

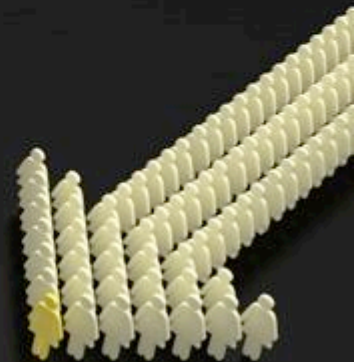
**Get a Life:
How to Have a Life
and Own A Veterinary Practice**

D. Kirk Eddleman, MHA



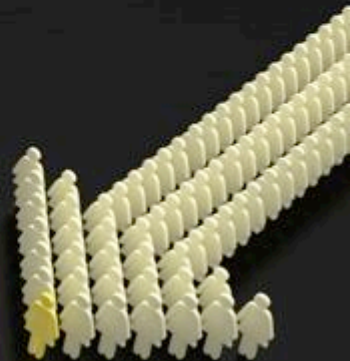
Objectives

- Reconsider how we measure success.
- Discuss what you should understand about practice management.
- Explore methods for finding & developing a practice management team.
- Discuss some common pitfalls to avoid



Question #1

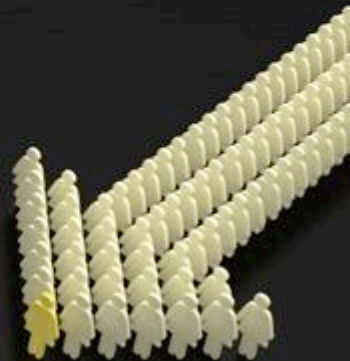
How many here today
went to veterinary school
to become a veterinary
practice manager?



Question #2

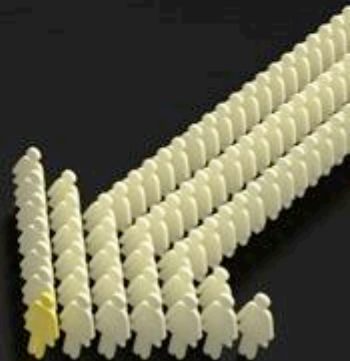
On average, about how much more money can a manager increase a practice's income?

- A. Triple
- B. Double
- C. 10% - 50%



Correct Answer is B

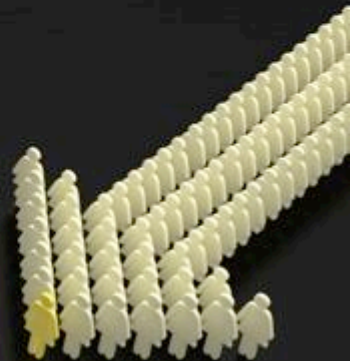
According to a 2009 Veterinary Economics study, practices with a manager earn about twice as much as those without a manager.



Question #3

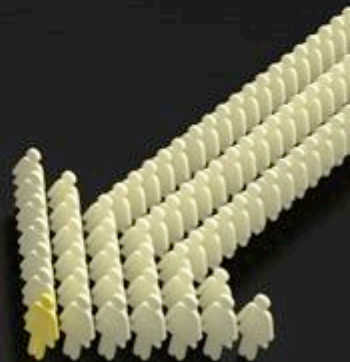
About how much money does a practice lose per hour if a veterinarian owner spends time on managerial duties instead of practicing medicine?

- A. \$60
- B. \$90
- C. \$120



Correct Answer is C

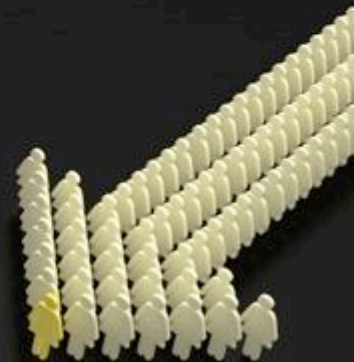
According to a NCVEI Study, a practice loses more than \$120/hour for every hour an owner spends on managerial duties instead of practicing medicine.



Question #4

On average, how many hours per week can a manager save a practice owner ?

- A. 8 hours
- B. 12 hours
- C. 15 hours



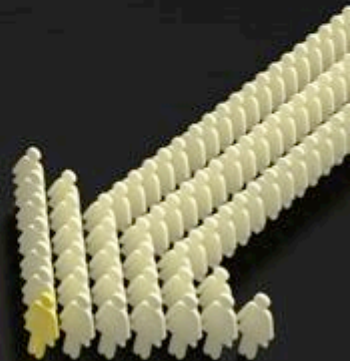
Correct Answer is C

According to the *Benchmarks 2006: A Study of Well Managed Practices*, managers saved their practice owners an average of 15 hours per week.



