

# Education. Innovation. Technology.

Embracing the Future  
of Veterinary Management

## 2019 ANNUAL MEETING AND CONFERENCE

SEPTEMBER 26-28, 2019  
GLENDALE, ARIZONA

PRE-CONFERENCE LEGAL SYMPOSIUM  
SEPTEMBER 25, 2019



Veterinary  
Hospital  
Managers  
Association

[www.VHMA.org](http://www.VHMA.org)

*16 Continuing Education Hours are available for the  
VHMA Annual Conference (17 hours for CVPs)*

*6 Continuing Education Hours are available for the Legal Symposium*

*3 Continuing Education Hours are available for the Software User Groups*

*Total of 25 (26 for CVPs) Continuing Education Hours for all programs*



## WEDNESDAY, SEPTEMBER 25, 2019

- 9:00 a.m. – 4:00 p.m. **LEGAL SYMPOSIUM**  
*(a pre-conference workshop, registration required)*
- 6:30 p.m. – 7:30 p.m. Early Annual Meeting & Conference Registration

## THURSDAY, SEPTEMBER 26, 2019

- 7:00 a.m. – 5:00 p.m. Conference Registration
- 7:00 a.m. – 8:00 a.m. Breakfast with Exhibitors
- 8:00 a.m. – 8:15 a.m. President's Welcome
- 8:15 a.m. – 9:15 a.m. **Roundtable Discussions**
- 9:15 a.m. – 10:15 a.m. **GENERAL SESSION**
- 10:15 a.m. – 11:00 a.m. Networking Break with Exhibitors
- 11:00 a.m. – 12:30 p.m. **EDUCATIONAL TRACKS**
- 12:30 p.m. – 1:45 p.m. Lunch with Exhibitors
- 12:45 p.m. – 1:45 p.m. New Member Orientation
- 1:45 p.m. – 3:15 p.m. **EDUCATIONAL TRACKS**
- 3:30 p.m. – 5:00 p.m. **EDUCATIONAL TRACKS**
- 5:15 p.m. – 6:15 p.m. VHMA Annual Membership Meeting & CVPM Pinning Ceremony
- 6:30 p.m. – 8:30 p.m. Hospital Tour *(optional)*
- 6:15 p.m. – 7:15 p.m. BabelBark and CareCredit Sponsored Reception
- 7:00 p.m. – 8:30 p.m. **EDUCATIONAL SESSION**

## FRIDAY, SEPTEMBER 27, 2019

- 7:00 a.m. – 5:00 p.m. Conference Registration
- 7:00 a.m. – 8:00 a.m. Breakfast with Exhibitors
- 8:00 a.m. – 9:00 a.m. **Roundtable Discussions**
- 9:00 a.m. – 10:00 a.m. **GENERAL SESSION**
- 10:00 a.m. – 10:45 a.m. Networking Break with Exhibitors
- 10:45 a.m. – 12:15 p.m. **EDUCATIONAL TRACKS**
- 12:15 p.m. – 1:30 p.m. Lunch with Exhibitors
- 1:00 p.m. – 2:00 p.m. CVPM Informational Meeting
- 1:30 p.m. – 3:00 p.m. **EDUCATIONAL TRACKS**
- 3:15 p.m. – 4:45 p.m. **EDUCATIONAL TRACKS**
- 5:00 p.m. – 6:00 p.m. **Roundtable Discussions**
- 6:00 p.m. – 10:00 p.m. Diamondbacks Baseball Game *(optional)*
- 6:15 p.m. – 7:15 p.m. CVPM General Membership Meeting\*

## SATURDAY, SEPTEMBER 28, 2019

- 7:00 a.m. – 12:00 p.m. Conference Registration
- 7:00 a.m. – 8:00 a.m. Breakfast
- 8:00 a.m. – 9:00 a.m. **CVPM Roundtable Discussions\***
- 9:00 a.m. – 12:00 p.m. **GENERAL SESSION**
- 2:00 p.m. – 5:00 p.m. Software User Groups *(post-conference workshops:*  
*AVImark, Cornerstone, eVetPractice, ImproMed)*

\*CVPMs only





**Renaissance Phoenix Glendale Hotel & Spa**  
9495 W. Coyotes Blvd., Glendale, AZ 85305  
623-937-3700



### **VHMA Group Rate:**

\$185 single/double++

**Reservations Deadline:** Monday, September 3, 2019

The rate is per room, per night for a standard room. Rate is subject to applicable taxes in effect at the time of check-in. Please be sure to mention that you are attending the VHMA 2019 Annual Meeting and Conference to secure the group rate.

