

Conflict of Interest Disclosure:

This session is sponsored by IDEXX



Tools to streamline client communication

Eric D. Garcia

About Eric D. Garcia

Management Team at Large Practice in Tampa, FL with Feline Exclusive Sister Practice

Former VP of Veterinary Exclusive Web Marketing Firm

IT & Digital Strategist | Founder of Simply Done Tech Solutions,







VMX Speaker of the Year for Practice Management

cat'Xpert

International Speaker: USA, Canada, Netherlands, Turkey, Thailand, Philippines, Austria, Singapore, Brazil, Peru, Croatia, South Africa, Chile

Published Author:

- Former Marketing Columnist for Today's Veterinary Business
- 15+ Chapters in the the 5-Minute Veterinary Practice Management Consult, AAHA Trends Magazine, Brief Media, Veterinary Practice News, DVM360, and more

ERIC D. GARCIA

State of the Industry

As of X | National



X %
Revenue YoY
(12 months)

Visits YoY (12 months) On the positive side, our intentions look favorable. Two-thirds polled expressed interest in adopting a shelter pet. Small dogs are the most attractive, followed by medium dogs, cats, and large dogs. Gen Zs and Millennials expressed above-average intentions.

On the negative side, **nearly half** say the cost of ownership is a challenge to ownership. **84%** say the cost of veterinary care is the most expensive part. When coupled with a recent Brakke report, the picture is concerning. We've reported that the number of pet visits in clinics is flat to slightly declining. Other major reports confirm our findings. Veterinarians are using price to drive up revenues.



Jeff Santosuosso

Resource: prnewswire Resource: hillspet.pdf

Concerns about the cost of pet ownership are the top barrier to adoption

84%



of respondents said veterinary care is the most expensive part of owning a pet

<\$75K

Owning a pet is less accessible for people who earn less than \$75,000 per year.



For Most Practices,
Demand Returns
To Pre-pandemic
Levels



https://www.avma.org/news/most-practices-demand-returns-pre-pandemic-levels#.ZCBI_FCH1CI.linkedin



Katz, Sapper & Miller 800 East 96th Street, Suite 500 Indianapolis, IN 46240



MEMORANDUM

TO: VMG Members

FROM: Terry O'Neil, CPA, CVA

Beth Scott, CPA Logan Cobb KSM Datalink Team

DATE: 10/14/24

RE: Summary of 2024 VMG DATALINK Observations

During 2Q 2024, revenue growth was 6% globally vs.10% for same period last year. Global invoices increased by 1.3%, which is a slight increase over same period 2023. Globally, the average invoice growth the last two years is 2.7%, which is less than half of the growth of 2022, while the top 20% most-profitable veterinary hospitals have seen invoice count growth of only 0.9%.

The last few years have been unprecedented, challenging, and tested all of us, and we believe the coming months will be equally if not more challenging. The challenges to families are well documented and will more than likely have an impact on disposable income available to pay for pet care needs. We anticipate that consumers will continue to have limited disposable income to spend on veterinary services due to the restart of student loan repayments, slowing wage growth, and job eliminations. Our message to the veterinary industry in 2024 will continue to be "back to the basics," with a focus on customer satisfaction, efficiencies, and staff wellbeing. Now is the time for hospital owners to embrace opportunities to use technology to enhance the customer experience and to find efficiencies.

For the past four years, hospitals have been able to increase prices aggressively without much pushback due to demand. Many hospitals tell us the price increases are starting to affect client acceptance of DVM recommendations. The effect inflation had on the economy may be starting to impact the veterinary industry, which makes efficiencies and customer/employee satisfaction extremely important in the near future. When reviewing pricing adjustments, be sure to consider inflation. Below is a chart for reference purposes. We believe pricing elasticity is starting to catch up with pet owners, which might be the possible cause in the leveling off of client visits (if not related to capacity issues).

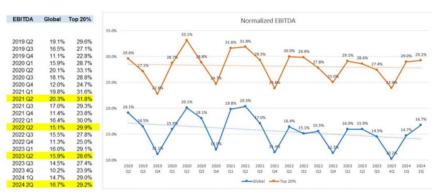
Feedback from hospitals indicate success in recruiting new DVMs and staff. We continue to endorse options such as profit sharing, equity appreciation, retention bonuses, and student loan assistance programs to compete with corporate consolidators. Associate DVMs continue to share with us that the No. 1 thing they are seeking when considering a new opportunity is mentoring and a positive workplace culture. Please be sure to establish a robust and detailed plan that can be shared while interviewing to demonstrate the hospital's commitment to mentoring. We advise that you market mentoring programs in job ads as well as any special bonus programs that are attractive to potential job

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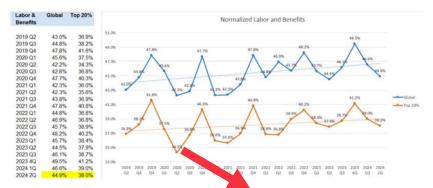
10

EBITDA - Owner compensation normalized to 20% of owner production, and the lessor of the management wages paid, or 3% of revenue

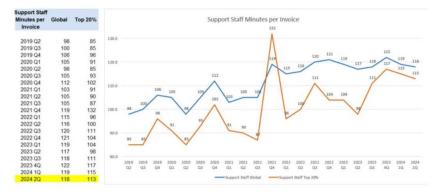
A few lessons learned over the past couple of years and some thoughts regarding the future (some repeated messages but are still relevant):

