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We'll shout it to the rafters! It's easier to pay high performers when you earn more revenue. Here are 10 ways to do that.



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leadership
CHALLENGE
TEAM PAY



Killing fleas and ticks can be just **this easy.**

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POWERFUL flea and tick killing all month long

CONVENIENT monthly dosing owners are used to

EASY for owners to give¹ and for veterinarians to dispense



Prescription only with anti-diversion technology

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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.

See brief summary on page 6.

Videos: Watch your language



Friendly, clear communication will be more successful than being the doctor who blames or confuses clients. Sarah Wooten, DVM, shows examples at dvm360.com/thirdtime.

Good client communication also makes relationships stronger. Watch how Karen Felsted, CPA, MS, DVM, CVPM, demonstrates different approaches at dvm360.com/Felstedapproach.



Explore CAPC parasite survey data results



Explore the results from CAPC's parasite study at dvm360.com/capcstudy. Resources include the five biggest concern gaps between clients and veterinarians and the exam room questions to ask.

Vote for Practice Manager of the Year

Is your practice manager a hero? Submit him or her—or yourself—for the *Veterinary Economics* Practice Manager of the Year award, sponsored by Veterinary Pet Insurance at dvm360.com/pmoy. The deadline is March 1.



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dvm360 leadership CHALLENGE TEAM PAY

On deck in your favorite veterinary publications



The team pay report. A comprehensive overview of the veterinary team community, as measured by the 2014 and 2015 *Firstline* Career Path Study. Plus, tips on how to pay team members more—and why some may be leaving the profession.

Veterinary economics

Up with revenue = up with team pay. Dr. Ernie Ward and other experts uncover the biggest non-secret around: If you want to pay team members more money, you need to earn more money.
>>> Learn how on page 8.

Veterinary medicine

Specialized technicians: Encouraging technicians to become certified in one of the 11 currently approved technician specialties is one way for practices to boost revenue and raise pay. *Veterinary Medicine* delves into the details of these specialties.

firstline®

A new way to look at team pay. Discover data from the 2015 *Firstline* Career Path Study and tips and tools to help technicians, receptionists, veterinary assistants and practice managers grow their careers in the New Year.

Veterinary economics®

The business of client and patient care

Mission

To give practicing veterinarians the business tools, insights, ideas and inspiration they need to fuel their passion for practice; run a well-managed, profitable business; enhance client loyalty and satisfaction; and maximize their patients' well-being.

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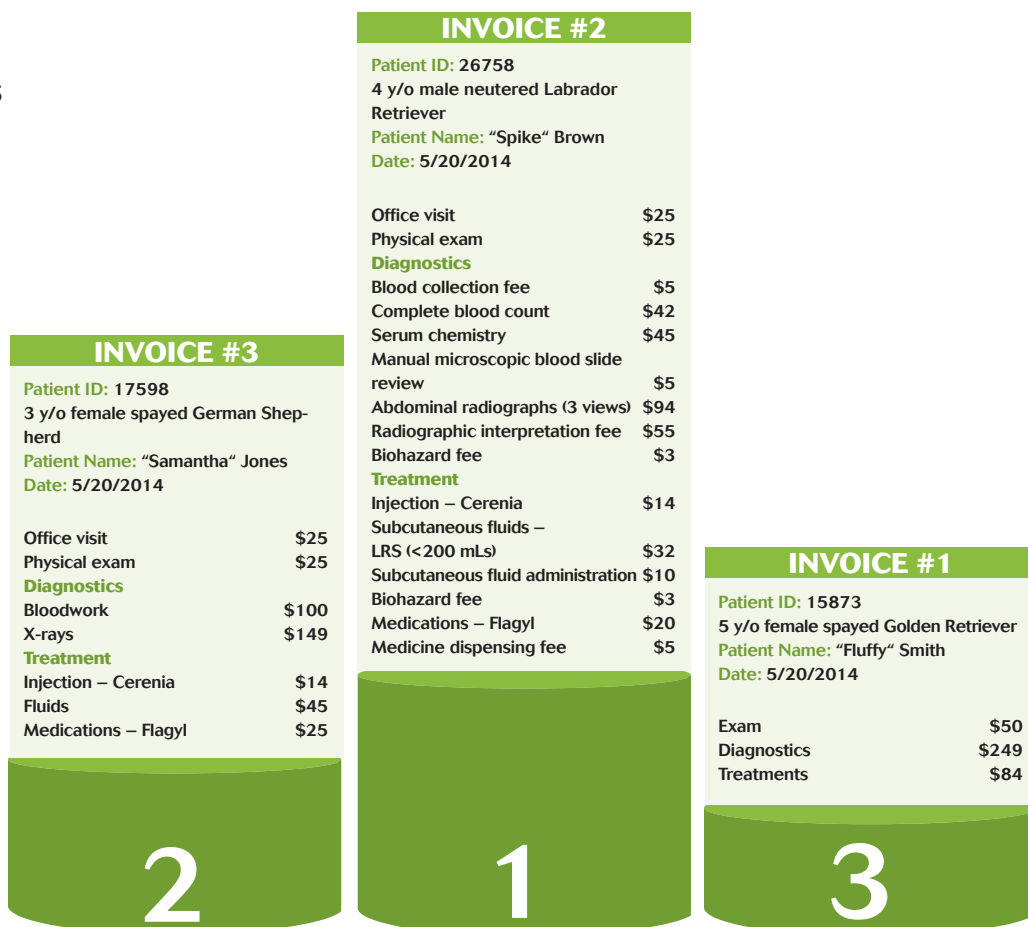
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Now accepting Veterinary Awards submissions for 2016 at GoPetplan.com/VetAwards