Valet parking for hotel guests is \$15 per day. Parking rates are subject to change.

VHMA has set aside a limited block of rooms. Rooms are available until the block has sold. Any reservations received after this date will be honored on a space available basis.

Cancellations must be received by 48 hours prior to the scheduled arrival date to avoid a cancellation fee.

Complimentary Wi-Fi is available in guest rooms and in meeting spaces.

Check-in time is 4:00 p.m. and check-out time is 11:00 a.m.

The Phoenix Sky Harbor International Airport (PHX) is 20 miles from the hotel.

The hotel does not provide shuttle service. The average one-way, a taxi ride is \$65 one-way.



### **Annual Conference Full Conference:**

Full conference (on or before 07/15/19) \$595 Member/\$830 Non-Member\*

Full conference (on or after 07/16/19) \$695 Member/\$930 Non-Member\*

### **Annual Conference Single Day:**

Single Day - \$350 Member/\$585 Non-Member\*

**Legal Symposium (pre-conference workshop):** \$495 Member/\$730 Non-Member\*

**Software User Groups (post-conference workshop):** No charge to participate

**\*Non-Member registration fee includes VHMA Individual Membership for the remainder of 2019 and all of 2020.**

Please note that the conference registration fee includes breakfast on Thursday, Friday, Saturday, and buffet lunches on Thursday and Friday.

**Cancellation Policy:** For cancellations received in writing prior to September 1, 2019, all fees, other than a \$25 processing fee, will be refunded. After September 1, 2019, no refunds will be issued.

Please contact the VHMA Office before you cancel your hotel reservations. We would like the opportunity to extend your reservation to another member who may need the room if the group block is sold out.



**Legal Symposium**    **Wed., September 25, 2019**    **9:00 a.m. – 4:00 p.m.**

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From protecting against malpractice claims and license complaints, to combating discrimination, harassment and leave issues, the 2019 Legal Symposium has you covered. Join us as speakers Eric Meyer and Nina Mouledous, DVM tackle these tough topics in new and enlightening ways. ***This is a pre-conference event, separate registration and fees apply.***

**9:00 a.m. – 12:00 noon**

### **Employment Law Hot Topics for Veterinary Managers**

*Speaker:* **Eric Meyer, Esq.**

They say that the key to both joy and prosperity is attending a workplace compliance session. "They" is actually a "he." "He" is Eric Meyer, a management-side employment attorney who will enlighten the audience on topics such as discrimination, harassment, retaliation, leave issues and disability accommodation. So, join Eric for a few hours and achieve eternal fulfillment.

**12:00 p.m. – 1:00 p.m.**    **Lunch**

**1:00 p.m. – 4:00 p.m.**

### **Managing Your Professional Liability Risk**

*Speaker:* **Nina Mouledous, DVM**

It is important for veterinary professionals to protect themselves and their practices against anything that could cause financial harm. Learn how to avoid and protect yourself and the practice from malpractice claims and license complaints and how to effectively communicate with clients if errors or adverse events occur. The group discussion will use actual examples of claims to apply the concepts covered in this session.



## Career Conversations

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Ever wish you could talk through career issues with a trusted colleague? At the 2019 Annual Conference, you can! VHMA will match you with a conversation coach and each participant will be allotted up to 45 minutes per session. These confidential conversations will allow you to ask questions, request feedback and can yield important insights that will equip you to be more proactive as you grow your career.