- 1. Stay healthy and make sure you take care of yourself and the staff.
- 2. Things are never as good as they may appear, but they are not as bad as they appear either.
- We cannot overreact or underreact to performance. One quarter/year or year does not define a business's success, but it must be monitored to identify what the root cause is and what may be done to improve.
- 4. Please stay humble and continue to mentor and care for yourself, your staff, and your patients.
- 5. Technology options have to be embraced (i.e., Al), and hospitals should consider how they can positively impact the hospital and be used to improve operations both internally and externally. Change is good!
- 6. Many hospitals are starting to see open appointment slots. Now may be the time to consider launching a new campaign to attract new clients as well as reviewing past-due reminders and re-engaging any pets that may have lapsed. Our suggestion is to schedule any new appointments during slower times if incentives are attached to a promotion.
- Review and compare DVM productivity and related revenue percentages amongst associate DVMs to ensure hospital Standards of Care (SOC) are aligned.
- 8. The veterinary hospital of the future is now. Embrace what we have learned and make a commitment to continue to try new ways of delivering veterinary care.
- 9. Institute a "back to the basics" program, including but not limited to:
 - a. Employee training, culture, and job satisfaction
 - b. Management of reminder systems
 - c. Telephone answering skills
 - d. Advertising and social media strategic plan
 - e. Continuous effort to improve employee satisfaction
 - f. Continuous staff training and improvement
 - g. Continuous efforts to improve customer satisfaction

We have enjoyed participating in many of your VMG group meetings and look forward to many more upcoming meeting presentations.



Support staff minutes per invoice 2Q increased very slightly. The 20% most-profitable hospitals were 4.2% more efficient on the amount of time non-DVM staff spent per invoice. Consider efficiency opportunities such as billing and budgeting templates, scribes (AI) to assist DVMs, online scheduling, securing third-party storage of pet owner credit card information, and DVM leverage, to name just a few. Each hospital needs to continually assess opportunities and the patient flow to assure the correct leverage is provided to DVMs based on the number of patients DVMs see per hour. As we continue to learn more about "post-COVID times," we have come to the conclusion that associate DVMs are only going to see the number of patients they want to. It is important to understand the patient volume per DVM and how to staff accordingly.

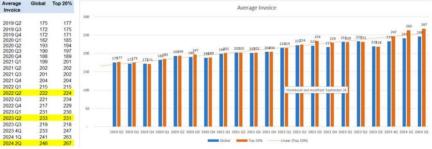


Leverage has not changed for a decade. Continuing to staff the same will likely yield the same results. Many opportunities exist to improve efficiencies that may impact either staffing levels needed and or DVM patient volume. However, the DVMs must be aligned with increasing leverage, which means the expectation for the DVMs to increase the number of patients seen per day.

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Invoices per full-time DVM have settled back to pre-pandemic levels. With a majority of associate DVMs earning a pro-salary, one theory is that due to price increases at the hospital, DVMs may or may not be willing to see the same # of patients per day. DVMs are seeing the same number of patients compared to pre-COVID days. What does a business owner do? Increasing the workload and asking for more production is not the answer. Embracing leverage and utilizing technology needs to be considered.

Retention Now Beats Acquisition

Acquisition costs spiked in 2020. The **competition for ad placement** both in search engines and social media got so fierce that it drove bidding costs to prohibitively high levels.

Now the magic word is "retention". Most merchants and online businesses are refocusing their efforts to optimize their conversion funnel towards generating customer loyalty. Moreover, brands are finding really imaginative ways to reward their most loyal buyers.

The **subscription model** is one big example of this phenomenon. Instead of having a one-and-done transaction with a customer, an increasing number of businesses and industries are shifting towards a new sales model. They now seek to add value in the form of subscriptions that transform their users into subscribers.



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95

%



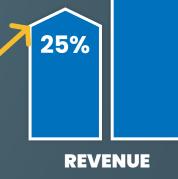


Bain & Company &
Harvard Business School report that
"increasing customer retention rates by 5%

increases profits

by **25%** to **95%.**"

5%
CUSTOMER
RETENTION



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https://media.bain.com/Images/BB_Prescription_cutting_costs.pdf © All rights reserved. Eric D. Garcia



Netflix did not kill Blockbuster.
Convenience did.

Uber

Uber did not kill the taxi business.
Limited access and fare control did.



Apple did not kill the music industry.

Being forced to buy full length albums did.



Amazon did not kill other retailers.

Poor customer service and experience did.



Airbnb isn't killing the hotel industry.

Limited availability and pricing options are.

"Technology by itself is not the disruptor. **Not being** customer-centric is the biggest threat to any business." Alberto Brea

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Uber is a trademark or registered trademark of Uber Technologies Inc.

Apple is a trademark of Apple Inc., registered in the United States and other countries. Amazon and the Amazon logo are trademarks of Amazon.com, Inc. or its affiliates.

Airbnb is a trademark or registered trademark of Airbnb, Inc.

Source: Elliott T. Digital disruption is about customer centricity. timoelliott.com. https://timoelliott.com/blog/2017/06/digital-disruption-is-about-customer-centricity.html. Published June 28, 2017. Accessed February 25, 2020.



"Do not deprive pet owners of the same conveniences and experiences we demand in our daily lives."

Improve Efficiency



Define the operating experience: It's not just about digital

Amazon (a digital-first company) with Walmart (a more-traditional legacy business).

amazon

Amazon had \$232.9 billion in net sales and 647,500 full- and part-time workers. Its sales per employee were \$359,671

Walmart > '<

In contrast, Walmart had \$495.8 billion in net sales and 2.3 million associates. Its sales per employee were \$215,548

Amazon enjoyed 67% higher performance per employee.