Write a winning invoice

See how three different invoices got very different results in pet owners' perception of value. *By Jacquelyn N.B. Olson*

Methodology

> A survey was completed by 2,433 pet owners via email or Facebook about three different invoices for a dog presenting with a three-day history of vomiting and diarrhea. They ranked the example invoices on whether they were clear and easy to understand, gave them a better understanding of their pet's care, and the amount of services received for the price paid.

> Of those owners, 86% owned dogs, 58% cats, 11% horses, 9% small mammals, 7% birds, and 18% another species like exotic or reptile.

Results

> When asked, 61% saw no difference in cost of visits (there wasn't). Of the pet owners who saw a difference, 33% said **Invoice #1** was most expensive, 53% said **Invoice #2** and 14% said **Invoice #3**.

> 63% of respondents saw no difference in care of visits (there wasn't). Of those who saw a difference, 90% said the pet in **Invoice #2** received better care.

> Regarding perceived frivolous charges, 58% said none. Of those who said there were frivolous charges, 37% said **Invoice #2** had the most.

Takeaway tips

> Include both layman's and technical terms on invoices to avoid confusing clients and explain the value of your services, products and expert knowledge.

> A separate line for "physical exam" in addition to "office visit fee" doesn't increase the perceived value of this service.

> Fees such as "biohazard fee" or "blood collection fee" should not appear on the invoice but rather be factored into cost of main line item. **VE**

Jacquelyn N.B. Olson will graduate from the University of Florida College of Veterinary Medicine this year. Her BS is in Business Administration.

Stop saying this to veterinary clients!

Tweak your turns of phrase to avoid sabotaging your exam room conversations before they even start.

By Jeff Rothstein, DVM, MBA

If you'd like to focus anew on wellness or preventive-care visits at your veterinary practice, you know client education is key. Now, I want you to consider a few changes in your turns of phrase when you're deep into exam room visits or talking on the phone or sharing information with clients on social media. When clients understand the purpose and value of preventive services, they're more likely to be compliant pet parents. Here's what we've found helpful at our clinics:

Say "preventive care," not "wellness care." Clients understand prevention is important. When you say wellness, they seem to think, "If it ain't broke, why fix it?"

Say "intestinal parasite exam," not "fecal." The phrase intestinal parasites conjures up a real picture of the dangerous—and graphic—problem you're helping to prevent. Some clients just aren't familiar with the term "fecal."

Say "heartworm health screen," not "heartworm test." We find that it's easy to get clients to agree to the important annual blood screen by packaging it with the heartworm test. We use the verbiage above and present the combination price on our treatment plan. Charge a moderate price for a basic blood screen—in our case, roughly \$40. Our clients have long heard us recommend "blood screening," and at this price point they can have both a heartworm test and screen for \$60 to \$70. Our compliance is very good.

Say "Here's the cost of your 12-month supply of heartworm preventive," not "How many months of preventive do you want to take home today?" Set the tone in the conversation by emphasizing the importance of year-round prevention from the very beginning. When you start by offering clients a choice, they'll usually

default to a small amount—less expensive—amount. Then when it runs out, they're often done for the year.

Say "dental cleaning," not "dental prophylaxis" or "prophy." Layman's terms are less medically correct, but they often provide far more meaning to the layman (or laywoman). And don't forget to show a dental report card with pictures of the different grades of dental disease to help support your recommendation for dental cleaning.

While these examples may seem like subtle differences, they can make a big difference day in, day out for client buy-in. In the above cases, both phrases or questions are true, but one is stronger and more likely to lead to greater client compliance and, more important, better preventive care.



Veterinary Economics Editorial Advisory Board member Dr. Jeff Rothstein, MBA, is president of the Progressive Pet Animal Hospitals and Management Group in Michigan.



More say this, not that!

Check out Dr. Karen Felsted's suggestions for ensuring client compliance with dental procedures at dvm360.com/saythisdental.

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 ¹	% (n=415)	N ²	% (n=200)
Vomiting (with and without blood)	17	4.1	25	12.5
Dry/Flick 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

¹Number of dogs in the afoxolaner treatment group with the identified abnormality.

²Number 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 Merial at 1-888-637-4251 or 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 transfer of chloride ions across cell membranes. Prolonged afoxolaner-induced hyperexcitation results in uncontrolled activity of the central nervous system and death of insects and acarines. The selective toxicity of afoxolaner between insects and acarines and mammals may be inferred by the differential sensitivity of the insects and acarines' GABA receptors versus mammalian GABA receptors.

