

VETERINARY ECONOMICS®

The business of client and patient care

READERS' FAVORITES: Top 10 *Veterinary Economics* forms



Weight, calories, and your pet

Ideal dog weights

Breed	Weight
Beagle	26-31 lbs.
Boxer	53-70 lbs.
Dachshund	less than 16 lbs.
German shepherd	70-95 lbs.
Golden retriever	55-75 lbs.
Labrador retriever	55-80 lbs.
Miniature schnauzer	11-15 lbs.
Miniature poodle	11 lbs.
Shih Tzu	8-18 lbs.
Yorkshire terrier	8 lbs.

Ideal cat weights

Breed	Weight
Domestic cat	8-10 lbs.
Maine coon	11-15 lbs.
Persian	10-11 lbs.
Siamese	5-10 lbs.

Daily caloric needs

10-lb. cat275 calories
10-lb. dog300 calories
20-lb. dog500 calories
50-lb. dog1,200 calories

Your pet is at a healthy weight if ...

- ✓ Ribs are easily felt
- ✓ Stomach doesn't sag
- ✓ Waist is easily noted when viewed from above

Your pet is overweight if ...

- ✓ Ribs are difficult to feel under the fat
- ✓ Stomach sags—you can grab a handful of fat!
- ✓ Back is broad and flat
- ✓ Waist is barely visible or absent



Calories in common pet treats

Calories

Calories

Milk-Bone

Original	10
Puppy Biscuits	10
Small Biscuits	20
Medium Biscuits	40
Large Biscuits	115
Extra Large Biscuits	225

Gravy Bones

Small/Medium	35
Large	80

Flavor Snacks

Small/Medium	20
Large	80

Super Premium Chicken & Rice 10

Mar-O-Snacks treat 30

Grillin' Bites

Beef Steaks	30
Chicken Drumsticks	25

Purina

Beggin' Strips

Bacon	30
Cheese & Bacon	30
Beef & Bacon	30

Beggin' Littles (Bacon) 7

Beggin' Wraps

Bacon & Beef	18
Bacon & Cheese	18

Busy Bone

Chew treat dental

Small/Medium	309
Large	600

Chewbone

Small/Medium	309
Large	618

Chew-eez Chew Strips

Savory Chicken	60
Hearty Beef Basted	60

Chew-eez Beefhide Rolls w/Tasty Middles

Small	171
Savory Chicken Large	211

Chew-eez Chew Sticks (Hearty Beef) 22

Chew-rific Twist'ems

Beef & Cheese	45
Bacon & Cheese	45

T Bonz

Sizzlin' Steak	42
Sizzlin' Steak & Bacon	42
Tiny TBonz Steak	18

Purina One

Adult Biscuits

Beef & Rice	33
Lamb & Rice	30
Large Breed (Chicken & Rice)	84
Healthy Weight (Turkey & Rice)	26

Purina Pro-Plan

Adult Biscuits (Beef & Rice)	35
Large Breed Biscuits (Chicken & Rice)	87

Pedigree

BreathBuster

Small	28
Regular	49

DentaBone

Small	105
Medium	188
Large	300

DentaStix

Small	49
Regular	70

JumBone

Small	297
Large	624

MarroBone 39

Puppy Trainers 5

Pup-Peroni 24

Snausages 25

Internal-use form

Compliance review form

Review this one-page sheet to ensure doctors and team members emphasize crucial preventive and wellness care to clients. This form can also make sure you don't lose track of lab work or procedures that have been recommended.

Patient name: _____ Age: _____ Date: _____

Information packets given

Puppy/kitten Dental Senior

Microchipped? Yes No

Last weight and date: _____

Vaccination due dates

Rabies: _____

Distemper: _____

Bordetella: _____

Dental: _____

FelV: _____

Date of last fecal: _____

Date of last FelV/FIV test: _____

Heartworm preventive/purchase date: _____

Dose (circle): 1 6 12

If split, number of other pets: _____

Heartworm test date: _____

Flea and/or tick preventive/purchase date: _____

Dose (circle): 1 6 12

If split, number of other pets: _____

Diet recommendation: _____

Product purchased: _____

Date purchased: _____

Date of most recent diagnostic testing: _____

Diagnostic results/dates

CBC/chemistry profile: _____

CBC/manual count: _____

CBC: _____

Other: _____

T₄: _____

Early renal detection test: _____

Blood pressure: _____

Glucose curve: _____

Dental procedures

Date recommended: _____

Date completed: _____

Medications (list drug prescribed, date filled, and date refilled):

Rechecks needed:

Important issues to discuss:

Conducting a community survey

Periodically ask your healthcare team to survey five to six other practices in your area. Make the calls anonymously, away from the practice, for two reasons:

- 1) so your team members have the opportunity to truly experience what it's like to be a potential client of the practice they're calling; and
- 2) to ensure compliance with federal and state antitrust laws. (See note below.)

