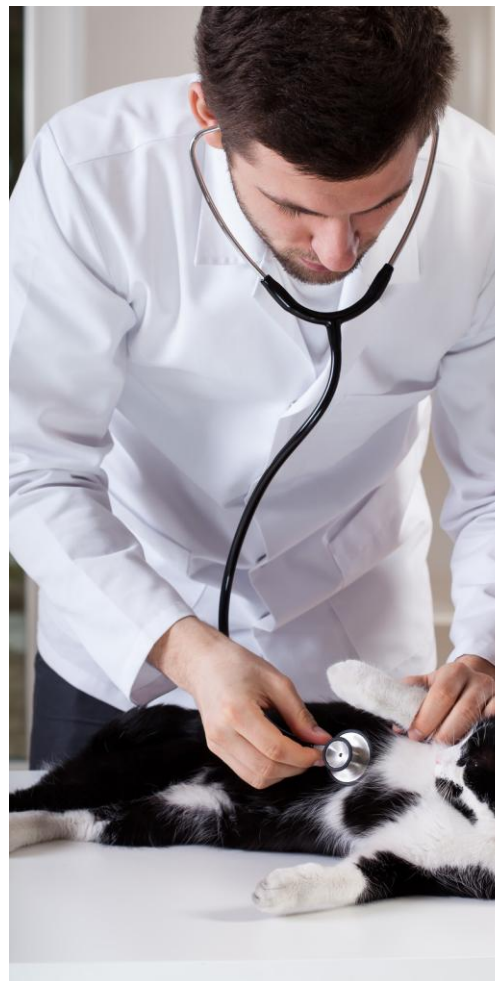


# PARTICIPANT GUIDE HOSPITAL MANAGER **WORKSHOP**





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## Welcome to the Workshop!

*What you need to know*



Who will be presenting?



Start and end times? Breaks?



What will you need?



Where are the restrooms and kitchen?



When and where do we eat?

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*What will we cover at this workshop?*

A teal notepad with five silver rings at the top. The notepad has a white rectangular area in the center containing four questions in a bold, teal font.

**What is this workshop about?**

**Who are we?**

**What is expected for the Manager role?**

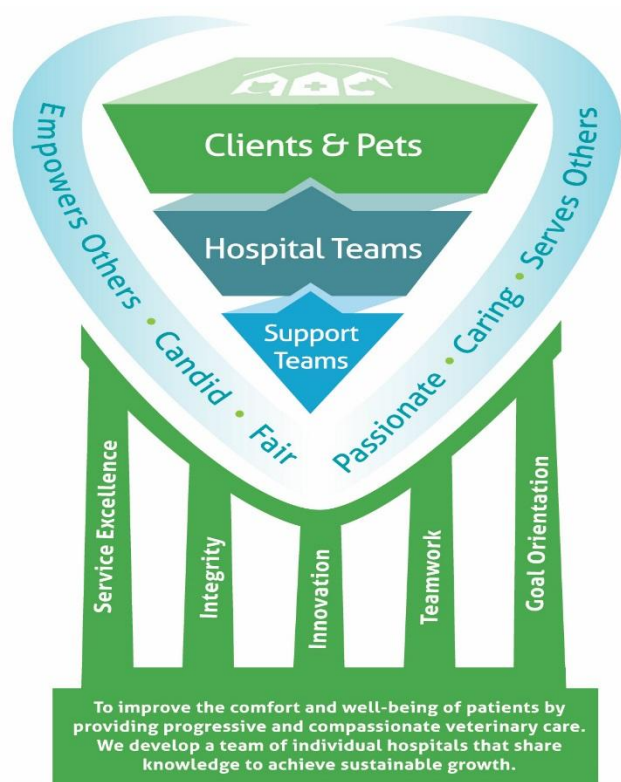
**How can we support you?**

*What do you want to take away from this workshop? Write in the box...*

A large, empty rectangular box with a thin teal border, intended for writing the answer to the question above it.

