

GeniusVets

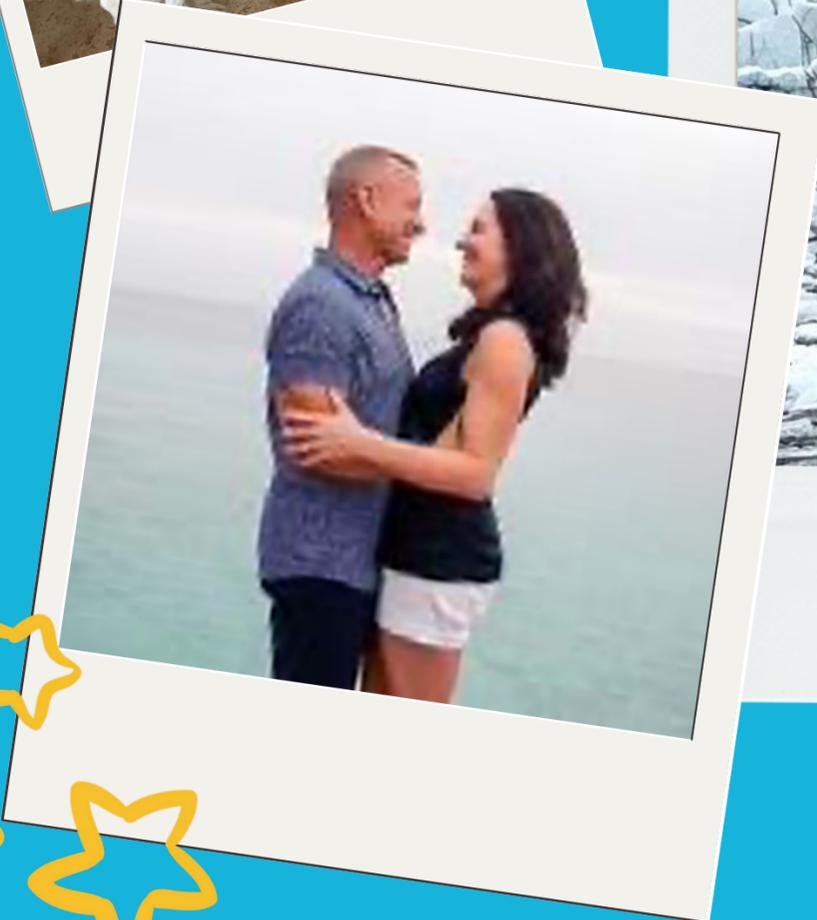
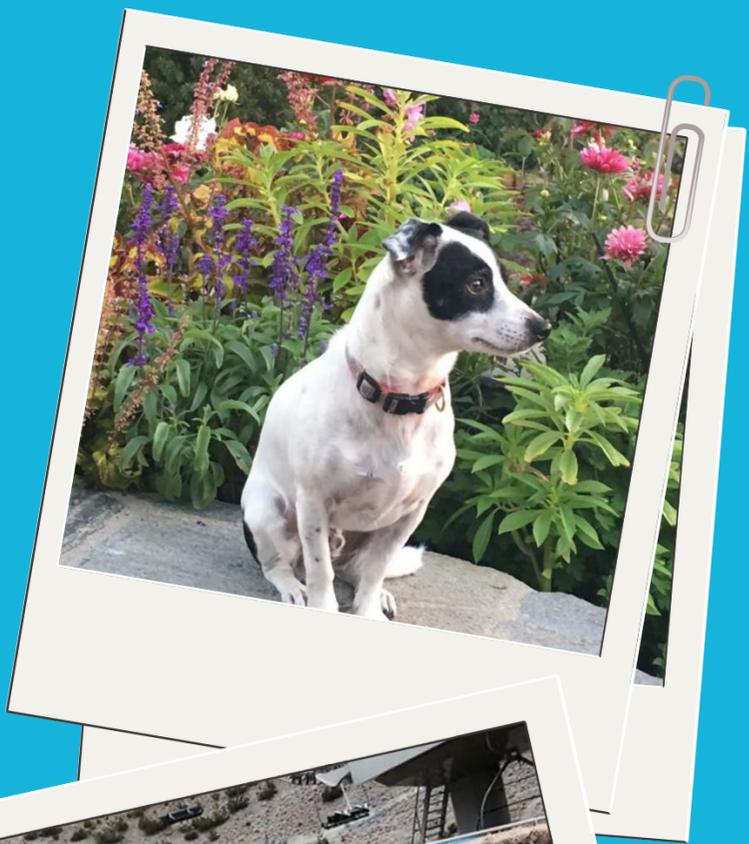


Practice Owners: Culture, Process, and Profits



Lessons from building
one of the most successful
independent veterinary
practices in the country.