This market research project educates team members about the importance of a caller's impressions of a practice based on how his or her call is handled. It also provides a range of comparison fees for price-sensitive services in your community.

Assign two or more team members to each practice so you get multiple perspectives of each hospital and ask each team member to call at least three practices. Divide the fees among the callers. For example, one team member would be responsible for gathering information about canine vaccinations for his or her three practices, another would be responsible for the feline vaccination information for his or her three practices, and so on.

Using the survey form on the following pages, have each team member rate the receptionist receiving his or her call based on knowledge, friendliness, and effectiveness. What's the team member's impression of this practice based on how the receptionist handled the call? If your team member were looking for a hospital for his or her pet, would he or she choose this

practice? Why or why not? Did the receptionist handling the call offer to schedule an appointment?

Discuss the results of the community survey in your next staff meeting and consider how to apply what your team members learned. Then consider how callers would rate your practice.

One healthcare team recently completed a community survey as a continuing education program and reported that they liked when the receptionist handling their call created a dialogue by asking questions. They also noted the importance of clear, concise responses to their questions. "Some receptionists were difficult to get any information from. And being placed on hold immediately left us with a poor impression of the practice," staff members said.

Next, analyze the results of the community survey by highlighting the fees that are higher than yours in one color and the fees that are lower than yours in another color. Now you can quickly see where your fees are in comparison to the other practices.

Use the information from the community survey to guide your independent decisions about pricing competitive services in your practice. Ideally, your fees should fall between the middle and the high end of the range, depending on the quality of client service and patient care you offer. Remember that it's fine to charge as much as 10 percent to 15 percent more than other practices in your community as long as you offer a corresponding level of client service and patient care.

Note: A community survey is intended to assist your independent decisions about your practice. One very strong word of caution: Federal and state antitrust laws are designed to promote competition by prohibiting certain restraints of trade. Price fixing (or agreements among competitors concerning price or any part of price, such as discounts or credit terms) can result in criminal fines, imprisonment, and triple damages for offenders. Agreements about price do not have to be in writing. Oral agreements or "knowing winks" are enough to prove a violation. Competitors should never openly discuss their prices with one another because they may create the appearance of an agreement on prices.

Community survey

Your practice name: _____ Date completed: _____

Contact practices within a three- to five-mile radius that provide a similar quality of veterinary care.
Provide individual vaccine prices, not bundled prices, where applicable.

	Your practice	Practice 1	Practice 2	Practice 3	Practice 4	Practice 5
CANINE						
Medical/physical exam (E)						
Exam given with vaccinations (VE)						
DHLPP (D1)						
DAP (D3)						
Rabies—1 year (R1)						
Rabies—3 year (R3)						
Subtotal add VE + D1 + R1						
Subtotal add VE + D1 + R3						
Subtotal add VE + D3 + R1						
Ovariohysterectomy						
Please list additional services included in quoted price, such as overnight stay, blood work, anesthesia, monitoring, and medications.						
Neuter						
Please list additional services included in quoted price, such as overnight stay, blood work, anesthesia, monitoring, and medications.						
FELINE						
Medical/physical exam (E)						
Exam given with vaccinations (VE)						
FVRCP (F)						
Rabies—1 year (R1)						
Rabies—3 year (R3)						
FeLV vaccination (FL)						
Subtotal add VE + F + R1						
Subtotal add VE + F + R1 + FL						
Subtotal add VE + F + R3						
Subtotal add VE + F + R3 + FL						
Ovariohysterectomy						
Please list additional services included in quoted price, such as overnight stay, blood work, anesthesia, monitoring, and medications.						
Neuter						
Please list additional services included in quoted price, such as overnight stay, blood work, anesthesia, monitoring, and medications.						

Describe your impressions of your phone call with each receptionist.