## Role of Manager and Leader

Looking at the model - notes



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Role of  
Manager/Leader

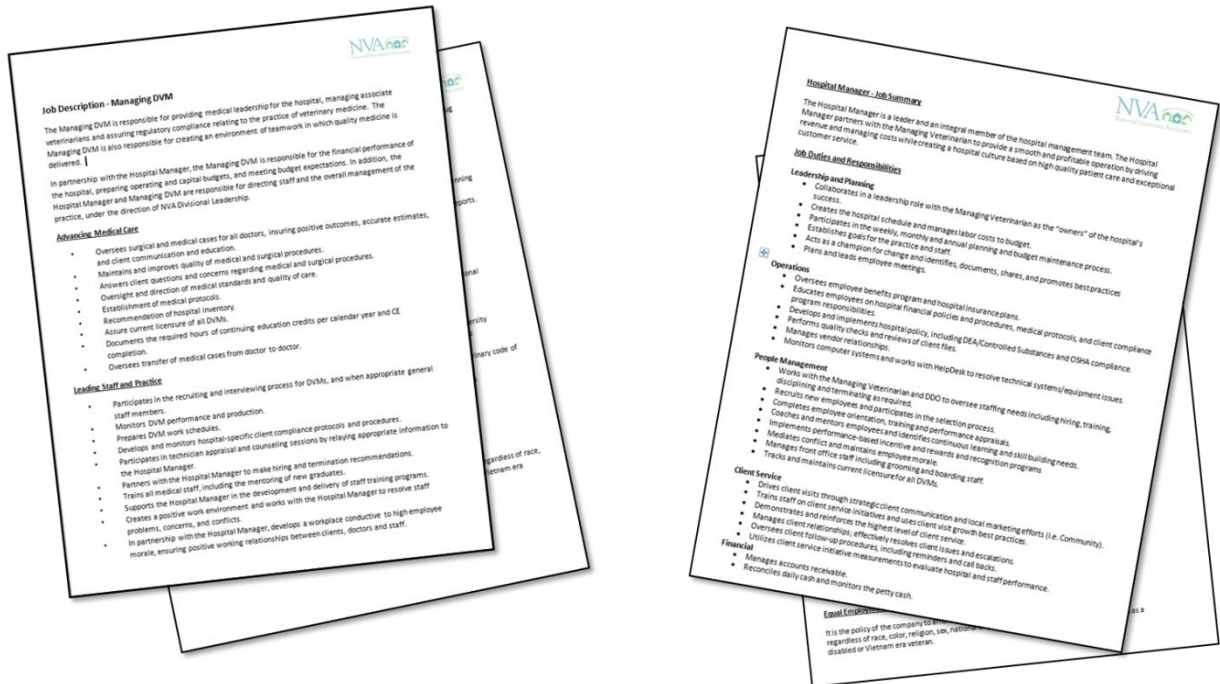
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## HM/MDVM Job Description Activity



Starting with the HM role, use the symbols below to mark any area or item that:

- ? You have questions about/don't know how
- ★ Someone else in the office currently does
- ➡ You currently do but might be better suited for someone else
- ✗ No one is currently doing

Now look at the MDVM job description and mark any area or item that:

- ? You have questions about/don't know how
- ➡ MDVM does this but it might be better suited for you or someone else
- ✗ No one is currently doing this
- You are both sharing this task with your MDVM

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### *Job Descriptions Activity – with a partner*

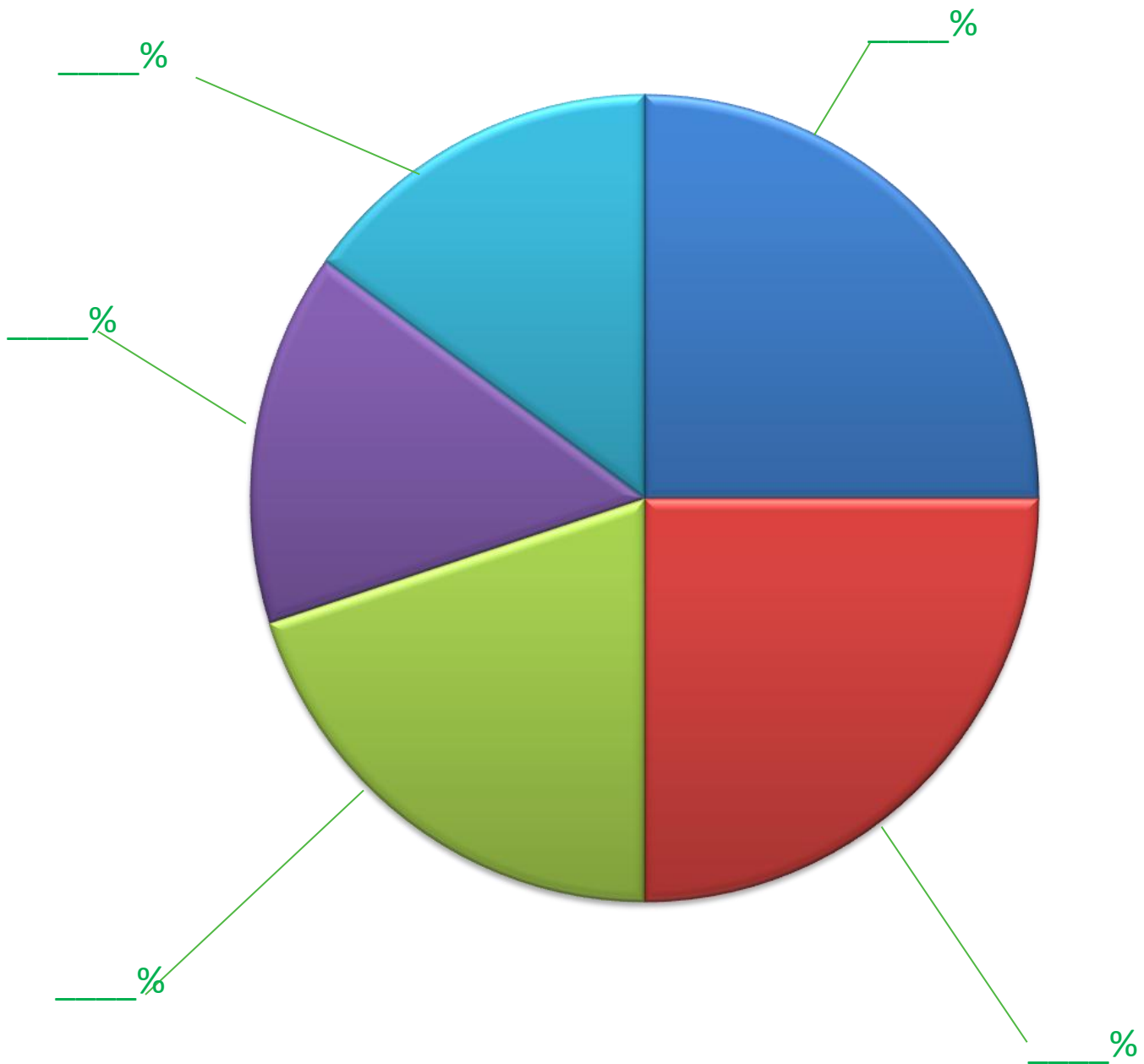
Share some of items you marked on the job descriptions. Anything surprise you?



