



Course in **Veterinary Practice Management**

100% online course with live webinars





VMA's course in Vet Practice Management will enhance your managerial vision and skills, empowering you to lead a veterinary hospital as ever before. Hand in hand with some the most relevant experts in this field, this course provides key practical tools for financial control, team leadership and client communication.

Veterinary medicine is one of the most valued and rewarding careers in the world. However, the day-to-day of these professionals has changed drastically in the past years.

Veterinarians are not only expected to possess more diverse and complex skills but also to provide excellent medical service and humane treatment to their patients, as well as adopting a professional business approach.

Current degrees and learning programs fail to provide both financial and team management skills. Therefore, this course is aimed at closing this gap for veterinary professionals who need and want to outperform in this challenging environment.

Objectives

By the end of this course, students will be able to:

- ✓ Understand the pros and cons of owning a veterinary hospital.
- ✓ Reflect on the importance of money during the different phases of a vet's professional career.
- ✓ Self-analyze strengths, weaknesses, opportunities, and threats.
- ✓ Recognize key elements to the confidence of vets.
- ✓ Prepare interviews accordingly in order to be successful.
- ✓ Recognize key elements that will allow you to succeed within your first 30 days in the hospital.
- ✓ Learn how to calculate and interpret key indicators within a clinic.
- ✓ Learn how to calculate the price per veterinary service.
- ✓ Analyze the costs of investing in veterinary equipment.
- ✓ Understand and apply key concepts such as client acquisition, customer retention, and customer loss within the hospital.
- ✓ Learn how to carry out, interpret, and benefit from satisfaction surveys.
- ✓ Learn the 7 fundamental steps to provide an excellent veterinary service according to the Calgary- Cambridge Guide.
- ✓ Handle complaints in order to transform disgruntled customers into loyal customers for the hospital.
- ✓ Calculate wages according to the employee's performance in the hospital.
- ✓ Learn how useful economic incentives are within the veterinary hospital: what results can I expect?
- ✓ Create a compelling Vision, Mission and values statement to become an inspirational Leader
- ✓ Learn how to use storytelling to establish more impressive means of communication within the hospital.
- ✓ Start using Visual Thinking to reinforce messages by using simple backup images.
- ✓ Discover the power of moments and learn how to give rise to unforgettable moments within the hospital.
- ✓ Learn how to acknowledge the concepts of generosity and purpose to spur success.

VMA's course in Vet Practice Management is designed for:

Young veterinary graduates (that have either finished their degree recently or still have a few years left to finish) who seek to:

1. Acquire some valuable insights into the field of practice management in order to enhance their clinical curriculum.
2. Improve their employment opportunities and professional profile within the labor market. Profiles that combine both clinical and managerial skills which are rarely found and highly appreciated in the professional market.
3. Gain confidence and ensure that their first professional contacts with clients, colleagues, and managers are accurate enough.

Young professionals (with up to 10 years of experience) who wish to:

1. Acquire knowledge and tools to foster correct decision-making throughout their professional careers (owning a hospital, becoming a specialist, gaining managerial skills, integrating in a group, ...)
2. Take a step forward in their professional career (taking managerial responsibilities, starting their own hospital, searching for ways to move on...).
3. Learn the difference between a normal vet and an entrepreneurial vet that has both creative and team leadership skills.

Experienced veterinarians (with more than 10 years of experience) who aim to:

1. Take control of the hospital's economic and organizational decisions, instead of letting their hospital control them.
2. Improve (either himself or some key player in his team) in order to lead the hospital as if it were a company.
3. Understand and support young veterinarians in their team, and help them achieve professional development.

Any vet, irrespective of their age or years of experience, who would like to learn how to:

1. Control their finances properly.
2. Create a good team and foster a healthy, sincere, and positive working environment.
3. Communicate in an effective way with their clients.

Any non veterinarian who needs to:

1. Start taking management responsibilities.
2. Prepare him or herself to take management duties.
3. Create a solid base to become a practice manager

Professor



Pere Mercader

Pere is a vet that thinks and acts like an economist. His driving ambition is focused on helping veterinarians achieve financial success as a way to balance work and personal life.

Among his main professional achievements, Pere has carried out diverse research studies regarding the profitability and pricing of veterinary hospitals, as well as conferences and management consultancies in more than 35 countries, including Europe, Asia, America, and Africa. His book: Business Solutions for Veterinary Practices was published in Spanish, English, Chinese, and Italian.

He co-founded VMS (Veterinary Management Studies) in 2007, a business intelligence company that provides benchmarking services to more than 800 veterinary hospitals in Spain, by calculating a wide range of business indicators.

Regarding his professional affiliations, Pere is co-founder and member of the Asociación Española de Gestión de la Práctica Veterinaria (AGESVET) and a former member of AVPMCA/Vet Partners (American Veterinary Practice Management and Consultants Association).

Professor



Miguel Ángel Díaz

After leading his own veterinary hospital for more than 25 years, Miguel Ángel Díaz decided to found the company New Way Coaching (www.newwaycoaching.es). He is a certified coach at the International Coaching Community and the Center for Executive Coaching in the US.

