

CAN CLINICAL SKILLS BE MANAGEMENT SKILLS?

Using your clinical skills for
something not completely different

Mark B. Hedberg DVM MRCVS
The College of Animal Welfare
CAW Business School

Vet Practice: The best is yet to come!



I've run into something we didn't
cover here!



This doesn't have to be you!



Your new patient

- Chandola (2010): workplace ill health & accidents cost the UK £36B
- Jan 2015 Workforce: 30.8M
- Cost per worker: £1168.83



What are the symptoms of a sick practice?

- Increased employee turnover
- Decreased financial turnover
- Increased sick time or absence
- Decreased profit
- Increased stress and conflict
- Decreased satisfaction or happiness
- Increasing client complaints or complications
- Decreasing compliance

Treating a sick practice

- Take the history
- Examine the patient
- Perform a clinical examination
- Make a diagnosis
- Prescribe treatment or refer
- Take notes(!!!)
- Follow up!

History

- When did it start?
- What happened?
- What is it affecting?
- How bad is it?



How do you perform a clinical exam on a workplace?

- Examine your staff
- Examine your clients
- Check your clinical records
- Phone your accountants
- Examine facilities
- Clinical audit(!)



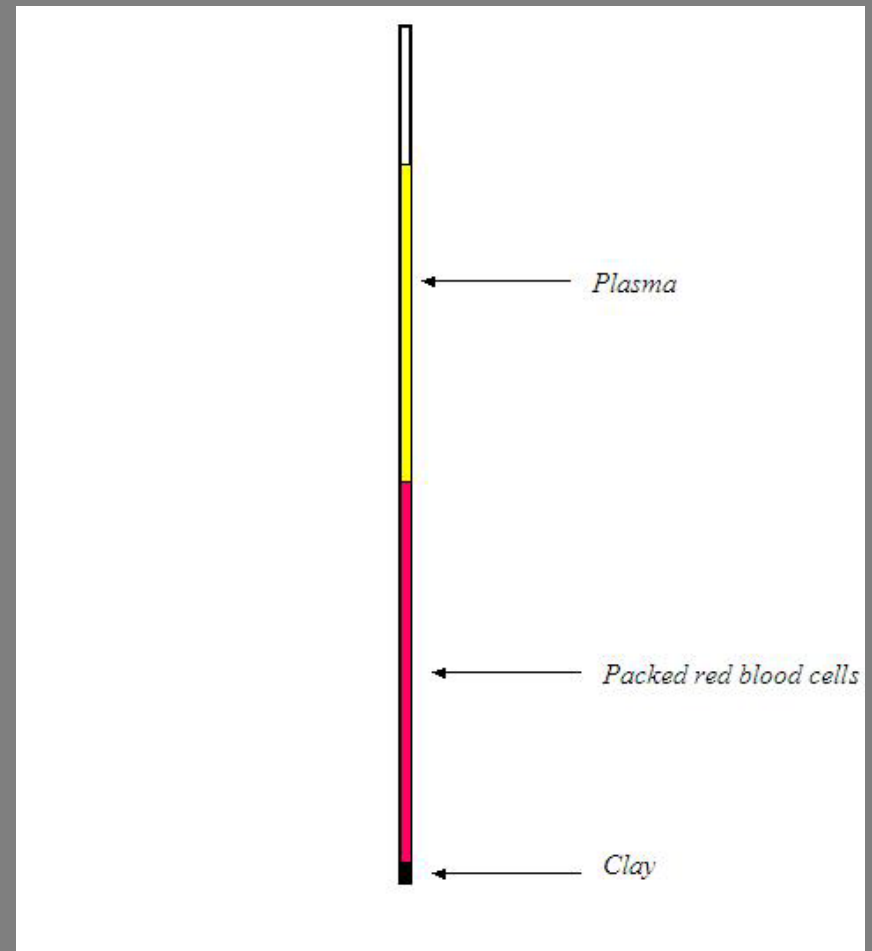
Does a veterinary practice have clinical parameters?