**Write down how you would format a conversation with your MDVM about roles and responsibilities. (tip: writing a script is a great place to start)**

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## *Hospital Manager Role – 5 Main Areas of Responsibility*



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*What does a great leader look like?*



Think of the best boss you've ever had.

What made him/her the best?

Write down three things (behaviors, attributes, etc.)

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What common themes did you notice when the group shared their best boss?

What kind of a leader do **YOU** want to be?

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### *Principles of Genuine Leadership*

1. Focus on the Situation, Issue or Behavior – not the person
2. Maintain the Self-Confidence and Self-Esteem of Others
3. Maintain Constructive Relationships with Employees, Peers and Managers
4. Take the Initiative to Make Things Better
5. Lead By Example

### *Manager Vs Leader*

#### **Managers**

- \_\_\_\_\_
- \_\_\_\_\_ & Budgeting
- \_\_\_\_\_
- Managing \_\_\_\_\_

#### **Leaders**

- Creating \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_ Change
- Inspiring \_\_\_\_\_

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## *Change and Your New Role*

What Changes are you currently dealing with at your hospital?

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What changes would you like to see at your hospital? How will you bring about these changes?  
Jot down a few ideas

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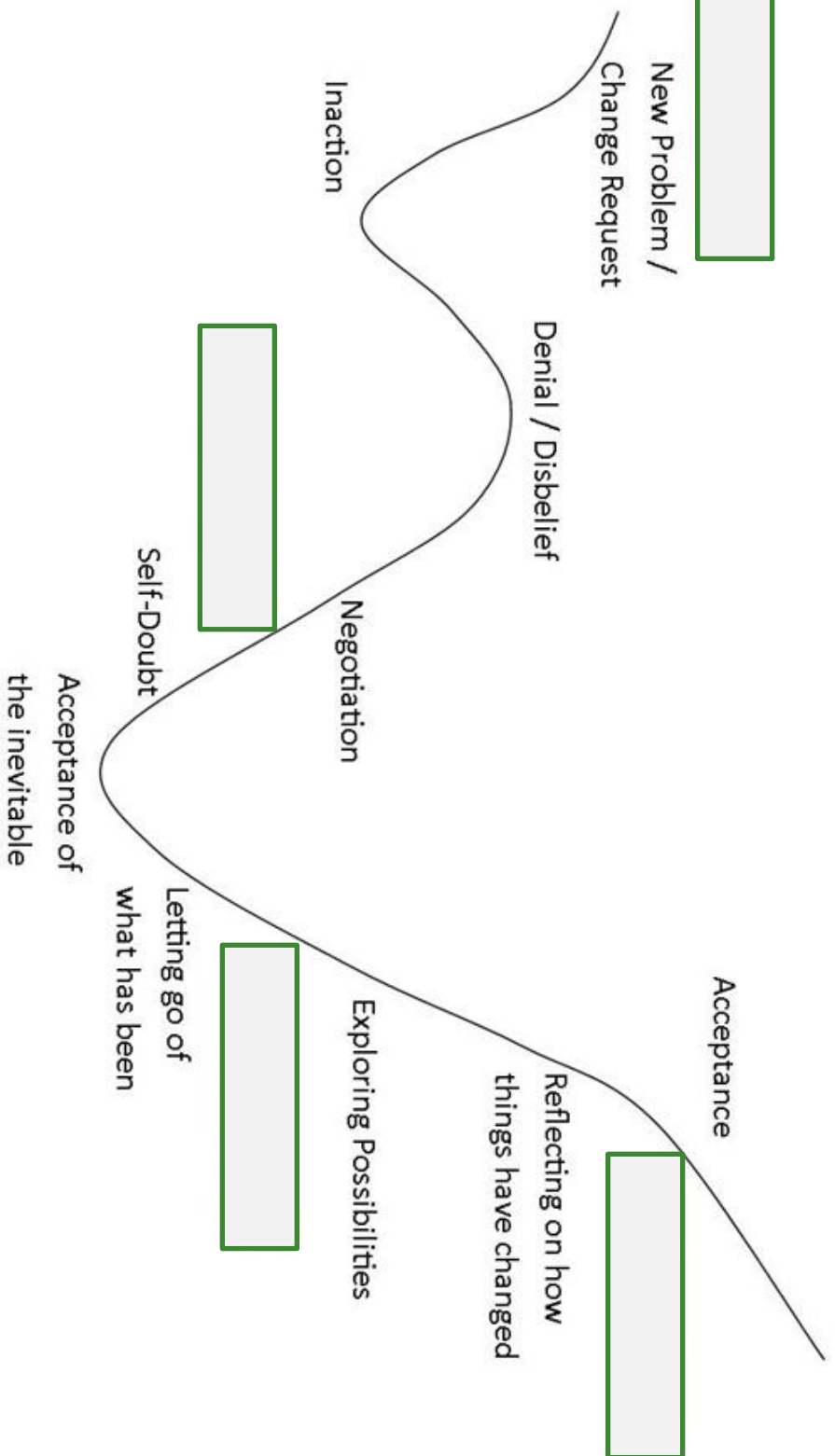
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Change Curve

