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toolkit

Exotic pet care



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**How to pill a cat**  
in six (sort of) easy steps

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**leadership**  
CHALLENGE  
BURDEN OF CARE

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UBM



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\*The guarantee offers your choice of a refund, product replacement, or a FREE in-home inspection and treatment, if necessary. Please see full details at [www.FRONTLINE.com](http://www.FRONTLINE.com).

## When things aren't alright

Are you happy at work? It's a personal question, and the answer may vary, depending on the day and what you've got on your work plate. But if the answer is consistently "no," this may be a sign of bigger problems.

You work in a tough profession filled with many strong, compassionate people. And it can be hard to admit when things aren't OK, and harder still to ask for help. But please, do it. If you're feeling tired, frustrated, overwhelmed or something more, you'll be helping yourself—and your coworkers, managers, clients and patients—by seeking help and finding what Allyne Moon calls compassion satisfaction in her article on page 17. There you'll also find a list of 13 tips to develop self-care habits that help in the battle against compassion fatigue.

What strategies have you used to stay happy and healthy in the profession? Send your tips to us at **firstline@advanstar.com**. We'll pay \$50 for every tip we publish—and you can enjoy the pleasure of knowing you're helping your peers find more relief and satisfaction in their work, too. Need help? Email us and we'll help you seek solutions. We're here for you.



Sincerely,  
Portia Stewart  
Editor, *Firstline*  
firstline@advanstar.com

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## QUICK SCRIPT:

# REINFORCE fecal exams

Check out this common client question, then use the answer below to customize your own response that gently educates pet owners. *By Ciera Miller, CVT*

**Client:** Does my pet really need a fecal exam?  
Can't you just give a dewormer to save me money?

**You say:** There are many types of parasites and many types of dewormers on the market. Without examining a fecal sample, the veterinarian can't properly diagnose and treat parasite infections. The doctor treats certain types of infections, such as coccidiosis, differently than the more common infections caused by roundworms or tapeworms. We don't want to give one type of dewormer when your pet needs a completely different type of medicine to treat her condition. In the end, this approach could actually cost you double and make future visits more frustrating.



## Off the mark



Cats often get a bad rap, especially on topics like behavior training. Learn how you can change pet owners' attitudes about their kitties at [dvm360.com/catcare](http://dvm360.com/catcare). Then visit [dvm360.com/cartoons](http://dvm360.com/cartoons) for more funnies.





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FEAR-FREE TIP

# HOW TO PILL A CAT

Yep, you read that right. We're gonna help you put the treat in treatment in 7 (sort of) simple steps. *By Mikkel Becker, CPDT*

**G**etting a pill down a cat is a feat of monumental proportions for many a cat guardian. Just the mention of giving medication to a cat can strike terror in the hearts of pet owners.

If you've ever struggled to give a pill to a cat, or have tried with little avail to instruct pet owners to do this at home with their cat, try tips for putting the treat into treatment and getting a cat to more willingly take a pill. Note that every cat is different, and the method that works best for one cat may not for another kitty. Consider these ideas to get a cat to take a pill willingly:

**1** First ensure the medication can be given with food. The type of treat the pill is hidden in is important. Try out different types of treats to find what works best for the cat.

**2** Have precut portions of the treats ready when you're pilling so you can easily dole them out in fast order.

**3** To build the excitement and hide the treat further, randomize the number of treats you give and the order of the pill to keep the clever kitty from learning the pilling order and turning her nose up at the treats.

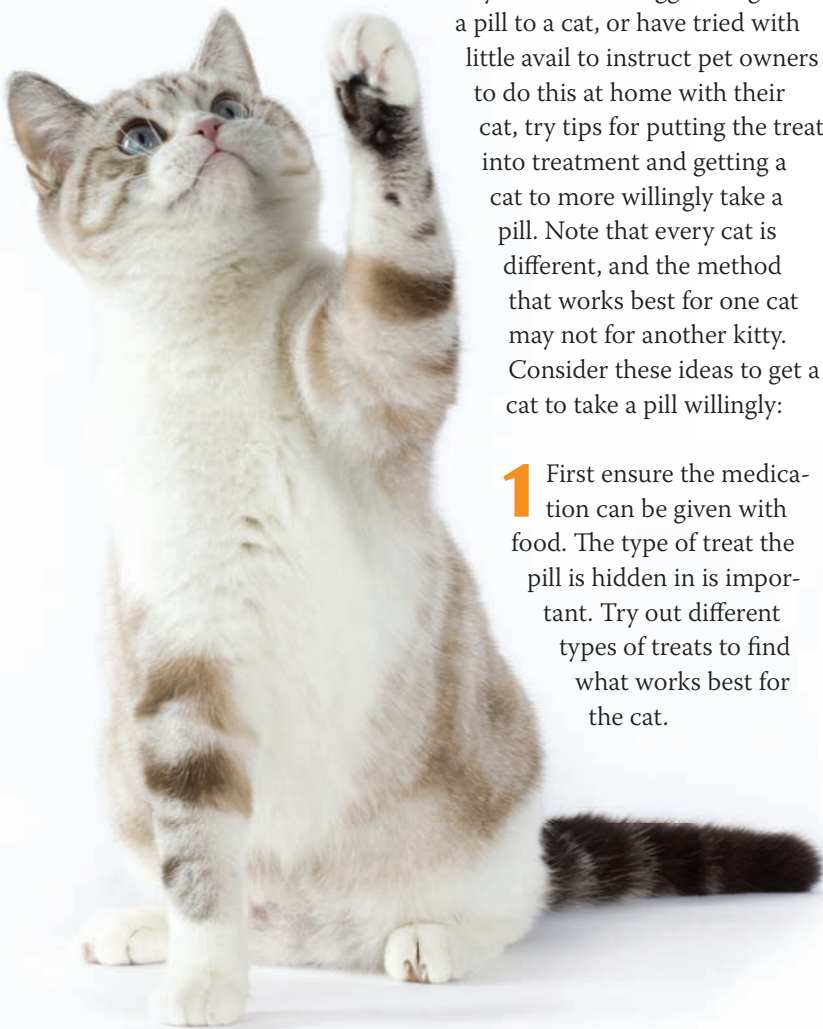
**4** Whichever hand you use to hide the pill inside the treat, use the other to seal the pill in the food so picky cats can find no trace of medication on the outside part of the food.

**5** Keep the portion size small enough or soft enough so the cat doesn't chew, only licks and swallows. This prevents chewing up the pill that can be problematic with metabolism of certain medications. Chewing may also release a nasty taste when the outer coating is broken.

**6** Get the cat used to the pilling motion. Part of the fear factor of being pillled is the frightening situation of having their face held and head held back. But if the cat is used to this move and associates it with something pleasurable, it's not such a big deal.

> Teach the pet owner to handle around the cat's face and mouth to get the kitty used to touching around the face and mouth area. Find ways to reward the cat during this type of handling, such as soft treats.

> Follow up handling with something the cat enjoys, like their meal, petting or play. As the





cat is comfortable, practice lifting up slightly on their mouth with the thumb and middle finger, forming a C shape above the cat's mouth. Immediately give a treat after or place a treat inside the cat's mouth that's extremely palatable to the cat, like a small morsel of lean turkey meat that's small enough it doesn't need chewed. The goal is for the pilling motion and action to be associated with positive results.

**7** Teach cats to eat broth or canned cat food from a syringe or pill gun. You can place liquid or a soft treat inside of the syringe or tiny pieces of treat placed inside of the pill gun. Start by smearing a soft treat on the outside of the syringe or pill gun for cats to lick off to accustom them to the object near their face.

**Advanced tip:** You can train the cat to tolerate something a little less exciting, such as a droplet of water from the syringe, if it's followed by a syringe with the actual treat.

It's important to have a cat comfortable taking liquid and swallowing the pill so the pill doesn't get stuck in the esophagus. Teaching a cat to take a small amount of flavored liquid, like tuna juice or soft food from syringe, spoon or bowl can help with proper digestion of the medication. (Find the best treats to hide a pill inside at [dvm360.com/FearFree](http://dvm360.com/FearFree).)