- KPI!
- P&L!
- H&S!
- T/O!
- ASAP?!
- SOS!!!!

Species: Feline		Age: 3 Years		DOB: 1/1/2007	
Breed: Mixed		Doctor: Furtney, Bob			
Test	Results	Reference Interval	LOW	NORMAL	HIGH
Catalyst Dx® 4/22/2010 4:45 PM 1/16/2010 9:43 AM					
GLU	213 mg/dL	HIGH (71 - 159)			149
BUN	46 mg/dL	HIGH (16 - 36)			42
CREA	3.6 mg/dL	HIGH (0.8 - 2.4)			2.6
BUN/CREA	13				16
PHOS	5.2 mg/dL	(3.1 - 7.5)			4.9
Ca	10.1 mg/dL	(7.8 - 11.3)			10.6
TP	6.7 g/dL	(5.7 - 8.9)			6.9
ALB	3.0 g/dL	(2.3 - 3.9)			3.1
GLOB	3.7 g/dL	(2.8 - 5.1)			3.8
ALB/GLOB	0.8				0.8
ALT	48 U/L	(12 - 130)			40
ALKP	39 U/L	(14 - 111)			42
GGT	1 U/L	(0 - 1)			1
TBIL	0.1 mg/dL	(0.0 - 0.9)			0.2
CHOL	186 mg/dL	(65 - 225)			169
VetStat® 4/22/2010 4:45 PM					
Na	152.0 mmol/dL	(150.0 - 160.0)			
K	3.9 mmol/dL	(3.5 - 5.8)			
Cl	116.0 mmol/dL	(112.0 - 129.0)			
HCO3	11.0 mmol/dL	(22.0 - 24.0)			
AnGap	28.9 mmol/dL				
tCO2(ven)	12.2 mmol/dL	(27.0 - 31.0)			
PCO2(ven)	37.3 mmHg	(34.0 - 38.0)			
pH(ven)	7.39	(7.24 - 7.40)			
SNAPshot Dx® 4/22/2010 4:45 PM 1/16/2010 9:43 AM					
T ₄	4.0 µg/dL				3.5
Feline:					
	<1.0 µg/dL	Low			
	1.0-5.0 µg/dL	Normal			
	2.5-5.0 µg/dL	Borderline High			
	>5.0 µg/dL	High			
IDEXX VetLab® UA™ 4/22/2010 4:45 PM 1/16/2010 9:43 AM					
GLU	negative				negative
pH	6.5				6.5
PRO	1+				negative
KET	negative				negative
UBG	negative				negative
BIL	negative				negative
BLD	negative				negative

If turnover is your practice's blood, then profit is your PCV!

- Low blood volume = low turnover
- Low PCV = anemic business growth!
- KPI = key performance indicator
- Not always financial!



Can you make your diagnosis?

- Get more information!
- Ask for help!
- Refer to a consultant?
- Make the call!



Calling for help

- Internally
 - Asking colleagues for help
 - Asking your boss for help
 - Reading/researching
- Externally
 - Phone a friend
 - Ask an expert
 - Hire a consultant
 - Phone The Doctor



So what's the diagnosis?

- Systems problem
- People problem
- Force Majeure

("Rinjani 1994" by Oliver Spalt. Licensed under CC BY 2.0 via Wikimedia Commons - http://commons.wikimedia.org/wiki/File:Rinjani_1994.jpg#/media/File:Rinjani_1994.jpg)



What does that all mean?

- Systems problem is when your team doesn't have a plan (or a bad plan) for things that can reasonably be expected to happen
- People problem is when you do have a plan but your staff member didn't know it or didn't follow it
- Force Majeure: *An event that is a result of the elements of nature, as opposed to one caused by human behavior. (eg "Act of God")*

How do you treat a sick workplace?