Things that matter most





How it started...



How it's going



The Drake Center for Veterinary Care



New annex built in 2022



WHAT WE WANT TO COVER TODAY:

01.

The top problems and pressures facing our practices and industry

02.

The real causes and cures for burnout

03.

How to build your team and create real engagement

04.

How to adapt to new technologies and industry changes

01.

THE PROBLEMS

- Generational Differences
- Burnout
- Industry Pressure
- New Technologies

Burnout / Oversell

BREAKING NEWS

Every media organization is telling our field that we have burnout problems and mental health issues.



Veterinarians are Facing a Mental Health Crisis, but Pet Owners Can Help

PERSONAL WELLBEING

When Caring Hurts: Dealing with Depression in Veterinary Medicine

PUBLIC HEALTH

It's not just doctors and nurses. Veterinarians are burning out, too

Burnout / Oversell

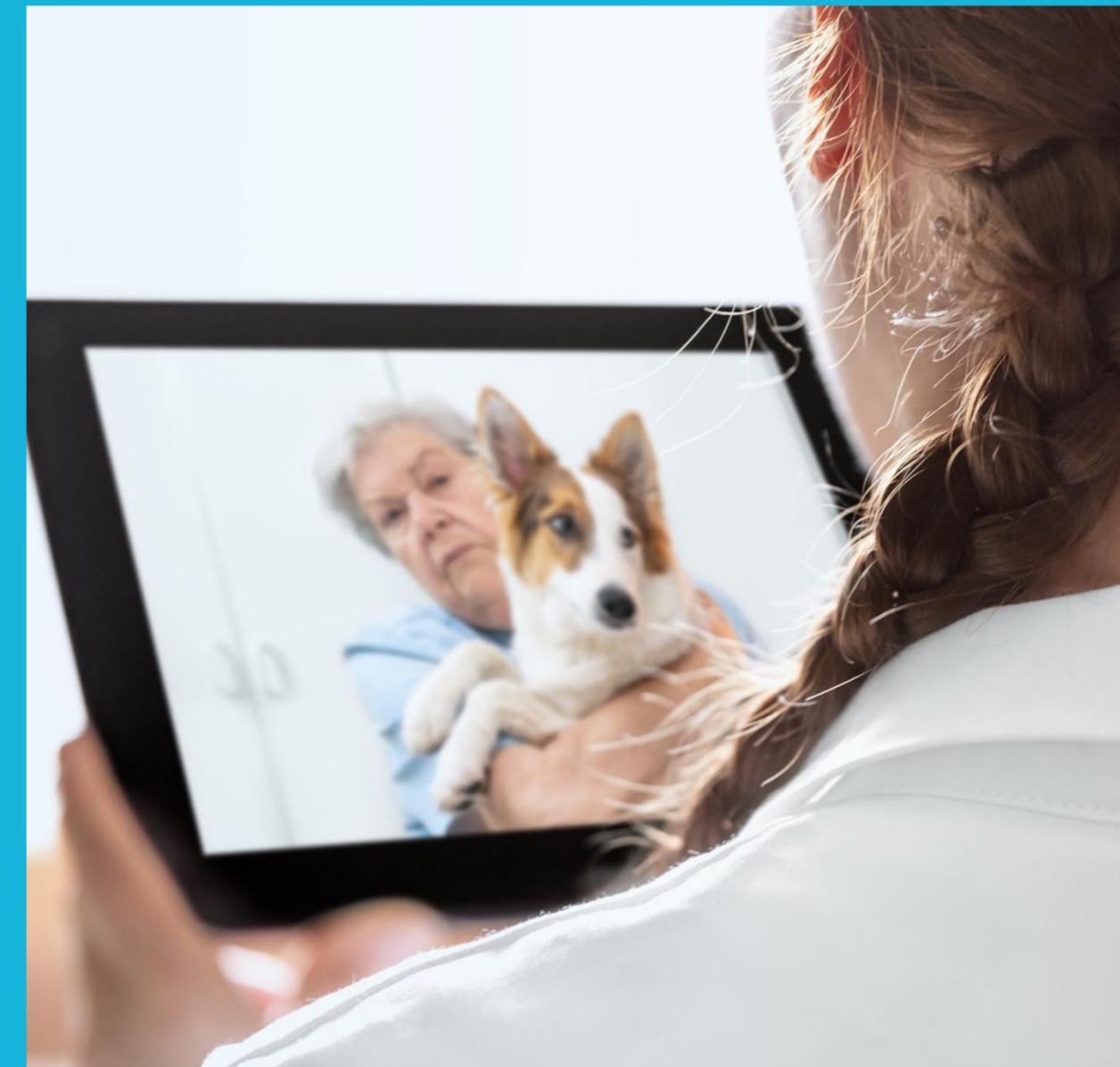
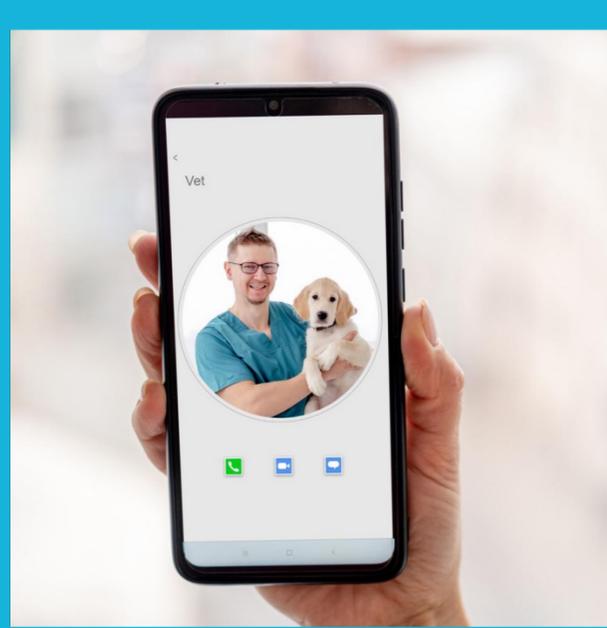
Many of these groups are well intentioned.

