



**October 26 & 27, 2017**

OMNI Austin Hotel Downtown  
700 San Jacinto @ 8<sup>th</sup> Street  
Austin, Texas 78701

Austin City Unlimited Veterinary Management Symposium (AcuVet) is a practice management continuing education event that welcomes owners, veterinarians, managers, and team members who want to develop critical-thinking, leadership, and communication skills

## ***Learn, Reach Out, & Breathe***



**Jeff Thoren, DVM, PCC, BCC** will provide tools on how to develop mindfulness and leadership skills in order to realize better outcomes.

### **About Jeff**

Jeff works with leaders throughout the United States specializing in coaching individuals who want to increase their leadership effectiveness and teams that want to boost their productivity and move from ordinary to extraordinary.

He is the founder of Gifted Leaders, LLC, an established executive coaching and organization development company based in Phoenix, AZ, serving clients nationwide. His work there focuses on accelerating the shift from hierarchical to collective approaches to leadership. Jeff and his team are experts at equipping technical professionals to balance their functional expertise with the collaborative skills required for individual and organizational success through customized learning and coaching programs.

Jeff is a graduate of Washington State University with a bachelor's degree in Veterinary Science and a Doctor of Veterinary Medicine Degree. He received his coach training through the Adler School of Professional Coaching and is certified through both the International Coach Federation (PCC) and Center for Credentialing & Education (BCC).

Jeff has worked with a wide range of leaders from veterinary practice owners to executive level leaders in multi-million dollar companies. He has coaching/consulting experience in a variety of industries including veterinary medicine, healthcare, management consulting, construction, architecture, biotechnology, insurance, and semiconductor manufacturing.

**Tracy Dowdy, CVPM** will help the attendees take the skills learned from Dr. Thoren and apply them in practice, especially focusing on client relationships.

#### **About Tracy**

Tracy is the founder of the Relationship Centered Practice™ Academy and the managing director of MRG Consulting in San Diego, California. Tracy has been helping veterinarians and their teams operate successful practices for more than 20 years.

With a portfolio of experience that includes being the daughter of a veterinarian, and managing and owning multiple practices, Tracy's philosophy is unique and her results are proven. Tracy's a certified veterinary practice manager. She is the 2016 past president of VetPartners and she serves as an editorial advisory board member of Veterinarian's Money Digest™.

**Martin Traub-Werner, MILR** and Brenda Tassava will focus their discussion on how to continue building better relationships with clients and improve critical thinking through the data found in our veterinary practice management systems.

#### **About Martin**

Martin dressed up as a businessman for Halloween when he was seven. Since then, he's spent more than 35 years refining his skills and honing his craft. Today he's a dedicated owner/operator focused on providing the most value he can to his clients and colleagues.

Martin graduated from Cornell with a graduate degree in Strategic HR Management and he's worked in a number of different industries for many large Fortune 500 companies and small businesses.

Since 2010 Martin has been dedicated to the veterinary industry. He has presented at national veterinary conferences and regularly speaks to veterinarians and practice managers about practice data and practice management. Martin is a member of the VHMA and VetPartners. When not on duty, you'll find Martin on a spin bike or in his kitchen cooking up a storm for his family and friends.

**Brenda Tassava, CVPM, CVJ** will partner with Martin Traub-Werner to help make sense of veterinary practice management data.

**About Brenda**

Brenda Tassava is a veterinary business consultant based in New Orleans. Her companies, Tassava Consulting and VetSupport work towards finding affordable practice management and training solutions for veterinary hospital teams.

A Certified Veterinary Practice Manager (CVPM) since 2004, and a Certified Veterinary Journalist (CVJ) since 2011, Brenda recently became a Certified Zentangle Teacher (CZT) in order to bring stress reductive therapeutic art techniques to her workshops and practice consults. Her growing crew of pets that share her home in NOLA share one thing in common with each other....they are furless! Eowyn, her African Gray parrot is entertained daily by Legolas and Gimli, a pair of Sphinx kittens.

# Schedule of Events

October 26, 2017

8:30am-9:45am Registration

*Breakfast will be available*

9:45am-10:00am Introductions and Acknowledgements: Deborah A. Stone, MBA, PhD, CVPM

10:00am-12:50pm Jeff Thoren, DVM, PCC, BCC

## Enlightened Rebels: Creating Inspired Workplaces through Innovative Leadership and Mindfulness

The veterinary profession is at an important crossroads. We're living in a volatile, uncertain, complex, and ambiguous (VUCA) world where our old road maps regarding how to be successful may no longer be working for us. Faced with a variety of challenges including rapid technological change, an emerging post-baby boomer workforce and increasing levels of personal debt and professional burn out, it's clear that we need to consider new ways to preserve the health of our practices and the people who work in them. It's time to question some of the long accepted workplace leadership practices that no longer serve us. There are better ways to work together.