	Practice 1	Practice 2	Practice 3	Practice 4	Practice 5
Describe the receptionist's tone of voice and demeanor. Was he or she friendly and happy to help? Were you thanked for calling?					
Describe the extent to which the receptionist tried to genuinely assist you over the phone or offer additional information you didn't request.					
Describe the timeliness of the phone call. Were you put on hold before being helped? Was the receptionist in a hurry during the conversation?					
Describe the extent of the receptionist's knowledge about the surveyed services. Were the answers clear and concise? Did he or she know all the answers?					
Did the receptionist use your name or the pet's name as the conversation progressed?	Yes No	Yes No	Yes No	Yes No	Yes No
Did the receptionist offer to schedule an appointment?	Yes No	Yes No	Yes No	Yes No	Yes No
Did the receptionist offer to mail you a brochure?	Yes No	Yes No	Yes No	Yes No	Yes No
Additional notes					
Overall ranking for practice A =Excellent B =Good C =Needs improvement					

Answer the following about the comparison practice.

	Practice 1	Practice 2	Practice 3	Practice 4	Practice 5
Distance from your practice					
Number of doctors					
Evening hours (list hours)					
Quality of facility*					
Level of medicine*					
Range of services*					
Reputation in community					

Additional information

**Your perception in comparison to your practice.*

Receptionist interview questions

Use these 18 questions, plus follow-up questions, to interview candidates for your receptionist position. They hit on qualities critical to a receptionist performing his or her job successfully.

QUESTIONS		WHAT I WANT TO HEAR
1	What is it that makes your work as a receptionist meaningful?	Providing great service to clients and their pets.
2	How do you feel if tasks are left unfinished at the end of the day? (Follow up: How would you handle that situation?)	I want to complete work and complete it thoroughly.
3	What type of relationship do you want to develop with the staff here? (Follow up: How would you accomplish this?)	A positive and supportive relationship. Candidate provides specific ideas that include two-way communication.
4	How do you feel when your coworkers complain and are negative about work? (Follow up if it bothers him or her: What do you do?)	I find it bothersome. I don't participate, or I change the subject.
5	How do you know when the practice is successful? (Follow up: How does this happen?)	A practice is successful when everyone is doing her or his job and when everyone's working as a team. When employees have a mutual respect for each other.
6	The doctor tells you that several clients are upset with you. What would you do?	I'd feel uncomfortable, but I'd ask for clarification and own the problem. I'd implement actions to improve the situation.
7	What skills should a successful veterinary receptionist have?	Accuracy, strong computer skills, and strong ethics.
8	Are there any skills you would like to learn? (Follow up if the answer is yes: What skills would you like to learn?)	Yes. Candidate provides specific ideas for specific skills to learn.
9	How do you think the people you currently work with would describe your organizational skills? (Follow up: Why would they describe you that way?)	They'd say I'm highly organized. Candidate provides specific examples demonstrating organizational skills.

QUESTIONS		WHAT I WANT TO HEAR
10	What do you consider to be the most important service the practice provides?	Helping people with their pets.
11	What values are most important to a receptionist?	Honesty, a sense of caring, and a helpful attitude are important values.
12	How important is it for you to have a trusting relationship with the client? (Follow up if it's important: How would you develop a trusting relationship with the client?)	It's very important. I'd listen to the client and follow through with what is asked of me.
13	How would you feel if a client walked into the hospital and became upset with you when she or he could not see the doctor? (Follow up: What would you do?)	I may be hurt or bothered by it. I'd listen to the client and work hard to solve the problem.
14	Do you prefer to work alone or on a team of people? (Follow up if he or she prefers to work on a team: How can you make sure the team is working together?)	I prefer to work on a team. Candidate provides strategies to encourage others and be a good team member.
15	A client doesn't accept your product recommendation. What would you do?	I'd show a willingness to present alternatives.
16	What skills do you have that would help you be successful as a receptionist?	Candidate identifies specific skills.
17	Is it important for you to know as much as possible about all the practice has to offer? (Follow up if he or she wants to know more: How will you gain this knowledge?)	It's very important. Candidate offers specific ideas to learn as much as possible about all jobs and equipment.
18	Do you ever feel overwhelmed with too much work to do? (If yes, ask: What do you do?)	Yes. Candidate has strategies to prioritize work or ask for help to prioritize work.

Receptionist training protocol, Level 1

Receptionists get the first—and sometimes only—opportunity to convey our practice team’s caring and concern for clients and patients and to make new clients feel welcome. So you’re one of the most critical members of our team, and we’re committed to helping you excel.

We’ve designed this six-month training schedule to ensure that we provide effective, consistent training so you’ll develop the knowledge and skills you need to enjoy a successful career with our hospital. You and your trainer will use this guide as a training checklist, and you’ll each indicate by date (D) and initials (I) when you are proficient for each responsibility listed.