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### *Leaders make mistakes too*



Think about a time you made a mistake as a leader.  
What happened and how did you handle it?

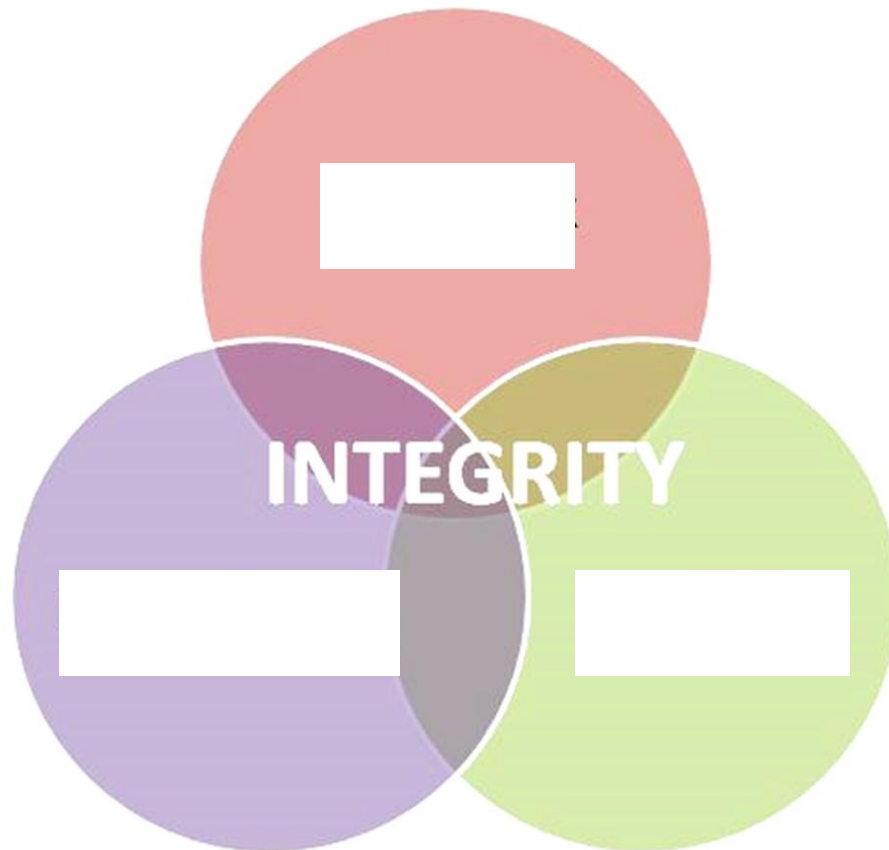
### *Leading with Integrity – Living the Core Value*

**NVA Mission:** To improve the comfort and well-being of patients by providing progressive and compassionate veterinary care. We develop a team of individual hospitals that share knowledge to achieve sustainable growth.

1. **Service Excellence** – We strive to provide the best client experience possible. We aim to exceed expectations by delivering care with understanding, empathy, and professionalism.
2. **Integrity – Our actions are consistent with our values and beliefs.**
3. **Teamwork** – We value behavior that puts team performance ahead of individual performance and work together in order to achieve our goals.
4. **Innovation** – We are open-minded in our approach and believe that improvement will be achieved by continually evaluating and implementing new and different ideas.
5. **Goal Orientation** – We engage with intention, set expectations, and perform in such a way that goals are achieved. We believe that continual self-evaluation enables us

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## *Integrity*



### What do you think?

What does acting with integrity LOOK like? List some behaviors that show how to act with integrity, then discuss in a small group of 2-3.



**What happens when you become  
a better leader?**

A large rectangular area with a dotted blue border, intended for handwritten notes or a drawing.

