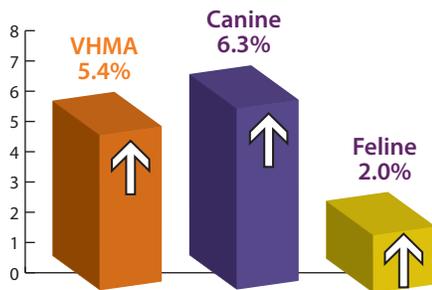


The Insider's Insight Benchmark Report is a publication provided by the Veterinary Hospital Managers Association (VHMA). The report tracks key economic indicators to determine how VHMA member practices are performing, as well as results from VHMA surveys on issues impacting the profession. There are over 600 VHMA member practices who contribute to the data for the key economic indicators. Data is representative of companion animal practices only.

November, 2017 vs. November, 2016

Revenue Growth

November, 2017 compared to November, 2016

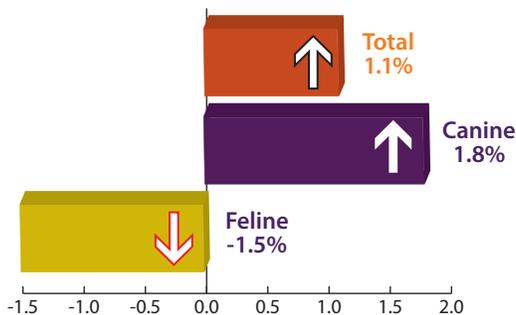


Revenue Growth

Companion animal practice revenue for the 623 VHMA practices included in this month's study showed growth of 5.4% from November, 2016 to November, 2017 with the number of workdays in November of each year being the same. Canine growth was 6.3% and feline revenue growth 2.0%. Year to date growth for 2017 is 5.5% compared to total 2016 growth of 5.9%. This growth is much stronger than the overall growth seen in the U.S. economy.

Patient Visits

November, 2017 compared to November, 2016

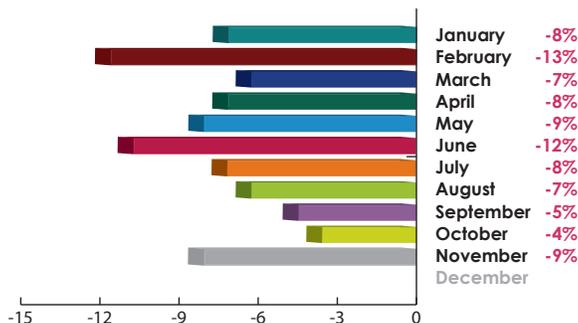


Patient Visits

Total unique patient visits for the same period, November, 2017 compared to November, 2016 increased by just 1.1% with canine visits up 1.8% and feline visits down by 1.5%. Visit growth is up 1.6% year to date for 2017 compared to a 2.6% growth for the total year 2016. (Note that the term "visits" is defined as unique purchases of either products or services for an individual pet.)

New Client Growth

November, 2017 compared to November, 2016



New Client Growth

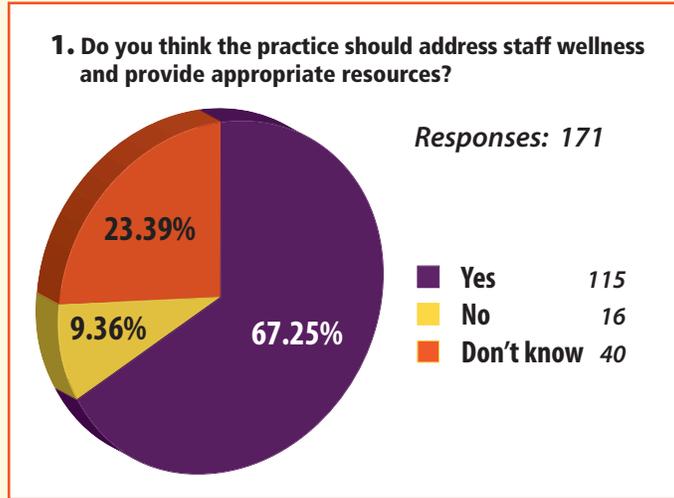
New client numbers in November, 2017 compared to November, 2016 declined by 9%; the 2017 year to date decline is 8.2% compared to a 6.9% decline in 2016.

Remember that the above figures represent averages across all the practices in the study; in order to understand what is going on in YOUR practice, you need to look not only at what your revenue growth was during these months (and going forward) but also at the drivers of growth in YOUR practice such as changes in invoices, visits, ATC, fee increases, new clients and client retention. This will give you the information to make intelligent decisions about where to focus your time and efforts to increase growth.

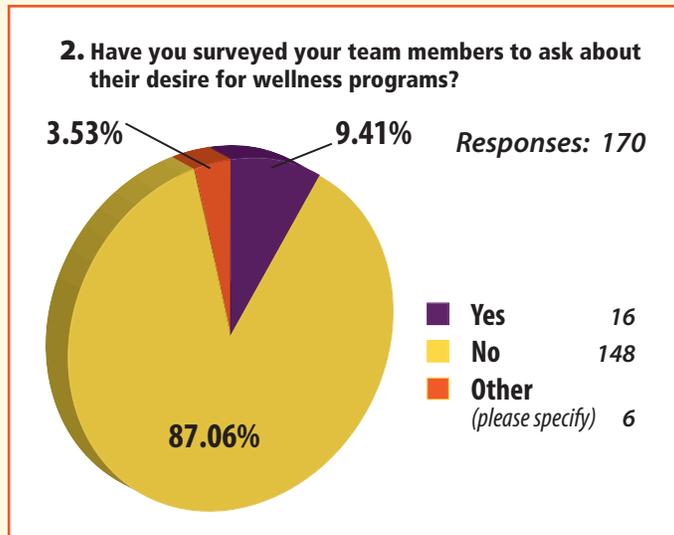
The Practice's Role in Staff Wellness

The wellness of veterinarians and non-veterinarian team members is a big topic these days and it is clearly a real issue. One of the most difficult parts of this issue is the role of employers in promoting team wellness and how to do it, particularly for small practices which don't have the resources a large corporate entity does.