Question #5 HOW DO YOU KNOW IF YOU OWN A BUSINESS OR A JOB?

If you have to be there all
of the time, you don't
own a business, you own
a job.



The Problem

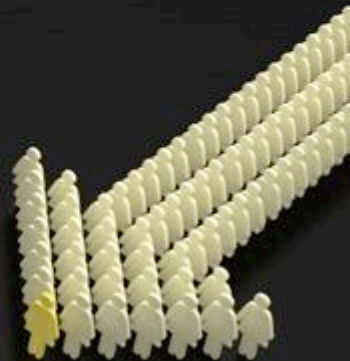
- Too many veterinarians thrive on being indispensable to their practices.
- These practices never reach their full potential.
- Owner/veterinarian runs themselves into exhaustion.



Redefining Success

How should we measure success?

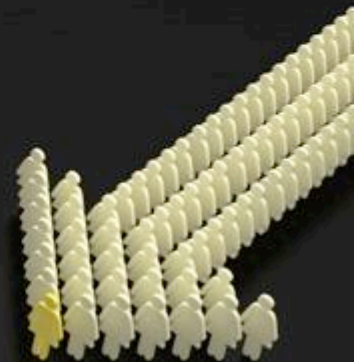
- Real wealth is discretionary time.
- True success means making enough money to maximize discretionary time.



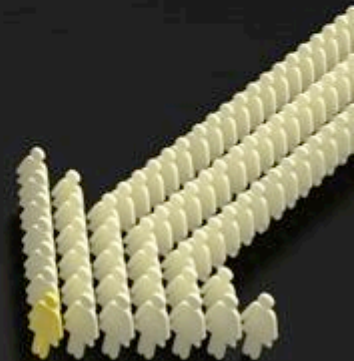
Primary Objective: Make your business run without you

The key to running a successful business is getting it to run without you.

- Run your company like a business that is separate from you.
- Get help & learn to delegate.
- Hire a team to help run the practice and give them the power to make key decisions.
- Set up systems, people, and processes that will carry on your vision of the practice even when you're not there.

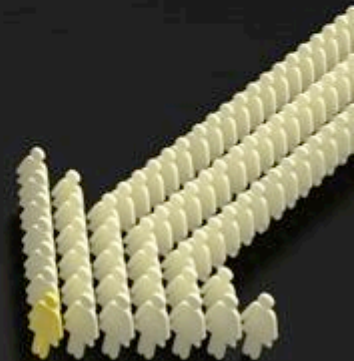


Your Management Team



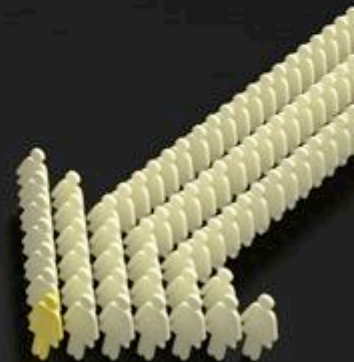
DIFFERENT TYPES OF MANAGERS

- HEAD TECHNICIAN / TECHNICIAN MANAGER
- OFFICE MANAGER
- BUSINESS MANAGER
- PRACTICE MANAGER
- CEO / HOSPITAL ADMINISTRATOR
- CONTRACT PRACTICE MANAGER / VIRTUAL CEO



HEAD TECHNICIAN / TECHNICIAN MANAGER

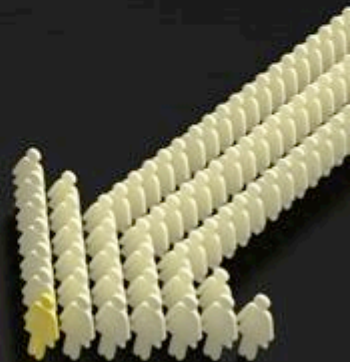
A person who is skilled in the delivery of veterinary health care and who oversees other caregivers. This person's primary role is to extend the capabilities of the veterinarian(s), ensure quality patient care, and facility safety. *Source: Cantanzaro, 2000*



OFFICE MANAGER

A person who handles the daily bookkeeping, banking, schedule coordination, purchasing, training and directing the front office staff, and client relations.

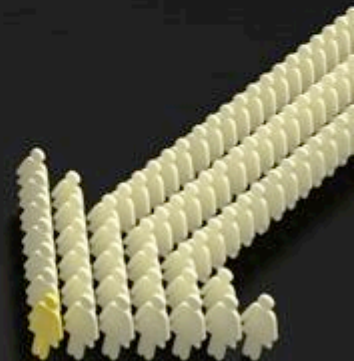
Source: Cantanzaro, 2000



BUSINESS MANAGER

Very similar to the Office Manager but with more emphasis on accounting, bookkeeping and budget-monitoring and with less staff supervision functions.