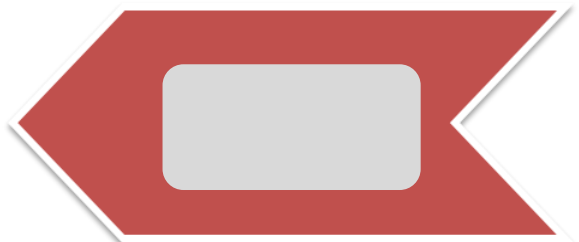
**What will you commit to taking back to  
your practice from this section?**

|    |  |
|----|--|
| 1. |  |
| 2. |  |

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## Hospital Operations

### *The Four P's*



Hospital  
Operations

Which of the Four P's of your job do you know the most about?

Which do you know the least about?

## Facility Management

Property

Facility Management includes:



Emergency “if I win the lottery” list:

- ☒
- ☒
- ☒
- ☒
- ☒
- ☒

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## Inventory Management

Products &  
Services

**Q:** How often do we do a physical inventory?

- Ordering and receiving
- Minimums set in computer (avimark)
- Minimum handling and prescription fees (avimark)
- Other fee options
- Fee schedule / pricing tool review and fee increases
- Review of inventory costing report and average monthly totals
- Drug expirations / disposal

## Other Items

- ✓ Identifying top revenue sources
- ✓ Setting margins
- ✓ Turn ratios
- ✓ P.O. system
- ✓ Accrual method system

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## *Policies, procedures and protocols*



Fill in the table

| Payment Type      | Order by Preference | Fee/Transaction |
|-------------------|---------------------|-----------------|
| Cash and Check    | 1                   |                 |
| Debit             | 2                   | \$              |
| Visa / MasterCard | 3                   | \$              |
| Amex              | 4                   | \$ - \$         |
| CARE Credit       | 5                   | \$ +            |

What are you held accountable for from a financial perspective as a Manager?



## Accounts Receivable – Knowledge Check

A/R accounts are addressed and processed how often?

Why do we try to collect on accounts ASAP?

Total A/R should not exceed \_\_\_\_% of your annual revenue

Do we accept held checks/credit card payments?

Bad debt is written off after \_\_\_\_ days and is \_\_\_\_\_ from EBITDA.



Looking for more information & Training? Log in to NVA Learn to see what is available for you and your staff! [Nva.learn.com](http://Nva.learn.com)

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**Activity – Start with #1 and fill in all of the squares. Then, share with a partner.**

|                                                                                                    |                                                                      |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>1</b><br>Identify a policy/procedure that isn't working or isn't working well at your hospital. | <b>2</b><br>Describe how you could make it better.                   |
| <b>4</b><br>How could you overcome these obstacles? What is needed? Do you need approval?          | <b>3</b><br>What roadblocks or obstacles exist to making the change? |

After sharing with a partner, what feedback did you receive? Will you change your approach?

## Employee Life Cycle



## Notes

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## *New Employee Orientation*

### How do you onboard a new person?

#### **Resources for Onboarding**

- Hospital Leader Resource Site – NVA Share –
- NVA Learn – online learning and resources
- Your MRO
- Other HMs!

#### **Tips**

Provide regular feedback

Allow them to shadow all roles in the hospital

Evaluate at the end of the introductory period (30-60-90 days)

Get them to initial each trained task on a checklist

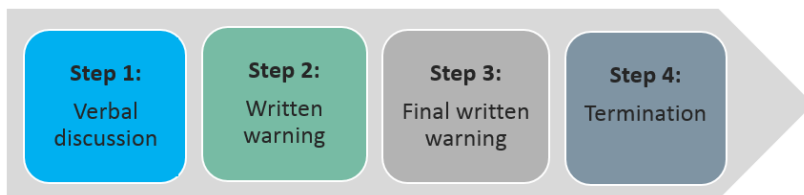
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## People Management