But the message is often unintentionally harmful by telling people constantly that they are burned out and have bad mental health.

Generational Differences

- Different expectations and viewpoints from generation to generation.
- Vastly different messaging from educators, media and industry.
- Very different world that we grew up in (iPhone, Social Media)
- Lifestyle choices – willingness to risk
- Understanding that things that are rewarding can also be hard

**Industry wants to take a little
bit bigger bite every year...**



AI



Telehealth



Online pharmacies



Lab technology



Cloud systems



THE CORPORATE SOCIAL JUSTICE SCAM

In my humble opinion...

The Corporate Social Justice Scam

Don't be naive – be aware that industry is not always your friend, it can be a wolf in sheep's clothing.

What is being referred to Access to Care is a Trojan horse toward legislating a reduced VCPR. It is not really about access to care.



02.

THE SOLUTIONS

Are simple, but not easy

**Every issue and every opportunity
you have in a practice is best served
with a team and a process.**

Find a cadence

Generational Differences



Yes, younger generations have different values, but that does not mean you need to change your practice.

- Gen Z would happily work in a healthy professional practice and will “lose the nose ring” to do so
- The practice gets to decide what their boundaries are – schedule, dress code, etc.
- There are plenty of good people out there who want these healthy, strong, professional practices to work in

Bridging The Gap Between Generations

Younger generations:

Please don't listen to everybody, and don't expect this to be a stress-free, easy ride. It's not – but the rewards are worth it.

To my generation, or those running practices regardless of what generation:

It's up to you to make sure you provide a good place to work.