It's important to help pet owners teach their cats to take treats early, preferably before you need to treat the cat, so when the kitty does need pill, they are familiar and comfortable with the process. This means it's

## Use the 3-step approach

1. Give the promise—the treat without a pill.
2. Follow with the deed—pill hidden inside of a treat.
3. Immediately follow with the chaser—the treat without a pill.

**Why it works:** Giving only one treat to cats can cause them to be more cautious, especially if they've found hidden pills in the past. The promise treat eliminates caution as it's tasty. And following up the hidden pill with another treat gets the cat more excited in anticipating the next morsel, so they may eat the one containing the pill faster with less hesitation.

ideal to start out with the training early in life during kittenhood.

Just remember, even cats with previous negative associations can relearn the process. You can help them to relax and enjoy Fear-Free pilling if you break the training down into pieces cats are comfortable with. Just remember to build slowly with ample reinforcement to keep the experience positive.

*Mikkel Becker, CPDT, works with veterinarians and veterinary behaviorists to address behavior issues in dogs and cats. Send questions to [firstline@advanstar.com](mailto:firstline@advanstar.com).*



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## PAIN MANAGEMENT: What's your role?

Here's a closer look at some of the team-specific recommendations in the new guidelines by veterinary team member role.

Team member roles were identified in new 2015 AAHA/AAFP Pain Management Guidelines for Dogs and Cats. Here's a look at tasks by role:



### Pain management responsibilities for veterinarians

- > Assess pain in every patient regardless of appointment type (e.g., wellness, sick, follow up)
- > Develop standard operating procedures for the practice to prevent pain, including the following:
  - Weight optimization and prevention of dental disease
  - Handling and hospitalization to prevent fear and pain
  - PLATTER (visit [dvm360.com/platter](http://dvm360.com/platter) to learn more) to follow up and modify plan
- > Provide staff education on:
  - Effective client communication and education
  - Preventive pain strategies
  - Recognition and assessment of pain
  - Drug interactions and adverse effects



### Pain management responsibilities for patient-care personnel

- > Prior to veterinary examination:
  - Note any possible causes of pain
  - Note any behavioral changes
- > During the examination:
  - Proper handling
  - Other stress/anxiety-relieving techniques
- > Following the examination:
  - Monitor patient's behavior
  - Contact client about questions or concerns
  - Set follow-up appointment
- > Housing should be stress/anxiety-relieving

The guidelines also point to the importance of having a patient advocate for each hospitalized animal to enable accurate and individualized evaluation of the patient and ensure successful treatment.



### Pain management responsibilities for veterinary technicians

- > Obtain medication history
- > Anticipate painful procedures
- > Recognize signs of pain and alert veterinarian
- > Treat as directed by a veterinarian and update records
- > Assess postoperative patients and record pain score
- > Assess chronic-pain patients and record pain score
- > Maintain effective client communication and education



### Coffee on the Couch

Technician Tasha McNerney discusses anesthesia and pain management as a career path at [dvm360.com/coffeetalk](http://dvm360.com/coffeetalk).







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**POWERFUL** flea and tick killing all month long

**CONVENIENT** monthly dosing owners are used to

**EASY** for owners to give<sup>1</sup> and for veterinarians to dispense



Prescription only with anti-diversion technology  
See brief summary on page 08

<sup>1</sup>Data on File at Merial.



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**IMPORTANT SAFETY INFORMATION:** For use in dogs only. The most common adverse reaction is vomiting. Other adverse reactions reported are dry/flaky skin, diarrhea, lethargy, and anorexia. The safe use of NexGuard in pregnant, breeding, or lactating dogs has not been evaluated. Use with caution in dogs with a history of seizures.

# NexGard® (afoxolaner) Chewables

**CAUTION:** Federal (USA) law restricts this drug to use by or on the order of a licensed veterinarian.

## Description:

NEXGARD® (afoxolaner) is available in four sizes of beef-flavored, soft chewables for oral administration to dogs and puppies according to their weight. Each chewable is formulated to provide a minimum afoxolaner dosage of 1.14 mg/lb (2.5 mg/kg). Afoxolaner has the chemical composition 1-Naphthalenecarboxamide, 4-[5-(3-chloro-5-(trifluoromethyl)-phenyl)-4,5-dihydro-5-(trifluoromethyl)-3-isoxazolyl]-N-[2-oxo-2-(2,2,2-trifluoroethyl)amino]ethyl.

## Indications:

NEXGARD kills adult fleas and is indicated for the treatment and prevention of flea infestations (*Ctenocephalides felis*) and the treatment and control of Black-legged tick (*Ixodes scapularis*), American Dog tick (*Dermacentor variabilis*), and Lone Star tick (*Amblyomma americanum*) infestations in dogs and puppies 8 weeks of age and older, weighing 4 pounds of body weight or greater, for one month.

## Dosage and Administration:

NEXGARD is given orally once a month, at the minimum dosage of 1.14 mg/lb (2.5 mg/kg).

## Dosing Schedule:

Body Weight	Afoxolaner Per Chewable (mg)	Chewables Administered
4.0 to 10.0 lbs.	11.3	One
10.1 to 24.0 lbs.	28.3	One
24.1 to 60.0 lbs.	68	One
60.1 to 121.0 lbs.	136	One
Over 121.0 lbs.	Administer the appropriate combination of chewables	

NEXGARD can be administered with or without food. Care should be taken that the dog consumes the complete dose, and treated animals should be observed for a few minutes to ensure that part of the dose is not lost or refused. If it is suspected that any of the dose has been lost or if vomiting occurs within two hours of administration, redose with another full dose. If a dose is missed, administer NEXGARD and resume a monthly dosing schedule.

## Flea Treatment and Prevention:

Treatment with NEXGARD may begin at any time of the year. In areas where fleas are common year-round, monthly treatment with NEXGARD should continue the entire year without interruption.

To minimize the likelihood of flea reinfestation, it is important to treat all animals within a household with an approved flea control product.

## Tick Treatment and Control:

Treatment with NEXGARD may begin at any time of the year (see **Effectiveness**).

## Contraindications:

There are no known contraindications for the use of NEXGARD.

## Warnings:

Not for use in humans. Keep this and all drugs out of the reach of children. In case of accidental ingestion, contact a physician immediately.

## Precautions:

The safe use of NEXGARD in breeding, pregnant or lactating dogs has not been evaluated. Use with caution in dogs with a history of seizures (see **Adverse Reactions**).

## Adverse Reactions:

In a well-controlled US field study, which included a total of 333 households and 615 treated dogs (415 administered afoxolaner; 200 administered active control), no serious adverse reactions were observed with NEXGARD. Over the 90-day study period, all observations of potential adverse reactions were recorded. The most frequent reactions reported at an incidence of > 1% within any of the three months of observations are presented in the following table. The most frequently reported adverse reaction was vomiting. The occurrence of vomiting was generally self-limiting and of short duration and tended to decrease with subsequent doses in both groups. Five treated dogs experienced anorexia during the study, and two of those dogs experienced anorexia with the first dose but not subsequent doses.

**Table 1: Dogs With Adverse Reactions.**

	Treatment Group			
	Afoxolaner		Oral active control	
	N <sup>1</sup>	% (n=415)	N <sup>2</sup>	% (n=200)
Vomiting (with and without blood)	17	4.1	25	12.5
Dry/Flaky Skin	13	3.1	2	1.0
Diarrhea (with and without blood)	13	3.1	7	3.5
Lethargy	7	1.7	4	2.0
Anorexia	5	1.2	9	4.5

<sup>1</sup>Number of dogs in the afoxolaner treatment group with the identified abnormality.

<sup>2</sup>Number of dogs in the control group with the identified abnormality.

In the US field study, one dog with a history of seizures experienced a seizure on the same day after receiving the first dose and on the same day after receiving the second dose of NEXGARD. This dog experienced a third seizure one week after receiving the third dose. The dog remained enrolled and completed the study. Another dog with a history of seizures had a seizure 19 days after the third dose of NEXGARD. The dog remained enrolled and completed the study. A third dog with a history of seizures received NEXGARD and experienced no seizures throughout the study.