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 adult fleas 24 hours 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 -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 0-116 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 98.0%, 99.7%, and 99.9%, 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.

NADA 141-406, Approved by FDA

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FRONTLINE VET LABS

PRACTICE with heart

4 ways to send clients running from your clinic

It's time to adjust your strategy.

By Marty Becker, DVM

I get lots of requests for advice from pet owners on how to pick a veterinarian. Here's what I tell them are red flags:

Lack of compassion. Pet owners need to experience how much you care before they witness how much you know. If you're hurried or ignoring signs of a pet's anxiety, fear or pain, pet owners should leave immediately.

Friction among team members. Pet owners have a hard time judging quality of medicine, but it's easy to judge quality of service. If they see signs of friction in the practice, they should start looking for another.

Facility shows a lack of pride or investment. If you have a dated or damaged sign, peeling paint and flooring is dirty, you're betting pet owners won't care about those things. Top practices have pride in their facility, equipment, uniforms—everything. This doesn't mean you have to immediately rebuild or remodel, but you do need to keep things painted, cleaned and repaired.

Practice doesn't invest in the newest equipment, technology and training. Quality practices have invested in digital radiography, dental suites and laser therapy, and the teams from these practices attend CE meetings where they learn the current thinking on medicine and surgery. If you're living a practice life of self-improvement, publicize it.

I tell pet owners that once they've done their homework by talking with family members, friends, neighbors and coworkers, to then do an onsite visit and ask to see beyond the exam rooms in the back. **VE**

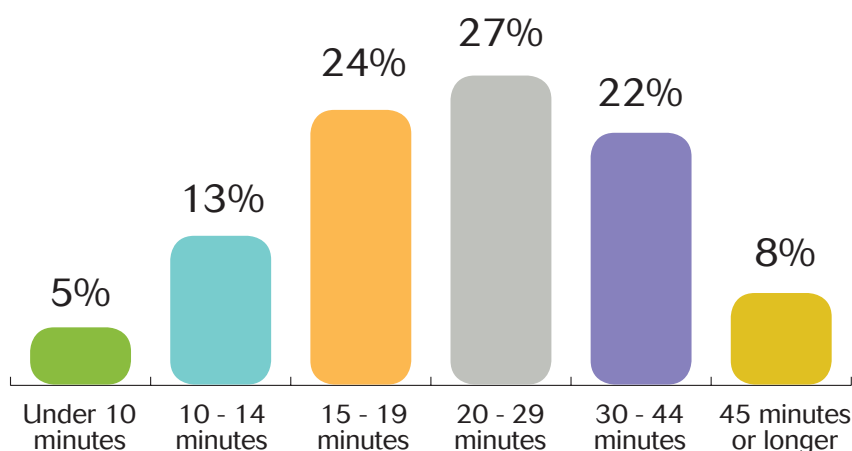


Veterinary Economics Practice Leadership Editor and CVC speaker Dr. Marty Becker is author of *The Healing Power of Pets: Harnessing the Amazing Ability of Pets to Make and Keep People Happy and Healthy*. Dr. Becker also practices at North Idaho Animal Hospital in Sandpoint, Idaho.

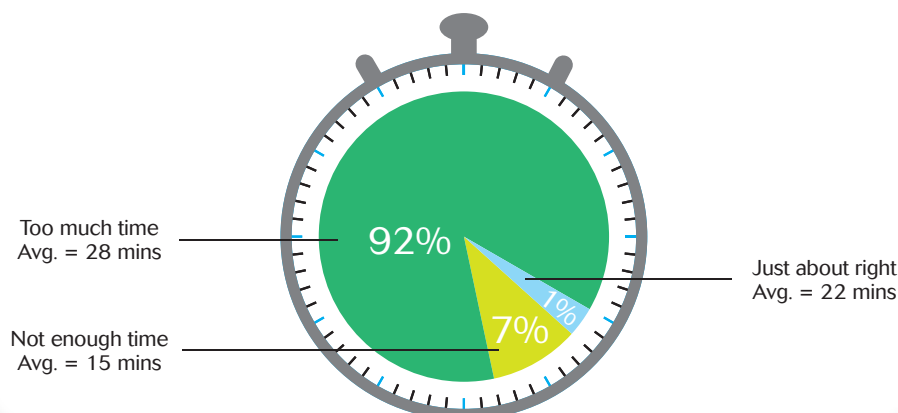
{THE DATA CENTER

This monthly column covers market data, industry trends and more. For more, head to dvm360.com/datacenter.

Clients: Time spent with veterinarian during visit



Pet owners' perception of visit length



Do clients think your appointments are too long, too short or just about right?

In a study called “Connecting With Today’s Clients” from the Companion Animal Parasite Council (CAPC) with support from Bayer Healthcare, pet owners were asked about how long their veterinarian spent with their pet during their last health and wellness examination. Of the 1,952 owners who responded, 92 percent said they felt their veterinarian and staff spent just the right amount of time with them—an average of 22 minutes—while others responded saying 28 minutes was too long and 15 minutes was not long enough. **VE**



CAPC extras

For more exclusive data from CAPC, visit dvm360.com/CAPCstudy.



