

**GREAT PRACTICES REQUIRE GREAT DOCTORS AND STAFF
FINDING AND TRAINING COMPASSIONATE, COMPETENT DOCTORS and STAFF**

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(Currently in 2014, 15 full and part time veterinarians at two locations)

- Searching the Universe for that perfect Doctor, receptionist and/or technician.
 - AVMA Veterinary Career Center
 - Internet Job Banks-Career Builders, VSPN, VHMA, Vetmedteam.com
 - Vet schools, tech schools, preceptors and interns.
 - Word of mouth, recommendations from clients or other staff
 - Walk-ins. Look for “people persons” when you’re out shopping.
 - Local professional meetings often have people looking for a job.
- Interviews
 - Check the resume and CALL REFERENCES!
 - Actual interview and hospital tour for a FULL DAY for doctors, ½ day unpaid for potential staff.
 - Talk privately with the applicant and prepare to do a lot of listening!
 - Give them verbal and written tests for competency!!!! (yes, even our doctor applicants).
 - Does their personality fit our practice culture?
 - Tests are designed to check:
 - Handwriting, Math and spelling ability
 - Ability to think and write in a logical manner
 - Philosophy of Practice
- Spend a day with the staff to be evaluated-always a good way to separate wheat from chaff
- A second interview is often necessary.
- Send a letter of either acceptance (or not)
- Acceptance letter should include everything that was discussed (be honest or it’ll come back to bite you)
 - Potential Schedule, Time off, weekends, emergency duty?
 - Vacations and CE, Other benefits
 - Make them sign the office manual and a contract with a confidentiality agreement.
 - Contract should include a non-compete clause for doctors.
- Allow 30 days for training one-on-one with another hospital associate or senior staff
- Create shifts with another veterinarian on the premises for the first three months for a new DVM grad
- Have written expectations and training manual for reference.
- 30 day-60 day-90 day sit down evaluation , get feedback from other doctors and staff, pos and neg.
- Our supervisor staff have a password protected comments “excel” sheet on all new trainees.
- Look at medical records and invoices for the first 90 days. Ask new hires not to finalize medical notes.
- “Red pen” those with positive and productive suggestions. This is mentoring, not nitpicking.
- Mentor, train and provide guidance for the first year. Be available!
- Create a schedule that permits a personal life for your associates.
- LISTEN to your new hires and let them know you really, really want to hear their ideas.
- These new grads (and new employees, hopefully) are very smart and they’re itching to make a difference in your practice if you’ve got the courage to listen.
- You owe it to you clients to provide competent, compassionate doctors and staff who will take good care of their precious pets. And it’s your reputation on the line.

TRAINING YOUR NEW DOCTOR AND/OR STAFF

It doesn't matter if you're hiring a relief vet, part time or full time doctor, a receptionist or technician, they still need some one on one time with one of your experienced doctors or senior staff. One day, 5 days, or 30 days , whatever it takes to understand your protocols, your computer system, and your expectations. We have new doctors sign out a 3 ring binder of our hospital protocols before their first day and they sign a confidentiality agreement. Staff receive a copy of our hospital manual and protocols (with signature pages).

OUR RECEPTIONIST TRAINEES HAVE MODULES AND TESTS IN THE FOLLOWING CATEGORIES:

- Receptionist Client Check in Training
- Medical Records Training
- Telephone Training
- Checkout procedures
- Guidelines for answering client questions over the phone
- Guidelines for making appointments
- Guidelines for quoting fees

ASSISTANT TRAINEES AS WELL AS LICENSED GRADUATE TECHNICIANS HAVE MULTIPLE TESTS BEFORE THEY CAN WORK WITH CLIENTS.

Everyone on premises has to know the vaccine protocol, pain protocols, hospitalization protocols, payment protocols and nursing care protocols.

We have 6 different levels of tests for "floating" clients which means bringing them from the reception area back to an exam room.

- Vet Nurse/Assistant Level I = sick pets or mild emergency
- Level II = Adult wellness/Annual Vaccines
- Level III = Puppies/Kittens Vaccine Series
- Level IV = Senior Pets
- Level V = Serious Emergency/Triage
- Lab tests 1A and 1B are required before using any of the diagnostic equipment
- Pharmacy test is required before staff are permitted to fill prescriptions. Must have a 96% score.

For any veterinary hospital, in order for all your staff to be on the same wave length, these exhaustive training protocols are necessary. Everyone needs to be on the same page. And it is essential to have dedicated staff as your Human Resources coordinator, receptionist training coordinator and assistant training coordinator. Your staff wants to grow and learn and feel needed. It's our job to foster that need.

Getting your staff fully engaged in your practice is the hard part. Learn to delegate (very difficult for most vets) and give them tasks that make them part of the practice. And make sure you notice when they're doing a good job.

We require CE for all staff, not just technicians and doctors. And pay for it. It's an investment.