Conversation coach bios can be found on the website. If you are ready for a talk that can enhance, adjust or transform your career path, please select this option on the registration form. **You will need to complete brief survey to help VHMA better understand the topics you are interested in addressing (due by August 15).** This information will be used to match you with a compatible coach.

**All information will remain CONFIDENTIAL.**

**There are a limited number of conversation times and registration is on a first come first serve basis.** Conversation appointments are available during the meal breaks (breakfast and lunch) on Thursday and Friday.

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## CVPM Professional Photo Service

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### IT'S BECAUSE YOU'RE A CVPM...

A free CVPM professional photo service will be available Thursday, September 26. Professional individual photos will be offered from 10:15 to 11:00 a.m. and 12:30 to 1:45 p.m. in the Aurora A Meeting Room. Be sure to visit the studio in advance to sign up for your portrait time. Your CVPM branded photo will be delivered electronically after the conference.



**Thursday, September 26, 2019**

**9:15 a.m. – 10:15 a.m.    *General Session***

## **Harnessing Your Power to Create Change**

*Speaker:* **Derreck Kayongo**

As Founder of the Global Soap Project, Kayongo has built a multi-million dollar venture which takes recycled soap and distributes it through global health programs to people who lack access to it around the world. He breaks down the key factors that have led to his success and shares his account of life as a Ugandan refugee and the turning point which lead him to a brilliant transformation as a social entrepreneur. He calls upon audiences to stop complaining and to start taking responsibility, to consistently seek opportunities to improve, and most importantly, to maintain faith in yourself and your team to create an environment where everyone is empowered to thrive.

**11:00 a.m. – 12:30 p.m.    *Educational Sessions***

### **TRACK A**

#### **Avoiding Workplace Investigation Missteps**

*Speaker:*  
**Eric Meyer, Esq.**

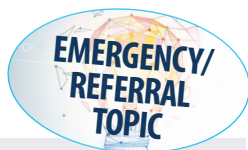
Managers who have had the unenviable task of conducting a workplace investigation understand that it is critical that the probe be handled correctly to avoid legal complications. This presentation will highlight the do's and don'ts of carrying out an inquiry. The presenter will also share with participants what employment attorneys wish managers would do to protect their practices.

### **TRACK B**

#### **De-Escalation Techniques for Clients, Part 1**

*Speaker:*  
**Judith Asseo, CVPM**

These interactive sessions teach de-escalation skills through the presentation of information, activities, videos, and discussion. The presentation defines and explains de-escalation as an intervention that reduces the intensity of a conflict. The session details what these interventions look like in the veterinary setting and breaks down the skills in teachable pieces. Participants will practice the basic skills that are effective in de-escalating an emotional/upset client in a safe and supportive environment. De-escalation concepts will be discussed.



## TRACK C

### Well-Being Skills to Empower Veterinary Professional

*Speaker:*

**Josh Vaisman**

For many veterinary professionals — client care representatives, nurses, doctors, and managers — working in the field can be emotionally depleting and stressful. It's hard to thrive when many are barely surviving. Research evidence suggests that the profession is in the midst of a well-being crisis.

Positive psychology has uncovered effective, evidence-based tools for building personal and professional well-being by re-wiring the brain to lean into the positive and grow a sense of happiness.

The session will introduce participants to the applied science of well-being and identify research-supported tools for building life and work satisfaction. Attendees will leave the session with a personal PERMA plan to cultivate well-being.

## TRACK D

### Referral Dynamics

*Speaker:*

**JoAnn Stewart, RVT,  
CVPM**

Veterinary Specialists Outreach and Awareness Project (VetSOAP) will present their in-depth research project on understanding the impacts of Collaborative Care. As a profession we have yet to understand the impacts of referral medicine on our patients, our clients, and our practices. As they complete their long-term research project, VetSOAP is excited to share the results of our quantitative survey of primary care DVMs, Equine DVMs, and specialty DVMs. With these results it is our goal to evolve the referral relationship to "Collaborative Care."