Finding the Time





Empowering An IDEXX Publication February 2023
Veterinary Teams to Get the Most Out of Every Day

Written by Sherouk Fetaih, MBA, MSc Study

idexx.com/ findingtime

	ENGINE LIGHT ON "We are always trying to catch up and it never feels as though we have enough staff"	CHUGGING ALONG "We get by with what we have but would like more"	WELL-OILED MACHINE "We are set up for success - and we are always pushing for ways to get better"
Workflow	 Staff-to-DVM ratio: 2.5:1 (small), 2.1:1 (medium/large) Limited technician-led visits Floorplan is an impediment to productivity (e.g., lack of centrally located treatment area) 	 Staff-to-DVM ratio: 2:9:1 (small), 2:5:1 (medium/large) Technician-led appointments for low value services (e.g., nail trims, anal gland procedures) Medical staff supports DVM by performing lower-skilled tasks during clinical visits Floorplan limits "flow" (e.g., no windows on exam room doors) 	 Staff-to-DVM ratio: 3.3:1 (small), 2.8:1 (medium/large) Technician-led appointments for high-value services (e.g., wellness visits, anal gland procedures) Medical staff supports DVM by performing higherskilled tasks during clinical visits Optimized floorplan (e.g., computers in high traffic areas, bilateral accessible rooms)
Technology	 Paper-reliant processes to review patient record, record history, notate findings and recommendations, review diagnostic results, etc. Paper-dependent (e.g., PIMS only used for scheduling and billing) Scheduling based on DVM availability 	 Limited use of computers or tablets to review patient record, record history, Notate findings and recommendations, review diagnostic results "Digital" yet still dependent on paper records due to perceived need for "pack-up "/" check" Some calendar optimization by type (e.g., well vs. sick visits) 	 Utilizes computers or tablets to review patient record, record history, notate findings and recommendations, review diagnostic results End-to-end digital workflows (e.g., check in, SOAP notes, discharge instructions, billing, pet-owner communication) Strategic scheduling (e.g., optimized by type, length, DVM vs. tech, staggered and forward booking)
Culture	 Increasing staff compensation is not viewed as a lever to motivate or retain Lack of defined staff roles and responsibility Limited formal learning and development opportunities Team feels deflated or frustrated 	 Increasing staff compensation is mainly a tool to retain staff Staff roles and responsibilities are ambiguous Formal training program somewhat deprioritized Team feels apathetic 	 Increasing staff compensation to reward, motivate and ensure job satisfaction is a priority. Well-bonded team, with clearly defined rates and responsibilities Reinvests in practice (e.g., a dedicated staff training program to develop future expertise) Team feels empowered Dedicated practice manager (applicable for small clinics)

https://storage.pardot.com/862631/16794825472zj8PRW4/FindingTheTime.pdf



Practice Productivity Index™ for small practices (1-2 doctors)

Engine Light on	Chugging Along	Well-Oiled Machines
15.0 minutes	8.8 minutes	5.9 minutes
\$256K	\$278K	\$337K

Least Productive



Estimated time savings per clinical visit



Potential annual clinical revenue lift

Most Productive

Practice Productivity IndexTM for medium/ large practices (3 or more doctors)

Engine Light on	Chugging Along	Well-Oiled Machines
8.3 minutes	4.8 minutes	3.1 minutes
\$293K	\$290K	\$290K

Least Productive



Estimated time savings per clinical visit



Potential annual clinical revenue lift

Most Productive

https://storage.pardot.com/862631/16794825472zj8PRW4/FindingTheTime.pdf

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Lused to think communication was the key until I realized comprehension is. You can communicate all you want with someone but if they don't understand you, it's silent chaos.

