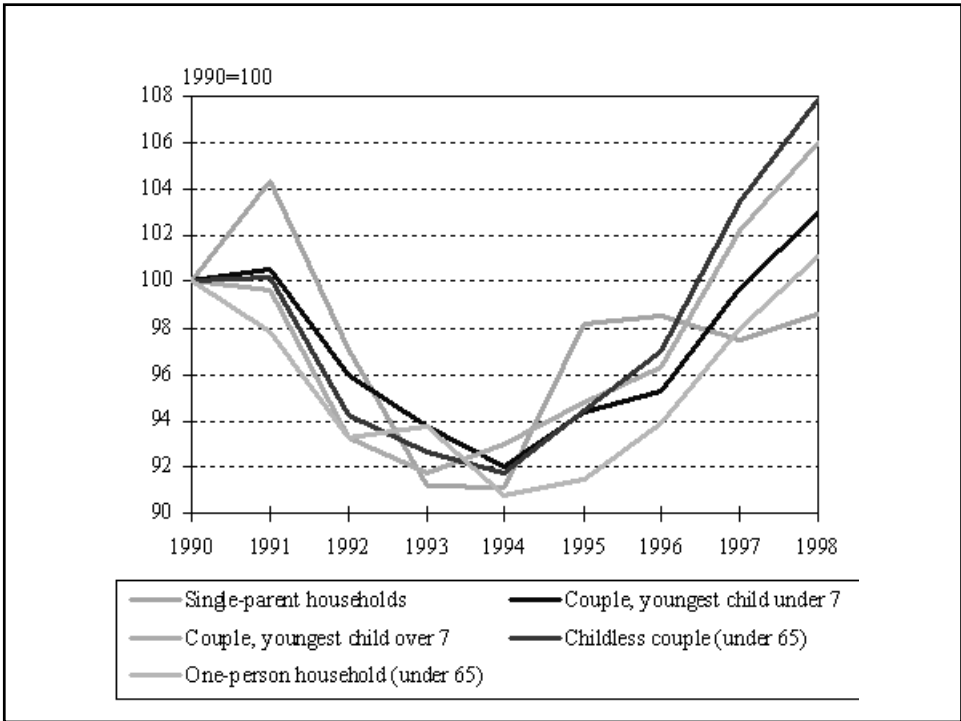
- First in category
- Will replace steroids
 - Allergies
 - Lupus
 - Pemphigus
 - IMHA/ITP
- Works better
- Fewer adverse effects
- Same price as NSAIDs
 - Once past induction and on EOD