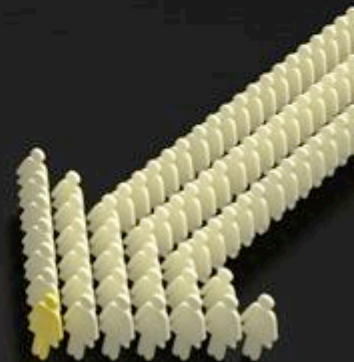
Source: Cantanzaro, 2000



PRACTICE MANAGER

A person who possesses all the knowledge of the Office Manager but has direct authority and decision-making responsibilities over all business activities and practice internal promotions.

Source: Cantanzaro, 2000

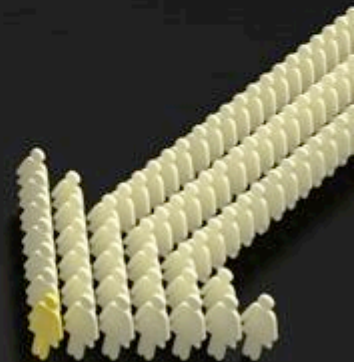


CEO / HOSPITAL ADMINISTRATOR

A person with complete authority over the business and operations of the practice under the direction of the owners / board of directors.

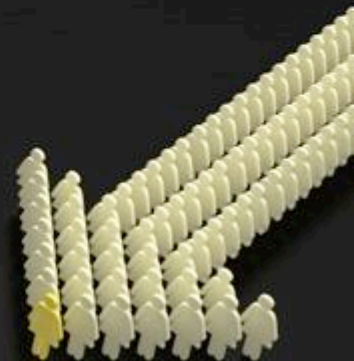
- Usually has advanced training in business administration.
- Sets & enforces policies, creates medical protocols (short of therapeutic decisions), decides on facilities usage and expansion, and develops strategic plans, goals, etc. *Source:*

Cantanzaro, 2000

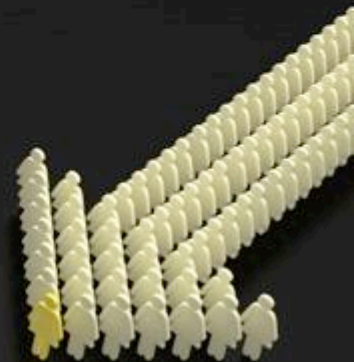


CONTRACT PRACTICE MANAGER/ VIRTUAL CEO

A management person outside of the staff structure but on contract to the practice. This person manages multiple practices and possesses the proven knowledge and skills of a practice manager or higher.



Finding A Good Practice Manager



Questions # 6 & 7

6 True or False – You should never hire someone internally from your practice as a practice manager because other employees will not accept them as a leader.

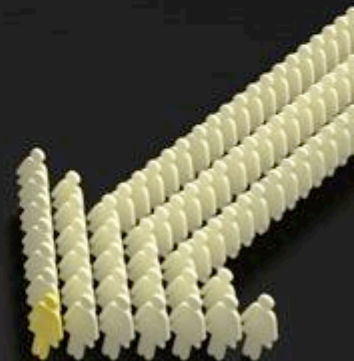
#7 True or False – You should only hire experienced practice managers.



Correct Answers

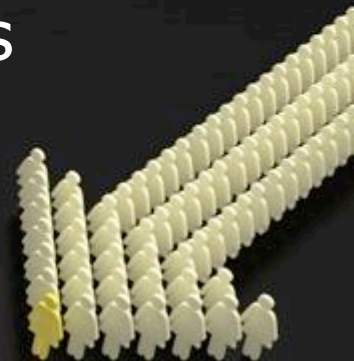
6 False– Many successful practice managers started out in different positions within the practice.

7 False - Management experience is helpful and can reduce the learning curve. But expect at least six months before even an experienced manager can take the reins, even longer for an inexperienced manager.



WHERE TO FIND A PRACTICE MANAGER

- Veterinary Hospital Managers Association (VHMA) Website
- Consultant / Head Hunter
- Sales Reps
- Indeed.com, Monster, Career Builder
- AAEP Website
- Colleges of Healthcare Administration (MHA) or MBA with Healthcare Focus



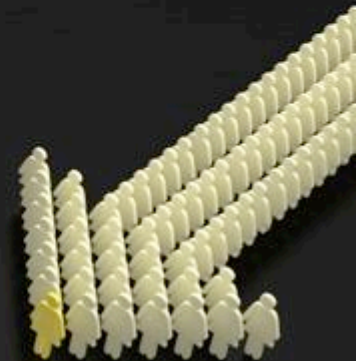
Developing Your Practice Manager

- Veterinary Hospital Managers Association, Certified Veterinary Practice Manager (CVPM)
- Veterinary Management Institute at Purdue University, Mini-MBA
- AAHA Veterinary Management School
- Equine Business Management Strategies
- Other National & Regional Veterinary Management Courses
- Veterinary Practice Management Books
- Practice Management Journals and Publications,
(*Veterinary Economics, Equi-management, Harvard Business Review, etc.*)



“Trust, but verify”

- Hold regular meetings with full accountability
 - Financials
 - AR
 - Progress Reports
- Conduct random checks
- Survey the manager’s subordinates for satisfaction.