To report suspected adverse events, for technical assistance or to obtain a copy of the MSDS, contact Meriel at 1-888-637-4251 or [www.merial.com/nexgard](http://www.merial.com/nexgard). For additional information about adverse drug experience reporting for animal drugs, contact FDA at 1-888-FDA-VETS or online at <http://www.fda.gov/AnimalVeterinary/SafetyHealth>.

## Mode of Action:

Afoxolaner is a member of the isoxazoline family, shown to bind at a binding site to inhibit insect and acarine ligand-gated chloride channels. In particular those gated by the neurotransmitter gamma-aminobutyric acid (GABA), thereby blocking pre- and post-synaptic physical examination, body weight, food consumption, clinical pathology (hematology, clinical chemistry, or coagulation tests), gross pathology, histopathology or organ weights. Vomiting occurred throughout the study, with a similar incidence in the treated and control groups, including one dog in the 5x group that vomited four hours after treatment.

## Effectiveness:

In a well-controlled laboratory study, NEXGARD began to kill fleas four hours after initial administration and demonstrated >99% effectiveness at eight hours. In a separate well-controlled laboratory study, NEXGARD demonstrated 100% effectiveness against pupae post-infestation for 35 days, and was > 93% effective at 12 hours post-infestation through Day 21, and on Day 35. On Day 28, NEXGARD was 81.1% effective 12 hours post-infestation. Dogs in both the treated and control groups that were infested with fleas on Day 4-1 generated flea eggs at 12- and 24-hours post-treatment (0-11 eggs and 1-17 eggs in the NEXGARD treated dogs, and 4-90 eggs and 0-118 eggs in the control dogs, at 12- and 24-hours, respectively). At subsequent evaluations post-infestation, fleas from dogs in the treated group were essentially unable to produce any eggs (0-1 eggs) while fleas from dogs in the control group continued to produce eggs (1-141 eggs).

In a 90-day US field study conducted in households with existing flea infestations of varying severity, the effectiveness of NEXGARD against fleas on the Day 30, 60 and 90 visits compared with baseline was 90.0%, 99.7% and 99.3%, respectively. Collectively, the data from the three studies (two laboratory and one field) demonstrate that NEXGARD kills fleas before they can lay eggs, thus preventing subsequent flea infestations after the start of treatment of existing flea infestations.

In well-controlled laboratory studies, NEXGARD demonstrated >94% effectiveness against *Dermacentor variabilis* and *Ixodes scapularis*, 48 hours post-infestation, and against *Amblyomma americanum* 72 hours post-infestation, for 30 days.

## Animal Safety:

In a margin of safety study, NEXGARD was administered orally to 8- to 9-week-old Beagle puppies at 1, 3, and 5 times the maximum exposure dose (6.3 mg/kg) for three treatments every 28 days, followed by three treatments every 14 days, for a total of six treatments. Dogs in the control group were sham-dosed. There were no clinically-relevant effects related to treatment on physical examination, body weight, food consumption, clinical pathology (hematology, clinical chemistry, or coagulation tests), gross pathology, histopathology or organ weights. Vomiting occurred throughout the study, with a similar incidence in the treated and control groups, including one dog in the 5x group that vomited four hours after treatment.

In a well-controlled field study, NEXGARD was used concomitantly with other medications, such as vaccines, anthelmintics, antibiotics (including topicals), steroids, NSAIDs, anesthetics, and antihistamines. No adverse reactions were observed from the concomitant use of NEXGARD with other medications.

## Storage Information:

Store at or below 30°C (86°F) with excursions permitted up to 40°C (104°F).

## How Supplied:

NEXGARD is available in four sizes of beef-flavored soft chewables: 11.3, 28.3, 68 or 136 mg afoxolaner. Each chewable size is available in color-coded packages of 1, 3 or 6 beef-flavored chewables.

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Made in Brazil.  
1050-4493-02  
Rev. 4/2014

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## PEARLS of practice

## CLIENT EDUCATION

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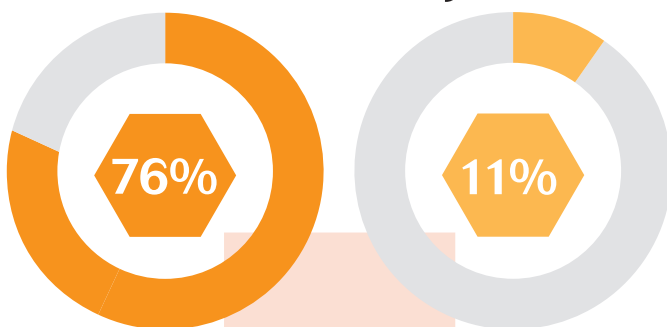
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# Are you happy at

In the beginning, you chose **veterinary medicine**, and you **loved** your job.

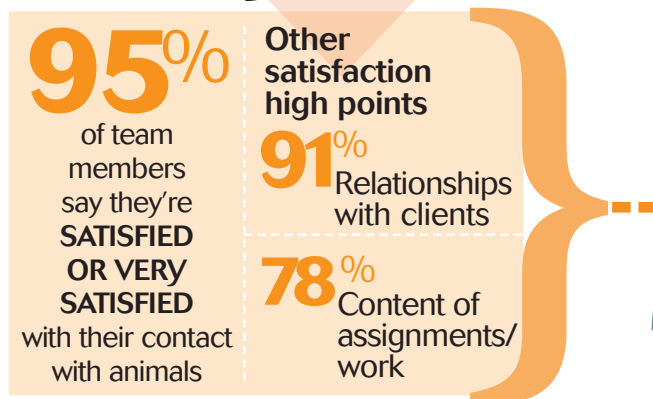


You wanted to work with and care for animals

You say you were interested in a career in science and medicine

*(Incidentally, NOT ONE respondent said they chose this path for the high income potential.)*

## And that's still what you love!



### THE BURDEN: IN YOUR WORDS

The demands and expectations do not reflect the pay and benefits.

I can't change clients' inability to pay or change their views of their animals. There is a lot of sadness in the job, and at some point your career gets to you.

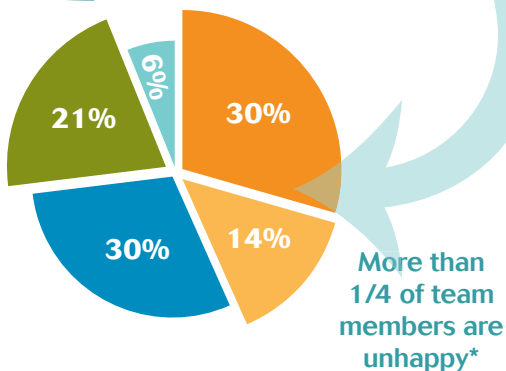
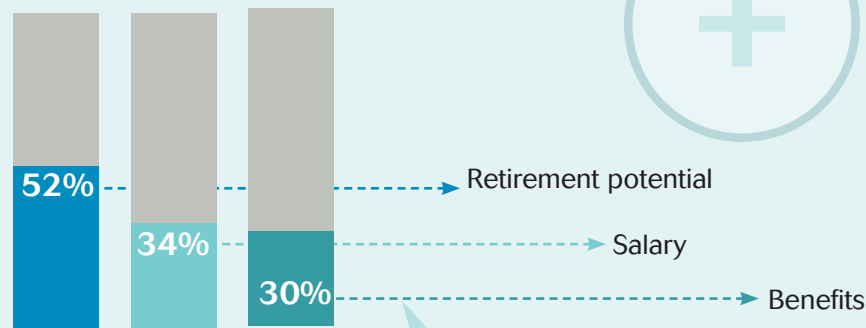


# work?

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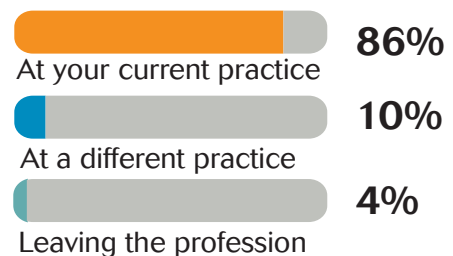
## ON THE NEGATIVE SIDE

Team members say they're somewhat or very dissatisfied with



- I'm very happy with my job
- This is what I always wanted to do
- I would like a better balance of activities in my job
- I am not happy with my job, but it's tolerable for now
- I am miserable at work

## And most of you say you plan to stay in the profession



**BUT...** a recent study published in *JAVMA* revealed **35%** of team members are at high risk of burnout, and AAHA has estimated a turnover rate of **30% to 35%** for technicians. Read on to find ways to take care of yourself.

