

# Secrets to Effective Scheduling

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## What you'll learn:

- Choosing the right appointment length based on the reason for the visit
- Using urgent care slots to be able to see sick patients on the same day
- Scheduling methods to keep doctors on time and reduce wait times for clients
- Managing emergencies and work-ins
- Using a surgical and dental point system to schedule procedures

Unlike physicians' offices, veterinary clinics must see patients for preventive care, illnesses, surgery, dentistry and emergencies—all in the same day. The schedule can easily spiral out of control without an organized and efficient system for booking patients.

## Scheduling goals for your hospital

Your goal is to be fully scheduled for exams, surgery and dentistry, which allows you to serve the maximum number of clients and patients. Most practices have almost 40% unfilled appointments, with 62% of appointments filled as the average.<sup>1</sup>

Equally schedule all doctors, which also allows you to maintain balance in technician usage. If one doctor has open appointments, schedule with that doctor first unless the client has requested a specific doctor. The hospital can do more business, clients can be scheduled sooner, and staff and doctors will be less stressed if the caseload is shared equally each day.

## When do pet owners want veterinary appointments?

The busiest times in most veterinary hospitals are the first and last two hours of the day that your business is open. A 2002 Pfizer Animal Health (now Zoetis) U.S. study of 18,000 veterinary clients identified their preferred times for veterinary care.

## Clients' preferred appointment times for veterinary care, ranked in priority order

Time	Best Time	2 <sup>nd</sup> Best Time	3 <sup>rd</sup> Best Time
Saturdays, 8 a.m.-12 p.m.	34%	15%	12%
Weekdays, 8-11 a.m.	28%	8%	7%
Weekdays, 5-8 p.m.	26%	12%	12%
Weekdays, 1-5 p.m.	18%	11%	15%
Saturdays, 12 p.m.-5 p.m.	13%	19%	11%
Weekdays, 11 a.m.-1 p.m.	11%	15%	9%
Weekdays, 6-8 a.m.	9%	5%	7%
Weekdays, 8-10 p.m.	7%	7%	6%
Sundays	7%	2%	10%

## Effectively managing the scheduling phone call

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**Evaluate urgency.** When scheduling an appointment, first evaluate the urgency so you can determine how quickly the patient needs to be examined. If the client is calling to schedule a preventive care exam, strive to book the appointment within the same week. If the client tells you her pet is sick, schedule the patient's exam today. Ask, *"What will we be seeing <pet name> for?"*

**Ask whether the caller prefers a specific doctor.** Say, *“Is there a doctor you prefer?”* If the client prefers a specific doctor, offer the next two available appointments with that veterinarian. If the client doesn't prefer a specific doctor, offer two appointment choices with the doctor who available first.

**Ask if the pet owner has a preferred day of the week and time of day for the exam.** Ask, *“Which day of the week works best for your schedule?”* Once the client responds, add, *“Do you prefer an appointment in the morning, afternoon or early evening?”*

**Offer two appointment choices.** More than two options could confuse the client. Don't say, “Do you want the 1:10, 2:15, 3:45, 4:15 or 5:30 slot?” This sounds more like a train or bus schedule than a choice of times to see a doctor. You'll confuse the client and send the message that your practice isn't very busy, which could give the client negative first impressions.

Let's say the client requests Thursday morning. Offer the next two available exam times on Thursday morning. *“We can see <pet's name> on Thursday morning at 9 or 11 a.m. Which works best for you?”*

**Confirm contact information for existing clients.** Industry research shows 30% of people change their email addresses annually,<sup>2</sup> and the average person has three email accounts.<sup>3</sup> Verify that you have updated information in the client's record, including:

- Address
- Cell phone
- Email
- Pets in household

Ask the client, *“Do you still live on <street name>? Is your cell phone number still 555-555-5555 and your email is <yourname@email.com>? Are there any other changes to your contact information or new pets that we need to know about?”*

**Gather new clients' contact information during the scheduling phone call.** You get one chance to make a first impression, so create expectations when new clients call to schedule their first appointments. Imagine a new client visiting with her fussy toddler and puppy tugging at the leash. You hand her a clipboard with a new client registration form. You'll likely get incomplete and illegible information. Clipboards are impersonal and awkward.