### *Progressive Discipline – The Three Buckets*



### *Progressive Discipline Process*



Prog Discipline

*Step 1*

*Step 2*

*Step 3*

*Step 4*

## People Management - *Performance Management and Feedback*

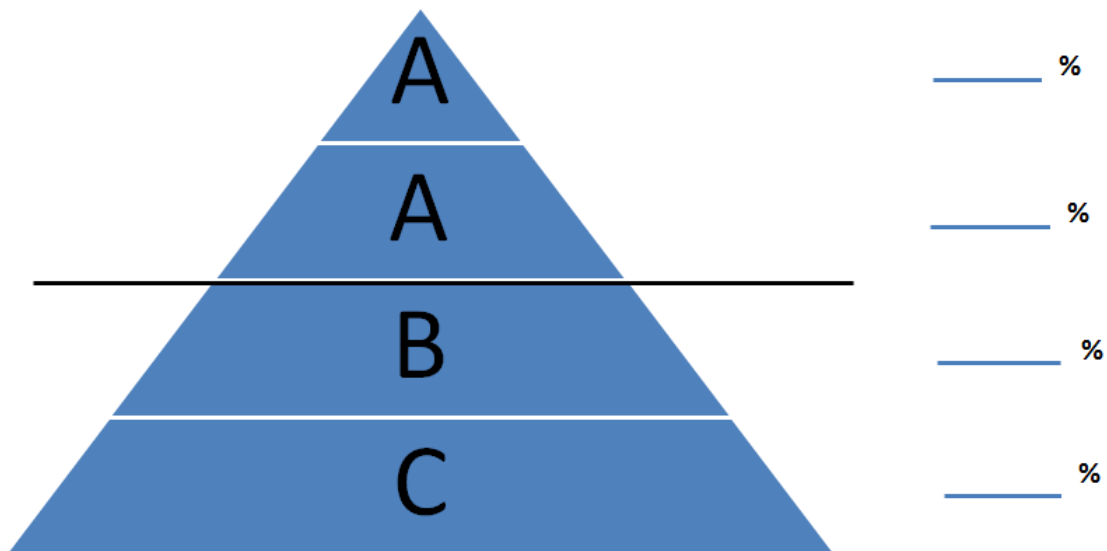


Why do we evaluate our employees?

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*ABC Employees*



Feedback

*What are we assessing?*



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## NBA - National Bee Associates

This is the story of two bee hives at NBA. Both hives have the same business Goal: **To produce more honey than the previous year.** Read the story for each hive first, and then answer the questions at the bottom.

### Hive #1 Beekeeper Joel sends a bee-mail message to his drones.

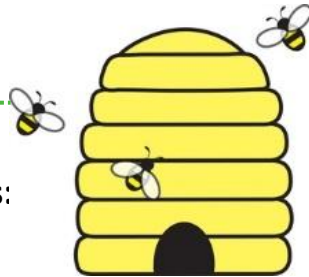
Hi Everybee, the buzz going around is correct, it's that time again to talk about goals! This year, we're going to focus on visiting the most flowers that we can! I know we can do it!

How will we measure success? I'll be keeping a tally of the total number of individual flower visits per bee and posting the results on the honeycomb website! And that's not all; there will be special awards for the bees who reach the highest number of flowers visited at midseason! Let's get out there and visit those flowers! Hive fives for everyone!

Bzzzzz,

Joel

\*Unfortunately these Bees were never told about the goal to produce more honey.



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### Hive #2 Beekeeper Beth's notes from her all-hive meeting with the drones:

Our Hive Goal for the year: How to produce more honey?

How will we measure success? (group discussion, Beth took notes)

1. Measure the amount of nectar each bee brought back – new weight station is being set up
2. Measure amount of total honey produced by the hive to compare to last year's total.

Beekeeper will announce performance of each bee as well as the total hive on the beehive blog

The awards to give out:

1. A small award for the bee with most nectar brought back
2. Incentive award for a percentage of the revenue from the total honey

**Q** Which one of the hives do you think will have more success? Why?

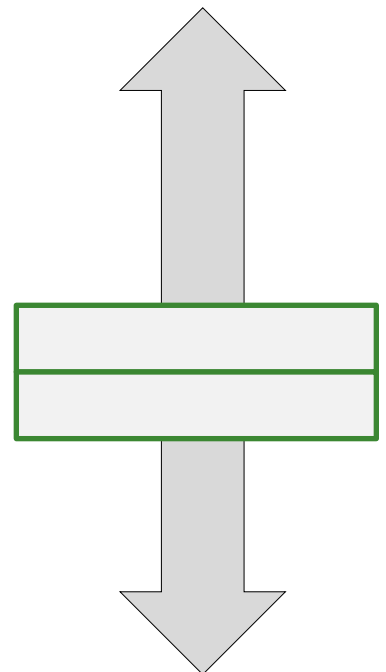
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## *Feedback – what works and what doesn't?*



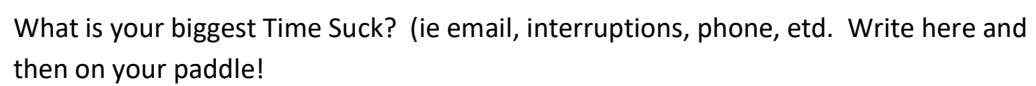
### *When do you know it is time to give an employee feedback?*