**Thursday, September 26, 2019**

**1:45 p.m. – 3:15 p.m.    *Educational Sessions***

## **TRACK A**

### **Protecting the Practice, Managing Risk**

*Speaker:*

***Nina Mouledous, DVM***

This session focuses on what veterinary practices need from a business insurance perspective to protect their business, employees, and clients. Veterinary practices have unique risks and it is important to know if you are properly insured—for example do your policies cover volunteers or veterinary students working in your practice? Safety training and resources to prevent workers' comp injuries will be discussed. Coverage for disasters/disaster planning will also be included. Actual veterinary business claims will be used to highlight the most common risks.

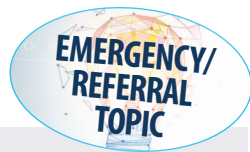
## **TRACK B**

### **De-Escalation Techniques for Clients, Part 2**

*Speaker:*

***Judith Asseo, CVPM***

These interactive sessions teach de-escalation skills through the presentation of information, activities, videos, and discussion. The presentation defines and explains de-escalation as an intervention that reduces the intensity of a conflict. The session details what these interventions look like in the veterinary setting and breaks down the skills in teachable pieces. Participants will practice the basic skills that are effective in de-escalating an emotional/upset client in a safe and supportive environment. De-escalation concepts will be discussed.



## TRACK C

### **Profit and Loss Statements are a Gift!**

*Speaker:*

**Amy Kelley-Williams, MBA, CVPM**

Yes, profit and loss (P&L) statements are a gift to your veterinary hospital! BUT — you have to know what to do with them. This session will focus on strategies that will help you deliver improved results using your P&L. We'll focus on four main categories: revenue, cost of goods sold (COGS), labor/payroll, and earnings before interest, taxes, and amortization (EBITDA).

## TRACK D

### **Culture – A Paradigm Shift**

*Part 1 – Culture: A paradigm shift*

*Speaker:*

**Jennifer Hock, M.S.S.L., DEL**

As a leader of the hospital, it should be one's intention to bring individuals together on a common platform and motivate them to deliver their best every day. It is essential for a team to enjoy their workplace and develop a sense of loyalty to it. The hospital's culture plays a significant role in extracting the best out of a team. Culture enables a team to function and perform while moving in a forward direction. Some have had the privilege of creating a culture from the practice's inception, while others have inherited an existing culture. In either case, a hospital's culture is the collective environmental mechanism that moves the hospital from day-to-day. Although leadership and management are codependent, one cannot manage their way to a healthy culture; it must be led.



**Thursday, September 26, 2019**

**3:30 p.m. – 5:00 p.m.    Educational Sessions**

## **TRACK A**

### **How to Nail a Difficult Workplace Conversation**

*Speaker:*

**Helena Beaven-Goto**

Difficult workplace conversations are inevitable, but they are also necessary. When confronted with an issue that requires a difficult conversation, don't avoid it, plan for it. This talk will introduce participants to steps they can take to prepare for and successfully navigate difficult conversations in the workplace. Topics that will be covered are: The importance of having difficult conversations early and often, how to prepare for and start a difficult conversation, the physiological impact of conflict, and creating a culture for healthy conflict.

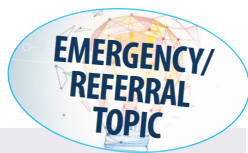
## **TRACK B**

### **The Importance of Video Marketing and the Future of Search**

*Speaker:*

**Ali Nikoopour**

Video is an increasingly popular medium that boosts online engagement, improves SEO ranking, and increases ROI. In this presentation, we will explore the significance of video for veterinary practices and how it can be incorporated into your online marketing strategy to draw in new clients and continue to engage with current clients. The future of search will be discussed, as well as changing consumer expectations of how and what search can deliver.



## TRACK C

### Using a Budget to Predict Profitability

Speaker:

**Amy Kelley-Williams, MBA, CVPM**

Building on the prior session, **Profit and Loss Statements are a Gift**, Amy will demonstrate how you can use the Profit and Loss Statement to create a budget that will predict your practice's profitability. By sharing her personal experiences, Amy will present a user-friendly approach to assist and inspire other managers to face their fears about the profit and loss statement and budgeting process.