MAKE MORE = PAY BETTER

We're shouting it to the rafters: Want to pay staff more? Then earn more revenue. Here are 10 ways to do it. Plus, eye-opening data from the 2015 *Firstline Career Path Study*. *By Ernie Ward, DVM*

You know the old saying about how you can't love someone until you love yourself? I say your clients won't love you unless you love your team. One great way to show your love is excellent compensation and opportunities for advancement. Here are my 10 ways to boost revenue to pay staff more, along with links to resources at dvm360.com hand-picked by the *Veterinary Economics* editors to help you make that happen:

1 Expand team members' responsibilities and roles

Veterinarians need to expand the roles and services

their staff provides in order to support higher wages. We all understand this: A team member performing class IV laser therapy is paid more than someone cleaning cages.

2 Expand services

Practices need to add services to generate more revenue and increase wages. Nutritional counseling and behavioral training are good

Smart salaries

Team members: Have you left one veterinary job for another veterinary job to earn more money?

68%

No

32%

Yes

Pro tip: Don't pay lower than market rate or your employees will eventually walk. You may save money now with low salaries, but it will cost you in the long run. Visit dvm360.com/teampay for regional and city size breakdowns of veterinary team member compensation.

Source: 2015 *Firstline Career Path Study*

Satisfied employees Team members: What makes a veterinary job satisfying? (in rank of importance)

- 1 Pay
- 2 Working with doctors I respect
- 3 Working with a team I respect
- 4 Job flexibility, including family-friendly scheduling options and job sharing
- 5 Benefits
- 6 Working with a manager I respect
- 7 Opportunities for advancement
- 8 Paid continuing education

Source: 2015 Firstline Career Path Study

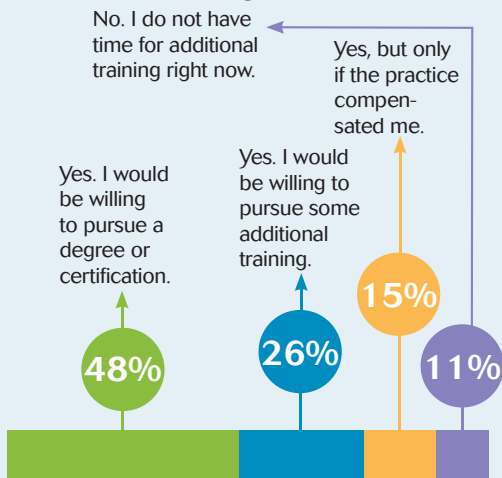
examples. Don't let veterinary imposters claim these sectors and reap the financial rewards.

3 Expand staff training

Employees can produce more revenue if they know their jobs better and perform them more efficiently. Almost 20 years after instituting weekly staff training, I still believe it's the best investment a practice can make.

Forever learners

Team members: Would you pursue additional training to earn more?



Source: 2015 Firstline Career Path Study

4 Expand pet insurance

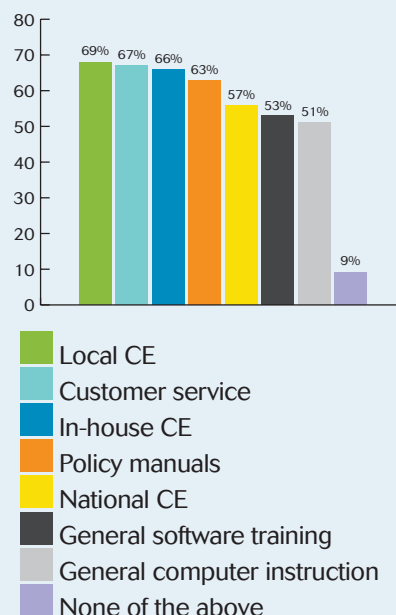
Third-party payment systems are increasingly necessary to improve clinic cash flow and support raising fees. Veterinarians need to embrace pet insurance by learning what it is and isn't. (It isn't an HMO and they don't set veterinary fees.) Choose a provider you value and trust (start with the comparison chart on page 15) and actively promote them to clients. 2015 is the year to get on board.

5 Analyze practice finances

Is your practice profitable? (Find out at dvm360.com/profitable.) Too many clinic owners review their finances once or twice a year—far too infrequently to make meaningful strategic changes. You can't pay your staff or yourself more if you don't understand the basics of small business economics. Pledge to learn how to analyze your practice's finances this year

Educational investment

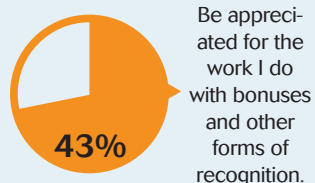
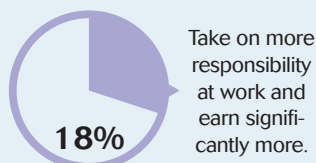
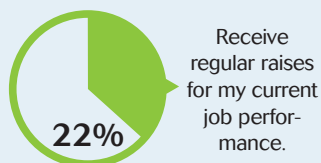
Team members: Which of the following types of training do you receive? (Respondents checked all that applied)



Source: 2015 Firstline Career Path Study

Great goals

Team members: Which of the following is most important to your career satisfaction and life balance?