- Medicate!
 - Train
 - Counsel
 - Discipline
 - Motivate
- Operate!
 - Change your equipment
 - Change your procedure
 - Change your staff roles
- Amputate?
 - “employee-ectomy”



Legal note: you may *not* PTS staff



Keep Accurate Records!

- What did you do?
- Did it help?
- How long did it take?
- How much did it cost in time/effort?



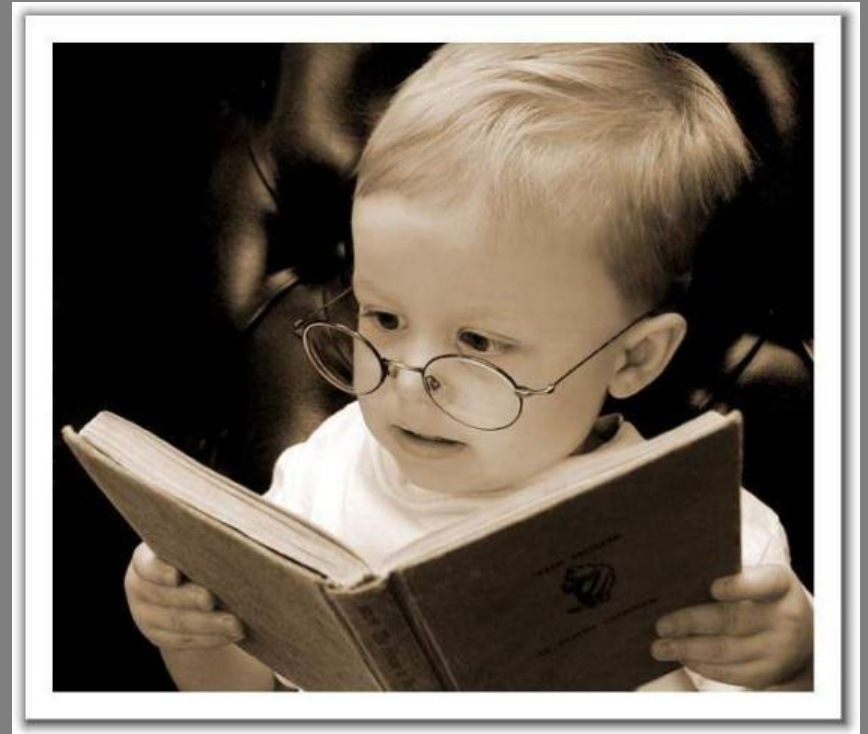
Follow-up Cx

- Don't be afraid to revisit the issue
- Should you let sleeping dogs lie?
- Did your fix last?
- Do you need to do more work?



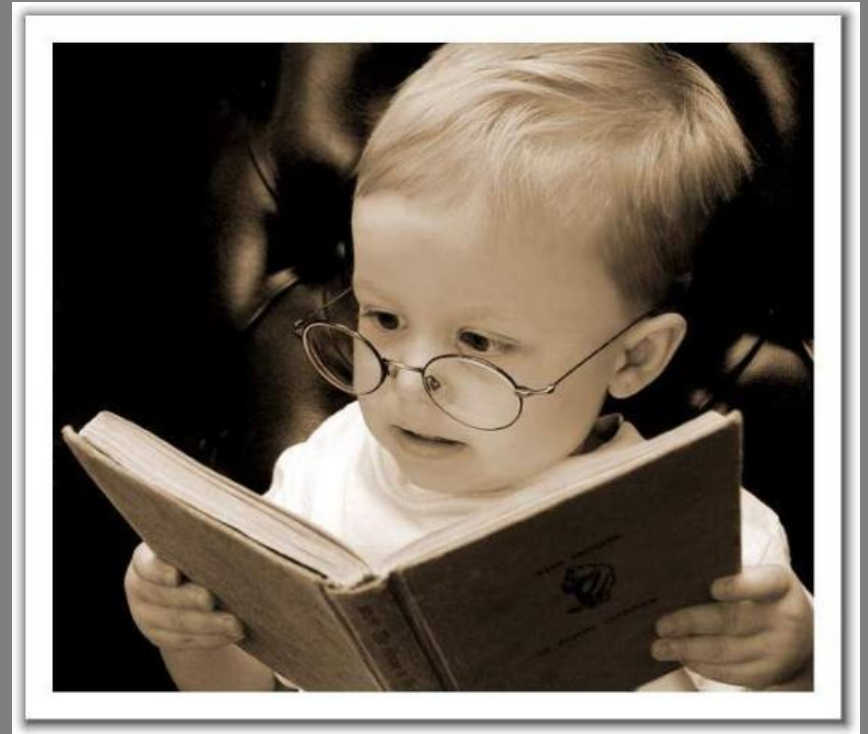
Remember your CPD!