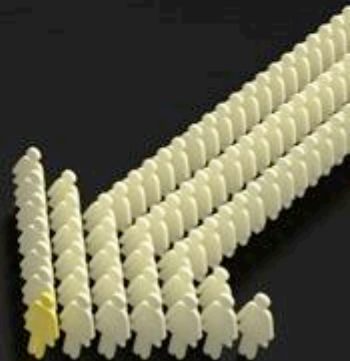


Common Pitfalls To Avoid



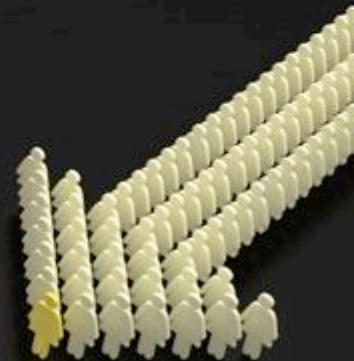
Peter Principal

A condition in which a competent employee is taken from a well-suited role and promoted to a level of incompetence.

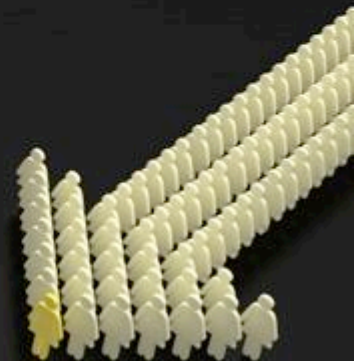


Common Pitfalls

- Fail to inspect what you expect
- Micromanage/Undermine
- Delegation, not abdication

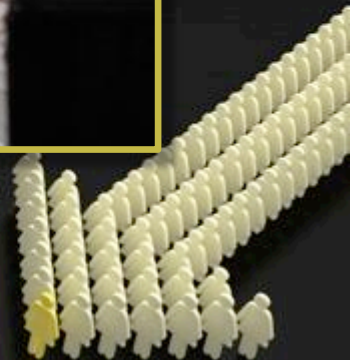


QUEEN BEE SYNDROME



Definition

Webster's defines the "queen bee" as a woman who is in a favored or preeminent position. However, the problem can involve either gender.



Queen Bee Characteristics

- Often the most powerful person in the practice
- Skilled Employee
- Years of Seniority
- Deemed Indispensable
- Special Treatment
- Controlling
- Dominating
- Abrasive



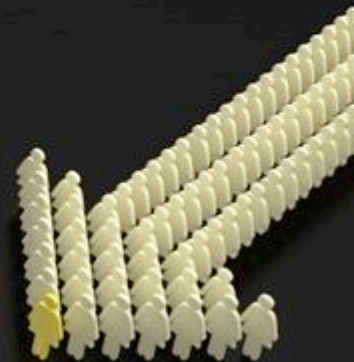
What to Look For

- Territorial – won't train others
- Queen bee is the only one who can do the "important work."
- Queen bee rarely takes off
- Grumpy staff members
- Excessive sick leave
- High turn-over from his/her subordinates.
- Feeling like the office doesn't belong to you.
- Declining profits



Addressing Queen Bee Syndrome

- Stop wishing, formulate a plan
- May need outside help to “audit” the practice
- Set new standards, expectations in writing
- Schedule a meeting & lay the new rules, lines of authority, goals & roles.
- Work from a business plan and budget
- Cross train other staff
- Hold the manager accountable
- Confront any breach immediately
- Remain firm and in control
- Never reward bad behavior



Benefits of Good Management Team

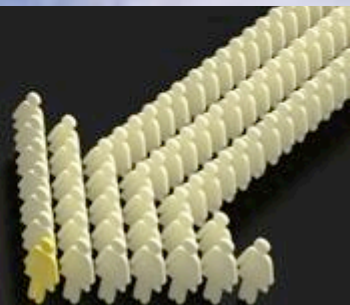
- **Improved Practice Operations**
- **Improved Customer Service**
- **Improved morale**
- **Better communications**
- **Competitive Advantage**
- **Increased Productivity**
- **Increased Profitability**





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Questions

