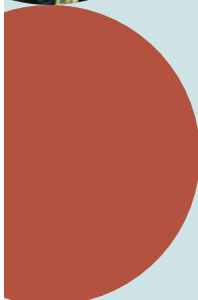
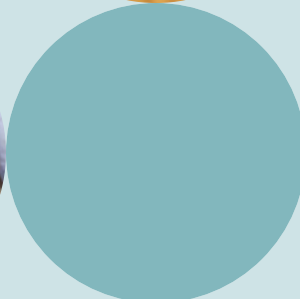
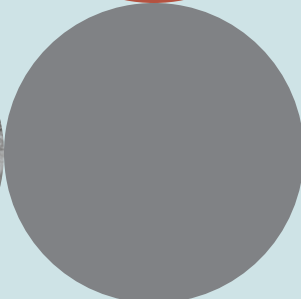
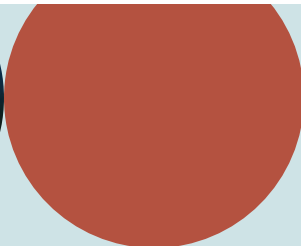




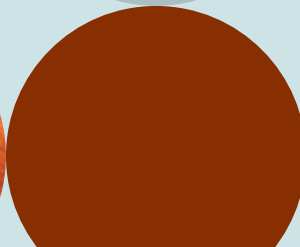
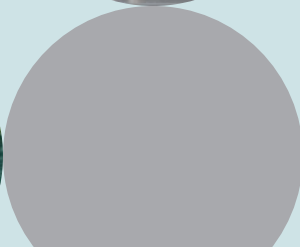
# momentum

DRIVE YOUR PRACTICE FORWARD with the help of the right consultants



New  
name!

The AVPMCA (Association of Veterinary  
Practice Management Consultants and  
Advisors) is now **VetPartners™**



# VetPartners™—a group of professionals you can call on for the advice and services you need

## How do you get the most out of working with us?

- Learn about the different types of consultants.
- Understand when you need to hire a consultant.
- Select a consultant with the right skill set for your practice.
- Choose a consultant who will meet your style and the culture of your practice.

The successful management of a veterinary practice is a complex challenge. Just as it is increasingly difficult to remain current in all areas of medicine for all species, it is similarly arduous to know all aspects of good business management. By hiring a consultant, you get an expert who remains current in his or her field(s) of expertise.

Like hiring any team member, engaging a consultant should be a well-planned and thoroughly researched process. There are many types of consultants and advisors; some may have several areas of expertise while others specialize in one area. The VetPartners™ directory groups consultants by areas of expertise and geographic area served. Categories of consultants include but are not limited to the areas outlined on the following pages.

# A range of expertise

that can invigorate your practice

Choose the type of consultancy that fits your practice needs

## Practice Management

Encompasses day-to-day management of hospital functions

Areas covered include recruiting, hiring, training and retaining staff, managing work flow, accounts receivable, accounts payable, inventory control, client service, facilities management, as well as financial analysis and budgeting

Consultants specialize in the overall operational management of the hospital

## Human Resource Management

Includes employment law and compliance, recruitment and selection, compensation and benefits, training and education, and performance management

Consultants advising clients in HR management typically have training and certification from industry-recognized and accredited human resource programs

Consultants stay current in their knowledge of specific areas of HR through further certification and credentialing or continuing education programs

## Education

Consultants are either employed by an academic institution or lecture to veterinary medical students

Consultants with this area of expertise develop or participate in student outreach programs to heighten student awareness of veterinary business management, human resources, leadership, and communication skills

## Speaking and Presenting

Consultants present locally, regionally, nationally, and/or internationally on veterinary practice management topics

## Writing

Consultants who write and/or publish books, articles, web content, marketing materials, or technical materials

## Practice Valuations, Brokers, Mergers, Strategic Planning, and Succession Planning

Consultants in this category include professionals who consult and/or represent clients in valuing and appraising their practices

In addition, these consultants assist in the sale process or the merger of two or more practices, and help clients in long-range and succession planning





## Accounting and Tax Services

Consultants guide clients from start-up to maturity through all aspects of accounting and tax issues and ensure compliance with the tax code for their area

Services may include financial statement and tax return preparation, tax planning, entity selection, strategic planning, cash flow and budgeting analysis, financing, financial forecasts, and representation before the IRS and other tax authorities