Sources: 2015 dvm360 Job Satisfaction Survey, 2015 Firstline Career Path Study

\*Numbers may not equal 100% due to rounding.

The practice owners aren't on the same page, and they react emotionally instead of listening to facts.

I work full time and can't afford to pay my bills.

My boss makes the schedule too busy and then when we can't keep up she gets angry at us.



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# exotic pet care



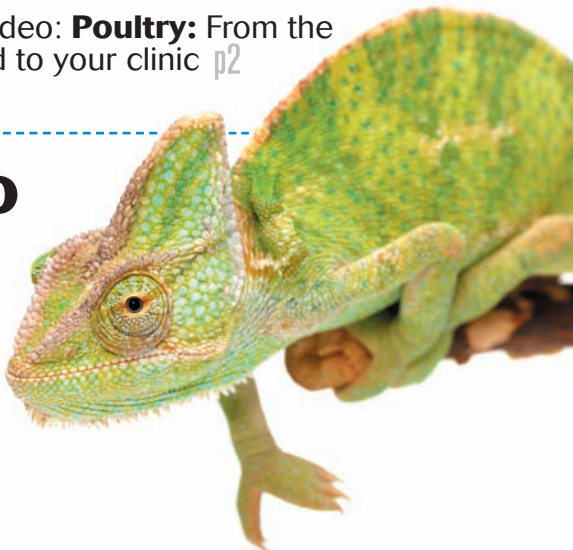
## 6 tips for your clients with backyard chickens

**PLUS** Video: **Poultry:** From the backyard to your clinic p2

**PLUS**

### How-to tool:

A DIY tourniquet for exotic patients p4



A special monthly package designed to help boost client compliance and make it easy for your team to educate pet owners about regular pet wellness care.

### TOOLS Video

>> Exotic pets: What's to know? How to prepare yourself and your team for exotic patients

p5

### Data

A look at figures on exotic pet ownership from the AVMA

p5

### Client handouts

- >> Choosing a healthy rabbit
- >> Welcoming your new feathered friend home
- >> How to pick a cage for your bird
- >> Why choose ferrets as pets?
- >> How to find a healthy ferret

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### Expert Q&A

I'm ready to work on exotics! Now what?

**PLUS** Tips on making your exotics practice SEO-friendly

p7

### Take action

- >> Technician spotlight: Why I chose to specialize in exotic animals
- >> Boarding exotic pets for better business

p8



# 6 tips for your clients with backyard chickens

These gentle birds are a great way to start with avian species.

Chickens make wonderful avian patients, says Tracey Ritzman, DVM, DABVP (avian and exotic mammals), a practitioner in Michigan who spoke at CVC San Diego in December 2014. In fact, veterinarians who want to start seeing more birds could do worse than to start with chickens.

“Chickens are gentle,” Ritzman told a room full of veterinarians. “They’re not aggressive, they’ll sit still on the table if they have good footing, and they’re easier to handle than other birds, such as parrots.”

Chances are that with the urban poultry trend continuing to climb, you probably already have a number of clients who have these birds roaming their yards. Here are some basic tips you can offer them, even if you end up referring these patients to an avian veterinarian nearby.

## 1 Chickens need to forage

In addition to providing needed nutrients, foraging is normal



behavior for chickens. If they can’t engage in this behavior, “they get a little wacky,” Dr. Ritzman says. Owners can allow chickens to forage by using moveable housing that can be placed in different locations around the yard.

## 2 It’s normal for egg production to drop

Clients may mention that their hens aren’t laying as many eggs as they did initially, and they may think this indicates a health problem. Barring ab-

**Find it ALL here...**

To watch the video below, go to  
**dvm360.com/exoticpetcare.**



## EXOTIC PET CARE

normal exam findings, you can reassure these owners that it's normal for a hen's egg laying to decrease as her age increases.

### **3 Chicks will tell you if they're comfortable**

Young chicks under a heat lamp have very specific temperature requirements, Dr. Ritzman says, and they'll react to incorrect heat levels in specific ways. If they're too warm, they'll disperse around the periphery of their enclosure, as far away from the lamp as they can get. If they're too cold, they'll huddle underneath the lamp in a clump. And if the temperature is just right, they'll be distributed evenly throughout the enclosure. Owners who notice anything other than this even dispersal can adjust the heat level accordingly.

### **4 A mister helps keep chickens cool in high temperatures**

Dr. Ritzman told her audience that chickens can experience heat distress and even death at temperatures above 95 degrees F. One CVC attendee, a veterinarian from Tucson, Arizona, told fellow veterinarians that a mister is a great way to help chickens keep cool in high temperatures. Covering food and bedding with a metal roof can help prevent moisture-related fungal growth that can be harmful to the birds, he added.

### **5 Salmonellosis is a serious concern**

U.S. outbreaks of salmonellosis in the fall of 2014 were linked to backyard poultry flocks whose birds all originated with the same mail order hatchery,

Dr. Ritzman said. The disease can cause serious disease and death, and clients need to take precautions. It's not recommended that children under the age of 5, along with elderly or immunocompromised people, handle chicks or raw eggs, Ritzman said. The U.S. Centers for Disease Control has created educational resources for backyard poultry owners.

### **6 Diet affects stinkiness of manure**

A veterinarian in Dr. Ritzman's CVC audience—one who owned a few backyard chickens himself—mentioned that you can “be a better neighbor” by feeding vegetarian-based feed (which is formulated to meet birds' dietary protein needs as effectively as animal-based feed). It's far less stinky, he says.

## POULTRY: FROM THE BACKYARD TO YOUR CLINIC

Backyard poultry is gaining in popularity and avian veterinarians aren't the only ones seeing more of these species in their practices. Follow this advice from Eric Klaphake, DVM, DACZM, DABVP, to expand your expertise in this area of avian medicine.



Scan the QR code with your mobile device to watch the video now.





# How-to tool:

## A tourniquet for exotic pets

Create a tiny tourniquet for delicate patients with this step-by-step tutorial using items from a craft store.

**W**e were looking for a small limb tourniquet for ferrets, guinea pigs, small reptiles, and birds. The standard ones made for dogs and cats are too big, and rubber bands and hemostats are either too tight or not tight enough. While shopping at a local craft store, we found some inexpensive waterproof materials that we used to make tiny tourniquets.

### Supplies

- 2-mm rubber cording (Stretch Magic Silkies Necklace—Pepperell Crafts); I found these in the jewelry-making section (*Figure 1*). A package of six cords costs about \$5.
- Plastic cord stops (single hole) for drawstrings on garments; I found these in the sewing section. A package of two costs about \$2.30.
- 2-mm-thick craft foam; I purchased a 9 x 12-inch sheet for \$0.75.

### Instructions

>> Cut the clasp ends off the rubber cording, and cut the cording into two pieces. Insert the ends of one piece into the hole of the cord stop (*Figure 2*). Insert the ends of the other piece into another cord stop to make a second tourniquet.

>> For delicate skin (e.g. birds, geckos), we made a foam doughnut to put between the leg and plastic cord stop. Cut a small round piece of foam about 1.5 cm in diameter, and use a hole punch to create a center hole (*Figure 3*). Place the foam doughnut over the looped end of the rubber cording, and apply to the leg (*Figure 4*).

—Dr. Laura Wade, DABVP (avian practice)  
Lancaster, New York



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## EXOTIC PET CARE

# Exotic pets: What's to know?



Think you've got exotics covered? Whether you treat exotic pets or refer cases, it's likely you'll face a question or two. Here are tips to help you help potential clients.