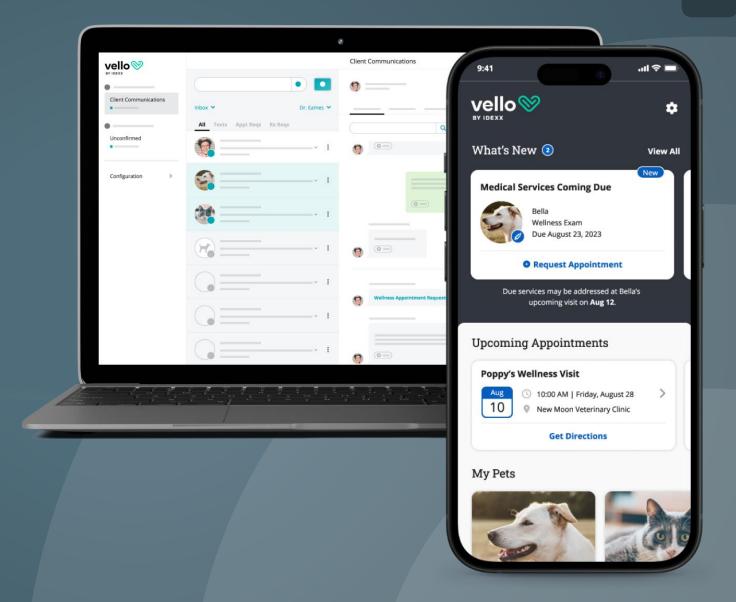


Communication Self Assessment Assets

Say hello to

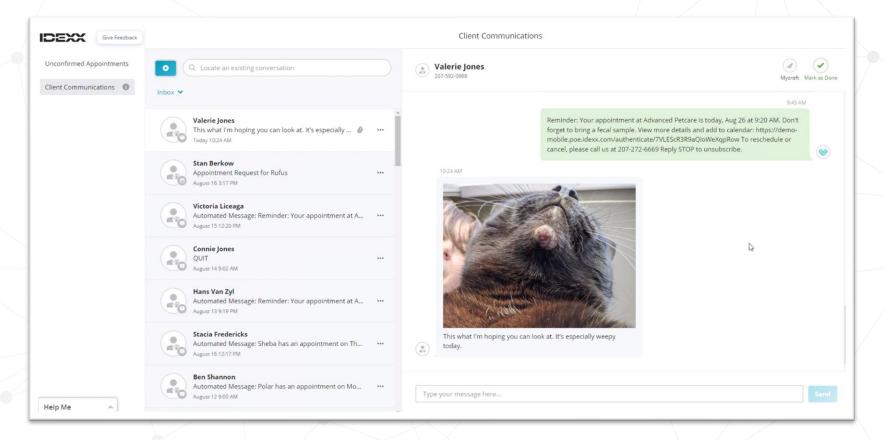
Vello

BY IDEXX



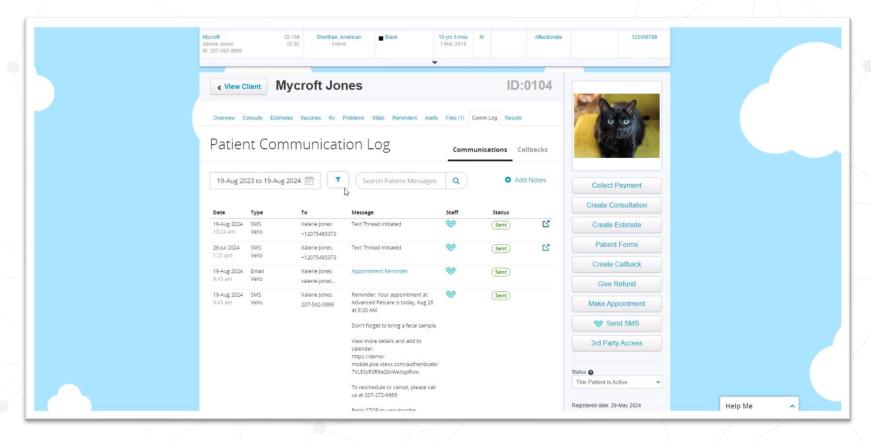
2-Way Text Messaging





Write Back Capabilities

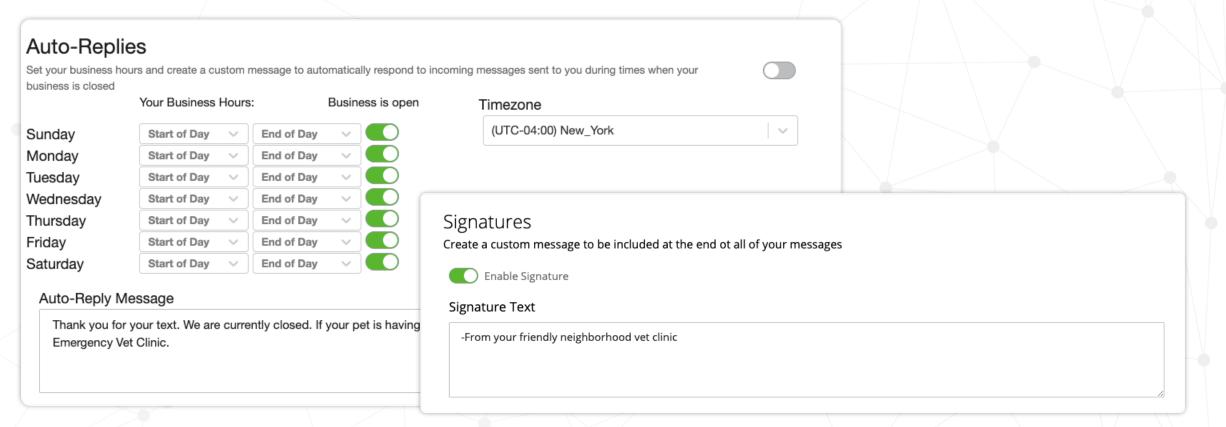




Auto-Replies

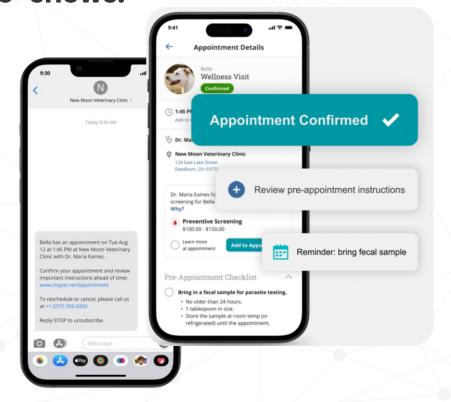


BY IDEXX



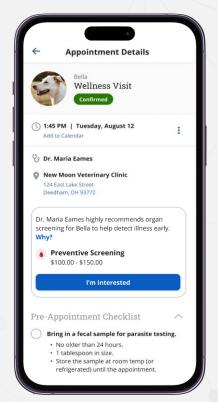
More Visits.

Vello helps practices efficiently get patients in the door with fully automated appointment and health service reminders to reduce no-shows.



Better visits.

Vello helps practices ensure clients are prepared for visits with pre-visit instructions and bloodwork recommendations to **boost compliance.**



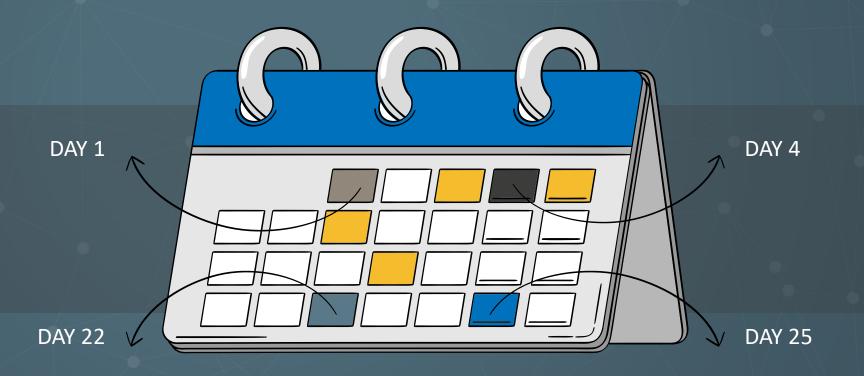
Dr. Maria Eames highly recommends organ screening for Bella to help detect illness early.