Pro tip: If you tie bonuses to important financial numbers, you can close the gap for team members who might not see how their work fits directly into revenue and raises. For more thoughts go to dvm360.com/bonus.

Note: Totals may not equal 100% due to rounding.

Source: 2015 Firstline Career Path Study

and begin reviewing your data monthly. Financial knowledge is essential to earning more money.

6 Evaluate debt

Interest rates are set to rise in 2015. It's time to examine your practice debt to see if you can negotiate lower rates or fees (sharpen your skills at dvm360.com/negotiate). Any earnings can be applied toward increasing staff wages and benefits or infrastructure improvements.

7 Canvass the competition

Who, what and where are your competitors? Think beyond competing veterinary clinics and evaluate threats from retailers, noncredentialed service providers and online companies. Know your "enemy."

8 Find out what clients want and give it to them

Happy clients recommend your services and spend more, so find out what they

Empowered staff

What assistants, receptionists, technicians and managers would do for more money:

All: More hours and more duties
All: CE
Assistants: Enroll in technician program
Receptionists: Get degree
Technicians: Take on leadership/management duties
Managers: Increase efficiency or profitability

Pro tip: Ask team members to help hospital profits with achievable goals. Let technicians draw blood, take radiographs and induce anesthesia. Let receptionists educate clients on heartworm prevention. For more tips, go to dvm360.com/delegate.

Source: 2015 Firstline Career Path Study

want. Conduct surveys and make post-appointment phone calls (get tips at dvm360.com/surveytips). Then hire a mystery shopping service or ask a friend to call or come in for an appointment to give you the low-down on your client service (see how other practices survived the test at dvm360.com/surviveshopper).

9 Say "yippee!" for Yelp!

Embrace online reviews—they're not going away. Don't be afraid to ask clients to recommend you online (more at dvm360.com/awkward). Be subtle, but make it easy by including links in electronic correspondence and welcome brochures. Develop a response strategy to less-than-stellar reviews and tactics for monitoring review sites (get ideas at dvm360.com/onlineprep). Review sites are today's word-of-mouth generators.

10 Love your team

Happy teams are more productive, and people are happiest when they feel respected and appreciated, have challenging job responsibilities and feel like part of a bigger mission or cause. Take time each day to thank your employees for their hard work (pointers at dvm360.com/saythanks). It's both self-centered and demoralizing to walk around the practice every day telling yourself and others, "I shouldn't have to go around thanking everyone for doing what they should be doing." A pat on the back goes a long way toward producing more revenue. The best teams are appreciated emotionally in addition to receiving a generous wage. **VE**

Veterinary Economics Editorial Advisory Board Member Dr. Ernie Ward is an author, speaker and the founder of Seaside Animal Care in Calabash, North Carolina. Heather Lewis, AIA; Andy Rollo, DVM; and Craig Woloshyn, DVM, helped with this article.

I WAS ACCUSED OF SEXUAL HARASSMENT

I wiped my hand on someone else's sleeve and unleashed a cascade of events that proves that every practice needs a sexual harassment policy. *By Mark Opperman, CVPM*

Yes, it's true: A practice employee once accused me of sexual harassment. It happened during an operational audit of a practice. On the first day, my partners Sheila Grosdidier and Monica Dixon Perry and I stayed late to observe the flow and operation of the practice during the evening hours.

I passed two technicians who were working on a dog in the middle of the treatment area and reached out to pet the dog's head. One of the technicians

most of the employees, developed a comprehensive business plan and presented it all to the practice's entire staff a few days later.

A few days later, Sheila got a call from the practice owner who informed her that an employee told the practice manager that I sexually harassed her and touched her in an inappropriate manner.

When I learned this, I was shocked! I'd never been accused of such a thing and, of course, would never do it.

An employee told the practice manager that I sexually harassed her and touched her in an inappropriate manner.

said the dog had a zoonotic disease and that I probably shouldn't have done that. Being a little surprised, I wiped my hand on her sleeve in a joking manner and said, "Oh, I had no idea." Then I walked away to wash my hands.

We spent another two days at the hospital, interviewed

Sheila she told me that an employee said I had touched a dog and then touched her inappropriately. I immediately knew what she was talking about and which employee had lodged the complaint. So I told Sheila exactly what had transpired.

Luckily, she's certified as a



Don't find yourself in a fingerpointing nightmare. Make sure appropriate policies are in place so that the solution for any possible harassment situation is black and white.

Find it all here
dvm360

Apply the lesson

Can you recognize sexual harassment in the workplace?

Test yourself at dvm360.com/harassmentquiz.

professional in human resources (PHR) and knew how this situation should be handled.