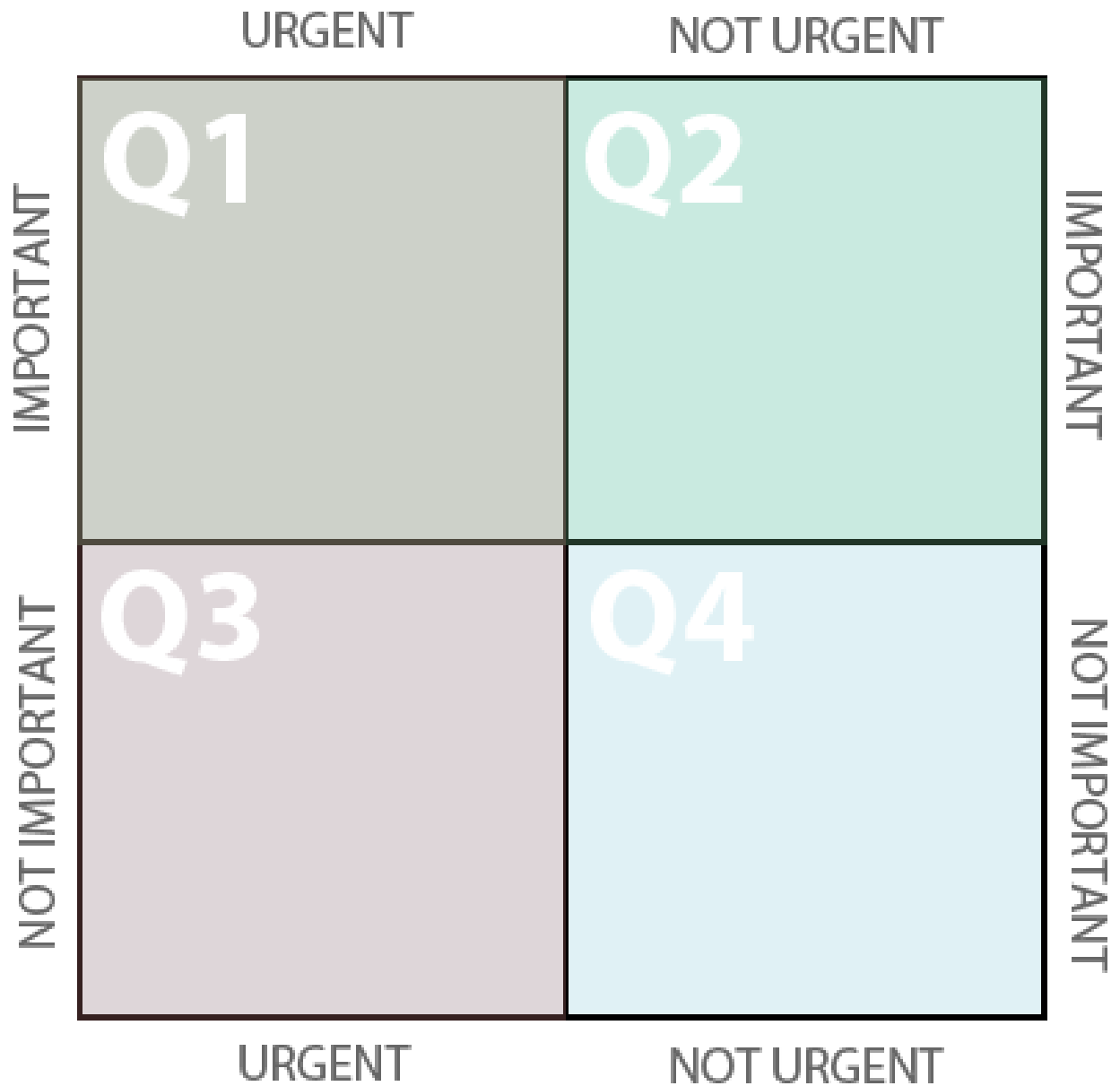
- Employee is faced with an important career opportunity
- Employee is meeting standards and wants to do better
- You observe an employee performing a task and believe there is a more effective way to do it
- Following a performance review
- Team dysfunction or dissension
- Employee is struggling with a challenging assignment
- Employee is not working up to your or their standards



