



Power of Ten | Practice Manager Leadership Academy 2018 - 2019 Class Curriculum

Dates marked with an asterisk (*) are tentative and subject to change

Initial Gathering | Leadership Retreat

Friday, September 28, 2018 – Sunday, September 30, 2018 – Niwot, CO

This gathering kicks off your year as a Power of Ten participant, setting the stage for a year of learning. We will dig deep into your leadership style and behavior, facilitated by expert leadership coaches. Expect a weekend full of fun, learning, and bonding.

Content and learning objectives:

- Leadership versus Management
- Learn how your behavior impacts those you lead and serve
- Explore strategies for effective communication
- Starting your Leadership Plan
- Identifying the needs of a highly functioning team
- Examining your personal core values and goals
- Creating a Leadership Purpose Statement
- Planning for the rest of our exciting *Power of Ten* year!



This program is applicable toward the continuing education requirement for the Certified Veterinary Practice Manager (CVPM) program offered by the Veterinary Hospital Managers Association (VHMA).

BIG Ideas Forum – Fall | Behavioral Finance

Friday, November 2 – Saturday, November 3, 2018 – Colorado Springs, CO

CVMA holds two BIG Ideas Forums during the year – and they are always engaging, energizing and informative! Plus, you can earn three CE credits while helping chart the course of CVMA through your participation.

The fall session begins Friday at 2:00 PM and concludes on Saturday at 3:30 PM. Activities include a welcome reception, hosted dinner with the CVMA Board of Directors and Issue Forum presenters, the Issue Forum to take a “deep dive” into the identified issue, lunch with all Forum participants, and commission meetings (which oversee work plans in CVMA’s four key strategic areas).

An RSVP for the conference is required.

Skills Lab | Finding Your Why – Purpose Driven Leadership

Thursday, January 17, 2019 – Denver, CO*

Using the theories and tools provided in Simon Sinek’s best-selling book “Find Your Why,” this skills lab will provide an in-depth discussion on the concepts of purpose-driven, servant leadership. The book is required reading and will be provided.

Continued on next page...

Content and learning objectives:

- How to discover and concisely communicate your personal Why Statement
- How to discover and concisely communicate your practice's Why Statement
- How great leaders inspire action
- How to communicate like an influential, innovative, and profitable leader
- How to command greater loyalty from employees and clients
- How to apply these principles in practice management
- How to make these actions "repeatable" for maximum success
- Review personal leadership style (as identified during Initial Leadership Retreat) and a deeper dive as to how it relates to Finding Your Why

Skills Lab | The Art of Advocacy: Advancing the Profession's Public Policy Agenda
Thursday, February 21, 2019 - Denver, CO

It is essential for lawmakers to hear from engaged and knowledgeable constituents – particularly in subject areas where the lawmaker has little practical or technical experience. This day-long session will build the skills and knowledge necessary to be confident and effective advocates on public policy issues that affect the veterinary profession.

Content and learning objectives:

- The profession's responsibility in policy and politics
- State and national issues impacting veterinary medicine
- The realities of access and influence
- Getting your message to elected officials and staff

CVMA BIG Ideas Forum | Spring - Topic: TBD
Friday - Saturday, late March/early April (TBD)

This spring session will begin Friday at 2 PM and conclude on Saturday at 3:30 PM; see the fall session description above for details on activities. An RSVP form for the conference is required. A goals check-in will take place during this meeting.

Skills Lab | Media and Crisis Communication Training
Thursday, April 18, 2019 - Denver, CO*

Media training is essential for every veterinary professional representing their practice or organization. Those who "wing it" because it seems like an easy task will many times regret the experience, or worse, create a negative impression and perhaps generate a new media crisis. Media training is an excellent foundation for ALL communications skills. Client communication becomes more focused, clear, and consumes less time when these techniques are applied in the practice.

Content and learning objectives:

- How to develop a relationship with members of the media and how to turn that into valuable publicity
- How to react properly when the media calls and what questions to ask before an interview
- How to anticipate the questions you will receive and how to craft your answers

Continued on next page...