Week 1

Trainer			Trainee	
D	I		D	I
		Day 1—Introduction		
___	___	Introduction to all employees	___	___
___	___	Work hours/days, overtime, time cards, and time clock	___	___
___	___	Lunch and break policies	___	___
___	___	Employee schedules, bulletin boards, procedures for calling in sick/personal emergencies, scheduling time off and vacations, staff meetings	___	___
___	___	Pay periods, holidays, vacation, personal, and sick day policies	___	___
___	___	Uniform/dress code	___	___
___	___	Safety equipment, emergency procedures (fire, power outage, severe weather), and emergency phone numbers	___	___
___	___	Location of parking, hospital, work areas, break areas, restrooms, and so on	___	___
___	___	Smoking restrictions	___	___
___	___	Performance evaluations, disciplinary procedures, grounds for dismissal	___	___
___	___	Observe other receptionists	___	___
		Day 2—Introduction		
___	___	Overview of training schedule	___	___
___	___	Position description, practice mission, and philosophy	___	___
___	___	Confidentiality of hospital procedures and client/patient information	___	___
___	___	Management personnel—owner, hospital administrator, practice manager, client care coordinator, patient care coordinator	___	___
___	___	Read staff policy manual	___	___
___	___	Location of office supplies and operation of office equipment	___	___
___	___	Training films in the practice library	___	___
		Day 3—Reception area		
___	___	Learn to greet clients and pets by name	___	___
___	___	Sign-in sheets; inform client if doctor is behind schedule	___	___
___	___	Importance of cleanliness of the reception area (report repairs to the appropriate person)	___	___
___	___	Re-stocking products, office supplies, client educational materials, hospital brochures, and so on. Notify appropriate person of low inventory.	___	___
___	___	Prescription diets—suggested videos	___	___
___	___	Flea treatment and other product education	___	___

___	___	Day 4—Phone	___	___
___	___	Introduction to the phone system; how to retrieve voicemail messages	___	___
___	___	Proper greeting for answering phone	___	___
___	___	Screen and direct calls to appropriate doctor or staff (always get caller's name and purpose of call before placing on hold)	___	___
___	___	Record complete phone messages; doctor's message box	___	___
___	___	Understand doctors scheduling; begin to learn how to schedule appointments	___	___

___	___	Day 5—Computer and filing system	___	___
___	___	Introduction to filing system, assembly of client records	___	___
___	___	Pull client charts for daily scheduled appointments	___	___
___	___	Update existing file/prepare new file	___	___
___	___	File paid invoices, radiographs, lab reports, and correspondence	___	___
___	___	After client visit, update and re-file client chart	___	___
___	___	Introduction to computer system	___	___
___	___	How to search for and enter information	___	___

Week 2

Trainer			Trainee	
D	I		D	I
___	___	Continue with training films	___	___
___	___	How to Care for Your New Puppy	___	___
___	___	Heartworm	___	___
___	___	Feline/Canine Booster Vaccinations	___	___
___	___	Canine Parvovirus Enteritis	___	___
___	___	Client contact	___	___
___	___	How and where to get help for a client	___	___
___	___	How to manage a waiting client	___	___
___	___	Prepare letters (welcome, thank you, condolences, and other)	___	___
___	___	Mail client reminders	___	___
___	___	Copy and mail (or fax) patient records at client request	___	___
___	___	Scheduling	___	___
___	___	Types of appointments	___	___
___	___	Length of appointment time versus type of visit	___	___
___	___	Managing client needs versus availability of appointments	___	___
___	___	Managing doctor's preference versus busyness of the day	___	___
___	___	Contact scheduled outpatient and pre-surgery appointments to remind of time and requirements	___	___
___	___	Medical knowledge	___	___
___	___	Medical record forms and their purpose	___	___
___	___	How to read a medical record	___	___
___	___	Rabies certificates and license forms	___	___
___	___	Health certificates	___	___
___	___	Dispensed products	___	___
___	___	Brief overview of vaccines in refrigerator	___	___
___	___	Computer system	___	___
___	___	Continue education on computer system	___	___



Week 3

Trainer			Trainee	
D	I		D	I
___	___	Client contact	___	___
___	___	Client checkin	___	___
___	___	Client checkout (receive payments)	___	___
Phone				
___	___	Continue education on scheduling appointments	___	___
___	___	Begin to schedule appointments	___	___
Financial responsibilities				
___	___	Enter payments accurately	___	___
___	___	Utilize check verification when needed	___	___
Medical knowledge				
___	___	Correct weighing procedures	___	___
___	___	Introduction to vaccine requirements, price list	___	___
___	___	Use of medical record and understanding of the reason for patient visit	___	___
Computer system				
___	___	Continue education on computer system	___	___

Week 4 and ongoing

Trainer			Trainee	
D	I		D	I
___	___	Designated trainer clarifies and answers questions	___	___

Month 2

Trainer			Trainee	
D	I		D	I
___	___	Managing workflow	___	___

Month 6

Trainer			Trainee	
D	I		D	I
___	___	Full accountability for all Level I responsibilities	___	___
___	___	Increased responsibilities based on progress with goal of attaining Receptionist Level II competency	___	___

How does your pet's mouth look?