Exercise due diligence

First, we contacted the practice owner and explained the

OWNERSHIP issues

If appropriate procedures hadn't been in place, the ending might not have been so favorable.

circumstances of the incident. Fortunately, a sexual harassment policy was included in the new employee manual that had been established within the practice during our on-site consultation.

The practice's sexual harassment policy stated that employees should report any situation that they felt to be harassment to the practice manager who would thoroughly investigate the

situation and report back their findings to the employee.

Following this policy, the practice manager and one of the practice owners interviewed me, the employee and another employee who had witnessed the incident. During the interview, the manager and practice owner explained what would be considered sexual harassment

and reviewed what had occurred with the employee. She stated that she had thought that I was going to spread this zoonotic disease throughout the practice, and ultimately she didn't feel I had sexually harassed her. The other employee who had witnessed the event corroborated my account.

The employee was assured that I was aware of proper protocol for handling a dog with leptospirosis and management agreed to new infection-control signage

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and precautions so that everyone would be aware of infectious cases in the hospital. (The topic would be discussed further with team members during the next team meeting at the practice.)

In the end, this was basically a case of miscommunication, but it shows how easy it is to become the target of a sexual harassment claim. If appropriate policies and procedures hadn't been in place, the ending might not have been so favorable.

Be prepared

Do you know how to handle a sexual harassment claim? Does your employee manual have a policy that deals with harassment and discrimination?

In our employee manuals, we use the Equal Employment Opportunity Commission's definition of sexual harassment and examples of sexual harassment, plus, what employees should do if they feel they were sexually harassed and the veterinary practice's obligations when someone claims he or she was harassed. We followed this exact procedure when I was accused of sexual harassment.

Another precaution I believe that veterinary practice owners should take is to purchase an employment practices liability (EPL) insurance policy. This type of policy is available through most agencies as a rider to your business owner's policy, or it can be purchased through the AVMA Professional Liability Insurance Trust. It's not very expensive and, if an employee were to sue you or bring you to court, the insurance will provide for payment to lawyers and coverage if there is an award against you. **VE**

Mark Opperman, CVPM, is a certified veterinary practice manager and owner of VMI Inc., a veterinary consulting firm based in Evergreen, Colorado.



Find more resources

Check out a sample sexual harassment policy at dvm360.com/harassmentpolicy. For more of Opperman's insight, visit dvm360.com/opperman.

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INSURING PATIENTS' HEALTH:

A handy comparison chart

Pet insurance could be a wise choice for many of your clients. If you've never researched pet health insurance options, now might be a good time to start.

Pet insurance is one great way clients can plan ahead for their pets' care. And pet insurance can help boost revenue (not to mention, improve patient care and pay team members more—see page 8 for more ideas). We've done some of the legwork for you by gathering the details about major providers. Now, take a look and choose the one or two that sound best for your practice. For a more detailed breakdown of features, visit dvm360.com/insurancechart.

(Note: This information was provided directly by companies themselves and has not been independently verified.)

INSURANCE BRAND	ASPCA, HARTVILLE, PETSHEALTH CARE PLAN, PROTECT YOUR BUBBLE	EMBRACE	HEALTHY PAWS	PETPLAN	PETS BEST	TRUPANION	VPI (NATIONWIDE)
ACCIDENT, ILLNESS, OR WELLNESS?	Accident, illness and wellness	Accident, illness and wellness	Injury and illness	Accident and illness	Accident, illness and wellness	Injury and illness	Injury, illness and wellness
HOW MANY PETS?	Over 100,000	45,000	Undisclosed	Over 130,000	157,000	Over 207,000	523,000
NOT COVERED?	Pre-existing conditions; elective procedures the ASPCA opposes, such as ear cropping, tail docking, and claw removal; treatment for dental disease (injuries are covered); costs for breeding or pregnancy; pet food; grooming; others as listed	Pre-existing conditions, grooming	Pre-existing conditions, office visit/exam fees, preventative care, pre-existing cruciate ligament problems to one leg as respects the cost of future treatment for problems of the other leg.	Pre-existing conditions, elective procedures, routine and preventive care, grooming	Pre-existing conditions; conditions preventable by vaccine; nonmedical veterinary expenses	Pre-existing conditions, elective procedures, routine care, grooming	Pre-existing conditions, grooming, elective procedures, congenital conditions, behavioral conditions, preventable conditions (if vaccine available and recommended by DVM)
DEDUCTIBLE?	\$100, \$250, \$500	\$100, \$200, \$300, \$500, \$1,000	\$100, \$250, \$500	\$50, \$100, \$200	\$0, \$50, \$100, \$200, \$500, \$1,000	\$0 to \$1,000	\$0 to \$1,000
ANNUAL OR PER-INCIDENT DEDUCTIBLE?	Annual	Annual	Annual	Per-incident	Annual	Per-incident	Annual
MAXIMUM PAYOUT PER YEAR?	None	\$5,000, \$10,000, \$15,000, \$20,000	None	\$10,000, \$14,000, \$22,000	\$20,000	None	\$7,000 to \$14,000



Clients still need help?