- How to develop message points from these answers and how to bridge to positive points
- And you will receive some one-on-one coaching in an actual interview setting
- Build understanding of social media tools, how they can be used for practice promotion
- How reputation management skills are necessary to protect your online integrity

Skills Lab | Financial Leadership

Thursday, May 16, 2019 - Denver, CO*

This session will help you develop advanced skills to understand and impact the financial health and profitability of the practice you manage. You will feel competent around financial issues including budgeting, strategic thinking and forecasting as it relates to financial management of the practice and confident to take action and stay mentally positive despite financial challenges.

Content and learning objectives:

- Reading your practice P&L statement
- Budgeting basics with an eye toward forecasting and achieving practice goals
- Practice ownership affordability and strategies - reviewing finances from an assessment and potential purchase perspective.
- Course corrections and agility as a business manager.
- Present your skills to a panel of sharks! Case study presentations utilizing sample financial statements. Can you get the sharks to finance your new practice?

Skills Lab | Advanced Communication Approaches to Crucial Conversations, Caring for the Caregiver, and Self-care

Thursday, June 20, 2019 - Denver, CO*

Part 1: Crucial conversations are those in which the parties are invested with high stakes and emotion; examples include conflict management, negotiations, performance evaluations and giving feedback. Because of the high tenor of these discussions, the risk for misunderstandings and miscommunication is significant. Therefore, it is critical to enter into these conversation with purpose, intention, open-mindedness and clear messaging to avoid repercussions. With these techniques, there is potential to recover or deepen a professional relationship through greater understanding and a shared vision for moving forward.

Content and learning objectives::

- Attend to setting, timing and privacy
- Create an opening statement
- Seek mutual understanding
- Develop a plan towards resolution

Part Two: More than ever it is important for veterinary professionals to learn coping skills to manage the stress of dispensing care to clients and patients - often at the expense of self-care. Taking time to care for the caregiver is paramount, as job dissatisfaction is correlated with decreased productivity and absenteeism and increased turnover - a big cost to the person and the practice. The personal and professional consequences of job dissatisfaction are bleak and include stress, depression and anxiety, alcohol and drug abuse, and suicide.

Content and learning objectives:

- Recognize the early signs of compassion fatigue

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- Identify tools and techniques to prevent and manage compassion fatigue
- Commit to a self-care plan

Part Three: Life and work can be stressful at times. As caretakers, we work hard to ensure the needs of those in our professional and personal life are met, sometimes at the detriment of our own. Learn ways to recognize the warning signs and symptoms of compassion fatigue and substance use and how to implement a self-care plan to ensure you and your practice are taken care of too. You will also hear about the Veterinarian Peer Health Assistance Program and how the program can assist you.

You will have the option to meet with your Power of Ten Facilitators/Mentors after the session.

Power of Ten Potluck

Sunday, July 21, 2019 - Location TBD

Join Power of Ten | PM & DVM participants and alumni for this social potluck event. Families are welcome! It will be an afternoon full of food, family, fun, a chance to relax, and an opportunity to connect! More details to come.

Skills Lab | Reality Roundtables: Answering the Great “Now What?”

Thursday, August 15, 2019 - Denver, CO*

Owner DVMs will be invited to share in this wrap-up open forum roundtable session with Power of Ten Practice Managers in interactive dialog on topics selected by the participants. In addition to sharing “what do I do with all my new knowledge ...” the roundtable will explore topics such as:

- Creating Practice Culture
- Strategic Thinking - looking forward with practice financials
- Keeping Professionalism in the Profession
- Building a Stronger Voice in the Workplace
- Communicating with your owner-veterinarian
- What’s on Your Mind? (open discussion and wrap-up)

Graduate Celebration | CVMA Convention 2019

Thursday, September 12 - Sunday, September 15, 2019 - Keystone, CO

P10 | PM participants receive complimentary registration to CVMA Convention 2019. Optional learning labs and professional development courses occur throughout the conference. A schedule of specific Power of Ten activities will be announced in advance. You will be invited to share in an informational session with others who are interested in Power of Ten Leadership.

An RSVP (registration form) is required for this conference.

Power of Ten | Practice Manager Leadership Academy provides 43 hours of education that are applicable toward the continuing education requirement for the Certified Veterinary Practice Manager (CVPM) program offered by the Veterinary Hospital Managers Association (VHMA). *Approved course ID 17-18.*