Addressing Burnout and Expectations

- You can't get "incredibly rewarding" and "no stress" together.
- "You mean I can't work from 9-4 and only pick the client and cases I want to see?" said one of my associates jokingly.
- We need to educate our employees that they have a great profession, but it does have challenges.
- It is our job to provide a healthy place to work. It is up to individuals to manage themselves.



Take Responsibility & Prevent Burnout

- Be a mission driven hospital
- Build strong culture
- Create a structure to manage
- Have communications systems in the hospital
- Engage your employees (mentorship)

Create
alignment
by bridging
the gap.



BUILDING IT UP —



Take Ownership

- It's up to practice owners to provide a healthy workplace with structure so the team knows what to expect
- Everyone wants to belong to something greater than themselves
- Build a structure and team that will allow you to have an organized place
- An orderly practice has lower stress levels
- As a profession, we have not been good about engaging our teams and constantly working on professional development



What's amazing about
veterinary medicine is that we
have a beautiful mission that
hardly any other business has.

Define Your Mission, Values, and Culture

Mission

What and
why

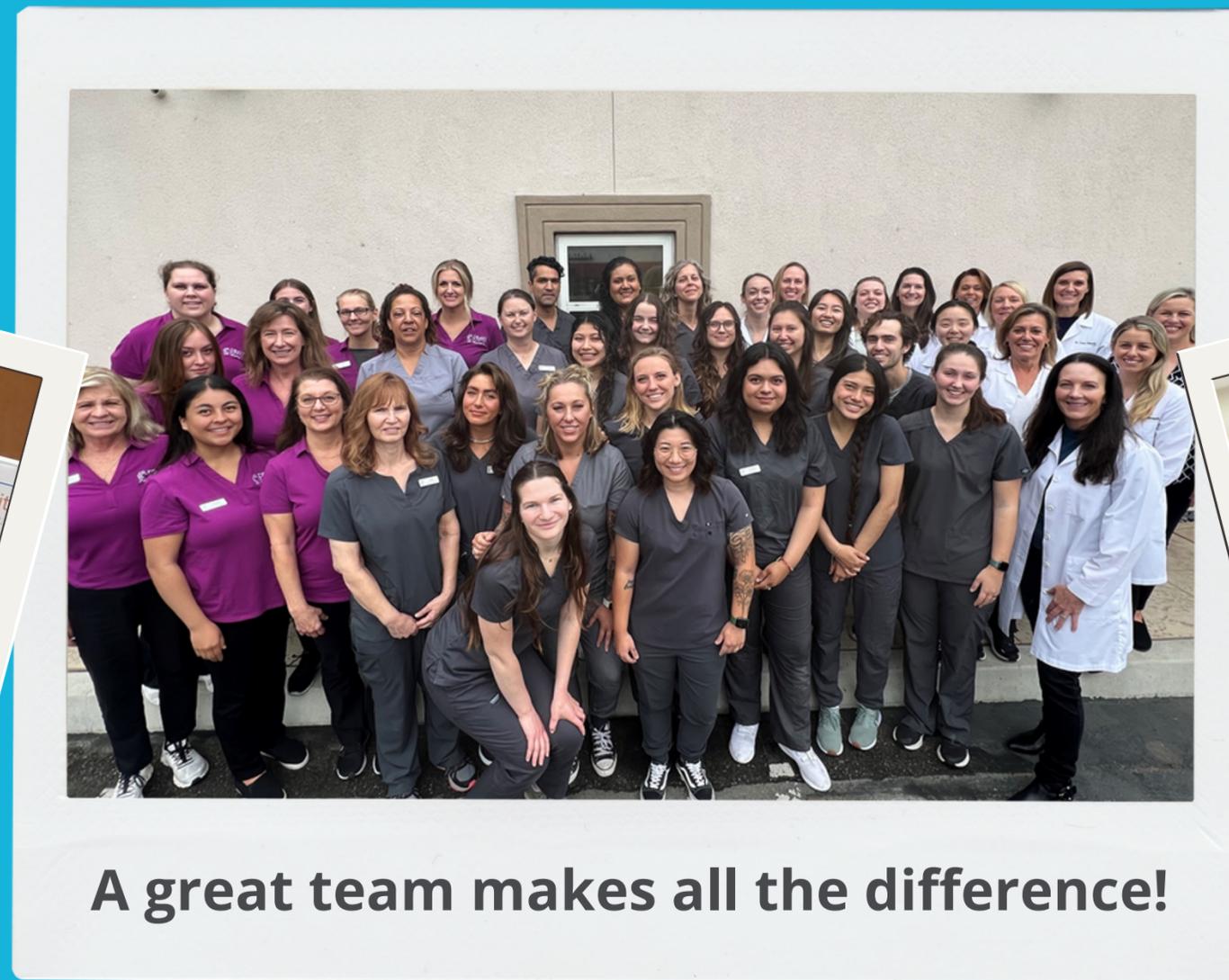
Values

What we
aspire to
everyday

Culture

How we
play in our
sandbox

A healthy workplace and a strong team is a Business Fundamental.



A great team makes all the difference!



Your Mission, Values, and Culture Need to Be:

- ✓ Well-defined
- ✓ Demonstrated consistently by leadership
- ✓ Understood and agreed to by all team members
- ✓ Lived every day





**“To provide the best
medical and surgical care
in a compassionate
environment, and
unsurpassed service
for our clients.”**

EXAMPLE MISSION



Every decision we make and everything we do every day supports this mission.



- **Compassionate partnership**
 - **Pursuit of excellence**
- **Steadfast care and service**

EXAMPLE CORE VALUES



The entire team aspires to this on a daily basis.



- Kindness
- Respect
- Teamwork
- Fun

EXAMPLE CULTURE