Legal jargon can be tough. Give your clients a list of questions to help provide clarity when choosing a pet insurance provider, available at dvm360.com/20questions.

INSURANCE BRAND	ASPCA, HARTVILLE, PETSHEALTH CARE PLAN, PROTECT YOUR BUBBLE	EMBRACE	HEALTHY PAWS	PETPLAN	PETS BEST	TRUPANION	VPI (NATIONWIDE)
WAITING PERIOD?	Illness: 30 days; Accident and wellness: None; Hereditary and congenital: six months	2 days accident; 14 days illness; no waiting period wellness; 6 month waivable waiting period for orthopedic conditions in dogs	15 days injury or illness	Accident: 24 hours; Illness: 14 days	Accident: 3 days; illness: 14 days; wellness: 14 days. With veterinary exam 10% discount certificate, accident: none; illness: 7 days	Injury: 5 days; illness: 30 days	Standalone Wellness & Injury: next day; Illness: 14 days
REIMBURSEMENT?	70%, 80%, 90%	70%, 80%, 90%	90%, 80%, 70%—client chooses at enrollment	80%, 90%, 100%	70%, 80%, 90%, 100%	90%	100%
EXAM FEES COVERED?	Yes	Yes	No	Yes	Yes	No	Yes
BASIS FOR PREMIUMS?	Age, breed, location, species	Age, breed, gender, location, spay/neuter status, species	Age, breed, species, zip code	Age, breed, location	Age, breed, location	Species, breed, age at the time of enrollment, gender, location and spay/neuter status	Age, location, size (as adult), species, deductible

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For fastest response visit pattersonvet.com



Oxford Science Countertop chemistry analyzer

Oxford Science, a distributor of veterinary laboratory equipment, has announced the U.S. debut of the new Phoenix Chemistry System to provide veterinarians reference laboratory testing capabilities in a compact countertop instrument. The system employs innovative dual linear flow-cell and solid state LED technology, providing veterinarians with accurate, fast results in an easy to operate analyzer. It allows veterinarians to run a chemistry panel or single tests including bile acids, fructosamine and fibrinogen.

For fastest response visit oxfordsciencecenter.com



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Dechra introduces Osphos, a new intramuscular injection for the control of clinical signs associated with navicular syndrome in horses. The product contains clodronate disodium, a bisphosphonate approved by the FDA for use in horses via intramuscular injection. In a clinical trial in 86 horses, lameness improved in 74 percent of horses by at least one grade 56 days after treatment. The product legally may be administered only by or on the order of a veterinarian.

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Continues on page 27



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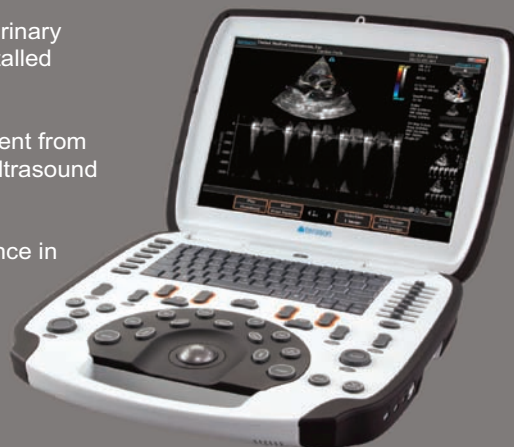
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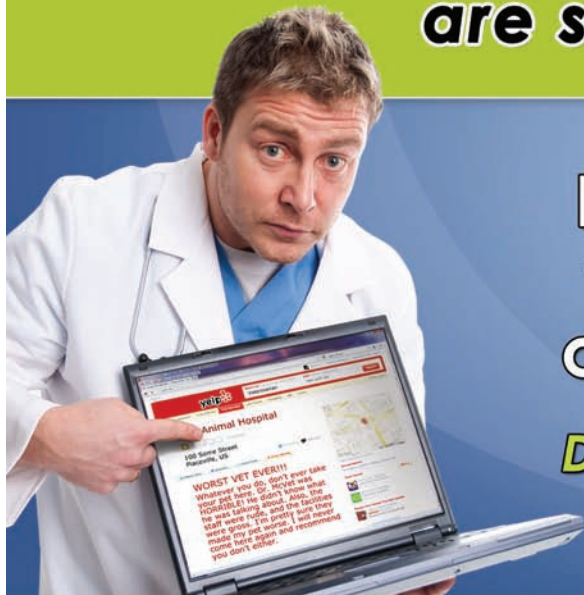
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LOUISIANA

small animal practice for sale Northwest LA. 2,800SF facility. Well-equipped, great location and clientele. Gross \$800K. Real estate \$375K. After debt income \$200K. Contact Len Jones, 877-711-8774 or len@tpsgsales.com

MICHIGAN

30+yr. Practice for sale, \$375,000, full turnkey operation including excellent RE, inventory and equipment on 1+ acre in Southwest Michigan. Dr Joseph Ertel DVM CBI 863-646-9044
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small animal practice for sale Northeast TN. 5,000SF facility, digital x-ray, great location and clientele. ATC \$136. Gross \$760K. Practice, \$684K. Real estate \$250K. After debt income \$275K. Contact Len Jones, 877-711-8774 or len@tpsgsales.com

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EQUIPMENT FOR SALE

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Continued from page 17

Zoetis Equine practitioner productivity app

Zoetis has introduced VHub, a new productivity application for iPad that gives equine veterinarians instant access to medical information and business resources. The app, available for free in the Apple App Store, is designed to help equine veterinarians make the most of their time and each client interaction. The app includes an option to email handouts to clients or colleagues from an iPad. It also includes the latest animal health news and information from the Internet in the VHub feeds tab.