Why?

Preventive Screening
\$100.00 - \$150.00

Real-Time Scheduling

Allows for real-time appointment scheduling!



Vello Screenshots



New Phreesia research examining

>20.2 million

digital vaccine messages

providing adults and caregivers with vaccine information just before their appointments, or at the point of care,

is an effective strategy for SUPPORTING VACCINE CONFIDENCE AND ADOPTION,

including among historically marginalized populations.



Source: phreesia.com

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Phreesia's research shows that exposure to point-of-care vaccine messages shifted patient

KNOWLEDGE ATTITUDES BEHAVIORS

In some instances, exposure to messaging drove vaccine administration rates

higher than the control group.

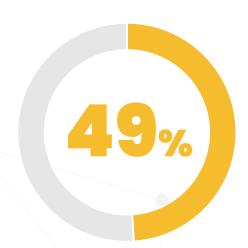
Source: phreesia.com

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Phreesia

2)



65%

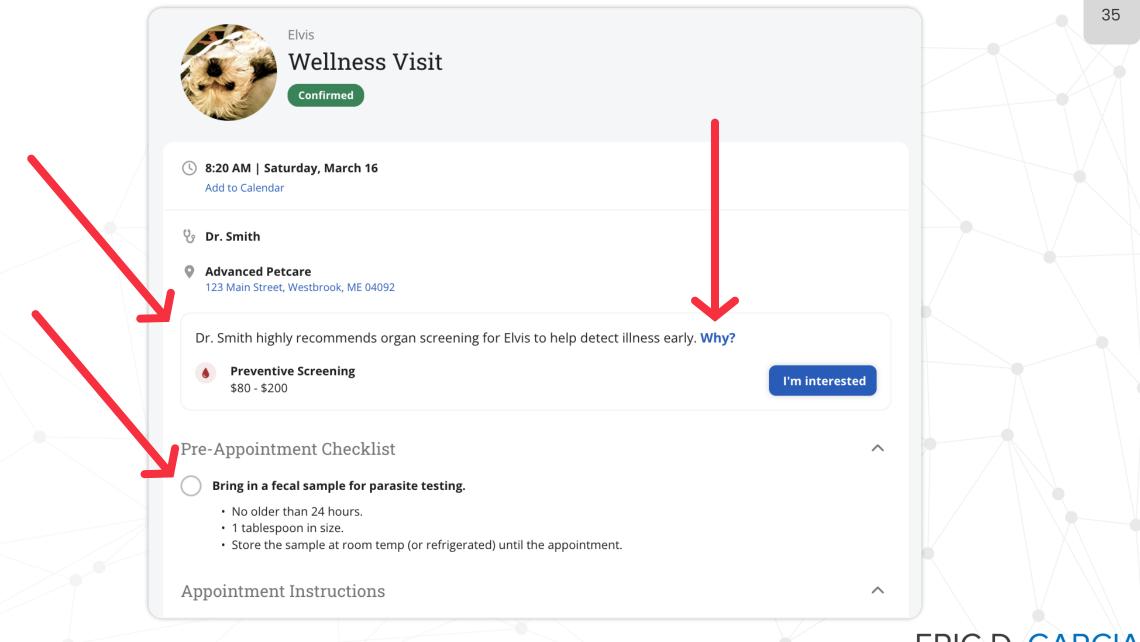
Patients exposed to pointof-care messages received incremental vaccinations at a rate more than twice as high, on average, than control groups who did not see point-of-care information of patients who saw point-of-care messages said the information was new to them

said they were likely to discuss vaccines with their doctor

Source: phreesia.com

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What to Expect During Your Pet's Annual Exam

Dog Checkups & Preventive Care

Routine wellness visits are a great way to help your pet live a healthy life for as long as possible. These visits can also help to catch potential health issues earlier and may help you avoid additional costs associated with treatments if disease goes undetected.

A typical wellness visit might include:

A physical exam

Veterinarians look for changes in your pet's teeth, weight, joints, skin, and ears. These changes may be signs of illness.

Diagnostic screening tests

Veterinarians check your pet's internal health. These results help to manage and track your pet's overall health.

A review of results

Veterinarians look for changes in results from year-to-year. Changes can act as early warning signs of health problems.

WHAT WE LOOK AT DURING A VISIT AND WHY

HEART AND LUNGS

Infection or disease can make it difficult for your pet's heart and lungs to deliver enough oxygen-rich blood to the body.

LIVER

Your pet's liver may have trouble managing proteins, fat, digestion, and waste. These problems could be caused by disease, a blockage or even medication.

PANCREAS AND INTESTINE

Problems with these digestive organs may be due to an inflamed pancreas, diabetes, or some types of cancers.

KIDNEYS

SDMA* testing detects kidney disease earlier than other types of kidney tests. 1,2 Results also reflect other diseases your pet may have that affect the kidneys 3



ERIC D. GARCIA



- 8:20 AM | Saturday, March 16 Add to Calendar
- 🖔 Dr. Smith
- Advanced Petcare

 123 Main Street, Westbrook, ME 04092

Dr. Smith highly recommends organ screening for Elvis to help detect illness early. Why?



Preventive Screening

\$80 - \$200



 \wedge

Pre-Appointment Checklist

- Bring in a fecal sample for parasite testing.
 - · No older than 24 hours.
 - 1 tablespoon in size.
 - $\bullet\,$ Store the sample at room temp (or refrigerated) until the appointment.