Dental disease is a silent process that may cause many other illnesses, including kidney, heart, and blood infections. When pets don't receive the dental care they need to keep their teeth clean and their gums healthy, their mouths can harbor bad bacteria. Ask your technician or veterinarian for more information.



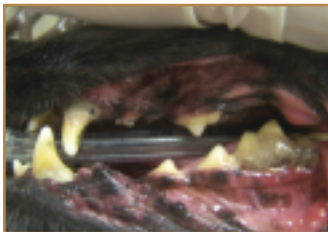
Stage 1

Here is a healthy mouth with normal bacterial flora, sound gums, and minimal plaque buildup.



Stage 2

In the beginning stages of dental disease, you can see the inflammation of the gum tissue caused by bacterial buildup. While the teeth still appear somewhat healthy, the health of the mouth is starting to decline.



Stage 3

This shows an unhealthy oral cavity with unfavorable bacteria, gum and inner lip ulcerations, receding gums, root exposure, and plaque buildup. Some tooth loss is probable. This condition may be painful.



Stage 4

This mouth is full of pus, bacteria, and disease. The teeth are falling out and the gums are severely inflamed and infected. The roots are infected and exposed. Tooth loss is imminent. This condition is almost certainly painful.



From your veterinarian

5 mouser myths debunked

You know your cat doesn't have nine lives and black cats aren't witches in disguise. But these tall tales have led to incorrect notions about cats. Here are often-heard feline health yarns, and how to unravel them.

1 Cats are aloof, unsocial creatures.

Contrary to popular belief, cats are social creatures and need interaction. Dogs wag their tails and bark in delight when you come home. Cats show affection by nuzzling your leg. Even though they're not boisterous, they still want—and need—attention. Some cats do shun human affection, but these introverts don't represent the whole feline species. In fact, lack of interaction can be an early sign of illness.

2 Indoor cats don't need preventive medicine.

A cat doesn't have to go outside to get sick, especially if it lives with other pets that do head out. When these outdoor pets come back inside, they can bring along—and pass on—all sorts of infections, from respiratory viruses to internal parasites. And fleas and mosquitoes can easily make their way into the house, then jump onto or bite an indoor cat.

3 Cats are independent and don't need care.

Putting out extra food might satisfy their basic needs for a weekend alone, but if a cat gets sick—say from ingesting a foreign object or suffering a urinary tract blockage—while home by itself, it can be severely ill (or worse) by Sunday night when its owner returns.

4 Cats eliminate outside the litter box to be spiteful.

Instead, missing the box often signals an underlying medical condition, such as urinary tract disease or infection, kidney disease, or diabetes mellitus. It can also be a sign of arthritis, which makes getting into the litter box difficult. Or it can be a sign of litter box avoidance resulting from a variety of factors or a sign of territorial marking. When you notice your cat eliminating in the wrong place, contact your veterinarian immediately.

5 Cats don't get heartworms.

Heartworms affect dogs and cats differently, but they do indeed affect cats. Heartworm disease has been reported in all 50 states. Unlike dogs, cats are troubled by heartworm larvae (juvenile heartworms) rather than mature adult heartworms. When the larvae arrive and when they die in cats' lungs, they cause lesions that may lead to airway and arterial disease referred to as heartworm-associated respiratory disease (HARD). Cats that exhibit asthma-like symptoms may in fact be suffering from HARD. The disease can cause severe illness and death and approved treatments aren't available, but it's totally preventable with the proper use of preventive medication.

Hospital Design Planning Workbook

Use the pages in this section to plan and organize the details that go into building your dream hospital. To download a printable PDF, visit hospitaldesign.net.

Project design and construction timeline

Track your progress and stay on top of key project deadlines with this list.