For fastest response visit vhub.zoetisus.com



Avimark Mobile enabled veterinary software



AVImark veterinary software now works with Windows-based mobile tablets and devices, allowing veterinarians to better maintain up-to-date electronic medical records and paperless practices. Windows 8.1 professional-based tablets run the full AVImark software program and synchronize with the practice's data when in the office. Other tablets such as the Apple iPad can access the practice's main AVImark program via remote desktop applications, which allow users to access their computer through their iPad device when they are away from the practice.

For fastest response visit avimark.net or call (855) 838-7638

LIFE LEARN

LifeLearn Company rebranding

LifeLearn has redesigned its logo, bringing together the company's core strength of creating and activating knowledge through technology, while also bringing its three pillars of business to the forefront: innovation, practice solutions and corporate solutions. Under the new branding, LifeLearn retains its signature color green as a symbol of its roots and continued growth, but its primary color is now blue, a symbol of confidence, intelligence and trust. Orange has been added to the new logo to represent action. The three-tiered E incorporates LifeLearn's visually represents how LifeLearn serves as a catalyst to elevate the animal health industry with actionable knowledge.

For fastest response visit lifelearn.com

Midmark LED lighting

Midmark has introduced the 255 LED Procedure Light to provide an affordable, high-quality option for lighting in-office procedures. A combination of optics, including a color rendering index of greater than 95 and a color temperature of 4,400 K, enhances clinicians' ability to see color variations in tissue, which can lead to more accurate diagnosis and treatment. Additional features include 7,500 footcandles, a reflector with 1,040 facets and integrated controls on both sides of the light head, which provide convenient access for brightness adjustments.

For fastest response visit midmarkanimalhealth.com or call (800) MIDMARK



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How I got ripped and changed my life



Owner of the Animal ER of northwest Houston, Dr. Jennifer Hennessey has over 10 years' experience in emergency and critical care.

We veterinarians work our mental muscles every day caring for patients. Now it's time to push your mind and body through a new challenge: you. *By Jennifer Hennessey, DVM*

Five overnight shifts a week leaves barely enough time to eke out a yawn. But in my world, sunrise means closing the doors of my animal ER and making the most of my daily routine.

As a single mother of three (that is, two children and a

though, that "sacrifice" was showing in the mirror. I had become secretly ashamed of my body and lacked confidence. I found myself with a successful career, but plenty of excuses to cut corners with my health.

In 2010, I realized the irony of my spending hours on the

No high-maintenance client can unravel my emotions—that's a simple stress now that I've pushed this hard.

perfect prescription plans for patients while ignoring my own well-being. So I

decided to comply with my own "medical" recommendations to care for myself the way I care for pets.

My daily routine includes seven meals, a gallon of water and no caffeine or sugar. When my shift wraps, I head to the gym for a powerful hour-long workout. The hours in between? I write, enjoy time with my Haflinger mare and spend quality time with the kiddos. Off days are spent catching up on much-needed sleep.

Mind and body

So why would I advocate pushing yourself to the point of a loaded plate? Completing tasks and focusing on each moment

of the day helps keep my mind sharp. By pushing my own limits, I find that once-huge life stresses are minuscule hiccups. No high-maintenance client can unravel my emotions—that's a simple stress compared to pushing aside fatigue to write, care for kids, abide by my training routine, ignore tasty and tempting foods, and complete a difficult workout. Pushing this hard has resulted in being chosen as a Formulation 1 Nutrition sponsored athlete and having the confidence to open my own practice.

My personal mission is to look back and know that I gave life my best effort. I find satisfaction knowing I am influencing others to work hard. Fitness is not about the body's appearance, but the strength to push your mind and body through a challenge. It's a chance to discover how strong you really are.

My advice is to squeeze a full schedule into a small compartment of time each day. Maximize time management and learn to be your own motivation. Push through the moments of the day as if they are your last and live limitless. **VE**



Get started

Check out the heart-healthy tips at dvm360.com/fittopractice. To see photos of how Dr. Hennessey transformed her body (and her life) go to dvm360.com/hennessey.

Caring for me

Early in my veterinary career, my nutrition centered on junk food and caffeine. My standard practice was to work out my mental muscles while ignoring any physical activity. In a way, it felt heroic, this sacrifice on behalf of saving lives. After graduation and two babies,

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