Instead, enter her contact information in your practice-management software during the scheduling call. Completing paperwork in advance will let you can start the first visit on time rather than having 15 minutes of valuable exam time eaten up with paperwork.

**Plan A:** *“Let's schedule your new puppy's exam. To help speed your check-in process as a new client, we'll get all of your information over the phone now...”*

Then ask for the following information, which you'll enter in your practice-management software:

- Client's name
- Address
- Cell phone
- Home phone
- Email
- Pet's name
- Pet's birthdate
- Pet's gender
- Pet's breed

- Pet's age

**Plan B:** If phone lines are ringing and clients are lined up before you, offer to email her a link to your clinic's website where she can complete your new client registration form online. *"Let me get your email and within the next 30 minutes, I'll send you a link to our website where you can complete the new client registration form and read about the doctor you'll see. Completing your new client form before your appointment will help speed your check-in process on the day of your pet's exam."*

**Plan C:** If the new client doesn't have Internet access, ask her to arrive 15 minutes early to complete paperwork and get a tour of the hospital. *"We'd like you to arrive 15 minutes before your exam begins so we can complete your new client registration. We'll also give you a tour of the hospital before or after your exam so you can learn about the care we can provide for your pet."*

**Provide driving directions for new clients.** Ask, *"Do you know where we're located?"* Share major cross streets or landmark buildings. When possible, give the caller estimated driving time from her home to your hospital so she is more likely to arrive on time. Let the client know if there is any road construction in the area so she can be aware of possible delays.

**Offer to contact a new client's previous veterinarian to get medical records before her pet's visit.** If the client has recently moved, locating pets' medical records among moving boxes may prove challenging. She will appreciate this gesture of exceptional service. *"May I have the name of your previous veterinary clinic so we can contact them to request records before your pet's exam?"* When you contact the previous hospital, be sure to let them know when the pet's exam is scheduled so they can send records prior to that date.

**When clients call to make appointments, check the reminder status of all pets in the family.** Open the client's record in your practice-management software so you can check the reminder status of all pets in the family, not just the one she's scheduling an appointment for today. Let's say you view the client's record and discover a second dog is overdue for preventive care.

Respond with, *"We'd love to see Mason for his preventive care exam. Did you know that Rocky also is overdue? He needs a preventive care exam, vaccines, heartworm/tick screen, intestinal parasite screen, and preventatives. You can bring Mason and Rocky to the same appointment. Which day of the week works best for you? Do you prefer a morning or afternoon appointment?"*

Once the client responds with a preference for the day of the week and time of day, offer two choices. Known as the two-yes-options technique, this phrasing significantly increases the chance you'll schedule the appointment for both pets.

Say, *"When would you like to schedule exams for Mason and Rocky? We have an appointment on Tuesday at 9 or 11 a.m. Which fits your schedule?"*

**Summarize appointment details at the end of the call.** *"We will see <pet's name> next Tuesday at 10 a.m. for his preventive care exam with Dr. <name>. Please bring a teaspoon-sized stool sample that is fresh within \_\_\_ hours. We also will call/email to confirm the exam two days before your appointment. We look forward to seeing you and <pet's name.>"*

**Confirm appointments with phone calls and/or emails.** Confirm exams with courtesy phone calls and/or email reminders that encourage clients to arrive on time. Call clients two days before exams to encourage compliance and let them know what to bring. Send emails two to four days in advance. You can adapt these scripts below into email messages.

Tell dog owners: *“This is <your name> calling from <Your Veterinary Hospital> to confirm your dog’s appointment with Dr. <name> on Tuesday at 10 a.m. Please remember to bring a teaspoon-sized stool sample that’s fresh within \_\_\_ hours, as well as any medications and supplements you’re currently giving your dog. If you have questions or need to reschedule, please call us at 555-555-5555.”*