### Learning Objectives

- Consider what needs to change for veterinary practices to be relevant and effective as they navigate the uncertainties of a VUCA world and the changing needs and expectations of employees in the modern workplace
- Identify the characteristics of extraordinary teams and inspired workplaces where leaders and employees alike are highly engaged
- Explore the three key differences that distinguish the mindset required for effective 21st century leadership: 1) a different definition of leadership, 2) a different view of the positional leader's role and 3) a different way of "being"
- Learn how leadership is evolving and being redefined as a collective competency, not just an individual competency and consider ways to shift away from traditional patriarchal models
- Recognize where being a "coach-like" leader and specific coaching skills fit in related to the current shift from old, paternalistic forms of leadership to more distributed approaches
- Reflect on six important personal attributes related to the "being" qualities of the 21<sup>st</sup> century leadership mindset and select an area(s) for personal development
- Develop greater awareness of self and others through the practice of mindfulness
- Develop an increased capacity to be present, develop trust, and partner with others through mindfulness, emotional agility, and emotional intelligence
- Commit to one of the most critical acts of leadership: creating the time and space for personal reflection and thinking together as a team in order to learn from our experiences, improve work processes, and to allow insight and wisdom to occur through self-organization, life's wondrous process for creating order without control

1:00pm-2:00pm

*Lunch*

**2:00pm-4:50pm Tracy Dowdy, CVPM**

### **The Relationship Centered Practice**

Most practices do not have a strong business plan and operational model to adopt and follow the path of profitability and success. In this workshop, attendees will be introduced to the Relationship Centered Practice®, a comprehensive framework to create and optimize a thriving, profitable practice that is centered on the relationships it has with its clients, patients, and team. The Relationship Centered Practice® framework consists of the following five components, which are essential to practice success:

1. Identify Your Compelling Vision and Strategic Plan
2. Build a Self-Reliant Team
3. Set Standards
4. Create Systems A to Z
5. What You Measure, You Can Improve

When practices develop a culture of serving people, they will stand out from their competitors. In veterinarian-centered practices, veterinarians deliver their knowledge in a one-on-one situation, and it limits the practice's capacity to grow and serve clients and patients effectively. Illness and injury dominated the veterinary practice of the past and was the focus of most veterinary–client interactions. Today, however, a new model of service delivery needs to evolve. Society demands human-level care for pets, but our profession is not efficient or robust enough to fill this need. A trained paraprofessional team member can properly explain the wellness, behavior, and husbandry issues to a client. Once one conceptually understands that the capacity for building relationships and providing excellent service is not the same as the capacity for medicine and that enabling non-doctors to communicate with clients will create emotional and financial wealth, the problem becomes less daunting to change. The components of the Relationship Centered Practice® will pave the way for veterinarians and teams to create and optimize a thriving, profitable practice that is centered on the relationships it has with its clients, patients, and each other.

### **Learning Objectives**

- For teams to accept change, they must understand why change is necessary for both them and the practice. Attendees will learn the importance of having a shared vision and strategic plan.
- It's vital to surround ourselves with great people who have the passion and skills to get the job done effectively. Attendees will learn how develop a self-reliant team through creating a culture of empowerment in the practice.
- Exceptional service is defined as constantly and consistently exceeding clients' expectations. It is impossible to constantly and consistently exceed clients' expectations without having clearly defined standards in place. Attendees will learn the five standards to become a Relationship Centered Practice.

**5:00pm-8:00pm**

***Social: Music, Food, & Fun!***

# October 27, 2017

***Breakfast and boxed lunches will be available***

**9:00am-2:00pm**      **Martin Traub-Werner, MILR and Brenda Tassava, CVPM, CVJ**

## **Veterinary Data and the Four Pillars of a Well-Managed Practice®**

Benchmarks and key performance indicators are traditional data points used to compare and contrast a veterinary practice against others in the profession, as well as to track progress over time. Often practice owners and managers get lost in all the data, losing sight of the *why* behind the numbers. Tassava and Traub-Werner will focus on measurement, Well-MP benchmarks and goals, taking action, and follow-up accountability.

### **Learning Objectives**

- Data on four pillars of well-managed practices
  - Financial health
  - Patients first
  - People and culture
  - Client experience and marketing
- Explore metrics behind the pillars

***Thank you for all that you do!***