## Your daily tasks

## Managing Time and Meetings



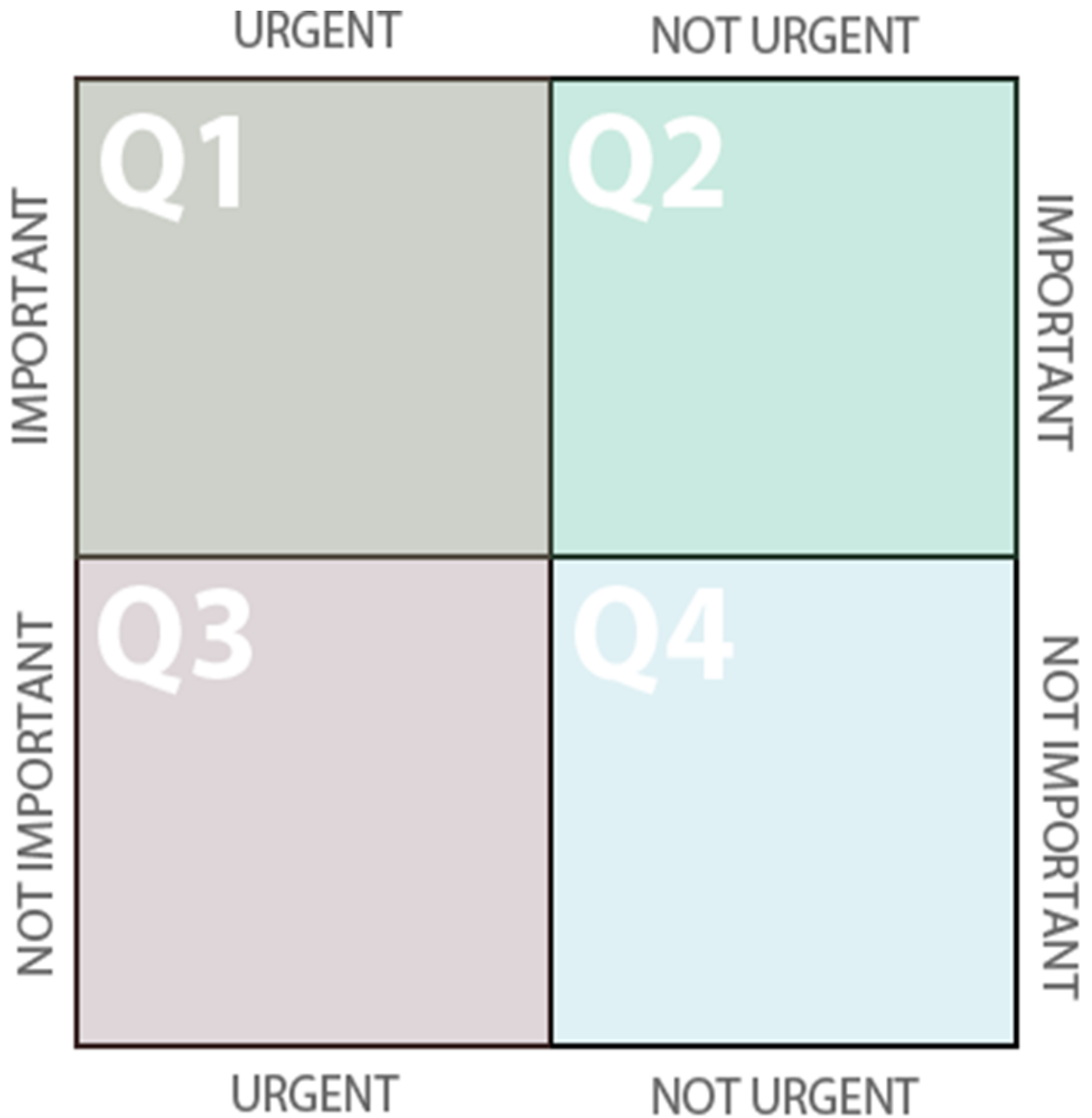


“Don’t let the  
unimportant  
steal your  
time!”

~ 7 Habits for  
Managers

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*Activity – Time Matrix with your daily tasks*



*What will you do to manage your time better, especially Q3 and Q4 items?*

Meaningful Meetings – 4 types

| Pitfall | Why is it a problem? | Fix? |
|---------|----------------------|------|
|         |                      |      |
|         |                      |      |
|         |                      |      |
|         |                      |      |

---

## Employee Engagement

*Nurturing our best resources*

What can I do as a leader to encourage employee engagement?

Employee  
Engagement

*All about me – motivators/demotivators*

1

2

## Top 5 Motivators

- 1
- 2
- 3
- 4
- 5

Is yours  
on the  
list?

### ***What does this mean?***

Opportunity and Recognition are as important as \_\_\_\_\_

Most actually thrive on challenges

\_\_\_\_\_ Recognition is a powerful motivator

Costs : \_\_\_\_\_

Gives honest attention to people

Sense of belonging, purpose, and being a part of \_\_\_\_\_ are import



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*Motivation Worksheet – to be completed back at your hospital*

| Staff Member | What Motivates them? | Ideas to Try |
|--------------|----------------------|--------------|
|              |                      |              |
|              |                      |              |
|              |                      |              |
|              |                      |              |
|              |                      |              |
|              |                      |              |

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## Price Strategy and Revenue

*Price Strategy*



Notes:

*Why is setting price so important?*

Price Strategy  
and Revenue

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Clients don't expect more value for less money; they expect to pay a price that equals the value received.



Pet owners were asked to rank the most important factors considered when selecting a veterinarian.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Now what?

## Marketing

### Discussions



Think about your current clients. Who are they? What do they do?  
Demographics (age, family status)?

What are your competitors doing? How are they positioning themselves in the marketplace? How can you stand out?

How do you optimize your web presence locally?



How do you manage your online reviews and social media accounts?

Marketing

---

## Activity

A newspaper/radio/movie theater advertising/yellow pages rep calls and tells you that there's a great opportunity to advertise and that your competitors are doing it too.

- How do you know if it's the right thing to do?
- What kind of questions do you ask the rep?
- What kind of questions do you ask yourself?

## Brainstorm

How do you generate new client referrals?



## Return on Investment - TIPS

- ROI Tool used to calculate return of advertisement
- Evaluate advertisements in consideration by projecting future ROI
- Should not exceed \$50 cost per new client

### Example

Direct Mail Ad - \$3,000 yearly/\$250 month

New Clients generated – 60 yearly/5 monthly

*Is this a good investment?*

---

**NOW  
WHAT**

A large rectangular box with a dashed green border, intended for a student to write their response to the 'NOW WHAT' prompt.