Tell cat owners: *“This is <your name> calling from <Your Veterinary Hospital> to confirm your cat’s appointment with Dr. <name> on Tuesday at 10 a.m. Please bring a teaspoon-sized stool sample from the litter box that’s fresh within four hours. It’s OK if litter is on the stool sample. A helpful tip is to scoop your litter boxes tonight, and then it will be easy to spot a fresh stool sample to bring with you. We will screen your cat for multiple intestinal parasites, including those that can be passed from pets to people. Also bring any medications and supplements that you’re currently giving your cat. If you have questions or need to reschedule, please call us at 555-555-5555.”*

These scripts significantly increase compliance for intestinal parasite screening. Asking clients to bring medications and supplements identifies “extra” doses of preventatives that were never given as well as self-diagnosed and self-prescribed drugs. For example, a client has a 12 pack of preventatives with three remaining doses and a bottle of aspirin she occasionally gives her 10-year-old Golden Retriever when he feels painful. This lets you revisit the importance of monthly preventative dosing, diagnostic testing and veterinary drugs for arthritis.

### **Choosing the right appointment length based on the reason for the visit**

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If you put every exam into the same time slot, you risk getting behind or having gaps in your schedule when a follow-up exam just takes a few minutes. Traditionally, veterinarians saw all exams every 15 minutes because that was the printed format of paper appointment books and how they were trained. This scheduling method often had doctors’ running behind because every exam has approximately 10 to 12 minutes of fixed components,<sup>4</sup> including:

- Greeting client and veterinarian introducing himself
- Asking for a chief complaint
- Taking a history
- Performing a physical exam
- Explaining findings to the client
- Asking the client if he has questions

In a 15-minute appointment slot, this means the doctor only has 3 to 5 minutes of time remaining to educate the client about needed services. Add another few minutes of small talk, and the marketing opportunities for life stage care, preventive screening, preventatives, therapeutic diets and dentistry have disappeared. Because many health problems such as arthritis, dental disease and obesity are uncovered during preventive care exams, addressing additional concerns demands additional time.

With the technology of computerized appointment books, you have more flexibility in how you design your schedule to meet your hospital’s needs. Instead, use the 10-minute flexible scheduling system that has you choose the appointment length based on the reason for the visit. This system “flexes” because it allows the client service representative to select the number of 10-minute slots based on the reason for the exam. Practices that use the 10-minute flex scheduling system typically have higher client satisfaction scores and revenue.<sup>4</sup>

## Doctor appointments

Length of exam	Type of appointment
10 minutes	Booster vaccines without exams (i.e. Lepto, Lyme, Bordetella, etc.) Medical progress exams Routine surgery admission Routine surgery discharge
20 minutes	Adult preventive care exams, age 1 to 6 Complicated medical/surgical discharge Medical progress exam for illness Second, third or fourth puppy/kitten exams
30 minutes	Chest/abdomen/bladder x-rays (Technicians may take chest and abdomen x-rays but the doctor needs 10 to 20 minutes to interpret images and discuss results with clients.) Exotic pets Illness Kitten visits including feline leukemia/FIV testing Limping New clients Ophthalmic exams Quality of life consultation Second opinions Senior preventive care exams, age 7 and older Skin cases Unattended euthanasia (Admission, good-byes, consent form) Urgent care
40 minutes	Attended euthanasia (May need additional time for visitation, Paw Print, etc.) Diarrhea First puppy/kitten exams Vomiting

## Technician appointments

Length of exam	Type of appointment
10 minutes	Anal gland expressions Blood draws for drug monitoring, heartworm/tick testing, preanesthetic testing Feline leukemia/FIV test Intestinal parasite screen Microchipping Nail trims Suture removal Vaccinations that don't require a doctor's exam (i.e. Bordetella, Lyme, Lepto) Weight checks for pets on weight-management programs
20 minutes	Bandage changes Ear cleanings Nail trim assisted (patient requires 2 or more technicians) Subcutaneous fluids Urine collection Laser therapy after initial session
30 minutes	Bird grooming Scheduled radiographs

**Note:** Laws about which duties credentialed technicians may perform vary by state. Check your state's practice act at [www.avma.org/Advocacy/StateAndLocal/Documents/scope\\_vet\\_assistant\\_duties.pdf](http://www.avma.org/Advocacy/StateAndLocal/Documents/scope_vet_assistant_duties.pdf).