### Know your exotic pets

When a client comes in with their rat that has a lump—don't let it freak you (or your team) out—use the tips provided by exotic veterinarian Lori Corriveau, DVM. Here she talks about the common mistakes veterinarians and their team members can sometimes make with the unexpected exotic patient, and how to avoid these pitfalls for good.



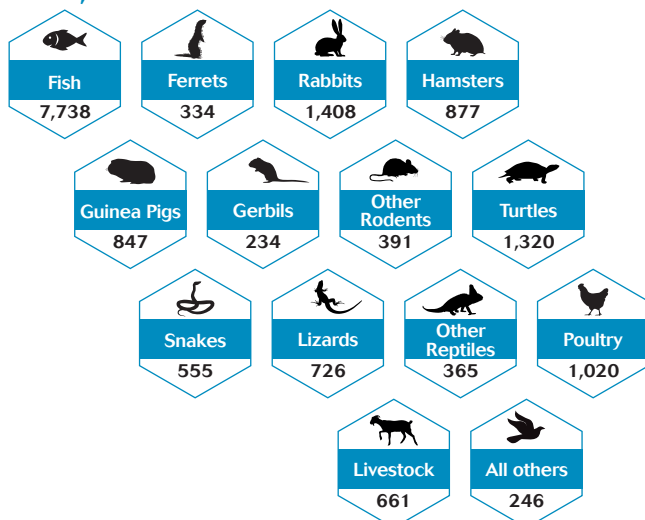
### Get in the know

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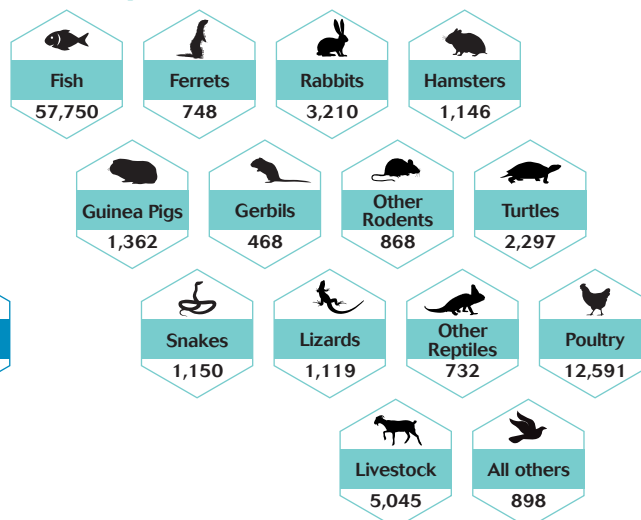


## DATA FROM THE AVMA: U.S. pet ownership of specialty and exotic animals—more than you think!

### Number of U.S. households (in 1,000s) that own ...



### Number (in 1,000s) of these exotic pets in the U.S.





# Caring for exotic pets

Offer this important exotic pet care information to your clients who own an exotic pet or are considering a new member of the family.

## WELCOMING your new bird home

**FROM YOUR VETERINARIAN**

**Preparing for the big day**

Once you decide what kind of bird you'll adopt, pick out a comfy home for your feathered friend, including a variety of toys and plenty of toys. Birds love to be near the action, so set up his home in a quiet place where he can see and hear everything that's going on. Birds love to be near the action, so set up his home in a quiet place where he can see and hear everything that's going on.

**Why choose FERRETS AS PETS?**

**FROM YOUR VETERINARIAN**

Are you looking for an energetic pet who fits in a small space? Then a ferret is just what you need. Ferrets are small, sleek, and playful. They're also very intelligent and can be trained to do a variety of tricks. Ferrets are also very loyal and will form strong bonds with their owners.

**Choosing a cage for your bird**

**FROM YOUR VETERINARIAN**

Here are a few things to keep in mind to make sure your bird's new home is safe for her and comfortable for you.

**Spreading her wings**

Pick the largest cage that's appropriate for your bird. A good guideline: The cage's length and width should be at least one and a half times the bird's wingspan. Whether your bird's habits include climbing, perching, or scaling the steep slope of her cage, she'll appreciate the elbow room, and you won't want to damage her feathers or risk a serious plumage problem.

**Choosing a healthy ferret**

**FROM YOUR VETERINARIAN**

Bright eyes and a whiskered nose. Healthy ferrets gaze at the world through bright shiny eyes clear of discharge. Their whiskered noses are dry, and their ears are clean and free of debris. A pet who coughs, sneezes, or sports a runny nose or leaky eyes may just be suffering from the common cold—or his symptoms may signal a more serious condition, such as human influenza or distemper.

**Healthy input and output**

Although not the most pleasant part of a ferret, his anal provides great clues to his internal health. Check for wetness around the tail and examine the cage for signs of diarrhea or soft, bloody or greenish stools—these signs could indicate a serious problem.

**A winning personality**

Ferrets are naturally curious and playful, so they might march right up and introduce themselves. But even harmful pets should comfortably interact with people after a few minutes. Take time to play, and choose a ferret who's alert and active.

**Where to get a ferret**

The most common place to buy a ferret is a reputable pet store. Large-scale breeders supply most pet-store ferrets, and these pets usually are spayed or neutered. Some are doctored, but you will notice a slight musky odor. You may find a smaller ferret breeder who usually doesn't offer a

## Choosing a healthy rabbit

**FROM YOUR VETERINARIAN**

Those gentle pets are so irresistible. They'll be hard-pressed to find a bunny you don't want to bring home. But it's important to take a close look at their eyes, ears, nose, teeth, and even their bottom to make sure your new pet is healthy.

**Healthy input—and output**

Healthy rabbits are alert, active, curious, playful and friendly. Bright eyes, a dry nose, and drooping ears—that's the bunny for you. Be sure to find your perfect pet.

**Healthy input—and output**

Healthy rabbits are alert, active, curious, playful and friendly. Bright eyes, a dry nose, and drooping ears—that's the bunny for you. Be sure to find your perfect pet.

## Exotics info

Find all these handouts by visiting **dvm360.com/exoticpet-care**. And find many more client handouts in the exotics section of the dvm360 Forms Center at **dvm360.com/forms**.

## EXPERT TIP

Post animal care videos to your hospital's YouTube page with a link to your website. One video on syringe feeding a rabbit can come in handy when panicky clients call late at night, too distraught to remember what they saw at the hospital.



## EXOTIC PET CARE

# Q&A: I'm ready to work on exotic pets! *Where do I start?*

Dip your toe in exotics with these first steps to help care for pets that are less common—but no less lovable.

Laurie Hess, DVM, DABVP (Avian)

**L**ike any other service your hospital offers, exotic pet care—whether birds, small mammals, reptiles, amphibians, wildlife or uncommon species (hedgehogs, pot-bellied pigs, sugar gliders, prairie dogs)—will only be worth it if you can charge appropriately for it. And the way to feel justified charging for exotic pet services is to spend time studying bird and exotic animal diseases and treatment and to acquire basic equipment to diagnose and treat these pets. Of course, the amount you spend on equipment will be proportional to the depth of exotic pet care you aim to provide, but here's some basic equipment you'll need:

- > Small syringes (insulin- and tuberculin-sized) with small needles (33- and 25-gauge, respectively)
- > Microtainer tubes and microhematocrit tubes for blood collection (available from most veterinary laboratories)
- > A microcentrifuge to spin down microtainer tubes
- > A scale that weighs in grams
- > Support from a veterinary laboratory that tests small blood samples from exotic pets
- > A microscope and Gram stain
- > An infant-sized stethoscope
- > A heated cage to provide oxygen and nebulized drugs with narrow bar spacing or a Plexiglas enclosure to prevent escape of small exotic pets
- > Small-gauge intravenous catheters, endotracheal tubes and masks to deliver anesthesia and



oxygen

- > Metal gavage feeding tubes: curved for birds and straight for reptiles
- > An infusion pump that can deliver fractions of a milliliter of fluid per minute
- > A variety of towels, from washcloths to bath-sized, to restrain pets
- > A nearby pharmacy that can compound drugs into small volumes

Once you've set yourself up with basic equipment and have a general knowledge of bird and exotic pet diseases and treatment, it's a matter of time and practice to make exotic pet services profitable. For reference, I've been treating solely birds and exotics for 18 years and now have an active client base of about 3,500 exotic pet owners. Depending on the species I'm treating, my average transaction fee is about \$375. So, done correctly, exotic pets can be quite profitable.