He provides leadership and communication coaching services to professional veterinarians, and travels all around the world spreading his message: “having a positive mindset, a strong commitment, the right tools and the proper training are key to enjoying the privilege of leading your own hospital.”

He is an international lecturer at TED Talks. He has conducted lectures in Russia, Poland, Italy, France, Portugal, Greece, Chile, Malaysia, the Philippines, Turkey, India, and Spain.

His book: 7 Keys to Successfully Running a Veterinary Practice was edited in more than 12 countries in English, Polish, Chinese, and Italian. Moreover, he has published many articles addressing different topics, such as motivation, leadership, team training, and effective communication.

Methodology and evaluation

The course is completely online, combining the convenience of a virtual campus combined with the enlightening experience of sharing live webinars with your professors and classmates. Based on the case method, and taught by professional instructors who translate their real-life experience across all subjects.

You will have access to all the course content via the virtual campus. You can get in touch with your mentor and your peers, and you can work with other resources that will make your training a more rounded experience:

- Live online sessions
- Self-evaluation tests
- Real business case studies
- Practical activities
- Guided discussion forums
- Video case studies and video activities
- Additional resources such as complementary videos and readings

The course includes various activities throughout the 10 weeks. Some will count toward the final grade while others will be focused solely on your learning and personal reflection.



Syllabus

Module 1:

KEY DECISIONS THAT WILL DETERMINE THE COURSE OF MY PROFESSIONAL CAREER AS A VETERINARIAN

- First question: should I become an entrepreneur or not?
- Second question: should I specialize in a particular field or not?
- Third question: should I work for an independent veterinary hospital or for a hospital that belongs to a corporate group?
- Fourth question: should I learn how to manage or not?
- The importance of money in professional careers

Module 2:

MY PERSONAL DEVELOPMENT AS COLLEAGUE, SUBORDINATE, OR MANAGER IN A VETERINARY HOSPITAL

- SWOT: strengths, weaknesses, opportunities, and threats analysis.
- The power of confidence
- The significance of interviews
- Tips to succeed within your first 30 days in the hospital

Module 3:

MANAGING THE FINANCIAL HEALTH OF A VETERINARY HOSPITAL

- Why is monitoring the financial health of a hospital so important?
- What is a KPI (key performance indicator)?
- Monitoring the revenue health of a hospital
- Monitoring the cost health of a hospital
- Discussing the financial health of a hospital with employees: right or wrong?

Module 4:

ADOPTING ACCURATE FINANCIAL MEASURES IN A VETERINARY HOSPITAL

- Key mistakes to avoid when setting the price of your services
- Discounts: undermining the profitability of your hospital
- Learning how to calculate wages
- Learning how to calculate the profitability of a product sold in my hospital
- Learning how to invest with common business sense in new equipment for the hospital

Module 5:

CUSTOMER IN VETERINARY HOSPITALS: MEASURING SATISFACTION AND LOYALTY

- CLTV (customer life-time value) and key indicators of customer loyalty
- Benefits of providing an efficient complaint management service
- Learning how to measure customer satisfaction
- NPS (Net Promoter Score) applied to veterinary hospitals
- Customer: a philosophy that leads to visible results

Module 6:

ESTABLISHING EFFECTIVE MEANS OF COMMUNICATION WITH CUSTOMERS IN THE VETERINARY HOSPITAL

- The significance of effective communication in examination rooms: amazing results and false beliefs
- The Calgary-Cambridge Guide: 7 steps to impress customers in the examination room
- Learning how to effectively manage difficult questions and dealing with objections
- Frequent mistakes in complaint management: how to avoid them and manage them properly

Module 7:

HIGH-PERFORMANCE PROFESSIONALS IN VETERINARY HOSPITALS

- What are the factors that impact the performance of a veterinarian?
Economic incentives for veterinarians: effective or ineffective?
- Learning how to give and receive feedback
- Learning how to organize work meetings and behave in them.

Module 8:

THE VETERINARY LEADER

- Learning how to demonstrate your mission, perspective, and values through practice
- Storytelling as a valuable asset for leadership
- Visual Thinking to sell ideas in a more engaging and impactful way
- How to create Unforgettable moments with your team
- The significance of generosity and purpose as key to professional and personal success



Activities

Readings

Each module provides one or more reading suggestions. These could be textbooks or additional reading materials that are included in the bibliography of the course.

Discussion sessions

Students have different points of view based on their personal experience or previous training. All opinions are accepted in this course. Discussion sessions provide the perfect opportunity to share different perspectives on a subject and construct an ever-changing and solid knowledge foundation.

Exercises and case studies

The best tools to determine the degree of comprehension of new concepts, techniques, and methods. They mainly focus on consolidating notions studied throughout the course.

Live Webinars

All of VMA Academia programs rely on great professionals, who stand out within their field of expertise. They will carry out different live webinars throughout the course that will allow you to delve into both theoretical and practical content.



Materials and technical requirements

No additional materials are needed for this course. Nevertheless, we do encourage you to use a bibliography in order to optimize your learning experience.

Internet connection is the only thing required for this course.

The learning management system allows you to upload videos and recordings onto the campus. For this purpose, you will need a webcam and microphone. However, this is completely optional.