Appointment Instructions



More Visits.

19%

reduction in no-show appointment rate¹



1. Data on file at IDEXX Laboratories, Inc. Westbrook, Maine USA. Practice N = 24 Neo beta practices. Appointment N = 150.5K. 6 months pre-Vello vs. 6 months post-Vello. Includes all practice visits/appointments. Individual results will vary.

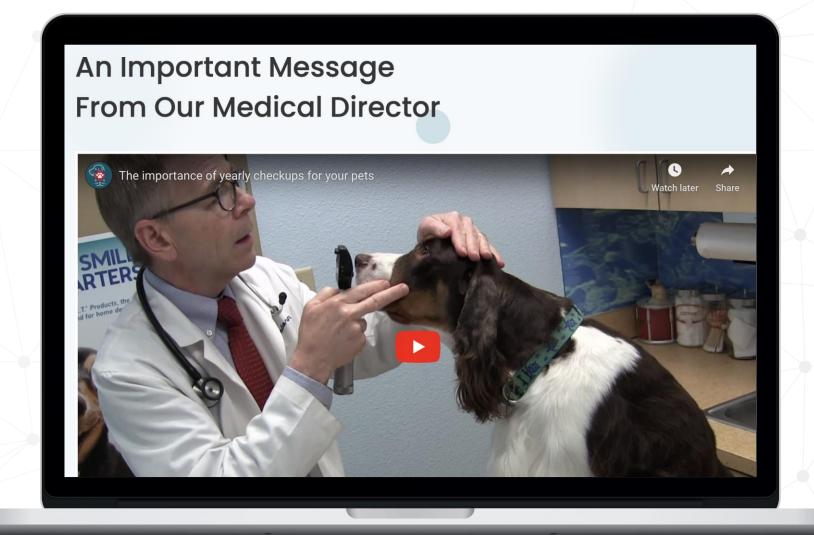
17%

increase in diagnostic inclusion for wellness visits²



2. Data on file at IDEXX Laboratories, Inc. Westbrook, Maine USA. Practice N = 24 Neo beta practices. Appointment N = 23.3K. 6 months pre-Vello v 6 months post-Vello. Dx inclusion includes IRL/IHD/RA (does not include radiology). Wellness visit defined by the practice. All Wellness appointments included Pre and only Wellness appointments with Vello automation included post. Individual results will vary.

Create Pre-Appointment Videos





Before

MEADOWM NT

Animal Hospital

What percentage of your new clients who had their first visit 18 months ago have returned? How is this changing over time? (April 2024)

Your performance:

43%

Benchmark:

67%



Challenges:
Transient clients

Because they're in a college town.



Reminders:

4

Reminders (email and text)



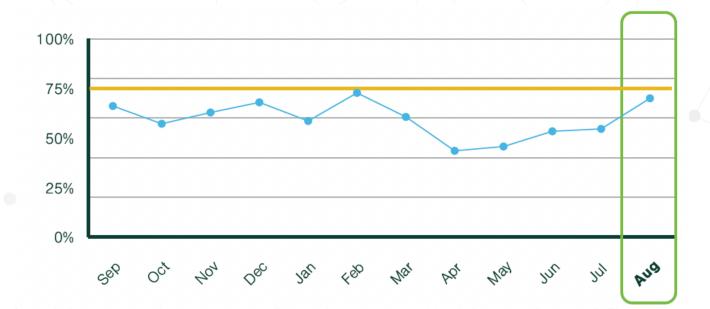
After

What percentage of your new clients who had their first visit 18 months ago have returned? How is this changing over time? (Aug 2024)

Your performance: 70%

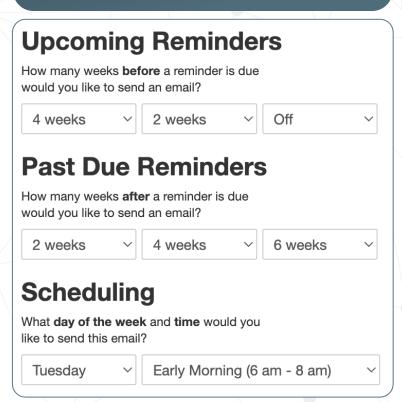
Benchmark:

75%



Reminders:







Simplicity & Better Visits

"Is your pet eating well?"



Stop

Asking:

Yes

or No?

"Is your pet drinking enough water?"



"Has your pet been coughing?"



"Does your pet have any allergies?"



"Has your pet been vomiting?"





"Is your pet limping?"



"Is your pet's stool normal?"



"Does your pet have any behavioral issues?"



"Has your pet lost weight?"



"Is your pet's activity level normal?"



"Can you describe any changes you've noticed in your pet's behavior or habits recently?"



Ask:

Open

Ended

Questions

"What kind of diet is your pet currently on, and have there been any recent changes?"



"Can you tell me about your pet's exercise routine and activity levels?"



"How does your pet typically interact with other animals or people?"



"Have you observed any new or unusual symptoms, such as coughing, sneezing, or limping?"





"What concerns do you have about your pet's health or behavior?"



"Can you walk me through a typical day for your pet, including eating, playing, and sleeping habits?"



"How has your pet's mood and energy level been lately?"



"Can you describe any recent environmental changes, like moving to a new home or adding new pets to the family?"



"Are there any specific health issues or conditions you're particularly worried about or want to discuss today?"



Medical Record Keeping

abridge

"Envisioning a world where clinicians get home on time every day, with all of their charts closed by the end of their shift."

78%
average reduction in documentation time
according to Ambience

2 hours

Saves doctors 2 hours per day on average

according to abridge

Likely to swap next slides with new ezyVet & Neo AI feature

Pending Stan insight



> happydoc 100

Transcribing



Doctor: "Hello Mrs. Wilson! How can I assist you and Whiskers today?"