### SEO success story

Dr. Hess offers up her tips for better SEO—a must if you see exotics—in this video. Scan the QR code to watch now or find it at [dvm360.com/exotic-petcare](https://dvm360.com/exotic-petcare).







# Specializing in **exotics**

*Lorelei Tibbetts, LVT, VTS (Clinical Practice—Exotic Companion Animal), is practice manager and director of nursing at The Center for Avian and Exotic Medicine in New York City.*

Everyone knows that chocolate and lilies can kill cats, but did you know overheating non-stick cookware can kill a bird? Each exotic species has unique traits. This can make working with exotics a challenging—and amazing—job.

We've watched technicians' roles grow to include discussing treatment plans and payment options, placing catheters, collecting samples, administering medication, monitoring surgical patients, positioning patients for radiology and communicating with clients constantly. This can be taxing on the most qualified dog and cat technician. Now, imagine that instead of just a couple species, there were many more species

that required these services, each with dramatically different anatomy, physiology and medical needs. Exciting, right?

Clients want to know their pets are receiving special-

ized care. We owe it to pets to have the most highly qualified technicians. This elevates our level of care and maintains high standards in our profession. That's why I specialized.

## Why specialize in exotic companion animals?

"One of the newest specialties available for technicians is the Academy of Veterinary Technicians in Clinical Practice, which has three categories: Canine/Feline, Production Animal and Exotic Companion Animal (ECA). As a founding member on the ECA team of the specialty, I saw the growing need for exotic pet technicians to become specialized to meet the demand exotic pet owners expect from their veterinary team."

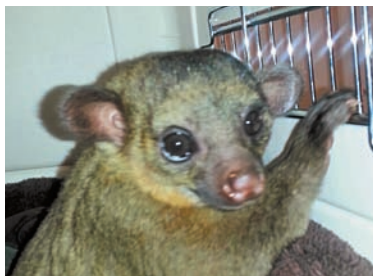


—Lorelei Tibbetts, LVT, VTS

### One more tip

## Boarding exotics for **better business**

Even if you don't normally offer veterinary care for exotics, you can board them. You can offer your clients reliable caretakers who will closely watch their pets and



intervene on their behalf if a problem arises. Exotic pet boarding is an easy service to offer for most species as long as owners provide all supplies and bring enough

food to last the entire visit. Problems usually occur when there is an abrupt change in the pet's routine or the type of food offered (e.g., when food runs out and is replaced with a different brand), or when subtle signs go unnoticed (e.g. no new droppings for several days). Make sure your staff learns to properly set up cages and keep them clean. Most exotic pets are natural prey for carnivores. Keep your birds and other exotics from line of sight with dogs and cats. If possible, house them in a warm, quiet section of the hospital, away from dog and cat noise and odors.

—Dan Johnson, DVM, DABVP

## ASK SHAWN:

I'm bordering  
*on burnout*

*Q It's getting very hard for me to handle patients that are critical, especially when they lose the battle. We've also had to say goodbye to several patients we've cared for over several years. I'm struggling to keep a balance between being professional and supporting the owners through their loss and also grieving myself for the loss of a patient. I don't know if I can do this much longer. What should I do?*

## —Bordering on burnout

Opening up and talking about your feelings is a great first step—and half the battle, Shawn says. Next, you need to find a place where you can get recharged. Start by approaching your practice owner to explain your situation and seek group therapy, whether it's through a pet loss support group or a grief counseling center to find a safe place to discuss the multiple losses you've had to deal with. See more of Shawn's advice at [dvm360.com/borderburnout](https://dvm360.com/borderburnout).

Got a question?  
Ask Shawn.

Maybe you're tired of babysitting your team members. Perhaps you're looking for strategies to beat a bully. Shawn can help.

**Shawn McVey, MA, MSW,**

is a member of the *Firstline* and *Veterinary Economics*

Editorial Advisory boards and CEO of McVey Management Solutions in Austin, Texas.

Email your questions for him to [firstline@advanstar.com](mailto:firstline@advanstar.com), then visit [dvm360.com/mcvey](https://dvm360.com/mcvey) to read McVey's advice on other hot topics.



## THE BURDEN: IN YOUR WORDS

We suffer from a lack of leadership from the owner.

I'm tired of dealing with employees who see the job as a paycheck.

Our practice owner doesn't respect licensed veterinary technicians.

# 3 steps to a HAPPIER TEAM

Moods: They set the tone for practice success or failure. Here's how to hire, and hone, those moods for the better.

By Sarah A Moser

**“W**atch out, the boss is in a mood today!” “Sorry, I’m just in a bad mood.” “You’re sure in a good mood today!” Moods. We talk about them, blaming our actions and words on a mood. But what many people don’t realize is that a manager or team member’s mood affects all aspects of practice, for better or worse.

A 2001 *Harvard Business Review* article by Daniel Goleman says there is an “incon-

trovertible link between an executive’s emotional maturity, exemplified by such capabilities as self-awareness and empathy, and his or her financial performance. The leader’s mood and behaviors drive the moods and behaviors of everyone else. A cranky and ruthless boss creates a toxic organization filled with negative underachievers who ignore opportunities; an inspirational, inclusive leader spawns acolytes for whom any challenge is surmountable. The

final link in the chain is performance: profit or loss.”

You might say that’s all well and good, but what does it mean for me? Understanding how to screen job candidates for emotional intelligence—appropriate mood handling—learning to deal with bosses’ and colleagues’ moods and keeping your own in check will get you further in life. Here, experts share their tips on mood management in the veterinary world.



GETTY/IMAGES/ERIC ISSELÉE

## THE BURDEN: IN YOUR WORDS

I don’t have the authority I need—I’m a manager in name only.

One of our doctors treats technicians and receptionists like crap.

The younger employees at my practice lack drive and compassion.



## 1

WRITE—AND USE—  
JOB DESCRIPTIONS

**CHECK YOURSELF:** How often do you feel frustrated, overwhelmed, micromanaged or undervalued, all because what's expected of you isn't what you signed on for? If you had known from day one what your boss wanted from you, your reality could meet expectations.

**WHAT TO DO:** As a team member, you're probably not the one in charge of creating job descriptions, but you certainly can ask for a clear-cut one for yourself. When interviewing for a new position, ask for a written job description and check it out carefully. In your current job, if you don't have a write-up already, request one from your manager or the practice owner.

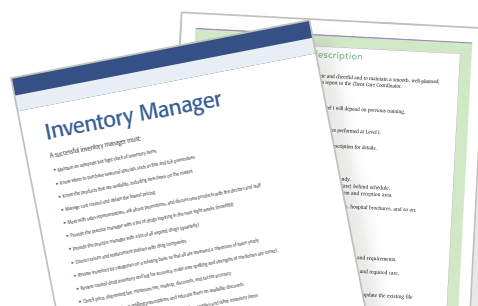
## Managers and owners: Be honest about expectations

"In all honesty, when a practice owner says he or she wants a practice manager, that often means they want more of a personal assistant, someone who can take care of day-to-day issues, squabbles and complaints," says Bash Halow, LVT, CVPM, a *Firstline* Editorial Advisory Board member and co-owner of Halow Tassava Consulting. "A true practice manager wants to make real leadership decisions, focusing on growth goals and moving the practice in the right direction, but the owner often gets involved, castrating the manager's power."

Create a job description that truly describes what you want done to set the mood, or tone, for the person's true job and expectations. "Do you want an assistant to deal with the refractometer when it breaks, call the lab, address the team member who's chronically late and put an ad in the paper to hire a new client care representative?" asks Halow. "If so, then acknowledge that. Don't gussy up an executive assistant position by calling it a manager. Say what you mean, and you're more likely to hire the person who is right for the position and make it more likely for that person to succeed."