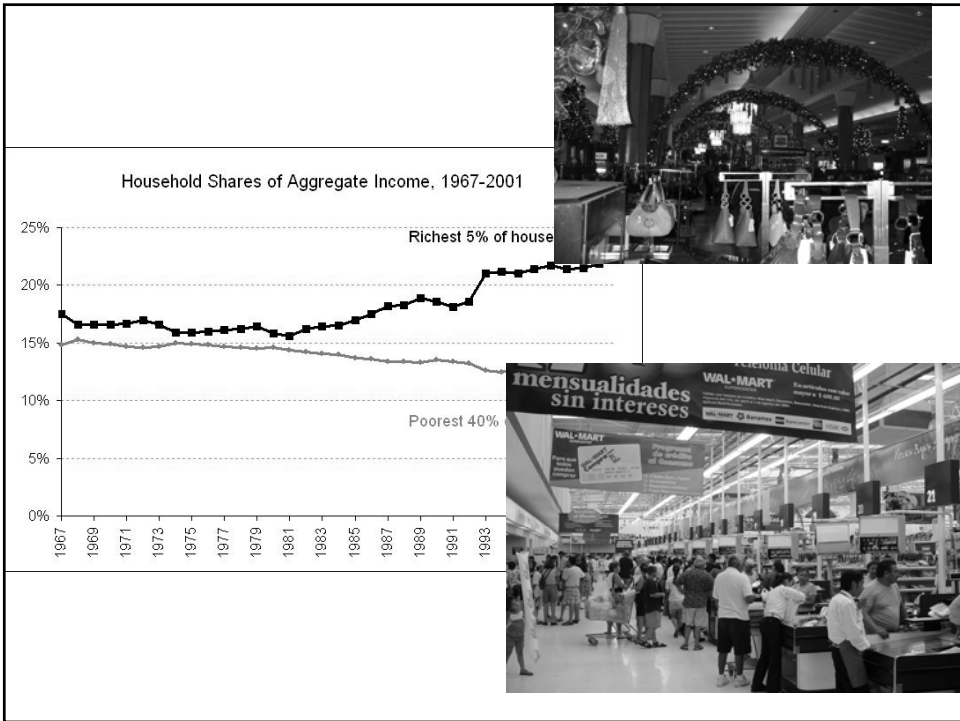
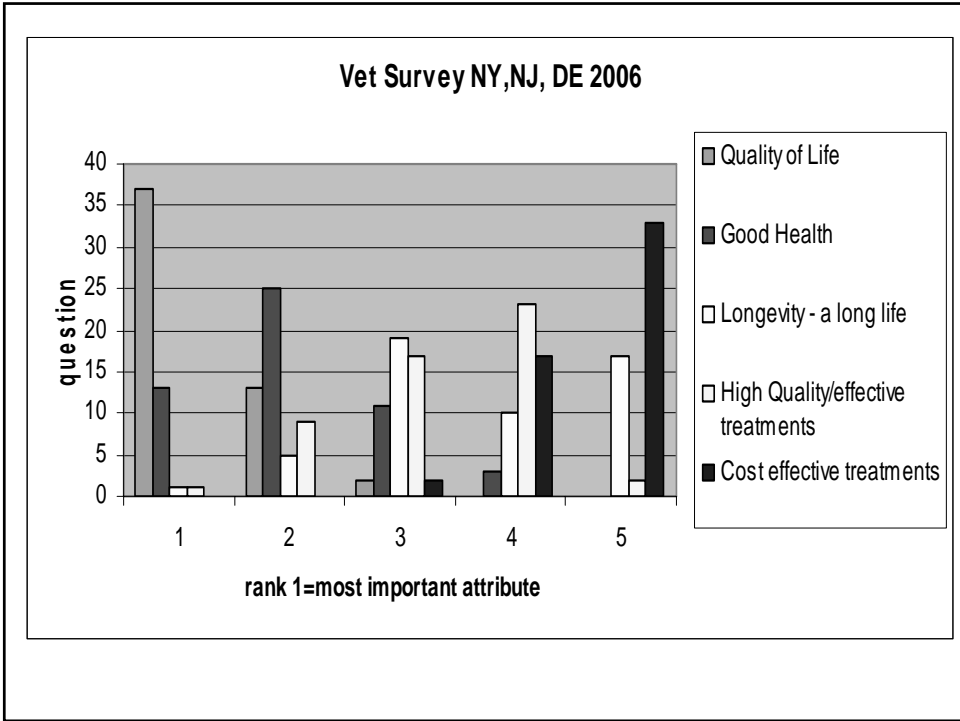
Allergies should be managed exactly like arthritis regarding steroid usage.
If you do not offer steroids for arthritis patient; do not offer it for allergies...
When would you consider steroids for arthritis:
that is exactly when you should consider steroids for allergies!!

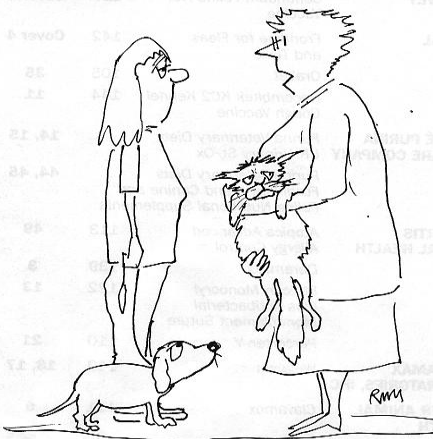


Atopica is Rimadyl for Allergies!

1. Do you use steroids for arthritis?
2. Why?
3. Why is allergy different?







"The doctor put her on penicillin because he says it is bactericidal, has low toxicity, and is effective against this particular infection. But it is so inexpensive that I don't have confidence in it."

Table 1—Health conditions reported by owners of 635 dogs and 469 cats participating in a telephone survey.

Condition	Total	Dogs	Cats
Musculoskeletal disease	45	40	5
Dental disease	26	15	11
Gastrointestinal tract or hepatic disease	14	6	8
Cardiac disease	12	7	5
Lower urinary tract disease	12	2	10
Blindness or other ocular disease	11	10	1
Neurologic disease	10	9	1
Infectious disease	10	5	5
Neoplasia	9	7	2
Dermatologic disease	8	8	0
Deafness or other otic disease	8	8	0
Other endocrine disease	8	4	4
Diabetes mellitus	7	0	7
Allergic disease	6	4	2
Renal disease	6	1	5
Respiratory tract disease	3	2	1
Obesity	3	2	1
Abscess	1	0	1
Behavior problem	1	1	0
Not stated	21	14	7

A total of 108 dogs and 70 cats were reported to have 1 or more health conditions.

Top 10 reasons pets visit veterinarians

Veterinary Pet Insurance Company, of Brea, Calif., recently reviewed its policyholder claims and found that for the second year in a row, urinary tract infections were the number one medical condition that cat owners filed medical claims for in 2005. Veterinary visits for skin allergies resulted in the most claims for dogs in 2005. Ear infections topped the list for dogs in 2004. The accompanying chart, courtesy of VPI, lists the top 10 medical conditions pet owners filed claims for in 2005.