Client: "Hi Dr. Hayes. I've been concerned about Whiskers. She hasn't been eating her usual amount these past few days. And she's been hiding under the bed a lot, which isn't like her."

Doctor: "Any vomiting, diarrhea, or coughing?"

Client: "Nope. But | did hear her cough a couple of times last night."

Doctor: "Alright. I'll start by doing a physical examination Ah, Ican feel as light enlargement in her lymph nodes. We'll run some blood tests to get a clearer picture. In the meantime, let's put her on a mild appetite stimulant and see if that helps. We'll re-evaluate once we have the test results. Sound good?"

Client: "Yes, thank you, Dr. Hayes. I just want her to feel better."

Generating Note...



Subjective:

- Owner reports decreased appetite for several days.
- Increased hiding behavior observed.
- · Occasional coughing noted.

Objective:

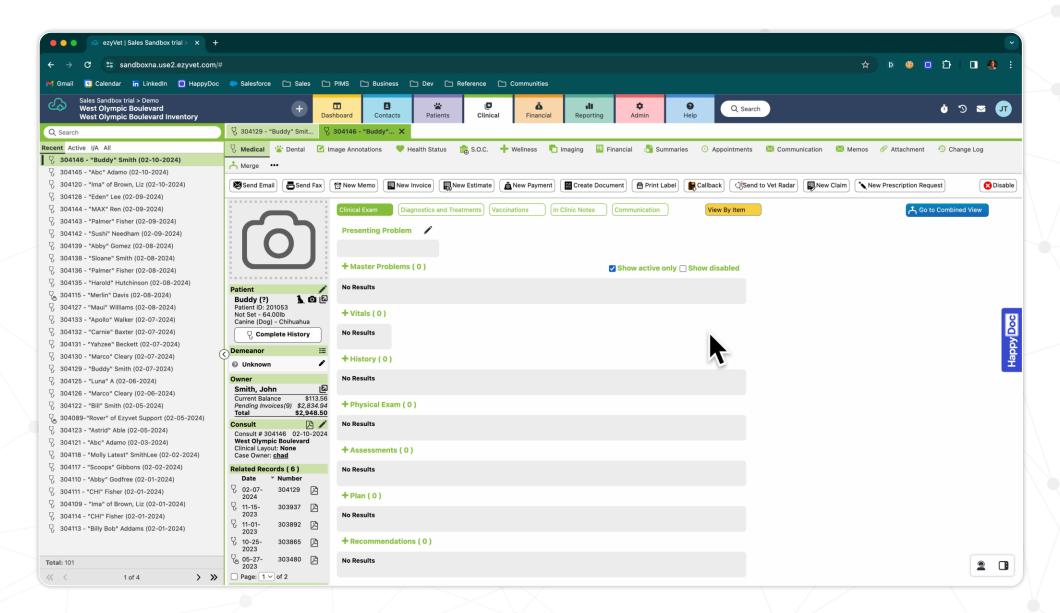
- Physical examination revealed enlarged lymph nodes.
- No signs of vomiting or diarrhea.

Assessment:

 Possible underlying infection or other systemic issue, given the enlarged lymph nodes and decreased appetite.
 Coughing may be related or a separate concern.

Plan:

- Order blood tests to assess overall health and potential causes.
- Prescribe a mild appetite stimulant.
- Re-evaluate patient once test results are received.



Most Common Uses

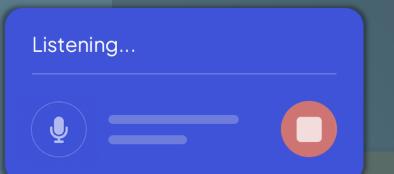
Exam summary in SOAP format

Surgery summary

Automatic TPR

Copy and Paste into PIMS

Time Saving!

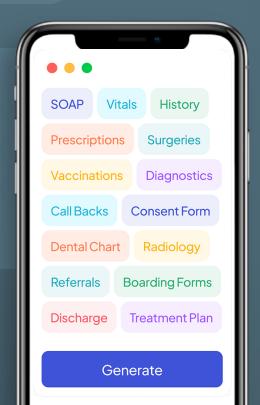


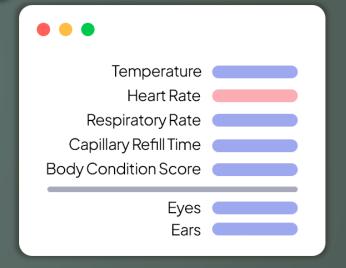
Future Benefits

Direct PIMS

Differential Diagnosis

Transcribe Call Backs with RX Refill





happydoc 18



Use Client-Friendly Language to Improve Perception of Value



Rephrase technical terms into simple language during your examination.

Instead of "palpation of the abdomen," you might say, "I'm feeling for any unusual areas in the stomach region."

Narrate the Exam Flow as You Go

For example, saying, "Next, I'm going to check Bella's heart rate and breathing to ensure everything sounds clear," gives the Al context clues for each SOAP section while reassuring the client.

Emphasize Findings Clearly

When dictating findings, such as "normal," "mild," or "severe," emphasize them so the Al correctly interprets the assessment, and the client can follow the exam's progress.



Use Client-Friendly Language to Improve Perception of Value



Verbally Summarize Key Points

Summarize findings after each section (e.g., examination, diagnostic tests). This structured summary can lead to more accurate SOAP notes and keeps clients well-informed.