## TRACK D

### Culture – A Paradigm Shift

*Part 2 – Culture: It's not just about the medicine*

Speaker:

**Jennifer Hock, M.S.S.L., DEL**

Although this can be heart-breaking to veterinarians, it is a fact that the quality of their medicine is often judged on the client's overall experience in the hospital. To the general public, good veterinary medicine is assumed. One way to ensure the client's experience exceeds expectations is to include them as part of the hospital's culture and use the culture as the marketing strategy to retain and obtain new clients. As for referring veterinarians, we know they refer based on their relationships with specialists or ER doctors, accessibility to doctors, and their experience regarding the follow-up and communication from the specialty/ER hospital. Again, the hospital's culture can strengthen the current relationships with rDVM's and even win over new ones.



**Thursday, September 26, 2019**

**7:00 p.m. – 8:30 p.m. Educational Sessions**

## **TRACK A**

### **Career Paths and Opportunities in Veterinary Management Panel Discussion**

If you ask veterinary hospital managers what they do, most will say that they are responsible for overseeing staff, policies, and finances, but the manager's role can vary from organization to organization, depending on the size, specialty, and ownership model. Additionally, veterinary management careers are not limited to the practice setting. VHMA has assembled a diverse panel of professionals, including those who have leaped from the practice setting to consulting and industry. The panelists will detail the varied roles they play and will reveal the pathways that got them to where they are now. Whether you are new to the profession or searching for career options, this candid discussion will provide fresh perspectives on the wide range of options available to veterinary practice managers.



### **It is YOUR Time to Achieve Excellence.**

Offered solely through the Veterinary Hospital Managers Association, the CVPM credential represents the highest level of certification a veterinary practice management professional can achieve. CVPMs excel as leaders and role models, and they benefit from greater earning potential and career opportunities.

**Learn more at our CVPM  
Informational Meeting,  
Friday, September 27, 2019  
at 1:00 p.m.**

**Start your journey to becoming a CVPM:**

#### **STEP 1: QUALIFY**

Candidates must demonstrate:

- ✓ 3 years of practice management experience in select duties
- ✓ 18 college/university semester hours in management related courses
- ✓ 48 hours of management-focused continuing education
- ✓ 4 letters of recommendation

#### **STEP 2: APPLY**

Candidates must complete and submit the program application through the VHMA.

#### **STEP 3: TAKE EXAM**

Upon application approval candidates have two years to take the electronic examination offered through local test centers.

#### **STEP 4: CONTINUING EDUCATION**

Once certified, CVPMs commit to ongoing continuing education standards.

# THANK YOU TO OUR SPONSORS

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## PRESENTING SPONSORS

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## SUPPORTING SPONSORS

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**DISCOVER**  
**VHMA**

**30-DAY FREE MEMBERSHIP TRIAL**  
Veterinary Hospital Managers Association

Can 30 Days be Transformational to a  
Veterinary Management Professional?  
VHMA is Giving YOU a Free Opportunity  
to Discover that the Answer is

**YES!**

Discover VHMA by taking advantage  
of the **30-Day Membership Trial**  
available during the month of  
September 2019. Sign up and test drive  
VHMA's members-only essential  
resources and discover how they  
can help you thrive as a  
veterinary practice professional.

*No commitment and no credit card or payment  
required to participate in the trial membership.*

**For 30 days you will receive access to:**  
**VHMA's MemberConnect Community** –  
This active members-only online hub allows  
you to ask the questions that are keeping  
you up at night and receive advice from  
others in the profession. You may also  
browse the community section to see what  
others in the field are talking about.

**Sample Document Library** – Do you need  
a form for your practice but have no time  
to write it? Curious what types of internal  
models other practice managers have  
created? VHMA's Sample Document Library  
has you covered! Members receive free  
online access to the forms and tools that  
other managers have created 24/7. Forms  
are provided in a format that can be easily  
downloaded and edited for use.