### Guidelines for scheduling technician appointments

Create a technician appointment column in your schedule just as you have columns for doctor appointments. Designate a treatment or surgery technician(s) who will handle technician appointments each day. If no technician appointments are scheduled, the employee continues his/her treatment or surgical duties.

Technician appointments can solve the problem of round-the-clock patient arrivals. Rather than have walk-in technician appointments available throughout the day, designate specific times when technician appointments are available. If treatment or surgery technicians are handling technician appointments, you may want to schedule them after surgical procedures are finished each day. For example, technician appointments might be available between 1:30 and 3:00 p.m. and 5:30 to 7:00 p.m. Survey your clients about their preferences for technician appointment times, but most pet owners will want to visit late afternoon (after school) and early evening (after work).

### Provide specific details in the appointment book

When scheduling the appointment, include the following information in the slot:

- Client name
- New or existing client
- Patient name
- Species
- Breed
- Phone number
- Purpose of visit
- Doctor preference (list exam in specific doctor's column)

### Example of schedule entries

Dr. James Olson	Technician appointment
Wendy Myers (new client) Alex, cat, DSH 555-555-5555 Annual preventive care exam	Irene Olson (existing client) Rocky, dog, Golden Retriever 555-555-5555 Nail trim, anal glands

### Schedule visually, making a layered club sandwich

When scheduling exams, color code your appointments based on the reason for the visit. Build a checkerboard of colors. It's like making a giant club sandwich (bread, lettuce, cheese, tomato, turkey, etc.). You want lots of variety, not too much of any one item.

At a glance, color coding allows you to keep your appointments balanced between preventive care and sick pet exams. If you stack one sick pet exam after another, doctors will quickly run behind. For example, schedule preventive-sick-preventive appointments in a group rather than sick-sick-sick. A sick pet will require extra time and diagnostic tests.

Use colored backgrounds or blocks in your practice-management software. Here is an example of a color legend:

- Green = Preventive care exams
- Yellow = Sick patients
- Purple = New clients
- Pink = Euthanasia
- Red = Urgent care
- Blue = Medical progress exams and diagnostics
- Orange = Pre-appointed preventive care exams

<b>Exam Time</b>	<b>Doctor 1</b>	<b>Doctor 2</b>
9:00 a.m.	20 minutes for preventive care  Debbie Smith (existing client) Max, dog, Newfoundland 555-555-5555 Adult preventive care exam Note: See breed so you put this patient in a larger exam room.	30 minutes for new clients  Wendy Myers (new client) Alex, cat, DSH 555-555-5555 Adult preventive care exam
9:10 a.m.		
9:20 a.m.	20 minutes for complicated medical/surgical discharge	
9:30 a.m.	Susan Sanders (existing client) Lewis, cat, DSH 555-555-5555 Complicated surgical discharge, orthopedic case	20 minutes for preventive care  Bonnie Thompson (existing client) Thunder, dog, Malamute 555-555-5555 Adult preventive care, pre-appointed 12 months ago
9:40 a.m.	20 minutes for puppy/kitten exam  Vi Corn (existing client) Sherlock, kitten, 12 weeks, DSH 555-555-5555 Second kitten exam	
9:50 a.m.		20 minutes for puppy/kitten exam  Courtney Peters (existing client) Spike, dog, Jack Russell 555-555-5555 Fourth puppy visit
10:00 a.m.	<b>BLOCKED: 30 minutes for urgent care</b>	
10:10 a.m.	Reserved for same-day appointments  Available to schedule any type of exam if not filled 90 minutes prior at 8:30 a.m.	10 minutes for medical progress exam  Bob White (existing client) Max, dog, mixed breed 555-555-5555 Ear infection
10:20 a.m.		30 minutes for senior preventive care
10:30 a.m.	20 minutes for preventive care  Dale Richmond (existing client) Lucy, dog, Yellow Labrador Retriever 555-555-5555 Second puppy visit	Brenda Reagan (existing client) Brandie, dog, Australian Shepherd 555-555-5555 Senior preventive care, pre-appointed 6 months ago
10:40 a.m.		
10:50 a.m.	20 minutes for progress exam for illness	<b>BLOCKED: 30 minutes for urgent care</b>
11:00 a.m.	Jeff Marsh (existing client) Disney, dog, Yorkie 555-555-5555 Disease-management exam: renal, urinalysis	Reserved for same-day appointments Available to schedule any type of exam if not filled 90 minutes prior to 9:20 a.m.
11:10 a.m.	40 minutes for attended euthanasia	