Our team follows these core tenets every day.



DO YOU HAVE A CLEAR VISION?

Where are we now? Where are we headed?

How are we going to get there?

Communicate this to your team.



**YOU CAN'T DO THIS ALONE AND
YOU CANNOT DO THIS WITHOUT A
STRUCTURE AND A PROCESS.**

You have employees – but do you have a **team?**

03.

CREATING A GREAT TEAM

Basic traits of the leaders on your team



**Who should be on
your leadership team?**

Owner

Manager

Front Lead

Back Lead

(Possibly an associate)

04.

MANAGEMENT STRUCTURE AND PROCESSES

Development of Team + Disciplined Process
+ Strong Culture = Quality Care and Profit



SORRY, BUT YOU HAVE TO HAVE MEETINGS.

No matter your size, a monthly offsite meeting is imperative to run your hospital well.

Meeting Types

**Leadership
team**

4-6 hours

All staff

**Monthly staff meeting -
why is this important and
how do we prep**



What Makes a Good Meeting?

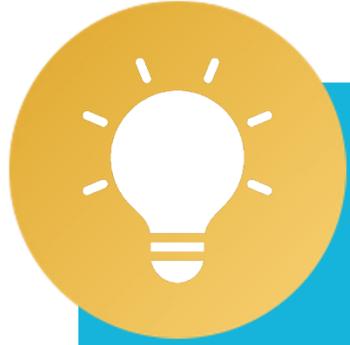
- 1 Clear agenda
- 2 Preparation – meeting time is valuable
- 3 Focus – staying on topic
- 4 Traction process / structure

Staff Meeting Agenda

Housekeeping	Specific information that we want to make sure everyone is on the same page about; including new protocols, new pricing, new policies, or old policies that need updating or reminding.
Staffing	Personal introductions of new team members, positions, mentors, and full-time vs part-time. Changes in staff positions, training plans, etc.
Education for all teams	Done by DVMs. This includes things such as new diabetic monitoring devices and protocols, flea and tick education, product updates, and behavior education.
State of Union	Where are we now, where are we going, and how are we going to get there.
Kudos	Acknowledge three to four staff members because of how they reflected our culture or supported our mission in their actions this month.
Culture and values	A leadership team member may give a brief review of one of the tenets of our culture or one of our core values, and the why behind them
Breakouts	Breakouts of teams for the last 30 minutes for specific education or updates or policies concerning each specific team. This section is organized and planned.