**Other Great Resources** – Legal Matters,  
HR Q&A, Essential Benchmark Reports,  
and Continuing Education Events.

**VHMA**  
www.VHMA.org  
Veterinary Hospital  
Managers Association



**Friday, September 27, 2019**

**9:00 a.m. – 10:00 a.m.    *General Session***

## **Economic Trends Impacting Your Practice**

*Speaker:* **Bridgette Bain, Ph.D.**

With the rapid growth of corporatization of veterinary medicine, it is more important than ever to understand the workings of the economy and how it impacts your business. Although the pet industry is a multibillion-dollar industry many veterinarians still struggle to make ends meet and reports show that over 30% of dogs and 40% of cats have never visited the veterinarian. Learn strategies and tactics that give you a competitive advantage and learn how to identify market signals that will direct your operations long-term.

**10:45 a.m. – 12:15 p.m.    *Educational Sessions***

### **TRACK A**

#### **Adding to the Toolbox: Telemedicine**

*Speaker:*

**Jess Trimble, DVM**

Using telemedicine to deliver veterinary services can benefit clients, patients, and the practice. This session will focus on the practical implementation of telemedicine and how practices can make money using it today. Dr. Trimble will share her practice experiences, as well as strategies to bond clients to your practice using technology without having to outsource it.

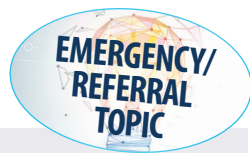
### **TRACK B**

#### **Data Privacy Issues Can Unite Businesses and Consumer Issues**

*Speaker:*

**Clint Latham, J.D.**

Technological advances have resulted in practices collecting more and more data about their clients and patients. Clinic owners and managers are starting to understand that protecting consumers information is an essential component of business security and that they have far more to gain by supporting consumer privacy than disregarding it. In this session, we will address General Data Protection Regulation (GDPR) Compliance, California Consumer Privacy Act, current threats from data hackers and Industry Data Connectors and understanding the Unlimited Licensing Agreement.



## TRACK C

### Understanding the Customer Persona

*Speaker:*

**Bret Canfield**

Above all else, customers value convenience, experience, and customization, factors that change radically based on customer type. One client might seek a specific experience, another might have a totally different expectation regarding convenience, and millennials might change the entire paradigm! This workshop explores techniques for identifying customer personas and offers information that can be used to introduce tactics to tailor services that resonate with all customers, regardless of how diverse their needs are.

## TRACK D

### Caring So Much It Hurts

*Speakers:*

**Danielle Russ, LVT, BS, BA, AS**

The veterinary field is not for the faint-hearted. It's not uncommon to see a pet that requires treatment only to discover the owner does not have the financial resources to provide it. The situation is distressing for both the client and veterinary staff. The psychological impact on the team can be devastating, especially if it occurs regularly. In this session, the mental health risks to staff are identified along with strategies that can be applied to minimize their impact.



**Friday, September 27, 2019**

**1:30 p.m. – 3:00 p.m.    Educational Sessions**

## **TRACK A**

### **Successful Strategies for Hiring Talent in a Challenging Market**

*Speaker:*

**Stacy Pursell, CPC, CERS**

Hiring veterinary talent is more challenging right now than it's been in recent memory and perhaps more challenging than it's ever been. Why is that the case and what can be done to overcome these persistent and mounting challenges?

This session will address the hiring challenges presented by market conditions, generational changes, employee expectations, and old hiring processes. Stacey will share the top factors that prove successful for veterinary employers.

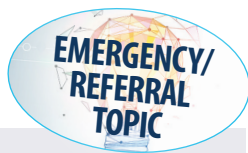
## **TRACK B**

### **Trending Technology 2019**

*Speaker:*

**Stacee Santi, DVM**

Participants who are hungry to find out the top technology of 2019 will be served a full plate of options that feature the technology used in high performing veterinary practices. This session will reveal what managers need to know (and be doing) to stay relevant and competitive. Attendees will walk away with a new trick or two!