11:20 a.m.	John Smith Tiger, cat, DSH 555-555-5555 Attended euthanasia	40 minutes for vomiting  Cindy Duncan (existing client) Rocky, dog, Golden Retriever 555-555-5555 Vomiting
11:30 a.m.		
11:40 a.m.		
11:50 a.m.	Doctor's lunch	
12:00 p.m.		20 minutes for complicated medical/surgical discharge

### Scheduling euthanasia slots

Offer a “quality of life consultation” if the client is unsure about the decision to euthanize. This consultation should be for 30 minutes. For attended euthanasia, schedule procedures during low-traffic times such as the beginning or end of the day. Allow at least 40 minutes, giving clients ample time to say good-bye.

Never make this client wait in the reception area. Immediately escort the family and pet into an exam or consultation room. Prepare the patient’s medical record and euthanasia consent form in advance.

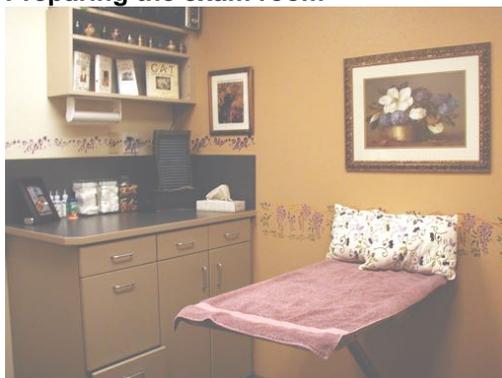
Let all employees know that a client is currently in the clinic for a pet’s attended euthanasia so everyone can use respectful voices.

Here are ways to alert employees:



- Overhead page of “Code 7,” which stands for 7<sup>th</sup> Heaven
- Angel magnet placed on the metal door frame in the hallway that staff uses
- Angel door hanger of an embroidered pillow and ribbon that hangs on the front of the exam door
- “Quiet Please” laminated sign in pocketed folder on back of door

### Preparing the exam room



- Nice “company towels” on exam table (no bleach stains or tears)
- Small embroidered pillows against wall to create the image of a bed
- Tabletop water fountain
- Calming music played on CD player or MP3. Try “Pet Music,” a three CD set ([www.amazon.com](http://www.amazon.com)).
- Tissues
- Cordless courtesy phone

### Using urgent care slots to be able to see sick patients on the same day

Block urgent care slots in your schedule for clients who call with sick pets that must be seen the same day. Reserve three 30-minute urgent care slots per doctor per day. You may need more urgent care slots on Mondays, Fridays and Saturdays, when most practices typically see a higher volume of sick patients.

To determine how many urgent care blocks your practice may need each day, review past appointment schedules for two weeks to see how many same-day and/or illness cases you saw.

In a multi-doctor practice, always stagger urgent care slots for each doctor by one hour. If two doctors both had urgent care slots at 10 a.m., you might cause traffic jams in the treatment area for work-ups. For example, Doctor #1 would have an urgent care slot at 10 a.m. while Doctor #2 has her urgent care slot at 11 a.m. Schedule the last urgent care slot 60 to 90 minutes before closing time to avoid employee overtime. If urgent care appointments don't get filled with 90 minutes of the blocked time, release them for any client. If you have an urgent care slot at 10 a.m. and clients haven't filled it by 8:30 a.m., open the exam to any pet owner seeking care.

### **Scheduling methods to keep doctors on time and reduce wait times for clients**

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How long are clients willing to wait? The answer is 15 minutes, according to a study of 10,000 human medicine patients interviewed by the National Research Corporation of Lincoln, Nebraska. Beyond that, if another 15 minutes pass without an explanation, patients say they would be angry and some would leave.<sup>5</sup>

Likewise, veterinary practices risk losing their clients if wait times exceed expectations. No one likes to wait. Be a client advocate and be aware of how long they are waiting. Provide updates every 15 minutes. This communicates that you appreciate the client's patience and are staying in touch with the medical team for the latest update.