Leadership Team Meeting Agenda

Icebreaker	Always begin with an icebreaker or vulnerability exercise to share.
KPIs	KPIs and numbers we are following or focusing on.
Staffing numbers	Do we need more staff, movement of staff from department to department, etc.
Rocks	Review the three rocks for the quarter.
Action items	Go through each person's to-do list from the last meeting
Issues list	Go through all the issues and discuss as a group to find consensus.
Staff development	We discuss staff development at every meeting.
Flow and staffing	Always discussed as an issue, just in general terms.
Review action items	Discuss the new to-do lists for each member of the leadership team
Schedule	Finally, we review the next two to three months' meeting dates to make sure all can attend.
Follow-up	After the meeting, each team member has three days to email the group their to-do list.



WHAT TO DO NEXT

“How we manage everything depends tremendously on the efforts we put into making a well run facility, and this changes all the time.”



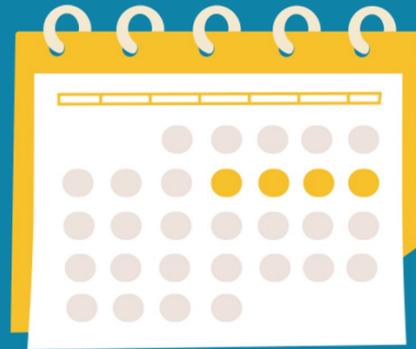
TAKE YOURSELF OUT FOR COFFEE

Remember to work ON your business,
not just IN your business.



TAKE YOUR MANAGER, PARTNER , OR KEY TEAM MEMBER OUT FOR COFFEE

Plot out your next steps to build a
healthy organization and team.

