<u>10 Common Characteristics of Highly Successful Practices</u>

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Who am I to decide:

I am a veterinary dermatologist currently enrolled in an MBA program. During the last year, I have had the wonderful opportunity to visit dozens of great practices (through the Novartis LEAD and Pfizer's Partners for Success programs). During these visits, I was able to learn many lessons from successful practices. In addition, I have listened to many practice managers, sales reps, and business people much smarter than myself. What I have learned is that there are common behaviors that are found in most of the truly great clinics: THIS is THAT list.

Immutable Lessons from the Road:

- 1. All staff members are motivated to solve specific client problems with practice specific protocols formulated to implement the "Best in Class" treatment options.
- 2. The mission statement includes a commitment to the highest quality of practice (not the cheapest).
- 3. Staff rounds are conducted to educate everyone in the clinic on the most common diseases and the practice's protocols treatment.
- 4. All staff provides consistent client education and treatment recommendations: the same message from the front to the back of the practice.
- 5. The doctors are removed from all treatment cost discussions: decisions are made based on medical appropriateness not negotiated based on cost.
- 6. Follow up counts.
- 7. Technicians are used to their full potential: great knowledge, tremendous ability, and enthusiasm produce an effective patient advocate that functions like a physician's assistant.
- 8. The receptions are recognized as the store front window of the practice.
- 9. Great emphasis is placed on disease prevention not just finding and fixing problems.
- 10. All employees play and hug the patients.