## TRACK C

### Customer Journey Mapping

*Speaker:*

**Bret Canfield**

Clients experience our clinics in many ways. They call, visit on social media, and walk-in for appointments, but whatever way they connect, the clinic's goal is to provide high-quality medical care and top-class customer service. When was the last time the clinic took a close look at how clients perceive the services provided? This workshop is designed to explore techniques to see the clinic through fresh eyes and identify strengths and possible gaps in the customer's journey. Strategies to improve workflow, improve communication, and always provide the best possible client experience will be addressed.

## TRACK D

### Staff-Patient Ratio: Balancing Quality Care and Financial Sustainability

*Speaker:*

**Danielle Russ, LVT, BS, BA, AS**

As nurse: patient ratio initiatives and mandates take hold in human medicine, now is as good a time as any (and long overdue) to evaluate this in our veterinary hospitals. Utilizing their research, we will discuss its application, implementation, and sustainability.



**Friday, September 27, 2019**

**3:15 p.m. – 4:45 p.m.    Educational Sessions**

## **TRACK A**

### **Secrets to Running a Profitable Practice**

*Speaker:*

**Cammi Bailey, CPA, CVA**

Sharing knowledge gained from 30+ years helping entrepreneurs run profitable and successful businesses, Cammi Bailey will cover a wide array of topics, including finance, marketing, management, taxes and more.

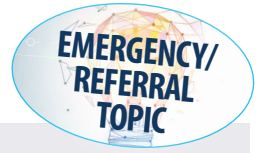
## **TRACK B**

### **Cultivating a Growth Mindset for Career Success**

*Speaker:*

**Darcy Luoma, CPCC, MCC, BCC, ORSCC, MSOD**

Learn how ENDURANCE and resilience can help you overcome obstacles. Are you struggling with where to go next in your career? Afraid to go for a promotion, or trying to figure out how to continue building skills to maximize your impact? Many of us have self-limiting beliefs that keep us from having careers we love. In this session, we'll talk about the power of a growth mindset, and learn to stop saying things such as "I'm not a people person" or "I'm not good at sales." A growth mindset helps you understand that change is possible. You'll learn to get clear on your goals and intentions, identify limiting self-beliefs, and create a plan of action to move yourself forward in your career.



## TRACK C

### **Workplace Design and Its Impact on Efficiency, Employee Satisfaction, and Profitability**

*Speaker:*

**Christine Kjell**

Workplace design is more than just choosing art, identifying paint colors or updating furniture, it's about accommodating the way we work and supporting employee performance. In this session, the speaker will examine how the built environment can affect everything from efficiency to profitability. Some of the topics that will be covered are systems design, floor design, and technology. A brainstorming session will encourage participant to look at specific issues and develop solutions.

## TRACK D

### **Getting Along in a 24/7 Environment**

*Speaker:*

**Pam Stevenson, CVPM**

To develop and unite staff, it is essential that managers recognize personality types. A team of professionals with diverse personalities can be a disaster if a manager does not understand how to work with these personalities to guide, motivate, inspire, and foster respectful and productive staff relationships. In practices that operate 24/7, the challenging traits of each personality type can be exacerbated by the high-stress environment. During this session, personality types will be identified and the skills that can be used to foster trust, improve communication, and create a more stable and calm work environment will be discussed.



**Saturday, September 28, 2019**

**9:00 a.m. – 12:00 p.m.    *General Session***

**9:00 a.m. – 10:00 a.m.**

### **How Much are Pet Owners Really Willing to Pay for Veterinary Care?**

*Speaker:*

***Karen Felsted, CPA, MS, DVM, CVPM, CVA***

Pricing veterinary services is always a challenge, particularly with the continued push back against rising costs. The "VHMA Pet Owner Economic Survey" has unique insights about the actual dollar amount pet owners are willing to pay for various services as well as the client service aspects of a practice that pet owners not only value but are willing to pay more for. This session will share the results of the survey and discuss how to incorporate this information into your pricing process.