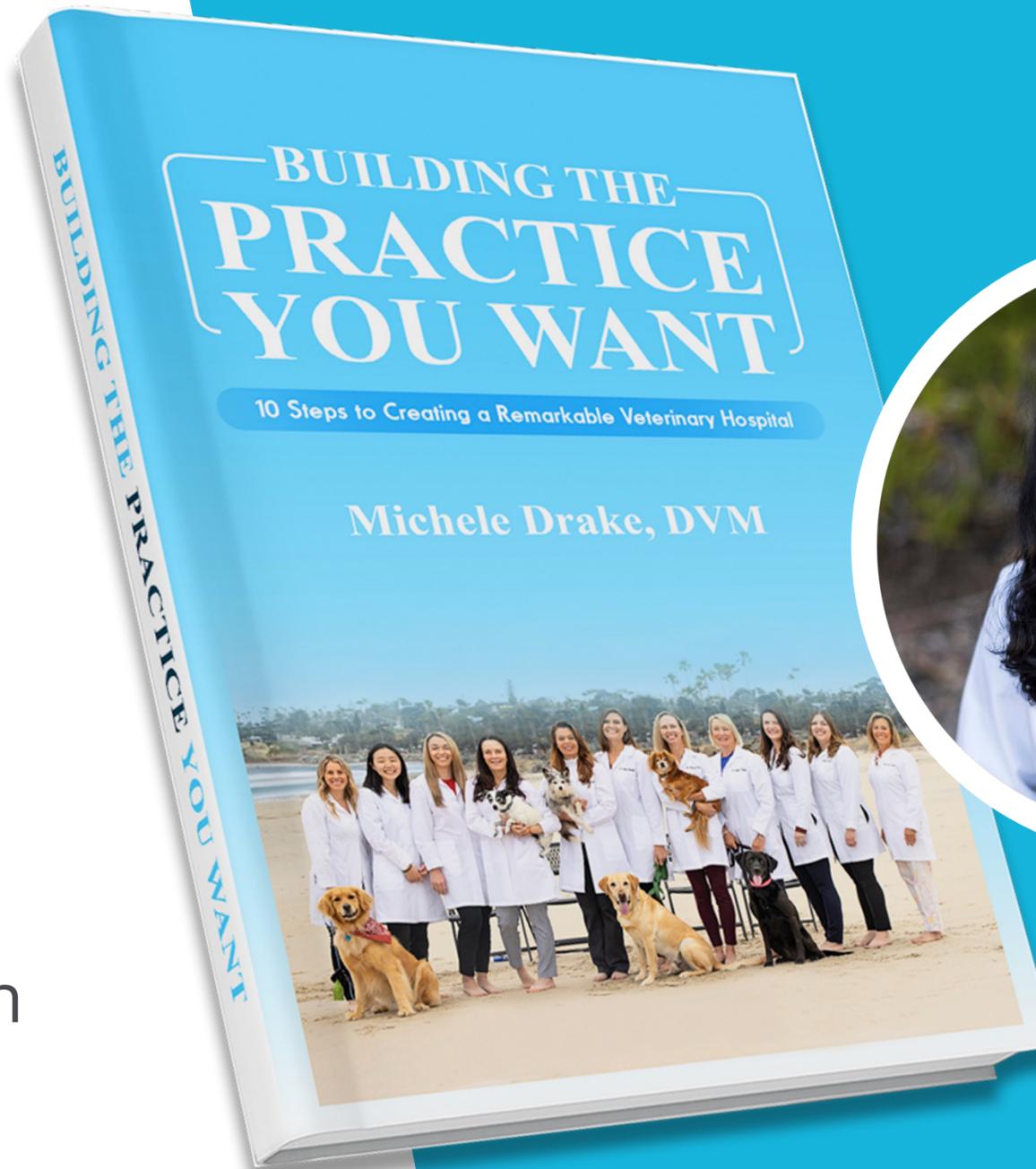


SCHEDULE YOUR FIRST MEETING

To create the practice of your dreams, you need a proven system.

Learn proven strategies to:

- Create a healthy workplace
- Improve recruitment and retention
- Achieve freedom and success as a practice owner



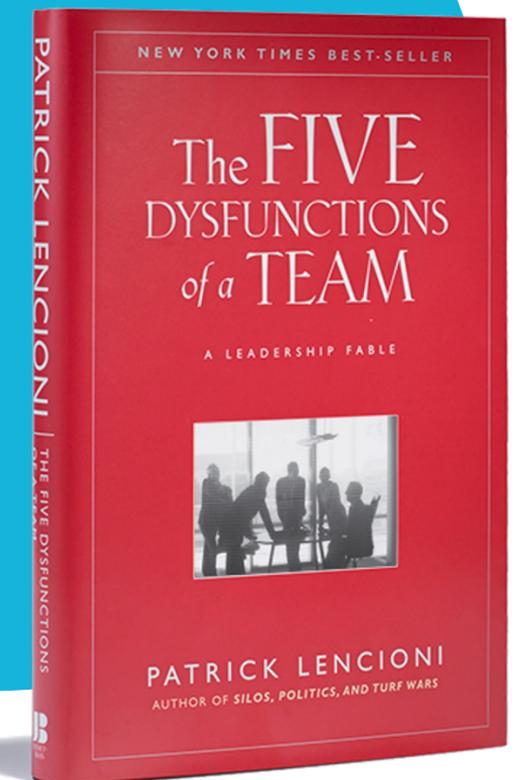
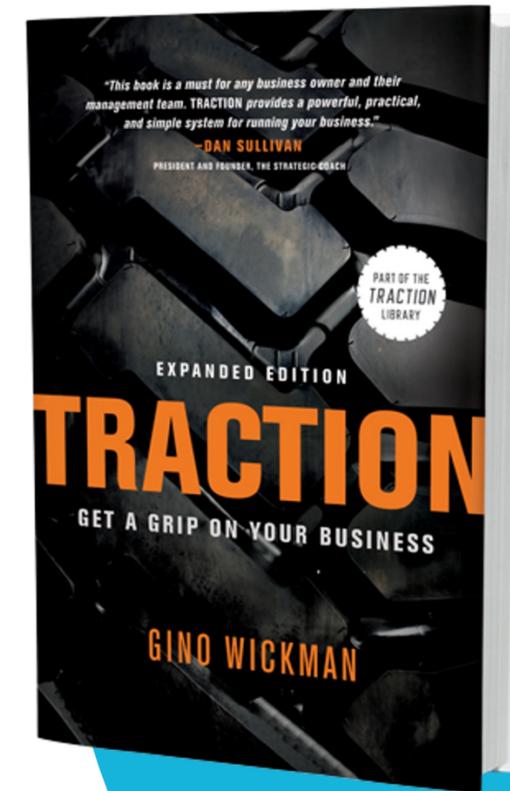
More Recommended Reading

Traction: Get A Grip On Your Business

by Gino Wickman

The 5 Dysfunctions Of A Team

by Patrick Lencioni





THANK YOU!