2005 top 10 claims
by incident—dogs
(ranking in 2004)

1. Skin allergies (2)
2. Ear infections (1)
3. Stomach upsets (3)
4. Bladder infections (5)
5. Benign tumors (4)
6. Osteoarthritis
7. Sprains (7)
8. Eye infections (8)
9. Enteritis
10. Hypothyroidism

2005 top 10 claims
by incident—cats
(ranking in 2004)

1. Urinary tract infections (1)
2. Stomach upsets (2)
3. Kidney disease (10)
4. Skin allergies (5)
5. Respiratory infections (3)
6. Diabetes
7. Ear infections (4)
8. Colitis (8)
9. Eye infections (6)
10. Wound infections (7)

3 Most Common Disorders

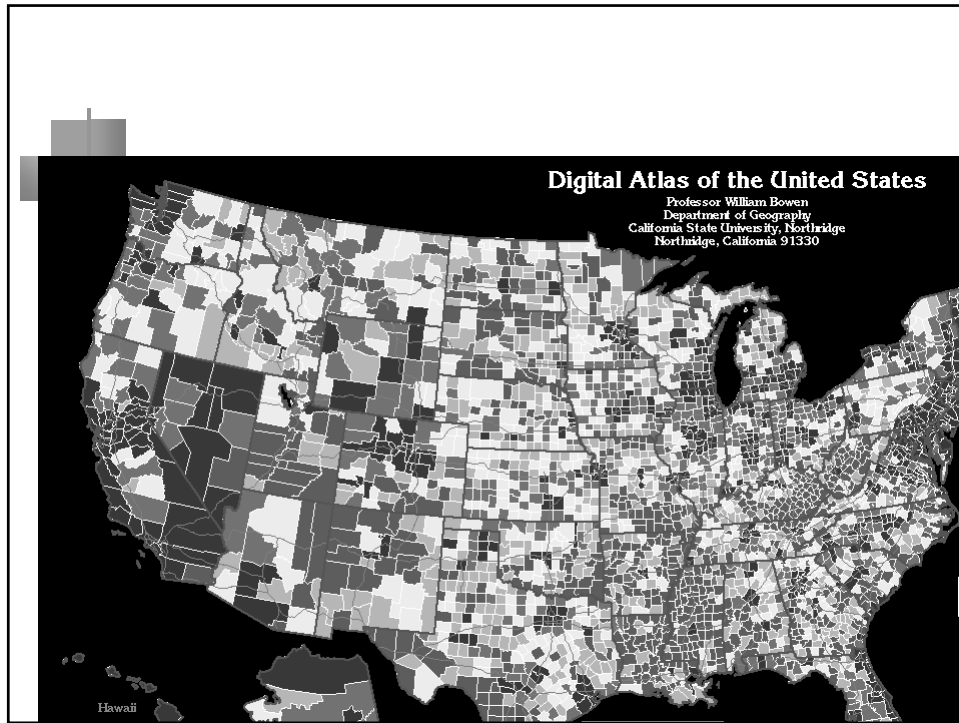
- Musculoskeletal



- Dental

- Dermatitis





 NOVARTIS

How much is good health and a long life worth?

Atopica, the first, safe and effective NonSteroid Alternative (NSA).

The complex block features a black and white photograph of a young boy in a white shirt hugging a light-colored dog. The Novartis logo and name are in the top right corner. Below the photo is the question 'How much is good health and a long life worth?' followed by the text 'Atopica, the first, safe and effective NonSteroid Alternative (NSA)' in italics.

It is alleged that there have been 356 deaths and 15,000 adverse events attributed to Depo-Medrol between 1998 and 2002.

Other reported side effects of Depo-Medrol include congestive heart failure, osteoporosis, peptic ulcer, and convulsions.

Pfizer, the maker of Depo-Medrol, does not advise Epidural/Intrathecal administration (injection into spinal cord or vein) of Depo-Medrol and reports the following severe medical events associated with this usage: Arachnoiditis, Meningitis, Paraparesis/paraplegia, bowel/bladder dysfunction, seizures, headaches, and more.



http://www.lawyersandsettlements.com/case/depo_medrol

Lessons from my MBA year #1

- Begin using "Practice Protocols"
 - 55 common GP disorders
 - Clinic doc negotiated
 - Not written in stone
- Improves customer service
 - Consistent education from front desk to kennel
 - Everyone knows what to expect
 - Everyone recognizes when exceptions have been made

Lessons from my MBA year #2



www.VetInternetPharmacies.com

- Owners want convenience
- Give them what they want
- BUT from your clinic
- If you do not provide it: someone will

Lessons from my MBA year #3

- Streamline pharmacy
 - Based on agreed upon Practice Protocols
 - "Best in Class" drugs
 - Use Vet Centric for non-protocol drugs

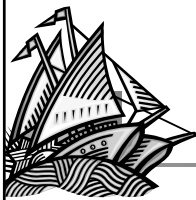
Do owners sport rose-colored glasses?