- The RCVS defines CPD as “the systematic maintenance, improvement and broadening of knowledge and skills and the development of personal qualities necessary for the execution of professional and technical duties throughout the members/veterinary nurse’s working life”



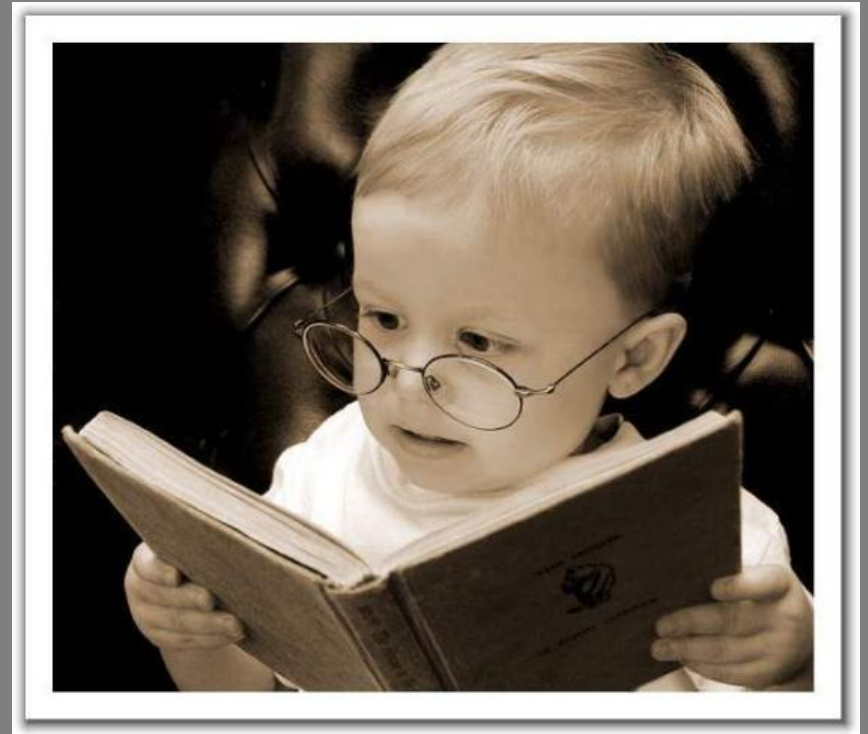
Remember your CPD!

- Your professional duty as a veterinary manager is to ensure the most effective working environment possible for your colleagues and yourselves, which has a direct, positive effect on animal welfare.



Remember your CPD!

- Qualifications
- Events/Congresses
- Webinars
- Reading/studying
- Shadowing



Summary

- Don't ignore your clinical skills when facing a management problem
- Nobody's asking you to have an MBA
- Investigate, determine the issue, treat if you can, (or refer), and follow up



Thank you!



Mark B Hedberg DVM MRCVS

E: mhedberg@caw.ac.uk

T: @CAWInfo

F: facebook.com/CAWInfo

L: www.linkedin.com/company/the-college-of-animal-welfare