

Mentorship for Doctors at Iron Mountain Animal Hospital

Veterinarians, whether they are starting fresh out of school or coming in with experience, all require a special amount of mentorship and coaching. Recognizing this, we have created a written mentorship plan for all onboarding veterinarians. Especially important to our mentorship program is open communication of both the mentor and mentee during the entire process. Our commitment to you is we will come to you if there is an issue that affects you. Our expectation is that you will do the same. If you have any questions, concerns, or ideas, at any point, you are strongly encouraged to speak with Dr. Scott or Steph as soon as possible.

Day 1

- On your first day, you will meet with the Practice Manager to go over training materials (including our Mission Statement and Core Values) and to discuss how the mentoring program at IMAH works.
 - Dr. Scott is the main mentor for newly hired doctors at IMAH. If he is not in the building, he is available by cell phone (even after hours) for you to reach. In the event that he is unavailable by phone, and you need support on a case, our other senior doctors, Dr. Alessandrini and Dr. Hurley, are always willing to help as well.
 - Anything that is discussed with Dr. Scott or Steph is considered confidential unless you say otherwise. We want you to be comfortable in expressing concerns, ideas, or thoughts.
 - Accountability- if at any point you feel you are not getting the support you need from Dr. Scott, please see him as soon as you can and have that discussion with him. Dr. Scott is always willing to help, but sometimes you have to really “lead” that conversation because he is also busy.
- During your meeting with the Practice Manager, we will also discuss any procedure or protocol you may need more help/development time on and make a plan for that. For example, many doctors need more training on dental procedures, and we would set a plan/timeframe for that.
- We will review where to find our protocol book that has all of our standards of care and ethical stances in it.
- Doctors will be given a Training Checklist, which lists all of the Standard Operating Protocols (SOP's) that are pertinent for a doctor to know. These SOP's cover how to work our Practice Management Software (PMS), clinic protocols, contact information for local resources, and more. Newly hired doctors will work their way through this Training Checklist at their own pace. If they have questions about any of the SOP's, they should ask the Practice Manager or the senior doctor on the floor that day.
- Doctors will be given access to ACT, our online training platform. On this platform, there is a valuable Dental Extraction CE presentation by Dr. Brett Beckman that will be assigned to you to complete, in order to gain additional confidence in dental procedures.

Days 2-5

- On days 2-5 of hire, you will be paired with a senior doctor to have training in exam rooms and surgery. This will give you an overview of our protocols and practice management software. For at least one of those days, you will be paired with Dr. Scott.

Day 6 and on

- We don't expect you to fully understand every protocol or process within the hospital for some time after hire. This is why you will be paired with senior technicians/assistants only, until you are “ready” to lead our less senior staff confidently. Every doctor is ready for this on a different time table, so it is up to management when we feel you are ready to utilize all staff (and of course, we take into account feedback from you as well).

30 Day Review

- At this review, we will mainly discuss how things are going in a more casual manner. This meeting will be scheduled for a half hour. At this meeting, we will establish and document a Vision Plan, which will include short and long term goals. We will also review any relevant cases that you may have questions about, or that we feel would benefit you to review.

60 Day Review

- At this review, we will discuss how things are going, if your support level is appropriate, if your work life balance is at a desirable level, and some preliminary key performance indicators (KPI's). We also may or may not review a video from the exam room with you. We will also review any relevant cases that you may have questions about, or that we feel would benefit you to review. This meeting will be scheduled for an hour, if a video review is done, or a half hour if not.

90 Day Review

- Much the same as the 60 day review, but in this one we will for sure review a video with you if we haven't already. We will also perform a medical record audit and discuss trends observed from that. We will also review any relevant cases that you may have questions about, or that we feel would benefit you to review. This meeting will be scheduled for an hour, if a video review is done, or a half hour if not.

120 Day Review

- We will do a follow up video review during this one to see improvements that have been made since the previous exam. We may also go over preliminary profit center percentages at this meeting. If we haven't set them in a previous meeting, we will also set some short and long term goals to be reviewed at the next meeting. We will also discuss expectations going forward with leadership - we expect our doctors to be able to lead in a positive manner. This meeting will be scheduled for an hour.

After this point, scheduled reviews will be made on a case by case basis. At a minimum, we perform annual reviews every year.

If at any point there is an issue that is pressing or just some support you need/want, please do NOT wait until one of these structured reviews. Please see Dr. Scott or Steph (if appropriate) with whatever concerns or ideas you have as soon as possible.

A common recognized issue with newly hired veterinarians is overextension and overwork. If management sees patterns/behaviors that indicate this is happening, we will initiate a conversation with you to make sure your work stress level is not too high. If at any point you feel like your stress level is too high, but we haven't spoken to you yet about it, do not hesitate to reach out to us. There are ways we can help you with your schedule, work load, etc that can really make a big difference.

Another way we provide mentorship for our veterinarians is by having doctor only meetings no less than once every other month. At these we discuss topics that are pertinent to the clinic, and any cases that may be interesting.

Key Performance Indicator Benchmarks for IMAH

We use key performance indicators (KPI's) often in reviews with doctors. This is not because we want to be "focused on the money"- rather it's because we want to be focused on performing good medicine, and KPI's allow us to have a quantifiable way to measure that. Typically, if a doctor recommends appropriate diagnostics and treatments, their KPI's will be healthier than a doctor that is more "lax" with those recommendations.

- Common KPI's and their definitions and goals:
 - ATC
 - Average transaction charge. This is the average amount of an invoice when you see a patient. This is printed at the bottom of your production statement every month, and will be discussed at reviews as well. For our hospital, our goal is around \$185.
 - Patients seen per day
 - The average number of patients seen per day. A typical tenured doctor will see between 15 and 18 patients a day. This is something we monitor in the beginning of a veterinarians career with us to assess efficiency.
 - Gross per Day
 - The total that a given doctor grosses per day. This is typically between \$2,300 and \$2,600 at our hospital. ATC, patients per day, and gross per day are all highly interconnected numbers.
 - Profit Center Category Percentages
 - When we discuss these, we provide current benchmarks for well managed practices at the same time. However, as a general overview, what we are looking for here is that a doctor is not underperforming in important categories for our clinic (like dental procedures, for example). We also are making sure that a doctor is not basing their gross too heavily in pharmacy, as that is a shrinking category for all veterinary clinics.

Virtual Internship

IMAH is experienced in working with VIN and their virtual internship program. This program is designed for veterinarians that have graduated within the last 3 years that feel they may benefit from the additional support an internship program can offer, but want to be able to work in practice at the same time. If a veterinarian chooses to complete this internship, time will be given in their daily schedules at the clinic in order to support completion of the program, as it is a time intensive program. This internship is very medically focused, and incorporates real cases the veterinarian is working on in-clinic to use during the various rotations. Previous interns with our clinic have reported that they felt much more medically capable and confident after completing this internship.

MentorVet

IMAH has provided membership to MentorVet to previous associate veterinarians in our clinic, and will continue to provide membership for any new associate veterinarian that is interested. MentorVet provides a structured mentorship program for new grads (1st-3rd year) that pairs them with a mentor outside of our clinic that can help with all aspects of "new vet life". This includes topics that are outside of direct veterinary medicine, like personal financial management and leadership/emotional intelligence skills. Previous members have reported they felt the program was extremely helpful for them to have a successful experience as a new or newer veterinarian, on a more holistic level.