Shawn McVey, MA, MSW, seconds that notion. "Think about what kind of leader you need," says McVey, a *First-line* board member and CEO of McVey Management Solutions in Austin, Texas. "Are you looking for a big picture leader who can motivate people, or a down-in-the-dirt leader who can lead by example and show people a sense of initiative? It all starts with a job description."



### Need job descriptions?

Check out [dvm360.com/jobdescriptions](http://dvm360.com/jobdescriptions) for links to sample job descriptions to help you create and customize these team tools for your practice.

Find it all here  
**dvm360**  
com

## 2

## CHOOSE YOUR TEAM WISELY

### CHECK YOURSELF:

While you can't necessarily hire for mood, you can screen team members to find their strengths.

And if you're the applicant seeking a new position, it may be wise to ask these types of questions of your potential supervisor to see if the management style is a fit for you.

**WHAT TO DO:** McVey uses a series of 18 quantifiable competencies he wants to find in an employee, with a series of questions related to each competency. For example, when looking for a lead technician or client service representative, he wants a person who has a high degree of self-awareness and the ability to self-manage. "This person strong social management skills, as their job is most readily accomplished working with subordinates and peers," says McVey. So he will ask a series of questions to determine the person's emotional intelligence, rather than just technical skills.

To determine self-management, he might ask the employee to describe a situation at work where you are likely to get annoyed, then ask how the person handles that feeling. To screen for leadership skills, he asks about a time when the candidate and his or her peers were at odds over a work situation or decision, and how he or she handled it.

And to check for empathy, he asks about a time at work where the candidate noticed something was bothering a peer or coworker. He wants to know how the candidate knew something was bothering the person, and to find out what he or she did about it.

## 3

## MANAGE *YOUR* MOOD

### CHECK YOURSELF:

No one can make you mad. It's up to you how you deal with circumstances. Chances are, you've said this phrase before, especially if you're a parent. We are all responsible for our own actions and reactions.

**WHAT TO DO:** It's difficult to lead and not become emotionally involved in the outcome, Halow says. But when you're disappointed, team members can read it, and it's debilitating for everyone. It's your job to talk yourself out of a mood, so you're not wearing it on your face.

McVey gives this example: If the boss calls out team members on how they messed up, using harsh words and a strong tone, their words will not be well received. "Instead, approach the boss later, and say, 'Doc, I witnessed the interaction you had earlier. Was it your intention to leave

people dispirited and untrusting of you?'" McVey says. "He will likely say, 'No, I just want to get stuff done.' And you can respond, 'Well, I don't think they heard what has to be done, they just heard the emotional tenor of what you said. Our core value of productivity and communication are affected by this. Can we work on this?'"

Using the right vocabulary, self-respect and confidence to point this out to authority figures can change the mood of the entire office, McVey says. "It's not socially acceptable or effective to manage a person's mood, so we manage behavior instead."

Whether you're working on your own mood or helping set the tone for others in practice, remember that moods affect how people perform. "A good mood by the leaders boosts people to give that extra that means better performance, productivity and happiness in the practice," says Halow. "Coach team members, and yourself, to a better day." **FL**

*Sarah A. Moser is a freelance writer and editor in Lenexa, Kansas.*

# *Feeling* **fractured?**

Use these 13 tips to take care of yourself so you're more prepared to take care of the pets in your care.

*By Allyne Moon, RVT*





## LEADERSHIP challenge

“It’s all my boss’s fault.”  
“I can’t talk about this.”  
“I just wish everyone would leave me alone.”

Have you ever said—or thought—any of these statements? You’re not alone. Charles Figley, a professor and researcher in the field of psychology and mental health, defines compassion fatigue as vicarious traumatization or secondary traumatization. He developed the concept of compassion fatigue when he began

to focus on the unique work environment of trauma workers and mental health professionals and how they appeared to vicariously experience the effects of trauma. In particular, compassion fatigue appeared to be the consequence of working with traumatized individuals, if the professional was exposed to significant numbers of them and had a strong empathic orientation.

In an article by Jan Thomas, “One estimate is that veterinar-

ians experience death at five times the rate as human care providers,” says Tracy Zapanick, PhD. “It’s experienced so prolifically that people often are ill-equipped to do the job. They walk away daily with unresolved grief.” If you work in an emergency clinic or an animal shelter you will experience death at a higher rate. And there is help. Check out the following tips from the Compassion Fatigue Awareness Project for strategies to manage compassion fatigue.

### 1 Be kind to yourself.

- > Take a break away from your job task.
- > Get up from your station and take a walk outside.
- > Grab a glass of water.
- > Do some stretches.
- > Listen to music.
- > Enjoy healthy snack of nuts, fruit or vegetables or a small treat, such as a small square of chocolate—not a one pound brick.

Remember, if you don’t take your breaks, you’re working for free.

### 2 Make time for yourself away from work.

- > Enjoy a hobby. Don’t do work as a hobby. Taking time to photograph wildlife is a hobby away from work. Coming to work on your day off or staying over without pay to photograph animals for a rescue is a very nice thing to do, but it’s work as a hobby.
- > Exercise! It’s a great way to give yourself time while finding a release for stress. Try boxing, running, biking, walking, hiking, swimming or organized sports. A healthy body is a happy body.

### See further coverage in our sister publications.



**What the numbers—and experts—say.** Exclusive dvm360 data, plus mental health experts who work in the profession shed light on why emotional pain is such a problem in veterinary medicine.



**The veterinary family.** A new *Veterinary Economics* survey shows the makeup of veterinarians’ families today and what that might mean for the profession and for personal choices.



**Better mental health = better medicine.** *Veterinary Medicine’s* coverage will include a personal account of one veterinarian’s struggle with extreme depression and suicidal thoughts.

## THE BURDEN: IN YOUR WORDS

I’m involved in a family business and I feel like an outcast.

I’m frustrated by my practice’s inconsistent treatment of diseases.

We have one longtime employee who undermines everyone.

**My Story: Mandy Stevenson**

"A few years ago I started to find myself thinking more about those days that I promised myself I would let go. The rottweiler puppy that you pour your heart and soul into for a week trying to save him from parvo and then watch the owner put him in the back of his pickup in 10 degree weather, or the kitten that was abandoned over a minor intestinal infection only to see the clients with a new kitten the next day." Read Mandy's story at [dvm360.com/burdenofcare](http://dvm360.com/burdenofcare).

**Self-test: Are you suffering from compassion fatigue?**

According to The Compassion Fatigue Awareness Project, symptoms include:

- > Excessive blaming
- > Bottled up emotions
- > Isolation from others
- > Receives unusual amount of complaints from others
- > Voices excessive complaints about administrative functions
- > Substance abuse used to mask feelings
- > Compulsive behaviors such as overspending, overeating, gambling, sexual addictions
- > Poor self-care (i.e., hygiene, appearance)
- > Legal problems, indebtedness
- > Reoccurrence of nightmares and flashbacks to traumatic event
- > Chronic physical ailments such as gastrointestinal problems and recurrent colds
- > Apathy, sad, no longer finds activities pleasurable
- > Difficulty concentrating
- > Mentally and physically tired
- > Preoccupied
- > In denial about problems

Find more tips and links to quizzes and resources at [dvm360.com/CPquiz](http://dvm360.com/CPquiz).

**3 You snooze, you win.**

- > Get at least seven to nine hours of sleep on a consistent basis. According to WebMD, every person has a different sleep need based on genetics, health, lack of sleep and so on.
- > Practice sleeping until you wake feeling refreshed without needing an alarm clock.
- > Develop a sleep schedule—it's just as important as having a work schedule.

**4 Drink water and eat right.**

- > Drink at least nine to 13 cups of water a day.
- > Opt for healthy meals. Occasional fast food treats are fine, but a consistent diet of fast food will leave you feeling tired.

**5 Enhance your awareness with education.****6 Exchange information and feelings with people who can validate you.****7 Take positive action to change your environment.****8 Listen to others who are suffering.**

- > Participate in a peer support group. Consider hiring a licensed clinical social worker or other mental health professional to conduct group therapy sessions.

### My story:

#### Sharon DeNayer

"When I turned 70 in 2011, people started asking me if I was going to retire. Now that I am 73, friends ask when I'm going to retire."