Instead of "I'm sorry for the wait," say "thank you for your patience." This replaces the negative words of sorry and wait with positive ones of thanks and patience. Say this proactive phrase even if the client isn't easygoing because you want to reward the behavior you want.

Say, "*<Client name>, thank you for your patience. I know you have been waiting 15 minutes. I checked with the technician, and we should be ready to see you in about 20 minutes. Can I bring you water or coffee? We appreciate your patience while our team is caring for another patient. I will update you again in 15 minutes so you will have the latest information.*"

If the wait time occurs during checkout say: "*<Client name>, thank you for your patience. I know you have been waiting 15 minutes. I checked with the technician, and the doctor is finishing your pet's medical record. We should have your medical record updated and invoice ready within 10 minutes. Can I bring you water or coffee? We appreciate your patience while our team is finishing your pet's medical record. If the delay will be more than 10 minutes, I will update you again so you will have the latest information.*"

**Train technicians and doctors to rescue each other from chatty clients.** If the next client has arrived and the doctor is running behind in another exam room, a technician can step in and say, "*Doctor, is there anything else you need as you wrap up your appointment?*" This subtly tells the doctor the next client has arrived and prompts the client to ask any final questions.

Use stools for doctors and technicians in exam rooms. When a doctor sits to explain his diagnosis and recommendations, his body language communicates, "You have my complete attention, and I want to focus on you and what your pet needs." When he stands, the body language politely signals, "Our visit is finished."

If a technician opens the appointment and a client begins a lengthy description of her dog's problem, the team member might interject, "*Let me repeat the two problems that your dog is having so I can go*

*get the doctor now and keep your appointment on time.*” This redirects the conversation and lets the client know you value her time.

**Schedule first, pay last if a follow-up exam is needed.** Sticker shock may cause the client to hesitate to come back, assuming she’ll pay the same amount next time. Because the veterinarian wants to see a dog with a skin infection again in two weeks, the receptionist should say, *“Dr. <name> needs to see your dog in two weeks to ensure the skin infection has healed. That would be <date>. Does this same time work for you?”*

Direct the client to a specific date and time, increasing the likelihood she’ll schedule. If the client is here at 10 a.m. on a Thursday, she can probably visit again at a similar time and day of the week. Book the appointment with the same doctor, ensuring continuity of care and efficient use of exam time. When you print the client’s receipt for today’s care, an appointment reminder also will appear on the statement. When scheduling medical progress exams, remember **“Same doctor, same day, same time.”**

Only 4% of practices always schedule medical progress exams at checkout, while 35% do so often, and 49% sometimes do.<sup>1</sup> If the client doesn’t schedule the next visit at checkout, enter a callback in your practice-management software. Call the client one week before services are due.

Use the term “medical progress exam” instead of “recheck.” From a client’s perspective, “recheck” sounds free and optional. Upgrade your terminology to “medical progress exam” to show value for professional services. When your team makes a habit of “schedule first, pay last,” more patients will get the follow-up care they need. Your medical progress exam fee is typically 75% of a preventive care exam fee. If you charge \$45 for a preventive care exam, your medical progress exam would cost \$33.75.

## **Managing emergencies and work-ins**

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Life-threatening emergencies take priority over scheduled exams. You can offer clients up to four choices when an emergency may delay their scheduled preventive care exams. Based on your schedule that day, you’ll choose from one or more of the following choices, which are ranked in priority order:

### **Option 1: Offer to see another doctor if one is available.**

*“Dr. <Name #1> is performing an emergency surgery and won’t be able to see <pet’s name> at 2 p.m. Dr. <Name #2> is available during that time. Can we still see you and <pet’s name> at 2 p.m. with Dr. <Name #2>?”*

### **Option 2: Ask whether the client can wait.**

*“We had an emergency surgery this morning, and Dr. <name> will be finished in 30 minutes. Are you able to wait? If not, we can admit <pet’s name> to the hospital and you can pick her up in a few hours, or you can reschedule the appointment. Which option is convenient for you?”*