Communication with mentors

You will be able to contact a specialized mentor throughout the entire course. Mentors are required to answer within 48 hours, unless specified otherwise in the session (e.g. holiday matters or other reasons).





The value of a professional VMA programme

- A course created by two trainers with vast and relevant international experience in veterinary practice management.
- Designed to help you respond to the daily challenges of a veterinary practice.
- With practical tools of immediate application.

With this course, we make our full professional experience available for the first time to anyone interested in practice management. With the highest academic and professional standards, but adapted to your personal situation in terms of time availability and geographic location.

Testimonials



Paloma Serrano Coronado

Veterinary, National Commercial Manager and Area Manager at Bioiberica S.A.U.

"I felt happy !. I have enjoyed the course so much every day that I felt I was giving myself something very valuable on many levels. I have learned what I was looking for and many other surprises that I did not expect. I think it is a very complete course for anyone who wants to work in our wonderful sector, making us more specialized and competitive. Thanks to the course, I am more confident and able to carry out many of my responsibilities. Very grateful to Pancho and Pere. "

Maria Jose Barrera

Founder and Director of the Fisiopet Veterinary Center, Guayaquil (Ecuador).

"This course is highly recommended as it totally changed my idea of managing my veterinary practice. When the course started I felt a lot of emotion, like butterflies in my stomach that I was going to receive information from another level, as it really happened. Now I administer less, I focus on working with my team and caring for my patients. I want to transmit that energy to motivate my group, because this year has been very demotivating due to the pandemic, but I am sure that we are going to grow. I am glad to have attended talks with Pere and Pancho, they were excellent speakers. "

Carmen Muñoz Montero

Veterinarian - CenterManager

"Management", a word that is little recognized among clinical veterinarians and that in many occasions we only relate it to the owners of the centers. This is not my case, when I saw the program announced I thought it was the time to be able to introduce myself in this subject. We should all acquire this knowledge. It would make us work better, be more productive and I would even dare to say be happier doing what we like. I would definitely recommend this course both for center managers and for the employed veterinarians themselves with an interest in the subject."

Kristabelle Hernández

Chief Medical Officer at Hospital Veterinario Dr.Cardona, Mexico DF

"They exceeded my expectations. Sincerely, I have never taken a course so well structured and planned. And completely practical. It talks about our day to day life. They are daily situations that happen to us in the workday. I loved it!"

Testimonials



María Rodríguez San José

Manager at Vetsia, Veterinary Hospital, Madrid

"The teachers are wonderful professionals who know how to transmit their knowledge with enthusiasm, making it very interesting."

Paola Rodríguez

Veterinary Doctor
- CMVP 8748

"The mentors are very capable in their respective areas of work, they give necessary tips to achieve understanding and grasp in a better way the essential ideas of the work. Another strong point is the dynamics of the course, which allows for an enriching exchange of experiences with the participants. The videos are very well done and the platform is very well distributed and clear to understand. No matter what age you are, this course will serve you"

Beatriz Quintero Hernández

Veterinarian, Manager of Terra Group and Coach

"Thanks to Pancho and Pere's Veterinary Clinic Management course I have been able to review with theory and practical exercises the most important parts of the day to day of the veterinary clinic. It has introduced me to new tools that I can use in my clinic and without a doubt I recommend it to all clinic managers who want to provide a top customer service and have the main indicators of their business under control."

Toño Ríos

Mvz dipl. Jose Antonio Aios
Perez del Valle Planned pethood
mexico Managing Director

"In any course we find management information, figures, standards, KPI's and parameters, but in few or none like those that Pere and Pancho land and raise for our 100% veterinary environment. Their joviality, charisma and experience complement, as well as guarantee the understanding and practicality of this information equal or more important than the medicine itself."

Rodrigo Andrés De Vivero Martelo

Administrative Manager of
@rymveterinaria and
@petspotcol

"Dedicating oneself to administrative management requires not only willingness and attitude but also technical knowledge to apply them in the respective companies, in order to have satisfied customers, happy and committed collaborators with the brand and have the ability to generate value. In the veterinary practice management course, I was fortunate to obtain easily applicable tools to meet our objectives in addition to meeting amazing people from all over the world."

What is VMA?

VMA (Veterinary Management Academy) was born from the crossroads of Miguel Angel Diaz (Pancho) and Pere Mercader.

After more than 20 years giving separate workshops and seminars to thousands of veterinarians from more than 35 different countries in four continents, these two experienced trainers felt an important frustration because they felt they could not help their students enough... A few hours of lectures or a morning workshop helped the students to open their eyes to the world of clinic management, but they lacked the continuity in time and the depth of content to change the lives of these professionals. They generated both interest and anxiety.

That is why, when in one of their regular conversations they discovered that they both felt the same challenge, they committed to start a project that could really help the veterinarians of the world to enjoy the management of their practices as they had never imagined possible...

VMA had just been born: a space dedicated to rigorous, honest, practice-focused training for all those interested in the wonderful challenge of veterinary practice management.

More Information

visit the page To receive additional information about this course, vmacademia.com

More info

Or contact us at

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VMA