Read Sharon's story at [dvm360.com/burdenofcare](http://dvm360.com/burdenofcare).



### My story:

#### Rachael Simmons

"I realized that it wasn't the job that was making me feel burned out as much as circumstances within the practice, like embezzlement or a toxic work environment." Read Rachael's story at [dvm360.com/burdenofcare](http://dvm360.com/burdenofcare).



## Laughter is good medicine

Sometimes a good laugh can ease the burden of a busy day. And the Veterinary Humor page on Facebook does just that—gives a quick, funny look at the humor you can find in practice every day. Here's a quick Q&A with the creator of Veterinary Humor.

### Why did you start the page?

A well-meaning client said something that made me facepalm. I thought it would be great to have an outlet to share these occurrences with other like-minded vet med people. People who understand that we love our clients, even when they make our lives difficult.

### Do you think of veterinary practice as an emotionally tough job?

There are certainly days that are beyond emotionally draining. Watching friends, family, beloved clients or even perfect strangers who have to say goodbye to their cherished pets would be draining on anyone. You have to find a good balance to be able to grieve with them, but hold yourself together enough to go right into your next appointment. So yes, it's emotionally draining, but also incredibly rewarding.

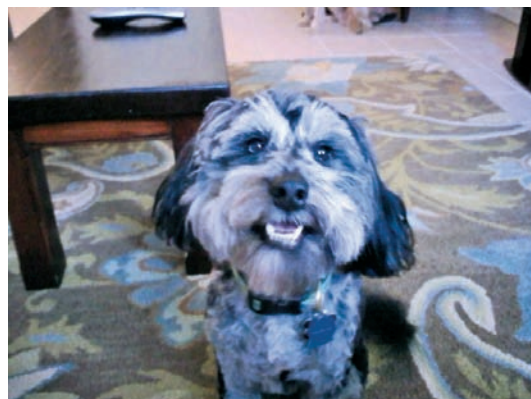
### Have you ever felt burned out or suffered compassion fatigue?

Absolutely. I worked for a few months at my home state's humane society. About 75 percent of that

time was as a euthanasia technician. When your job is ending animal lives 40 hours a week, it'd be next to impossible to not experience burnout, fatigue and all sorts of troubles.

I've worked with some really tough people, too. Worked with some people who make it tough to enjoy going to work anymore.

I've found several ways to cope, one of which is the Veterinary Humor Facebook page. I'd bet if you took a poll of vet med staffers, most of them would agree that having a sense of humor is a necessity. I also think it's really important to show your co-workers that they're appreciated. This goes from doctors down through the chain of kennel staff, technicians, receptionists and other team members. I've given a gift card to a coworker simply for helping me with an especially messy clean-up. Knowing that your coworkers appreciate what you're doing can go a long way to help prevent frequent burnout episodes.



VETERINARY HUMOR'S CANINE MASCOT



**9 Accept where you are on your path at all times.****10 Understand that those close to you may not be there when you need them most.**

- Take a quiz or attend a counseling session to determine where you are on the Compassion Fatigue Scale. Once you

know where you are, you can begin to bring yourself back to compassion satisfaction.

**11 Clarify your personal boundaries.**

- Know your limits. If you know that euthanizing 40 cats will drain you psychologically and emotionally, ask to divide the task with

another person. In a shelter setting, try to schedule one species a day for euthanasia instead of trying to do everything all at once.

**12 Plan for euthanasia.**

If you routinely perform euthanasias at your practice, consider these ideas to make the euthanasia area comfortable for both you and the animal:

- Use padded work mats where you stand.
- Place a towel or blanket on the table. Carpeted bath mats with a rubber backing work well on metal tables.
- Schedule a team each day to do the bulk of

the daily euthanasias and rotate teams.

- Perform euthanasias away from volunteers and visitors.
- Keep the area smelling pleasant or at least inoffensive. A kennel odor eliminator splashed into the barrel before animals are placed there helps control waste and death odors. Adding odor eliminator to your cleaning solution will control the smell.

**13 Express your needs verbally.**

- Ask for the tools you need. Don't expect your organization to read your mind or instinctively know when something is missing or wrong.
- Communicate. If you find yourself running

out of time during the day for a conversation, drop an email. This serves the dual purpose of communicating your needs and creating a paper trail of your requests and management's responses.

If your practice doesn't have you, animals won't get the care they need. You need to turn compassion fatigue into compassion satisfaction. Learn to recognize the signs and symptoms within yourself and others, so you can continue to do the job you love. **FL**

*Allyne Moon, RVT, works at a municipal shelter in the city of Long Beach, California.*



## IDENTIFICATION SYSTEMS



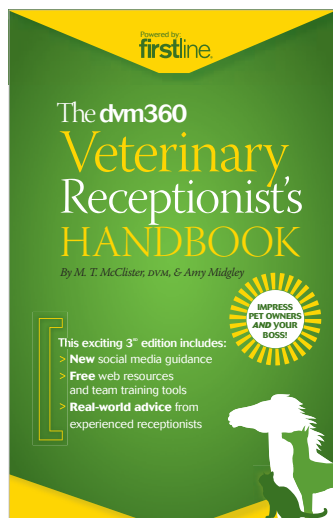
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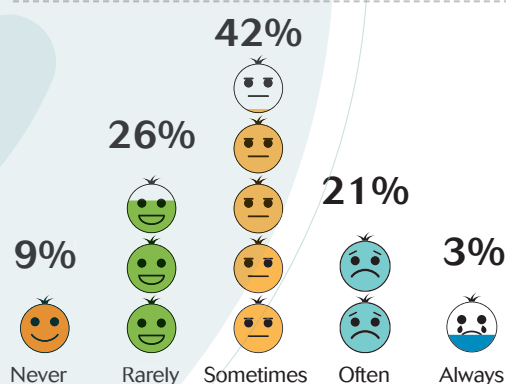
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# If you're happy and you know it ...

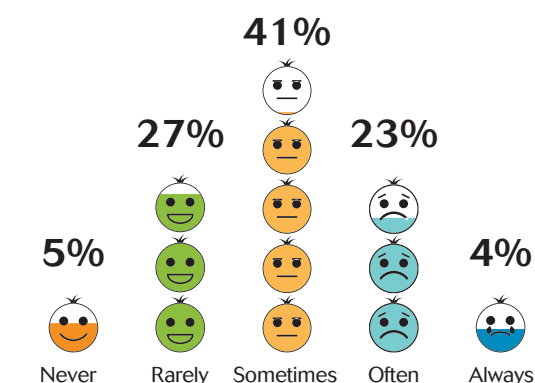
you're one of the 60% of *Firstline* readers who overall feel happy at work. In fact, 44% of you are happier than you were five years ago. But some of you are hurting—and it can be a very serious hurt. Here's a closer look:

**H**ow often do you experience a period at work where you feel exhausted, listless and unable to cope? (This could be the result of feeling permanently over worked, under challenged, pressed for time or because of an ongoing conflict with a colleague.)

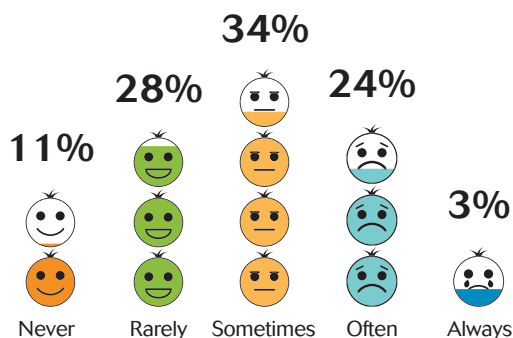


**H**ow often do you experience a period of reduced interest in activities, decreased or increased appetite, unusual sleep patterns, fatigue, feelings of worthlessness or guilt and/or an overall depressed mood?

Source: 2015 dvm360 Job Satisfaction Survey; numbers may not equal 100% due to rounding.



**H**ow often do you experience periods when you feel emotionally exhausted, like you've given all you could? You might feel drained to the point that negativity takes over and you just can't care the same way about that next problem.



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