The first questions explore the role of the practice starting with: **“Do you think the practice should address staff wellness and provide appropriate resources?”** About 2/3 of the respondents said “yes” while about ¼ aren't sure and the rest said “no.”



Very few practices have actually asked their team members about their desire for wellness programs.

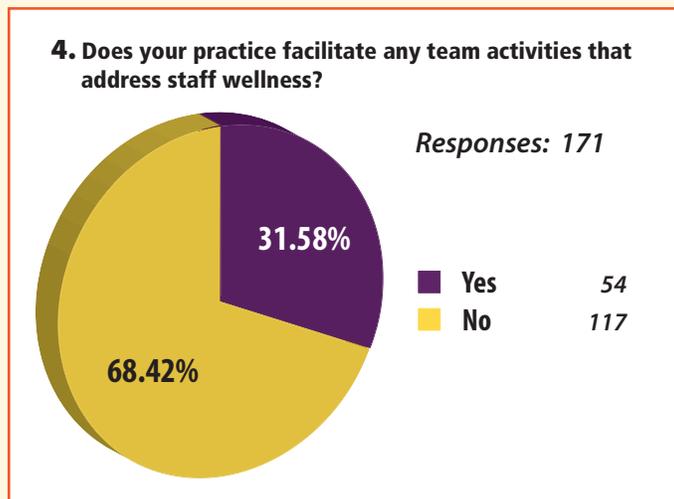
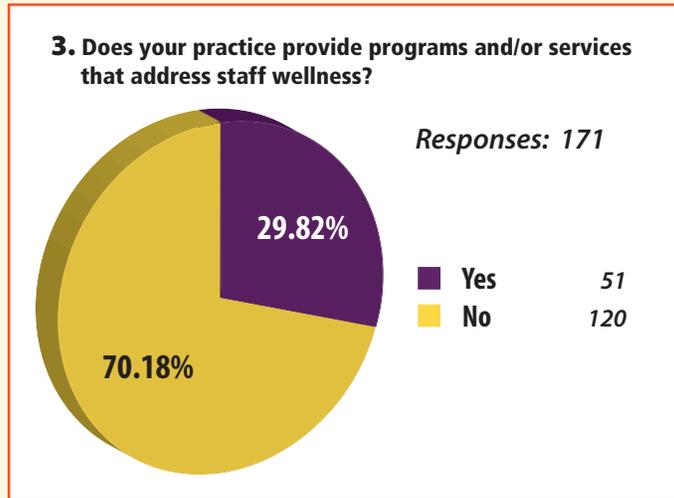


Those who answered “other” noted the following:

- The team likes the idea of wellness, until they actually have to do it
- No formal survey of employees has been done but they have had informal conversations
- The practice tries to address needs as they arise
- Lack of employee interest in wellness programs

The Practice's Role in Staff Wellness

The next two questions measure the number of practices providing programs; less than 1/3 of the responding practices actually do so.



However, there is a wide range of programs/activities offered by those practices that ARE involved in this endeavor. The first question allowed for free-form answers and asked: ***“Tell us about programs, services or activities you have offered (formalized or not) that were successful.”*** A summary of the answers is below:

- Health insurance, dental, and vision benefits
- Employee Assistance Program (EAP)
- Team wellness-related activities—fun runs, exercise challenges, group yoga
- Massage therapist brought to practice
- Healthy foods and vitamins/immune enhancers provided at the practice
- Team building events—movie, Go Kart racing, hikes, pumpkin decorating contests, painting night
- Participation in local fundraising activities
- Gym membership benefit
- Staff appreciation day
- Staff social gatherings
- Financial support for healthy programs not covered by insurance—weight loss, stop smoking, etc.
- Free acupuncture
- Staff wellness bonus for regular exercise
- Free flu vaccines
- Team strategy games
- Team meetings focused on wellness topics—health, finances, compassion fatigue, stress reduction, meditation

continued on pg. 4

The Practice's Role in Staff Wellness

"Tell us about programs, services or activities you have offered (formalized or not) that were successful." (continued)

- Personal trainer that comes to practice twice weekly
- Communication training/personality testing
- Professional grief counselor brought into practice
- Annual wellness benefit of \$500

Of course, not all ideas work for all practices. The next question asked: ***"Tell us about programs, services or activities you have offered (formalized or not) that were NOT successful."*** A summary of the answers is below; interestingly the activities in the NOT successful list also show up in the successful list:

- Competitive weight reduction program
- Little use of EAP
- Offered to pay for smoking cessation program
- Group exercise with trainer
- Social activities—bowling, tubing, movie night
- Team building activities
- Gym memberships that weren't used
- Meetings directly addressing mental health