



Practice Management Focus Areas

The Disciplines We Manage, Measure, and Improve Inside Veterinary Hospitals

Running a hospital well is a dozen professions at once. These are the areas our consulting engagements cover, from a single project to full operational management.

Financial Management

- Budgeting, forecasting, and monthly variance review
- Fee schedule strategy and annual pricing discipline
- Cost of goods and inventory control, from ordering to shrinkage
- Payroll ratios and staffing cost management
- Key performance indicators, dashboards, and industry benchmarking
- Revenue-cycle control: discounts, missed charges, and accounts receivable

People & Human Resources

- Recruiting systems, interviews, and structured hiring
- Employee handbooks written for California law and kept current
- Compensation plans for doctors and staff, reviewed annually
- Performance reviews, corrective action, and lawful terminations
- Wage-and-hour compliance: overtime, breaks, and classifications
- Required trainings: safety, harassment prevention, and workplace violence prevention

Regulatory Compliance & Risk

- Safety programs and injury-prevention plans that survive an inspection
- Regulatory-board inspection readiness and premises requirements
- Controlled-substance logs, security, and permit management
- Medical record standards and documentation audits
- Insurance and liability coverage review

Operations & Workflow

- Scheduling models that match staffing to demand
- Appointment flow, capacity, and bottleneck analysis
- Facility and equipment maintenance programs
- Standard operating procedures for every recurring task on the floor

Client Experience & Marketing

- Brand, website, and online presence built to convert callers into clients
- Reputation management and review response standards
- Client communication protocols, reminders, and retention systems
- Community outreach and referral relationships

Technology & Systems

- Practice-management software selection and conversion
- Paperless workflows from check-in to medical record
- Telephony, messaging, and telehealth integration

Vendor & Procurement Strategy

- Contract negotiation with major upfront rebates
- Large equipment purchasing at true market-best pricing
- Laboratory service agreements and diagnostic contracts
- Head-to-head comparisons against members-only buying groups, and beating them when it counts

Leadership, Strategy & Transitions

- Management structure, meeting cadence, and accountability
- Startup launches from empty shell to first patient
- Expansion planning and growth without chaos
- Valuation improvement and sale preparation
- Succession, associate buy-ins, and exits on the owner's terms

Team Wellbeing & Culture

- Workload design that keeps good people in the profession
- Compassion-fatigue awareness and support resources
- Retention culture: the daily habits that stop turnover before it starts

*One conversation tells you whether we fit. Call (310) 838-9300 ext. 101 or write
admin@vetstaff.com.*