30 to 36 months before move-in

Brainstorm motivations for building

- Identify your practice philosophy.
- Analyze your existing and future market.
- Estimate growth in income, staff, veterinarians, and services.
- Identify additional areas of potential growth.
- Develop a listing of project goals and needs.
- Gather information pertaining to the construction process.
- Attend the *Veterinary Economics* Hospital Design Conference.

24 to 30 months before move-in

Assemble your initial design team

- Management consultant _____
- Accountant _____
- Architect _____
- Real estate broker _____

Investigate your development options

- Compare and contrast building new, renovating your current space, and leasing space.

Build new

- Identify your desired location based on the market and projected city growth.
- Identify specific sites in your target market area.
- Compare and contrast sites based on cost, development potential, visibility, and constructability.
- Investigate a specific site.
- Confirm site size and identify easements.
- Confirm the availability of utilities: sewer, water, power, and gas.
- Confirm that the site is zoned correctly.
- Identify constraints that may impact development: soils, wetlands, or hazardous materials.

Renovate or expand your existing facility

- Determine the desirability of your existing facility in terms of community and market growth.
- Investigate the viability of renovating or expanding on the existing site.

- Confirm site size and identify easements.
- Confirm the availability of utilities: sewer, water, power, and gas.
- Confirm that the site is zoned correctly.
- Identify constraints that may impact development: soils, wetlands, or hazardous materials.
- Investigate the viability of renovating or expanding your existing building.
- Investigate the viability of existing structure, HVAC systems, roofing—architect or contractor can assist.

Lease space

- Identify your desired lease locations based on the market and projected city growth.
- Identify specific leasehold spaces that are available in your area.
- Compare and contrast leasehold spaces based on cost, market, configuration, and visibility.
- Confirm that leasehold is adequate in size.
- Confirm that leasehold space is zoned properly.
- Confirm the availability of utilities.

18 to 24 months before move-in

Investigate your project feasibility

- Identify your project size and scope.
- Meet with your architect to develop a listing of required spaces and site needs.
- Cross-check your listing of required spaces with the available site, building, or lease space—architect can assist.
- Identify construction cost based on listing of spaces.

Identify balance of project costs

- Evaluate site acquisition, equipment, design fees, and development costs.
- Compare project costs with available funds.
- Review funding options with your accountant, management consultant, and lending group.
- Secure a preliminary commitment for financing.
- Review your available cash and verify your project timeline with required target dates. ▶

Initiate site purchase or lease negotiation

Note: If needed, initiate your planning and zoning applications. This process can require four to 18 months, so plan accordingly.

- Hold a preliminary meeting with city officials to identify issues, process, and timeline.
- Meet with your architect to identify upcoming tasks.
- Hire a civil engineer to assist in the application process.
- Civil engineer, architect, or planner develops required exhibits for application.
- Complete application for city or county zoning.
- City or county reviews application and requests supplementary information.
- Obtain zoning approval.

18 months before move-in

Begin schematic design process

- Architect develops initial facility design: schematic floor plan, exterior appearance, and site layout.
- Gather information to begin drawing production.

For a new or existing site

- Obtain a current metes and bounds survey.
- Complete an improvement and topographic survey.
- Conduct a soils test.
- Complete a level one EPA study to identify potential hazardous materials on site.
- Develop information on existing buildings to remain.
- Develop plans for structural framing, building systems, utilities, and sewer.

For a leasehold space

- Obtain accurate drawings for potential lease space.
- Obtain accurate information about existing utilities (power and sewer) and existing HVAC.
- Sign off on schematic drawings.
- Retain a civil engineer and landscape architect to develop site drawings.
- Obtain preliminary pricing from your contractor based on schematic drawings.
- Confirm project construction cost and viability—architect, accountant, and management consultant can assist.

12 to 18 months before move-in

Produce working drawings

- Authorize architect to proceed with working drawings.
- Provide additional detailed information to architect on equipment, cabinetry, HVAC, electrical requirements, and interior finishes.
- Architect forwards information to building consultants to produce structural, mechanical, and electrical drawings.

- Investigate retaining a contractor on a preliminary basis.
- Contractor reviews in-progress working drawings produced by architect for preliminary budget purposes.
- With architect, review drawings for compliance before release for bidding and building department.

10 to 12 months before move-in

Complete bidding, building application, and financing process

- Architect releases completed drawings for bidding and building department application.
- Architect gives final working drawings to contractor for pricing.
- Submit final working drawings to building department.
- Building department reviews application and requests additional information.
- Finalize financing requirements with bank.
- Work with bank on appraisal process.
- Building department releases drawings for construction.
- Contractor provides final bid.
- Owner and contractor review cost-saving alternatives.
- With contractor, finalize construction contract.