Engage the Client with Open Statements

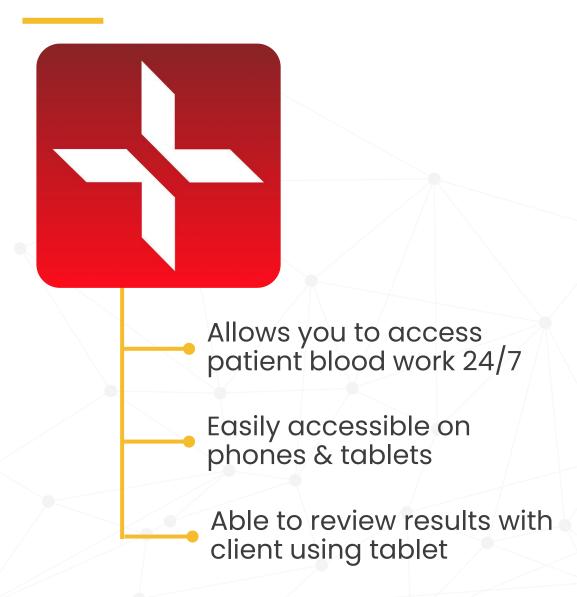
By saying things like, "Let's see what Bella's ears look like," you engage the client while giving the AI clarity on which exam portion you're addressing, enhancing SOAP note structure.

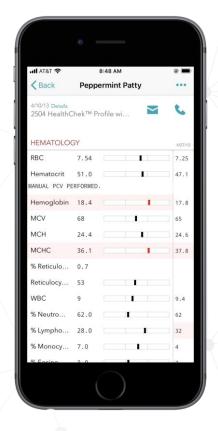
Use Consistent Phrasing for Exam Findings

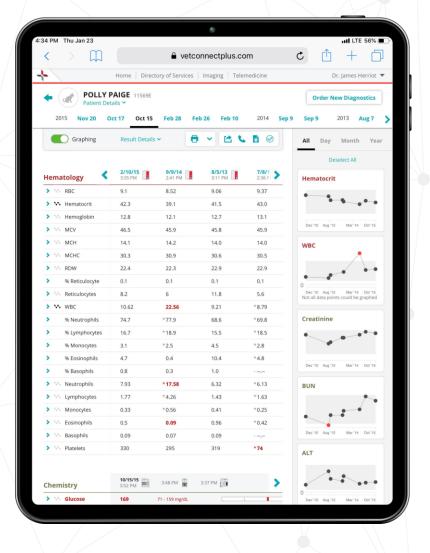
The AI learns better with repeated, structured phrasing.



VetConnect+







IDEXX VetConnect PLUS



Peppermint Mosquito & tick-borne diseases in Maine Heartworm √ None detected

You know your dog better than anyone else. That's why your role as the "watchdog" for these infections is critical. Your dog can be You know your ong extex have anyone was. These why your live as the message for little elections in across, hour ving set we asposed to these infections in almost any ourdoor location where ticks and mosquitibes can be found and risk varies from region to region. Review the infection descriptions below, and watch for the most common signs associated with these diseases. Symptoms may be hard to detect in the early stages so we recommend this parasitic disease screen at your dog's annual checkup. Work with us to find

COMBINED INFECTION RISK

No Data Emerging Moderate High

1. Prevalence data for 2012 courtery of doguandticks.com and

Lyme disease ✓ None detected

Tested: 3/13/15

Report: Mosquito & Tick Screening

Maine risk: 1 out of 7 dags Lyme disease is a bacterial infection transmitted by deer ticks. Symptoms may include lameness, reluctance to move, seedlan or painful joints, lack of energy, and urinating more.

Ehrlichiosis ✓ None detected



Brown Dog Tick Lone Star Tor Maine risk: I out of 180 dogs Ehrichipele is a bacterial infection renemited by brown dog ticks and ione star ticks. Symptoms may include oss of appetite, depression, lameness, twollen or painful joints, bloody nose, and pale gure.

We recommend a follow-up visit in one year

What can you do next?

Maine risk: 1 out of 50 dogs

Heartworm is a parastic infection transmitted by mosquitoes. Symptoms

may include mild persistant cough, fatigue, being tired after moderate

meancies, weight loss, and reduced

Anaplasmosis

√ None detected

Brown Dog Tick Dear Tick Mains risk: 1 out of 14 dogs

joints, and loss of appetts.

Anaplasmosis is a bacterial infection

transmitted by deer ticks and brown

dog ticle. Symptome may include lack of energy, larreness, swollen or painful

- Support a healthy lifestyle with proper nutrition and exercise.
- Check for ticks regularly. For info on ticks & removal www.dogsandticks.com/dogs-home.
 Review resources about canine wellness: perhealthnetwork.com/dogs-home.
- 4. Follow your weenharlan's instructions for prevention of disease in your dog, induding topical
- 5. Schedule your pet's next preventive care screening for August 2017

We're here for you and your dog: If you have any questions about your dog's nutrition, behavior or health, we'd be happy to talk with you anytime: (207)556-0200.

Dr. Blinker 544-122-1212 Cornerstoneouo@gmail.com

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- Give a heartfelt Thank You
 - Look client in the eyes
 - You're such a great pet owner, Mr. Garcia. I
 would like to thank you for trusting us with your
 pet's health needs. You should know we're
 always here for you and Gazpacho.
- Celebrate healthy lab results
- Celebrate healthy pets

Attribute success with what you do as a team

New marketing toolkit teaser



You're Not Alone... Find a Partner!



BOOTH:



The information contained herein is intended to provide general guidance only. As with any diagnosis or treatment you should use clinical discretion with each patient based on a complete evaluation of the patient, including history, physical exam and presentation, and laboratory data. With respect to any drug therapy or monitoring program, you should refer to applicable product insert(s) for complete description of dosage, indications, interactions, and cautions. Diagnosis, treatment, and monitoring should be patient specific and is the responsibility of the veterinarian providing primary care. (2024)

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