### **Option 3: Reschedule the appointment.**

If you know in advance that the appointment might be delayed, call the client at home or on her cell phone. For example, the client has a 10 a.m. preventive care exam and you know the doctor will be in emergency surgery until 11 a.m. Say, *“Dr. <name> had an emergency surgery this morning and needs to reschedule <pet’s name> preventive care exam. Could you come at 3 p.m. instead, or would you prefer to bring your pet in at the originally scheduled time and have Dr. <name> look at him during the afternoon and then you can pick <pet’s name> up at 5 p.m.? Which is more convenient for you?”*

**Option 4: Offer a day admission.**

The client can bring the pet to our hospital and the doctor can see the patient at a time that's convenient for his or her schedule. When you schedule a day admission for the clinic's convenience (i.e. you're busy or must work a patient in), the client is not charged for hospitalization. When the day admission is for the client's convenience and requested by the client, charge a 1- to 12-hour hospitalization fee.

*“Dr. <Name> is performing emergency surgery and won't be able to see <pet's name> at 2 p.m. Would you like to have us check <pet's name> into the hospital so Dr. <Name> can see your dog after she finishes surgery, and then you can pick up your dog anytime after 5 p.m.?”*

**Using a surgical and dental point system to schedule procedures**

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To help employees know how many procedures to schedule each day, create a point system as a guide. Let's say one doctor does surgery each morning. Surgery starts by 9 a.m. and ends by 1 p.m. for five hours of surgery time including breaks. Each doctor's daily maximum points are 25.

You may need to adjust the point value based on the efficiency of your surgical team, speed of the doctor and experience level of doctors and technicians.

**Example surgery point system:**

Procedure	Points
Grade 4 dental cleaning, extensive extractions	5
Spay, older than 6 months	5
Grade 3 dental cleaning, multiple extractions	4
Lump removal, senior pet	4
Grade 2 dental cleaning, 2 or fewer extractions	3
Neuter, older than 6 months	3
Spay, 6 months old or less	3
Grade 1 dental cleaning, no extractions	2
Neuter, 6 months old or less	2

**Typical surgical and dental schedule with a 25-point maximum for one doctor:**

Procedure	Points	Minutes
Abdominal exploratory surgery	7	70
Grade 4 dental treatment	9	90
Spay, older than 6 months	5	50
Lump removal, senior pet	4	40
<b>TOTAL</b>	<b>25</b>	<b>250</b>

**Which goals will you implement from today's training?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

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Helpful resources	Link
Video: How to ask callers to schedule appointments	<a href="http://www.youtube.com/watch?v=CSQuanVVJTA">www.youtube.com/watch?v=CSQuanVVJTA</a>
Video: Turn a grumpy waiting client into a happy one	<a href="http://www.youtube.com/watch?v=v0J_HhHQGjI">www.youtube.com/watch?v=v0J_HhHQGjI</a>
Video: Making the right first impressions at your veterinary hospital	<a href="http://www.youtube.com/watch?v=PtyM2AmpLro">www.youtube.com/watch?v=PtyM2AmpLro</a>
Webinar: Be a client service superstar	<a href="http://www.csvets.com/cart/webinars/be-a-client-service-superstar/">www.csvets.com/cart/webinars/be-a-client-service-superstar/</a>
Webinar: Best practices: Exam communication	<a href="http://www.csvets.com/cart/webinars/best-practices-exam-communication/">www.csvets.com/cart/webinars/best-practices-exam-communication/</a>
Webinar: Best practices: Senior care programs	<a href="http://www.csvets.com/cart/webinars/best-practices-senior-care-programs/">www.csvets.com/cart/webinars/best-practices-senior-care-programs/</a>
Webinar: Capturing compliance every patient visit	<a href="http://www.csvets.com/cart/webinars/capturing-compliance-every-patient-visit/">www.csvets.com/cart/webinars/capturing-compliance-every-patient-visit/</a>
Webinar: Creating the client experience: Before, during and after the exam	<a href="http://www.csvets.com/cart/webinars/creating-the-client-experience-before-during-and-after-the-exam/">www.csvets.com/cart/webinars/creating-the-client-experience-before-during-and-after-the-exam/</a>