8 to 10 months before move-in

Oversee facility construction

- Review construction schedule with contractor and architect.
- Contractor begins construction.
- Architect approves pay requests to contractor on monthly basis.
- Architect and contractor develop punch list and wrap up construction.
- Contractor corrects punch list items.
- Architect executes certificate of occupancy.
- Take over utility bills and building insurance.
- Contractor gives owner warranty and service manuals for facility.
- Release final payments to contractor.

Move in to facility

Develop move-in and transition plan

- Move in.
- Retain HVAC contractor to provide ongoing service and maintenance.

12 months after move-in

Perform warranty walk-through

- Conduct warranty walk-through with architect and contractor.
- General contractor makes necessary repairs.

Stocking your new hospital

The dust has settled and you're preparing for the big move. The days leading up to your opening can be hectic, and the last thing you need is to greet your first client only to discover you haven't stocked any pens. The checklist below covers almost everything you'll need to make opening day a success. The quantities and actual items that make sense for you may vary depending on the size and type of your practice and area.

Furnishings and equipment

Waiting room

- Chairs or benches
- Brochure display stand
- Table lamps
- End tables
- Wastebasket
- Recycle bins
- Books for kids
- Magazines and magazine rack
- Computer with patient-education CD-ROM
- Printer for informational handouts
- Client education handouts
- Computer table
- Workstation chair
- Courtesy phone
- Artwork
- Plants
- Coffee station
- Water cooler
- Air purifier

Front office

- Chairs
- Clock
- Computers (minimum of two)
- Printer, copier, scanner, and fax machine
- Toner cartridges for copier and fax machine
- Credit card machine
- Paper rolls for credit card machine
- Paper shredder
- Phones
- Phone books
- Appointment book or scheduling software
- Business card holder
- Calculators
- Clipboards
- Pencils
- Electric pencil sharpener

- Pens
- Two- and three-hole punch
- Postage stamps or meter
- Boxes of tissues
- Petty cash box
- Locking drawer for each person who handles cash
- Fire extinguisher
- Wastebasket
- Recycle bins

Bathroom

- Paper towels
- Towel dispenser
- Soap
- Soap dispenser
- Toilet paper
- Toilet brush

Employee lounge

- Chairs
- Table
- Wastebasket
- Recycle bins
- Microwave oven
- Coffeemaker
- Water cooler
- Refrigerator
- Coat rack

Doctor's office

- Desk with locking drawer
- Pens
- Pencils
- Desk lamp
- Executive desk chair
- Side chairs
- Paging equipment
- Computer equipped with practice management software
- Printer
- File cabinet
- Bookcases

- Coat hook for door
- Fire safe or fireproof cabinet
- Pictures
- Plants
- Wastebasket
- Recycle bins

Comfort or consultation room

- Sofa
- End tables
- Educational videos or DVDs
- Reading material
- Bookshelf
- Television and DVD player
- Boxes of tissues
- Lamps

Exam rooms

- Desktop computer central to all exam rooms
- Exam tables
- Rolling chairs or stools
- Side chairs
- Dog treats
- Magazines
- Cabinets
- Waste receptacles
- Chart holders
- Sharps containers
- Nail trimmers
- Stethoscopes
- Styptic powder or pencils
- Reflex hammer
- Eye wash
- Cotton-tip applicators
- Assorted gauze
- Alcohol
- Lubricating jelly
- Storage jars
- Gloves
- Feline scale
- Small exotics or gram scale
- Otoscope

VETERINARY ECONOMICS®

- Otoscope cones
- Ophthalmoscope
- Indirect viewing lens
- Radiography view box
- Exam lights
- Binocular head loupe magnifier
- Thermometers
- Video otoscope
- Schirmer tear tests
- Fluorescein dye
- Assorted syringes
- Penlights
- Anatomic models and posters

Treatment area, pack prep, and lab

- Rolling stools
- Side chairs
- Refrigerator for samples
- Walk-on scale
- Wet table
- Waste disposal container (general)
- Waste disposal container (infectious)
- Dental unit—scaler, drill, polisher
- Dental instruments and supplies
- Safety goggles
- Endoscope and supplies
- Blood pressure monitor
- Portable O₂ unit
- Electrocardiograph
- Test tube rack
- Hematology, chemistry, and coagulation analyzers
- Centrifuge
- Hemocytometer
- Unopettes
- Manual cell counter
- Calculator
- Timer
- Ultrasound machine and supplies
- Refractometer
- Glucometer
- Radiography machine and film cassettes or digital radiography equipment
- Lead gloves and aprons
- Patient positioning devices
- Radiograph developing supplies
- Gloves
- Masks
- First aid kit