## Financial Planning Services

Consultants advise clients on a comprehensive or project basis regarding cash flow and debt management, asset allocation and investment management, risk assessment and insurance needs, retirement and college funding, charitable giving, and estate planning

## Emergency and Specialty Practices

Consultants who focus on emergency and specialty hospitals

## Marketing and Media

Consultants specialize in public relations and marketing of practices in areas such as image branding, working with media, market research studies, practice advertising and marketing, website design and development, event planning, client surveys and newsletters, and strategic market planning

## Legal and Regulatory Compliance

Includes barred and non-barred attorneys who consult or represent clients on various veterinary legal issues

Areas include but are not limited to general corporate representation, tax law, professional malpractice defense, mergers, acquisitions, board complaint defense, employment law, associate contract representation, formatting veterinary practice entities, regulatory compliance, and real estate law

## Industry Consultant

Independent consultants who work with clients on a comprehensive or project basis regarding a variety of veterinary equipment, services, pharmaceuticals, or other products

Also includes the consultants and advisors who work with businesses on the industry and commerce side of the profession

## Industry Employee

Consultants who work primarily for one specific company as an employee

The company's focus may include veterinary equipment, services, pharmaceuticals, or other products

## Architects

Consultants who specialize in the design and construction of new practices and/or the remodeling and expansion of existing practices

Includes both licensed architects and others who offer ancillary services

## Other

If you do not find the right category here, we may still be able to help you

Our consultants and advisors cover a broad range of services and expertise

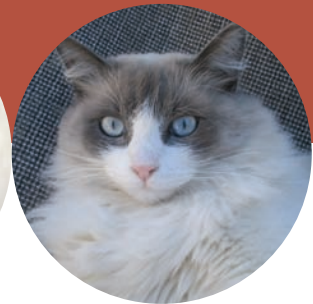
# Partnering with you

to provide resources and solutions

We are committed to delivering practice management solutions derived from close interaction and partnership with veterinarians. Visit the Veterinary Practice Resources section of our website—[www.VetPartners.org](http://www.VetPartners.org)—for our membership directory, case histories, and more.

The VetPartners™ membership directory contains a complete listing of our members, easily accessed via the website search function. You can search by name, location, areas of expertise, or other keywords.

Our collective energy and commitment can help put the momentum behind your practice!



## frequently asked questions

being made in your practice. Actually, consultants can add a lot of value just by reviewing and improving your existing operations.

● **What will a consultant cost?** Fees vary. Some consultants charge based on the project, while others are on billable hours. Some jobs may be set up as a bundled package. Most consultants require a retainer and bill travel expenses separately. It is always best to ask the consultant to provide a quote.

● **Should I sign a letter of intent or contract?** Yes, because these types of agreements and contracts help protect you as much as the consultant. By clearly outlining the project goals and objectives, requirements for success, costs, and timeline for the project as well as any other expectations, you are getting the project off on the right track. These agreements help you to be more thoughtful about what you want to get out of the project.

● **When should I retain a consultant?** Anytime you are making a change to your practice and require expert advice in that area, or anytime you would like to enhance your practice. A common myth is that a consultant is only necessary if a significant shift is

● **What can I expect from a consultant or advisor?** You'll find a person whose behavior is governed by a code of ethics and who is intently interested in helping you achieve your goals. Consultants are experts in their field of interest who know where to find the right answers to help you grow and improve the operations of your practice.

● **How do I choose the right consultant for my practice?** Be clear on your goals, needs, and timelines. Check references and interview potential consultants. Then ask yourself if he or she communicates well and if you and your team feel the consultant will be a good match.

● **What do I need to do to get my staff to embrace changes?** One of the keys to gaining staff acceptance is to include them throughout the entire process, from consultant selection to completion of the project. No one knows more about your practice than you and your staff, and by working together as a team with the consultant, you will find the best solution together. Consultants specifically tailor their approach to YOUR practice and don't just deliver a generic approach. The overall plan will include ways to make sure your staff embraces the changes that are enacted.

## Visit us

on our new website at [www.VetPartners.org](http://www.VetPartners.org), email us at [info@VetPartners.org](mailto:info@VetPartners.org), or call us at 352-243-2014.



Offering solutions, building momentum



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

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Your association for veterinary  
practice development