**10:30 a.m. – 12:00 p.m.**

### **Are You Ready to Unleash Your Inner Winner?**

*Speaker:*

***Natalie Fikes***

Everyone wants to win but not everyone knows how to be a winner. A winning mindset, like success in business, isn't handed to you. You have to build a winning mindset over time and Natalie Fikes will light your way. You have unlimited, untapped potential inside of you, waiting to be discovered. It's time to connect with your purpose and activate, master, and unleash your inner winner. Be inspired to dream big, trust yourself, embrace a positive attitude, and celebrate progress not perfection.



**Saturday, September 28, 2019**

**2:00 p.m. – 5:00 p.m.**

In collaboration with our Business Alliance Partners **Henry Schein Veterinary Solutions** (*Henry Schein Veterinary Solutions is now Covetrus*) and **IDEXX** we are pleased to present optional Software User Groups for **AVImark**, **Cornerstone**, **eVetPractice** and **ImproMed** on Saturday, September 28 from 2:00 p.m. to 5:00 p.m.

There is no cost to participate in a group and participation is not limited to conference attendees. **Seating is limited so be sure to register early.**



**IDEXX Cornerstone® Software**



## **MEMBERCONNECT**



**Veterinary Hospital  
Managers Association**

## **MemberConnect Community**

Relationships and communications with professional colleagues helps managers collectively develop the most valuable resources. VHMA's MemberConnect community provides a networking opportunity for VHMA members to solicit answers and advice from fellow managers on topics that

they face daily in practice. Managers can solicit and share their tried and true documents and policies to help others improve their operations.

Our MemberConnect community is available to you 24/7 through a smart phone mobile app. **NEVER BE WITHOUT THE RESOURCES YOU NEED AGAIN!** [more information](#)

VHMA's MemberConnect community access is a benefit of membership — *not a member yet*, consider our DISCOVER Trial Membership in September 2019 to see firsthand the value that our network can bring to your practice, see page 13 of this brochure.



We are excited to present these extra fun and educational activities for the upcoming Annual Meeting and Conference. We hope that these activities add value to your experience at a VHMA event. These activities are optional attendance and can be selected when you register for the event.

**Thursday, September 26, 2019**

## **Hospital Tour**

### **Midwestern University Companion Animal Clinic**

*(5715 W Utopia Road, Glendale, AZ 85308)*

The Animal Health Institute at Midwestern University's Glendale Campus offers comprehensive community veterinary care, with faculty and students providing treatment, via three specialized facilities – the Companion Animal Clinic, the Equine and Bovine Center, and the Diagnostic Pathology Center.

The 111,800 square foot Companion Animal Clinic incorporates 14 exam rooms, four surgical suites, and two specialty suites. Services include laparoscopic and arthroscopic surgery; a complete radiology suite including CT scanning, digital radiology, and fluoroscopy; ultrasonography; dental suite with digital dental X-ray imaging; and physical therapy incorporating an underwater treadmill.

The 70,000 square foot Equine and Bovine Center is devoted to veterinary education, research, and pathology for large animal medicine, farmers, and food producers. Examples of services that are provided include lameness exams, digital radiography, ultrasound, endoscopy, animal reproduction services, and general medical care including vaccinations, deworming, and wellness exams. The EBC also offers a Large Animal Ambulatory service by appointment to perform on-site treatment for horses, cattle, goats, and other farm animal species.

The Diagnostic Pathology Center is the most advanced anatomic pathology facility in the state of Arizona.

**Website:** <https://www.mwuanimalhealth.com/>

The tour runs 7:00 p.m. to 8:00 p.m. A bus will depart the hotel at 6:30 p.m.

**Participation is limited to 40.**

**Cost: Free**





**Friday, September 27, 2019**

**Arizona Diamondbacks  
Baseball Game**



Come join us at Chase Field for a night at the ballpark as the D-backs take on their division rivals, the San Diego Padres! The VHMA has a block of tickets in section 213 base line in the club box.

**Website:** <https://www.mlb.com/dbacks>

Game starts at 6:40 p.m. A bus will leave the hotel lobby at 6:00 p.m.

**Cost: \$55 per person**

Veterinary  
Hospital  
Managers  
Association



P.O. Box 2280 • Alachua, FL 32616

[www.VHMA.org](http://www.VHMA.org)