Associates look at some service issues with a more critical eye than practice owners do. For example, 60 percent of owners agreed that clients in their practices didn't wait to pay, compared to only 30 percent of associates who felt that way. Here's more:

	Percent of owners who agree	Percent of associates who agree
The interior is clean, odor-free, comfortable	78%	65%
The exterior is inviting, modern, easily recognizable	66%	54%
Pets are ready to go when promised	80%	67%
Clients experience a shorter wait than expected	62%	32%
Clients don't wait to pay	60%	30%
Staff members are trained for client service	85%	68%
Clients get a follow-up call within 24 hours of a serious procedure	63%	57%
Staff members are trained to talk to clients about health care and diseases	73%	57%

Source: The AVMA-Pfizer Business Practices Study

108 Veterinary Economics + August 2005



Practice Considerations

Some of the simplest issues can have dramatic impact.
The following are a few estimations of your client's experience.

Sight:

Initial impression:	1	2	3	4	5	wow
Educational materials:	1	2	3	4	5	impressiv
Clutter:	1	2	3	4	5	contain
Cleanliness:	1	2	3	4	5	immacula

Sounds:

Noise level:	1	2	3	4	5	quite
Phones:	1	2	3	4	5	absent
Ability to eavesdrop:	1	2	3	4	5	limited

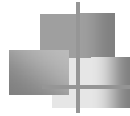
Smell:

Animal odor:	1	2	3	4	5	none
Fragrance level:	1	2	3	4	5	pleasant

Confidence Inspiring:

Attire:	1	2	3	4	5	professio
Lobby:	1	2	3	4	5	impressiv
Exam rooms:	1	2	3	4	5	function

KA Hnilica DVM, MS, DACVD www.itchnot.com



Lessons from my MBA year #4

1. All staff members are motivated to solve specific client problems with practice specific protocols formulated to implement the "Best in Class" treatment options.
2. The mission statement includes a commitment to the highest quality of practice (not the cheapest).
3. Staff rounds are conducted to educate everyone in the clinic on the most common diseases and the practice's protocols treatment.
4. All staff provides consistent client education and treatment recommendations: the same message from the front to the back of the practice.
5. The doctors are removed from all treatment cost discussions: decisions are made based on medical appropriateness not negotiated based on cost.
6. Follow up counts.
7. Technicians are used to their full potential: great knowledge, tremendous ability, and enthusiasm produce an effective patient advocate that functions like a physician's assistant.
8. The receptions are recognized as the store front window of the practice.
9. Great emphasis is placed on disease prevention not just finding and fixing problems.
10. All employees play and hug the patients.

figure 1

Team members' top 10 frustrations

1. Co-workers who cause conflicts or have bad attitudes
2. Low pay and lack of benefits
3. Noncompliant clients
4. Lack of empowerment; skills are underutilized
5. Lack of leadership in the practice
6. Lack of recognition
7. Not enough time to complete duties
8. Lack of communication
9. Difficult clients
10. High turnover and lack of qualified candidates

Source: The 2005 AVHC Veterinary Team Study



Team members shoot straight:



If you could ask your manager to change one thing about your practice, what would it be?

- "To appreciate the staff. The job is hard enough without feeling underappreciated."
- "We have too many bosses and not enough workers. Everyone has to be director of this and head of that."
- "Be more exclusive, catering to the 55 percent of clients who create 80 percent of our income."
- "Use your professional staff—and quit breaking the law by letting anyone who can fog a mirror do my work."
- "Be open to new ideas. You don't have to agree, just please listen to suggestions."
- "Take me seriously, and pay me appropriately."
- "Value your registered technicians, recognize their importance to your practice, and pay them better."
- "Fire workers who are a cancer to the practice."

What do you find most rewarding in your job?

- "Turning an F client (just a dumb dog owner) into an A client (pet parent)."
- "Teaching other staff members to excel."
- "I like that our hospital has certified technicians doing the job they went to school for."
- "Finding solutions to problems and streamlining systems to make the hospital a better place to work."
- "Watching animals maintain a healthy life from the cradle to the grave."
- "Smiling everyday on my way to work. Having the best management and team members."
- "My opinion does matter, and I'm listened to. I can make many practice decisions, and I have many responsibilities."

Source: The 2005 AVHC Veterinary Team Study

Advanced Allergy Control *in 10 Steps*



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www.itchnot.com