- Crash cart
- Resuscitation bag
- Clippers
- Tonometer
- Ear lavage equipment
- Tongue depressors
- Thermometers
- Splinting equipment
- Culture media
- Diagnostic reagent strips
- Microscope
- Microscope slides, coverslips, stains, and holders
- Bacterial incubator
- Inoculation loops
- Lab mailing supplies
- Sterility indicators
- Laryngoscopes
- Biopsy jars
- Formalin
- Ethylene glycol test kit
- FeLV/FIV test kits
- Heartworm tests
- Elizabethan collars
- Muzzles
- Autoclave and trays
- Autoclave tape
- Ultrasonic cleaner
- Endotracheal tubes, stylets, and cleaning brush
- Endotracheal tube rack
- Feeding tubes
- Chest tubes
- Tracheostomy tubes
- Stomach tubes
- Stomach tube speculum
- IV fluid warmer
- IV poles and stands
- Fecalizer, centrifuge, and flotation solution
- Fecal loops, sample collection containers
- Nonabsorbent cat litter
- Urine collection containers
- Activated charcoal
- Gastric lavage supplies
- Barium
- Wood's lamp
- Surgical pack wraps
- Surgical caps, masks, gowns, and gloves

- Disinfectants
- Surgical scrub brushes and soak trays
- Surgical instrument cleaner
- Suture scissors
- Staple removal forceps
- Vaginal speculum

Surgery

- Surgical blades
- Surgical instruments
- Scrub sink
- Surgical drapes and towels
- Heated surgery table
- Surgical ties
- Portable suction unit
- Suction hoses and tips
- Crash cart
- Electrocardiograph
- Water-circulating or forced-air heating blankets
- SpO₂ pulse oximeter
- ET/CO₂ monitor
- Body temperature monitor
- Blood pressure monitor
- Suture material and needles
- Tissue adhesive
- Skin stapler
- Esophageal stethoscopes
- Anesthesia machine and supplies
- Respirometer
- Anesthesia masks
- Waste gas evacuation system
- Infusion pumps
- Syringe pump
- Induction chamber
- Mayo stand
- Surgical lights
- Lacrimal cannulas
- Cautery unit
- CO₂ surgical laser
- Radiosurgical unit

Hospital ward

- Nasal oxygen cannula, oxygen hood, humidifier, or oxygen cage
- Oxygen flowmeter
- Water-circulating or forced-air heating blankets
- Towels

Medical Records Checklist

Name of veterinary practice _____

Address _____

Veterinarian _____ Date _____

Is it in the file?	Yes	No
Patient's name	<input type="checkbox"/>	<input type="checkbox"/>
Owner's name	<input type="checkbox"/>	<input type="checkbox"/>
Client's contact information	<input type="checkbox"/>	<input type="checkbox"/>
Emergency contact information	<input type="checkbox"/>	<input type="checkbox"/>
Species	<input type="checkbox"/>	<input type="checkbox"/>
Breed	<input type="checkbox"/>	<input type="checkbox"/>
Color	<input type="checkbox"/>	<input type="checkbox"/>
Presenting weight	<input type="checkbox"/>	<input type="checkbox"/>
Presenting complaint	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of history or physical exams or both	<input type="checkbox"/>	<input type="checkbox"/>
Progress notes	<input type="checkbox"/>	<input type="checkbox"/>
Copies of lab reports	<input type="checkbox"/>	<input type="checkbox"/>
Discharge notes and instructions	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of informed consent for treatment	<input type="checkbox"/>	<input type="checkbox"/>

Accident follow-up questionnaire



Date of investigation: _____

Person conducting review or investigation: _____

Was this accident the result of a violation of one or more established safety policies?

Yes

No

If yes, explain:

Has the employee received proper training to perform this procedure safely?

Yes

No

If no, explain:

Does the employee need additional training to perform this procedure safely?

Yes

No

If yes, explain:

Are changes necessary in hospital operations that would prevent this type of accident in the future?

Yes

No

If yes, explain:

Was this incident an animal bite or similar episode?

Yes

No

If yes, owner's name: _____

Pet's name: _____ Date of last rabies vaccination: _____

Was the animal quarantined and apparently healthy 10 days after the incident?

Yes

No

Did the staff member require post-exposure rabies treatment?

Yes

No

If yes, explain:
