Where the Practice Team Comes Together

22-24 January 2015 - Celtic Manor Resort
This year we are pleased to be fundraising at Congress for The Brooke. There will be a collection box on the Registration Desk, and we will also be making a collection at the Banquet on Friday night. Please give as generously as you can.

The Brooke is an international animal welfare organisation dedicated to improving the lives of working horses, donkeys and mules in some of the world’s poorest communities.

It is estimated that more than half of the 100 million working equines across the world suffer from exhaustion, dehydration and malnutrition as a result of excessive workloads and limited animal health services.

This results in suffering for the animals and insecure livelihoods for the people relying on them. These problems can be avoided. The Brooke provides veterinary treatment and training programmes to improve animal health and wellbeing, operating across Africa, Asia and Latin America. They reach 1.4 million working equines benefiting around seven million of the world’s poorest people.
are delighted to welcome you to Congress 2015. We have more delegates than ever including practice owners, practice managers, vets, nurses and receptionists. All have one thing in common - they want to make their practices better places for staff to work in and animal owners to visit. That’s why a key theme for this year’s event is 'The Client Journey'.

Don’t miss Friday’s debate, where Nick Stace, CE of the RCVS will be among those considering how to maintain standards in a changing world. Last year there was standing room only and so this year we will relay it live into the exhibition. Whether you watch it there or upstairs, you can do so with a glass of wine to help you wind down after a busy day of networking and learning.

I’m particularly looking forward to the banquet which will have a ‘touch of Scottish’ about it. That’s partly a nod to my Caledonian heritage and partly an early celebration of Burns night. The Bogus brothers have promised Scottish dancing like you’ve never seen before. Join us for a Dram!

Colin Thomson
President SPVS

On behalf of VPMA, I’d like to welcome you all to Congress 2015, my second as VPMA President and I’m delighted that we are building on so many of the successes from last year. I am overwhelmed to have Monty Halls as our Keynote speaker; having watched his ‘Great Escapes’ television programmes I am really looking forward to meeting him and feel sure he will motivate and engage us all.

You’ll know that equine practice management is a particular interest of mine and it was personally so satisfying to see the turnout for last year’s inaugural equine stream. I am delighted that it is bigger and better this year with new topics and several panel discussions. My thanks to our chair, Julian Samuelson, and to BEVA President, Andrew Harrison, for joining the end of day discussion into the future of Equine Practice.

And finally, a thank you to all our sponsors and exhibitors, without whom we would struggle to put on this great event. Don’t forget to timetable a tour of the stands to pick up new ideas and see what’s new to help you manage your practice.

I hope you enjoy our congress as much as we will enjoy meeting you all.

Helen Sanderson
President VPMA
## THURSDAY 22ND JANUARY 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>16:00</td>
<td>SPVS AGM, Conwy</td>
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<td>17:00</td>
<td>VPMA AGM, Denbigh</td>
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<tr>
<td>19:00</td>
<td>Congress Networking Dinner - Augusta Suite (The Lodge)</td>
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## FRIDAY 23RD JANUARY 2015

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>08:00</td>
<td>Norbrook Business Boardroom Breakfast with Alan Robinson (Beaumaris Lounge)</td>
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<tr>
<td>09:00</td>
<td>Presidents’ Welcome and Congress Opener/Plenary Session: Monty Halls</td>
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<tr>
<td>10:10</td>
<td>Coffee and Tea in Exhibition</td>
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| 10:40-11:30 | Stream A - Conwy  
THE CLIENT JOURNEY  
Chairs: Ian Wolstenholme & Pauline Graham  
- You Need a Plan: marketing strategy vs tactics  
  Paul Green, Vets Practice Growth UK  
- Recognising and Tackling Mental Illness  
  Dr. Max Pemberton |
| 10:40-11:30 | Stream B - Denbigh  
MENTAL HEALTH & WELLBEING  
Chair: Brian Faulkner  
- Leadership: what makes a great leader and how I can become one  
  Ian McKelvie, BECAUZ |
| 12:30  | Lunch in Exhibition                                                   |
| 13:45-14:50 | Stream C - Beaumaris 1-2  
LEADERSHIP  
Chairs: Adi Nell & Stephanie Writer-Davies  
- Leadership: what makes a great leader and how I can become one  
  Ian McKelvie |
| 13:45-14:50 | Stream D - Beaumaris Lounge  
EQUINE  
Chair: Julian Samuelson  
- How We Won Back the Dental Work  
  Chris Pearce, Equine Dental Clinic |
| 15:00  | Coffee and Tea in Exhibition                                          |
| 15:30-16:20 | Stream A - Conwy  
THE CLIENT JOURNEY  
Chairs: Ian Wolstenholme & Pauline Graham  
- Practice Health Plans: getting the second 25%  
  Janet Hughes, Pet Health Plans from Denplan  
- Stress in Practice  
  Rory O’Connor, Veterinary Benevolent Fund & Neil Smith, RCVS  
- Understanding and Preventing Bullying: your duty of care  
  Carolyne Crowe & Catherine Smith, Citation |
| 15:30-16:20 | Stream B - Denbigh  
MENTAL HEALTH & WELLBEING  
Chair: Brian Faulkner  
- Delivering 5-Star Service  
  Michael Pagnotta, Celtic Manor  
- PSS Update  
  Jacqui Molyneux & Pam Mosedale, RCVS |
| 15:30-16:20 | Stream C - Beaumaris 1-2  
LEADERSHIP  
Chairs: Adi Nell & Stephanie Writer-Davies  
- Can Equine Health Plans Work?  
  Wendy Furness, Scarsdale Vets & XLEquine with John Goulding  
- Equine Practice is Different  
  Chris Pearce, Wendy Furness & Andrew Harrison, President of BEVA |
| 16:00  | The Big Debate (Beaumaris 1-2) or Happy Hour in the Exhibition Hall   |
| 19:00  | Drinks reception followed by Presidents’ Banquet in Caernarfon Suite  |
SATURDAY 24th JANUARY 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Stream A - Conwy</th>
<th>Stream B - Denbigh</th>
<th>Stream C - Beaumaris 1-2</th>
<th>Stream D - Beaumaris Lounge</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:15</td>
<td>THE CLIENT JOURNEY</td>
<td>THE CLIENT JOURNEY</td>
<td>LEARN TO BE A LEADER</td>
<td>WHAT NEXT?</td>
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<tr>
<td></td>
<td>Chairs: Julie Beacham &amp; Ruth Mackay</td>
<td>Chairs: Catriona Curtis &amp; Tom Flynn</td>
<td>Chair: Gudrun Ravetz</td>
<td>Chair: Alan Robinson</td>
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<tr>
<td>08:50-09:40</td>
<td>Navigating the Bermuda Triangle</td>
<td>Knowing your Customer Inside Out</td>
<td>Defining and Shifting Culture</td>
<td>To MBA or not to MBA!</td>
</tr>
<tr>
<td></td>
<td>Brian Faulkner</td>
<td>Jane Fletcher, Think Smart Unlimited</td>
<td>Ian McKelvie</td>
<td>Richard McBain, Henley Business School with insights from practice vet and manager with MBA</td>
</tr>
<tr>
<td>09:50-10:40</td>
<td>Connecting with Clients in the 21st Century (Part 1)</td>
<td>Compliance: winning in the waiting room</td>
<td>Building High Performing Teams</td>
<td>You Don’t Have to be a Vet to Own a Practice 3 case studies</td>
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<td></td>
<td>Bashore Halow, Halow Tassava Consulting</td>
<td>Joy Howell, Bayer with Liz Panter, Arun Veterinary Group</td>
<td>Ian McKelvie</td>
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<td>10:40</td>
<td>Coffee and Tea in Exhibition</td>
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<tr>
<td>11:15-12:05</td>
<td>Connecting with Clients in the 21st Century (Part 2)</td>
<td>Compliance: empowering your nurses</td>
<td>Managing &amp; Leading Change</td>
<td>Life After Practice: 4 case studies of those who’ve moved on</td>
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<td></td>
<td>Bashore Halow</td>
<td>Joy Howell, Bayer with Bizzy Allen-McClure, Harbour Vets</td>
<td>Ian McKelvie</td>
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<td>12:15-13:00</td>
<td>Client Mapping &amp; Focus Groups: a practice case study</td>
<td>Why Cat Owners are Different</td>
<td>Strategic Thinking</td>
<td>Moving Up: from best friend to manager</td>
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<td>Bradley Viner, Blythwood Vets</td>
<td>Martha Cannon, Oxford Cat Clinic and Alison Lambert, Onswitch</td>
<td>Professor Andrew Kakabadse, Henley Business School</td>
<td>Ian McKelvie</td>
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<td>13:10-14:00</td>
<td>Update on VPMA Certification</td>
<td>Geriatric Pets: doing the best for the patient, the owner and your business</td>
<td>Leading the Client Experience</td>
<td>Does it Have to be Competitive? Can Neighbouring Practices Work Together?</td>
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<tr>
<td></td>
<td>Lisa Cooper, VPMA</td>
<td>Mike Davies, Nottingham Vet School</td>
<td>Nick Steele, Zoetis</td>
<td>Wendy Furness</td>
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<td>14:15-15:05</td>
<td>Likes are Vanity; Engagement is Sanity: what Facebook can teach you about your clients</td>
<td>Leading the Client Experience</td>
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<td></td>
<td>Lisa Robb</td>
<td>Mike Davies, Nottingham Vet School</td>
<td>Nick Steele, Zoetis</td>
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<tr>
<td>15:05</td>
<td>Coffee and Tea in Exhibition and 2015 SPVS President Inauguration</td>
<td>Client Care at End of Life</td>
<td>Leading the Client Experience</td>
<td>Work/Life Balance: busting the myth</td>
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<td>Caroline Hewson, CJ Hewson Limited</td>
<td>Nick Steele, Zoetis</td>
<td>Ian McKelvie</td>
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<td>15:45-16:30</td>
<td>Driving Compliance Digitally</td>
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<td>Scott Crae, Talking Medicines</td>
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Close (Exhibition closes 15:45)
Social Programme

Celtic Manor Resort

Welcome to the Celtic Manor Resort. With its soaring atrium, soothing spa, world-famous golf facilities and informal traditional luxury, this five star hotel offers lots of opportunities to unwind between lectures.

There is free wi-fi throughout the resort; no password required.

Networking Dinner
Thursday 22nd January

Our networking dinner is at The Lodge, the largest and most luxurious of Celtic Manor’s famous golf clubhouses. This year’s madness and mayhem will be in the form of Rock n Roll Bingo, which has just enough elements of traditional bingo to justify the name. If you want to take away the prizes, you might want to spend a bit of time revising the world’s best known and cheesiest songs... we’ll need to know artists and titles!

Please meet at the main resort lobby between 7:00pm and 8:00pm where we will have 3 minibuses on hand departing every 5-10 minutes. Bar service will be available for pre-dinner drinks from 7:00pm followed by an informal buffet dinner with wine at 8:00pm.

The evening will end at 10:00pm and minibuses will be on hand to shuttle you back to the resort. The library area of Merlin’s in the main resort has been reserved from 10:30pm for those who want to keep the party going.

Presidents’ (Scottish) Ball
Friday 23rd January

Just as well it was a ‘no’ or our chosen theme for 2015 might have been a wake! But instead, we will celebrate the union with ‘a touch of Scottish’.

The evening will mix together the highlights of a traditional Burns night with choreographed mayhem and a tartan touch from the Bogus Brothers. There will be prizes for the best interpretation of the theme.

Don’t be late as the fun starts with the sparkling reception at 7:00pm in the Caernarfon foyer.
Maintaining Clinical Standards - The Big Debate

A debate at BVA Congress 2014 identified a top priority facing the profession as Maintaining Clinical Standards. We have chosen this as the topic for our Big Debate at VPMA/SPVS Congress 2015. Join us to continue this important conversation!

Discussions will touch on some of the challenges facing practice today, including the shortage of qualified nurses and experienced vets, the ever increasing pressure to keep prices affordable and how to provide support to vet students, recent graduates and those from abroad.

The Panellists include Nick Stace, RCVS Chief Executive, Mark Welch, Operations and People Director of Companion Care/Vets4Pets, Judy Walker, Chief Executive of Easipetcare, and partners from two multi-branch independent practices; Matthew Flann from Pennard Vets in Kent and Sharon Lane-Kietyka from Shepton Veterinary Group.

Adi Nell will chair, putting to the panel a mix of pre-submitted questions and questions from the floor. Please let us have your questions in advance by posting them in the box at registration.

There will be a glass of wine for everyone, courtesy of Henry Schein and, if seats run out upstairs, you can watch it live on screens in the exhibition with your Happy Hour drink.

Sponsored by:

Friday 23 January – Norbrook Business Boardroom Breakfast with Alan Robinson

Bring your management and business issues to our clinic and share them with colleagues over coffee and a croissant. Alan Robinson will facilitate and add his suggestions based on 25 years’ experience working both in his own practice and as a consultant for other practices across the UK and in Australia.

Saturday 24 January – Citation Breakfast Meeting: Employment Law Clinic

Meet Citation’s specialist health & safety experts and employment law solicitors over a coffee and croissant - they will be offering their time for free on a one-to-one basis if you have any pressing issues. Clients and non clients welcome. They will also be able to provide you with valuable legal updates to take away for your practice.
10:40-11:30  You Need a Plan: why marketing strategy is more important than tactics  
Paul Green, Vets Practice Growth UK

Should you do Facebook? Email marketing? Google pay per click? There are literally hundreds of things that you could do to grow your practice. But most practice owners and managers think tactically rather than strategically when it comes to growing their business.

In this session Paul will help you focus on finding the right marketing and growth strategy for your practice. And that will make the decision about which tactics to use dramatically easier.

11:40-12:20  Harnessing your Key Opinion Leaders (KOLs)  
Alison Lambert, Onswitch

Research with pet and horse owners consistently supports the fact that recommendation is one of the key reasons they choose a practice. Your clients will probably visit a local pet shop, or see their farrier, more often than they see their vet – make sure that they like what they’re hearing about you by investing time and energy into building strong mutual relationships with key local businesses.

This session will explore some practical ways you can reach and then positively influence this group such as social media, newsletters, local press, mutual training sessions, social evenings, involving them in open days, helping them raise money etc.

13:45-14:50  Practice Health Plans: getting the second 25%  
Janet Hughes – National Sales Manager for Denplan & Practice Plan for Vets

There seems to be a general consensus among practices with health plans that 25% is the proportion of clients you should have signed up. But having achieved that, what next?

Denplan prides itself on helping practices go through a process of ‘Change, Transition & Future Success’ and in this session they talk this through with the help of a case study practice, Haven Vets Ltd from South Wales. Haven followed their guidelines and have shown that 25 is just a number and much higher percentages can be achieved if the whole team puts their mind to it, taking joint responsibility for the plan, following advice and accepting the support on offer. Join Janet Hughes, National Sales Manager, Ashley Phipps, Regional Consultant and representatives from Haven to hear their story and leave inspired to ignore the 25% rule and aim higher!

15:30-16:20  Winning the Pet Owners’ Pound  
Jacky Tidy, 4Paws Mobile Spa

Launching a mobile service during a recession to bath, groom and pamper dogs and cats might not seem the best of ideas. But veterinary nurse and former Hills Sales and Marketing Manager, Jacky Tidy did just that and has made a big success of it. She now has fleet of 5 mobile spas expanding further this year with the majority run by veterinary nurses trained in grooming, and covering a huge area between London and Brighton and west into Hampshire. Jacky helped launch Hills in Australia and saw how successful mobile dog grooming was there. She decided the model would work in the UK and has been proved right. In this session, she explains how to go about winning the pet owners’ discretionary spend.

Don’t forget Big Debate in Beaumaris 1-2 at 16:30!
Recognising and Tackling Mental Illness
Dr. Max Pemberton

One in four of us will experience a mental health problem at some stage in our life and at its most extreme, mental illness can be fatal. But would you be confident of recognising the symptoms of depression or anxiety in yourself or a work colleague? Feeling low because of a change of circumstances such as a bereavement or divorce is normal, as is a certain level of work stress or anxiety, but what are the warning signs that this mindset has developed into something more serious and how can you help, as an individual or a manager.

The stigma attached to mental illness is also prevalent, both for those who have it and those around them. It represents losing control, unpredictability and social deviance. It’s one of the last taboos and as a result, is often not spoken about until too late. This session from writer, broadcaster and practicing psychiatrist, Max Pemberton, gives a short introduction to the most common forms of mental illness, how they present, their prognosis and the options for treatment.

The Confidence Chromosome
Brian Faulkner, VetPsych BSc (Hons) BVMS MBA MSc (Psych) Cert (GP) SAM MRCVS
with contributions from Dr. Max Pemberton & Rory O’Connor

Do you have young vets or managers who have knowledge and ability but no confidence? Do you find that any amount of encouragement and reassurance makes no difference?

Brian is often asked to help improve someone’s consultation, communication, or leadership skills, only to find that the person is struggling because they lack self-confidence. This often occurs despite a façade of confidence and achievement which literally fools other people into assuming confidence is not the problem. People often come across as ‘extroverts’ in one context but lack self-confidence in many others. Confidence is a multidimensional concept but trying to coach someone in ‘task’ confidence when they lack ‘self’ confidence is as futile as trying to teach a drowning man how to improve his swim stroke. In this talk Brian identifies those beliefs which weaken self-confidence and demonstrates those that foster real confidence as a route to relaxing, listening, learning and ultimately flourishing.

Stress in Practice
Rory O’Connor, Veterinary Benevolent Fund & Neil Smith, RCVS Mind Matters

Rory’s presentation will describe his role with VSHSP and give some historical background for the Veterinary Benevolent Fund and the Vet Helpline. It will also provide a summary of six years of data gathered in relation to the activities of the VSHSP. He will explore the extent and nature of mental health and addiction problems, within the veterinary profession including the process of intervention, assessment, treatment pathways, monitoring, support, raising awareness and education. This session has relevance for all those in the veterinary profession including vets, nurses, and managers and will look at three typical cases that will aim to enhance the understanding of mental illness and addictions, how to respond and what support is on offer from the VSHSP. The first will focus on substance misuse, the second on affective disorder and the third on suicide in practice. Neil Smith will give an update on the RCVS initiative, Mind Matters.

Understanding and Preventing Bullying: your duty of care
Carolyne Crowe & Catherine Smith, Citation

Bullying in the workplace takes on different forms, from obvious aggression to subtle undermining of others within the team. This session considers what constitutes bullying, the signs you need to be aware of both for yourself and in order to spot it in others, the potential consequences of bullying, and the practical actions you can take. They will highlight why as an employer or manager, it is vital your own behaviour isn’t seen as bullying to others and what you can do to protect yourself and your workforce from bullying.

Are you aware of your obligations under the Equality Act 2010 and the Health and Safety at Work Act 1974 and do you have a bullying and harassment policy. Could you, as an employer demonstrate that you have taken all reasonable steps to prevent any bullying and harassment in the workplace? Are your employees able to raise issues around bullying or harassment with you as their employer and are you across the complexity of the interrelationship between the disciplinary and grievance procedures?
Leadership can make a big difference in the success of a veterinary practice. In fact, leadership skills can be as critical to your success as professional and clinical skills. Effective leaders - at all levels of the organisation - know how to inspire a shared vision and how to model the specific behaviours that lead to great results. What's holding you back? In this session you will learn:

- The leadership characteristics that are essential for success
- What it takes to become an inspirational leader
- How to apply leadership approaches that accelerate your team and business

Conflict can actually be a good thing for the health/vitality of a business, when it’s harnessed and guided correctly. Rather than a red flag, when conflict arises in your practice it should be viewed as an opportunity. Constructive conflict can provide the energy needed to transform a team and take them to the next level. In this session you will explore:

- How to identify the “false harmony” that saps productivity and damages relationships
- Methods to constructively address conflict head on and turn it to a positive
- What conflict can do to shift relationships and even improve team performance

A fundamental requirement of a 5 star hotel is that all their staff from the chambermaids to the General Manager work together as a team to deliver consistently high service. Michael has helped Celtic Manor Resort to make a step change in this direction and in this seminar he shares some of his secrets and considers how the basics might apply to any customer facing service, including veterinary practice. His training as an actor together with his infectious enthusiasm will ensure this is a lively presentation as well as a fascinating insight.

In late 2015 the RCVS will launch the updated Practice Standards Scheme (PSS). The new Scheme will place a greater emphasis on behaviours and the factors that impact upon the veterinary care of animals. It will also provide practices with a clear pathway to improvement and delivers significant marketing benefits by allowing them to focus on and promote the areas in which they excel.

In this session Jacqui Molyneux, Chair of the RCVS Practice Standards Group, and Pam Mosedale, will provide an overview of the new scheme, highlighting the key benefits including a designated IT system, a trained and professional inspectorate and the additional ‘Awards’ available to practices. Delegates will also have the opportunity to quiz the speakers on all aspects of the scheme and its requirements.

Don’t forget Big Debate in Beaumaris 1-2 at 16:30!
10:40-11:30  How We Won Back the Dental Work
Chris Pearce, Equine Dental Clinic

Chris Pearce had worked for 10 years as an equine vet, building up his practice from 2 to 8 vets and with an expertise and busy case load in dentistry. Then he was confronted with an inexperienced, unqualified ‘equine dentist’ who suggested to his clients that he could cure dental problems Chris hadn’t even spotted and improve performance. Many clients believed the pseudoscience of the ‘dentist’ and so Chris researched the subject, the qualifications available, and decided to fight back rather than watch the work disappear. He became the first vet to take the British Association of Equine Technicians’ exam in 2001 and went on to develop a busy in-house referral stream in dentistry and subsequently started the very successful Equine Dental Clinic, which performs referral work across the UK. In this talk, he makes the case for winning back your dental work with excellent tips for how to go about it and why it makes sense.

11:40-12:50  Equine Benchmarking and Strategic Development
Steve Headon, Moore Scarrott & John Goulding, St Georges Vets

In the current climate with increased competition and challenges Equine Practices need to consider their future plans and strategic development in more detail. The use of key performance indicators is a vital tool for monitoring financial performance and benchmarking can provide an insight into the areas where practices should focus time and effort. These are useful tools for monitoring ongoing performance against budgets and targets within strategic plans.

Veterinary Accountants and Business Development Specialists Moore Scarrott have one of the most significant pools of benchmarking data in the UK, amassed across a wide range of different equine practices from ambulatory practices covering large geographical areas, to specialist practices and mixed practices with a significant equine client base. In this session, Steve Headon, a Partner within the Veterinary Team, will provide an overview of current trends and headline benchmarks and use this to discuss strategies to improve practice performance.

14:00-14:50  Can Equine Health Plans Work?
Wendy Furnes, Scarsdale Vets and XLEquine with John Goulding

Health plans are well established in small animal practice but have proved more difficult to establish for equine clients. Some practices claim that horse owners are different and that horses and ponies change hands too often, meaning ownership is not for life. However, with horse owners often using more than 1 vet and paraprofessionals chipping away at the services vets provide, anything that bonds the client with your practice has to be worth considering. Is there a different way of looking at Equine Health Plans? What can be learnt from small animal? Can the differences be overcome?

Vets from two practices with successful small animal plans share their experience of trying to introduce plans for their equine divisions. They don’t have all the answers so this will be run as an interactive session seeking inspiration for what could become an integral part of equine practice over the next 10 years.

15:30-16:20  Equine Practice is Different:
Chris Pearce, Wendy Furness & Andrew Harrison, President of BEVA

What is the future of equine practice? Will it become ever more specialised with even larger practices? Will there still be a place for equine vets within largely small animal practice? Can you afford to invest in expensive facilities and equipment (such as £300K on an MRI scanner)? Can you afford not to if your competition has one? How do other practices manage to recruit and keep qualified nurses and 3 - 5 year qualified vets? How do they manage their out of hours?

Three very different Equine Vets describe their practices and their ethos followed by a Q&A session where they will attempt to find answers to these and other questions. Julian Samuelson will chair and add some of his own experience.
### Navigating the Bermuda Triangle
**Brian Faulkner, VetPsych BSc (Hons) BVMS MBA MSc (Psych) Cert (GP) SAM MRCVS**

After observing over 3000 veterinary consultations, Brian believes that approximately 50% of the commercial opportunity that walks in the door walks back out again. This is usually because of a break in the sequence of thoughts and behaviours which can convert financial opportunity to cash in the bank. Vets need to “anticipate, notice, consider, mention, recommend, bill and bank” every commercial opportunity that walks into their practice.

This talk focuses on a common weak-link; the ‘Bermuda Triangle’ between the consultation room door and the reception desk where all too commonly ‘good things’ disappear without trace. This includes booking follow up consultations, booking in operations at reception (especially dentals), and taking payments, particularly those that the client has not been prepared for such as re-check consult fees. Brian shares various thoughts, behaviours, tips and hints to help vets, nurses and reception navigate the Bermuda Triangle without peril.

### Connecting with Clients in the 21st Century
**Bashore Halow, CVPM, LVT, Halow Tassava Consulting**

Bashore Halow, CVPM, LVT author of the online publication and website Veterinary Business Model of the 21st Century takes attendees through the essential steps of creating meaningful, caring interactions with clients using the latest and most impactful communication tools. Great insights into language, client and team member generational differences, and industry best practice are all shared in this two-part presentation filled with communication examples, how-to guides, and engaging anecdotal stories. Attend both sessions back to back or dip in and out.

### Client Mapping and Focus Groups: a practice case study
**Bradley Viner, Blythwood Vets**

Bradley Viner has run successful London practices for over 30 years and thought he understood his clients. But in the past 2 years he’s embraced formal market research via Experian client mapping and professionally run focus groups. In this session he describes how these worked, shares the surprising things he learnt and explains how he’s used them to change the way he and his team operate. He will also share which bits he would recommend and do again, which were less worthwhile or less cost effective, and how he has measured the results.

### Update on VPMA Certification
**Lisa Cooper, VPMA Certification and Training Committee**

Are you a manager in practice wishing to benchmark your knowledge and veterinary specific expertise? If so, this session is for you. The Certificate in Veterinary Practice Management (CVPM) is awarded by the VPMA to individuals who have demonstrated their ability to effectively manage a veterinary practice, hospital or unit. It requires practical knowledge and experience, has a rigorous examination process and is peer assessed by a cross section of active managers. The CVPM is relevant to all types of practice within the veterinary sector and can be a stand-alone qualification or complementary to other management qualifications. Come along to find out what the CVPM could do for you, how to register and what the examination process involves.

### Likes are Vanity: Engagement is Sanity: what Facebook can teach you about your clients
**Lisa Robb**

Lisa Robb was the brains behind a facebook page for pet owners which was consistently scored as the most enjoyed Facebook page in the country. Scratching Post (for cat owners) and Park Bench (dog owners) was funded by Vets Now as a ‘mumsnet for pet owners’. People clicking to show that they ‘like’ your page is flattering, but unless you can retain them in large numbers as ‘engaged fans’, that is people who regularly comment on posts or uploads and share content, then you are probably not really reaching out to new clients or building loyalty among existing clients. Lisa explains the difference between likes, reach and engagement and shares her experience of pet owners on Facebook, including valuable tips you can implement today!

### Driving Compliance Digitally
**Scott Crae MRCVS, Talking MedicinesTM**

What Digital Strategies can we employ to improve compliance, to educate & lead, to improve animal welfare, handling and understanding, and ultimately drive footfall into our practices? Including live demonstrations of latest digital ‘Augmented Reality’ technology for the health sector, we will explore how compliance and communication go hand in hand in terms of both frustrations and opportunities in the veterinary sector. We will show what digital support is available to you, right now, and how can you use it to maximum effect to improve compliance, leverage your team’s time and interact with your client audience. To get the most from this interactive session, download ‘Blippar’ free of charge from you App store or Android Market and bring your smart device with you! Don’t worry if you haven’t... you’ll still learn a lot!
Lecture Overviews

08:50-09:40  **Knowing Your Customer Inside Out**
Jane Fletcher, Think Smart Unlimited

Do you really know your clients? What are they really thinking in the practice and what do they say about you when they've left? In this session Dominic and Jane will share a recent practice case study where they have used a combination of innovative techniques to understand pet owners on both a practical and an emotional level, such as shadowing clients at home and in the practice, video interviews and client touch point analysis. The practice team were fully involved in the project which included their views on how to improve the experience for the client. This was fundamental in being able to implement the changes that would improve client and team engagement and business results.

09:50-10:40  **Compliance: winning in the waiting room**
Joy Howell, Bayer & Liz Panter, RVN, MBVNA NCert(AnBe), Arun Vet Group

If your practice has nurses with a keen interest in consulting, nurse clinics are the ideal opportunity for them to pursue the specialism that interest them e.g. senior pets, behaviour, etc. It will give them career satisfaction while providing an excellent service to your clients and their pets and in turn improve owner compliance. This lecture will look at how you can empower your veterinary nurses and is co-presented by Bizzy Allen-McClure, Head Nurse in a first opinion small animal Tier 2 Practice. Bizzy will share her thoughts on the barriers to running nurse clinics and how she suggests overcoming them.

11:15-12:05  **Compliance: empowering your nurses**
Joy Howell, Bayer & Bizzy Allen-McClure, Head Nurse in practice

The waiting room experience has change dramatically (for the good) over the past decade or so. This session looks at the waiting room with respect to retailing and compliance and will consider how to implement effective training of the reception staff to ensure they feel confident to promote responsible preventative veterinary healthcare to pet owners. This session is co-presented by Liz, Practice Administrator of a practice in West Sussex, who will share how her practice has given their waiting room a new fresh feel and the impact this is having on the client journey.

12:15-13:00  **Why Cat Owners are Different**
Martha Cannon, Oxford Cat Clinic and Alison Lambert, Onswitch

Cat owners know that their cats hate being taken out of their own territory, are frightened by the experience of waiting in a room full of unknown people and dogs, and dislike being handled by a stranger when they arrive in the consulting room. This session will explore the many practical ways in which your team can deliver superior care to your cat-owning clients, taking a 'cat’s eye' view of the whole journey from home to surgery and back again and focussing on simple changes that make a real difference and that can be applied within any size and shape of building. Showing that you care about cats and getting your whole team on board, will be reflected in the relationships you can build with cat owners. It’s a win-win outcome and means that cat owners will recommend your services, which will increase footfall and boost profits.

14:15-15:05  **Geriatric Pets: doing the best for the patient, the owner and your business**
Mike Davies, Nottingham Vet School

It is estimated that approximately 40% of elderly pets in a screening programme will require further diagnostic tests or treatments and senior health care programmes can generate up to 35% of turnover. And yet geriatric pets and their owners are not always prioritised in practice. Vets still rely on clients to observe and report signs of age-related diseases even although owners often don’t recognise cardinal signs as important enough to report. In this talk we’ll look at the geriatric clinic, discuss some of the common barriers to screening that practices encounter, and find out why doing the best for your patients also results in best outcomes for your practice.

15:45-16:30  **Client Care at the End of a Companion Animal's Life; from horses to hamsters, the cost of not getting it right**
Caroline Hewson MVB PhD MRCVS, Director ‘The Loss of Your Pet’

Most practices report receiving more cards and gifts after euthanasias than following life-restoring treatments. However, that does not necessarily indicate that this stage of the client journey is optimal. Many bereaved clients struggle with their grief and most practice staff receive no professional training in grief and client communication. All this creates significant and avoidable client attrition with resultant impact on turnover. The evidence for what’s needed in the last phase of the client journey is burgeoning - from how your receptionist books a euthanasia appointment through how your vets and vet nurses break bad news, to what kind of grief support they offer. This evidence-based presentation takes an unflinching look at the facts and gives you three key strategies to benefit your clients, your team and your bottom line.
Whether you intend it or not, your business already has a culture of its own that is determining the experience your employees and clients have each day. As a leader, it’s important that you shape your culture with intention-set and reinforce the behaviour norms that will deliver the results you want. The culture you create is integral to how you operate as a business and how you attract and retain staff and clients. In this session you will:

- Identify the elements of the culture you have today and what feeds it
- Explore a process for setting agreements that shift culture in ways that benefit your business
- Learn how a code of honour can help you build an effective culture

What keeps a team from performing at their highest level is often related to the conversations they are NOT having; the things that are not being addressed and said. High performing teams are always evolving, have deep trust, and are able execute with excellence. Understanding how to shift team performance is essential for business leaders. In this session-focused on practical, actionable strategies-you will learn to:

- Evaluate the stage that your team is working at today
- Identify the conversations your team SHOULD be having to improve performance
- Put in place strategies that will accelerate business results and increase team performance

In business, the only constant is change. And helping your team successfully transition through change—whether related to a strategy shift, a re-organisation, or sudden change in a project or client situation—is a critical element of leadership. Change management happens at the individual level, at a team level, and across an entire organisation. It’s essential to understand the elements of the change process, how it affects individuals and teams, and how to help your people embrace and master it. In this dynamic discussion you will:

- Explore what is required from leadership during key change initiatives and change events
- Learn strategies to move people from where they are, to where they need to be
- Develop the skills to manage change and identify and intervene when a transition is not working
- Identify specific patterns and red flags associated with change and how it impacts your business

Extensive research highlights that dissent and disagreement over the mission, strategy and future of the enterprise is normality for over 33% of the world’s organisations. Equally 66% of Board and Top Team members find it difficult to raise the uncomfortable issue. Professor Kakabadse’s recent global study emphasises that strategic thinking and the capacity to model complexity are critical to determining strategy and strategy execution. In fact, this study highlights particular disciplines that outstanding executives and organisations display in order to realise sustainable value. This presentation will focus on the key findings of the study and the characteristics of today’s high performing global leaders.

A fascinating insight for anyone tasked with determining their business strategy. For those considering taking an MBA, an excellent taster session from one of Henley Business School’s top lecturers.

Defining a vision and a strategy is one thing, but how do you translate this into the tangibles of the client journey and levels of service?

In this Masterclass, Nick Steele and the Business Consulting team from Zoetis will illustrate how to cascade your vision throughout the client journey, clearly defining it for your team and allowing you to manage their performance in its delivery. They will look at how to define a vision and produce a value proposition; how to use this to describe ‘service delivery behaviours’ which will allow you to develop your team to deliver the client experience; and how do you manage the performance of the team and of the practice to measure the results? This will be an extremely practical facilitated session and delegates will leave with tangible actions they can apply in their practice.
Saturday 24th January 2015
Stream D - Beaumaris Lounge
What Next?
Chair: Alan Robinson

08:50-09:40  To MBA or not to MBA!
Dr Richard McBain, Henley Business School, Adi Nell, Medivet and Anna Whardle, Wheelhouse Vets

Does a Masters in Business Administration make running a vet practice easier and more profitable? It is not something to take on lightly… with costs upwards of £20K, plus time off work, plus time to study, it’s not surprising it has been dubbed ‘the divorce course’! Yet increasing numbers of vets and practice managers think it worthwhile and have embarked on the challenging path to an MBA. The course includes accounting, finance, marketing, human resources and operational management, while also training participants to think more strategically and analytically. Adi Nell, Senior Partner at Medivet, and Anna Wardle, Practice Manager at Wheelhouse Vets, explain why they decided to pile on the extra pressure of going back to school in their spare time, while Richard McBain from the Henley Business School takes you through a typical course.

09:50-10:40  You Don’t Have to be a Vet to Own a Practice
3 Case Studies

Traditionally vet practices are owned by vets but apart from the obvious ability to share in the out of hours and consulting rotas, are there any other downsides to being a non-vet owner? On the plus side, you start from day one as a full time manager rather than a vet who picks up the management as you go along. These case studies include a woman who invested in her own equine vet, another who took on a practice as her divorce settlement, a nurse who decided to give it a go and a vet’s son who is in partnership with his father. Together they share the pros and cons of running a practice without an MRCVS.

11:15-12:05  Life Beyond Practice:
4 case studies of those who’ve moved on

How many times a day, week, month, do you wonder if there is something else you could be doing? With active buyers out there, many owners have taken the money, sold out and moved on. But moved on to what? There are only so many games of golf you can play and you’d be surprised how many people who take early retirement end up back in business. In this session we hear from four people; one who is developing a global business, another who set up a charity and the final one who sold up only to start all over again. Chaired by Alan Robinson from Vet Dynamics... who of course, as a vet who sold up to run a consultancy, makes a fourth case study!

12:15-13:00  Moving Up: from best friend to manager!
Ian McKelvie, BECAUZ

A promotion is a great accomplishment and recognition of your skills. It can also be a minefield as you are asked to manage those who have been your peers, fundamentally changing the nature of your relationships with those around you. The skills and behaviours that made you a good team member may not necessarily be those you need to be a good manager. Rank is a hot-button issue for many people and navigating this change takes sensitivity and good self-awareness. In this session you will learn:
• How to avoid the pitfalls that commonly derail the newly promoted
• Methods for identifying what’s really happening, both in yourself and those around you
• Strategies for successfully transitioning from peer to manager

14:15-15:05  Does it Have to be Competitive? Can Neighbouring Practices Work Together?
Wendy Furness, XL Vets

Traditionally veterinary practices have been truly independent but is there a better way forwards by more practices working together? Is it possible to truly work collaboratively with either neighbouring practices or practices geographically disparate from your own? Could or should you be sharing opportunities in e.g. marketing, training, equipment or unique skill sets that you have within your practices? This session will look at ways practices can work collaboratively together and explores the potential mutual advantages.

15:45-16:30  Work/Life Balance: busting the myth
Ian McKelvie, BECAUZ

Work-life balance is hogwash – it’s missing the point entirely. Your life is a blend of both your professional and personal pursuits, always dynamically shifting. It’s about embracing with passion all that you do and setting guardrails that ensure you stay in your most effective zone. The term work/life balance implies equal and static elements opposed to one another. It doesn’t have to be that way. In this session you will learn:
• To define the range of work/life activities that make you most energised and most effective
• Methods for blending work and life, centered around your areas of passion
• How to recognise the warning signs that you are outside your most effective range and how to get back in the zone
Monty Halls
Monty is a TV Presenter, Explorer and acclaimed speaker on leadership and team performance. An ex-Royal Marines Officer, who worked for Nelson Mandela during the peace process in South Africa, Monty went on to form his own expedition company, leading diverse teams through some of the most demanding environments on earth. He was awarded the coveted Bish Medal by the Scientific Exploration Society for such things as discovering a sunken city off the coast of India and taking the first ever underwater photograph of a rare species of Crocodile in Central America. He has presented 5 series for the BBC including a multi-award winning documentary on the Great Barrier Reef and The Great Escapes Series living in remote communities on the west coast of Scotland. He has also presented series for Channel 4, Channel 5 and Discovery, including the soon to aired new series, Lost Worlds, in which he uses the latest technology and climbing techniques to explore some of the world’s most remote areas in search of undiscovered species of animal and plant life.

Ian McKelvie, BECAUZ
Ian McKelvie is an internationally recognised leadership expert, consultant and speaker. Ian’s perspective on business leadership was shaped by more than two decades in marketing and finance. His leadership roles for Fortune 500 Firms including IBM and Xerox gave him in-the-trenches experience setting strategy and coaching teams to deliver exceptional results. As an entrepreneur, Ian has developed and led three successful start-ups.
A sought after speaker, Ian has delivered high-impact presentations to global audiences across the world and of all sizes for firms including Microsoft, The Gates Foundation and Siemens. He consistently wins praise for his dynamic stage presence, his ability to connect with audiences and his practical, relevant content on topics as diverse as leadership, business excellence, organisational culture and change management. Ian has an MBA equivalent from Simon Fraser University in Canada, a BBA focusing on Finance and he was received Inc. Magazine’s prestigious Marketing Masters award.

Bash Halow, CVPM, LVT
Bash Halow is a graduate of the Veterinary Management Institute series at Purdue University, USA. He has worked as a practice manager in New York City, been a regional manager for Healthy Pet Corporation and the Administrator for the Princeton Animal Hospital and Carnegie Cat Clinic in Princeton. He is a Certified Veterinary Practice Manager, and a Licensed Veterinary Technician. Bash is the founder of the both the New Jersey Veterinary Hospital Manager’s Association and the Big Apple Veterinary Management group in NYC. He is a member of the American Animal Hospital Association and is currently working with the Pennsylvania Veterinary Medical Association to form a statewide veterinary managers group. In 2013 he received the PVMA President’s Award. He sits on the Innovation Committee of the Veterinary Hospital Managers Association.

Dr. Max Pemberton
Max is a doctor, journalist and writer. He works full time in the NHS in mental health and has appeared regularly on ITV’s This Morning. He is also a columnist for the Daily Telegraph and Reader’s Digest and a contributor to the Mail On Sunday. He has won several awards for his writing, including Mind Journalist of the Year and the Royal College of Psychiatrists Public Educator of the Year in 2010. He has also written three books: Trust Me I’m a Junior Doctor; Where Does it Hurt? and The Doctor Will See You Now. Max sits on the judging panel for the Mind Media Awards.
Scott Crae MRCVS Director
Talking Medicines™

Talking Medicines work across the human Pharmaceutical & Animal Health sector creating bespoke Augmented Reality (AR) platforms which launch directly from medical product packaging or printed materials through the use of Blippar enabled Smartphones and pads. TM create engaging AR content that addresses poor compliance through integrated audio-visual assets, free reminder systems, 3D and geo-location to improve client understanding of disease areas, medication and professional healthcare support. Scott is also a veterinary surgeon and owner of Sanctuary Vets Ltd, and has consulted nationally on veterinary practice management, and internationally on new product development and marketing for global pharmaceutical companies.

Bizzy Allen-McClure RVN

Bizzy has been working in veterinary practice for 9 years and qualified in 2010. She has worked in a variety of roles including first opinion practice, out of hours emergency care in industry as a Practice Support Advisor. She is currently the Head Nurse in a first opinion small animal Tier 2 Practice. Her role involves the general running and management of the practice including organising the veterinary nurse team, allocating duties, regular team meetings, staff appraisals and training. In 2011 Bizzy became a Clinical Coach. In 2012 she completed a certificate in Exotic Veterinary Nursing and she has also recently qualified as an SQP.

Martha Cannon, Oxford Cat Clinic

Martha Cannon is an RCVS Recognised Specialist in Feline Medicine and co-director at the Oxford Cat Clinic, a first opinion and medical referral cat-only clinic in Oxford (www.oxfordcatclinic.co.uk). She is also a trustee-director of International Cat Care (formerly Feline Advisory Bureau) and is a frequent speaker at international and national veterinary meetings. She has been awarded the Central Vet Society Victory Medal for 2014-15 and voted Webinar Vet Best Speaker of 2013 for her delivery of presentations which combine up to date insights into common feline medical problems with practical advice that can be readily applied in practice.

Carolyne Crowe, Dip Coaching BSc, BVetMed (Hons), MRCVS

Carolyne qualified from the RVC (with honours) worked in a large equine practice in the UK and New Zealand. She recognised the challenges faced by today’s veterinary surgeons so undertook further training and gained a diploma in personal performance coaching (distinction) in 2012. Carolyne is passionate about enabling vets to overcome the pressures of practice life and identify what is important and how they can make their life work for them. She provides 1-1 coaching, group coaching, lecturing, webinars and workshops that empower and motivate staff to better manage their lives and careers. Carolyne lives what she coaches; she currently does clinical work part-time, is a busy mum of 2 small children, runs her own business coaching and mentoring vets, and run half-marathons.

Mike Davies BVetMed CertVR CertSAO FRCVS

Mike Davies qualified from the RVC 1976. He holds post-graduate Certificate qualifications in Veterinary Radiology and Small Animal Orthopaedics, and a Fellowship of the RCVS by examination in Clinical Nutrition in dogs and cats. Since graduating Mike has had a varied career working in small animal practice and both part time and as a consultant for pet nutrition companies including Hills and Iams and many Pharmaceutical companies including Intervet and Pfizer. Previously he worked in academia as Director of the Beaumont Animals’ Hospital at the RVC. He is currently Associate Professor in Small Animal Veterinary Practice at the University of Nottingham Vet School where his special areas of interest are in clinical nutrition and geriatric medicine.
Diane Fenton
Diane has held a number of management positions over the years within various industries. In 2004 she set up an ambulatory 100% equine practice with a veterinary business partner. With the strapline, ‘Managing Equine Health throughout Greater Manchester’ the team strive to consistently deliver a first class personal service coupled with superior clinical expertise. Prior to entering the vet world Diane spent 10 years managing Customer Service within a large multinational insurance company adopting many of their business principles within her own practice. Diane lives with her partner Scott and together they are responsible for 3 horses and 4 cats.

Jane Fletcher, Think Smart Unlimited
Jane worked in management at Waitrose, as a consultant to major businesses (e.g., Tesco/ Dunnhumby Clubcard) and, for 15 years, as an advisor to veterinary practice. She is a member of the Institute of Customer Service. Think Smart Unlimited use a wide variety of tools and techniques including practice reviews, business coaching and practical workshops to help veterinary practices. Within Think Smart Unlimited Jane also enjoys producing 3D word art which is inspired by life, a British sense of humour and red wine! She shares her life with her husband Tim, son Tom and Eddie the cat.

Wendy Furness, Scarsdale Veterinary Group
Wendy Furness graduated from Cambridge University and completed an Equine Internship at the Animal Health Trust in Newmarket before joining The Scarsdale Veterinary Group where she is now a partner. She has an RCVS certificate in Equine practice. The practice has equine, farm, and small animal first opinion and referral vets over ten sites including a state of the art referral hospital, and is a clinical associate practice of the University of Nottingham Veterinary School. Wendy is on the Board of Directors of XLVets UK Ltd, as Equine director. She is currently undertaking an MBA at the University of Nottingham. In her spare time she enjoys running, skiing, wildlife photography and the occasional triathlon.

John Goulding BVMS (Hons) MRCVS
John Goulding graduated with honours from Glasgow and has since worked at St George’s Veterinary Group, a 22 vet independent small animal and equine practice in the Midlands. He stopped doing clinical work 5 years ago and is currently full time Managing Director. He has had articles published on management topics and spoken at VPMA and SPVS congresses and currently serves on the Certification and training committee of the VPMA. He is particularly interested in maximising the use of computer databases for marketing and analysing performance. His own practice has run a small animal health plan for 13 years and has recently established one for horses as well.
Steve Headon, Moore Scarrott

Steve works exclusively within the Veterinary team at Moore Scarrott, dealing with a wide portfolio of clients including both specialist Equine and Mixed Practices. The firm now represent in excess of 500 veterinary practices across the UK providing a range of services including benchmarking, performance analysis and business consultancy. He completed his training to become a Chartered Accountant at a large regional accountancy practice before joining Moore Scarrott, becoming a full Partner in 2012. Steve holds special lecturer status with the University of Nottingham where he lectures vet students on practice finances. He has also lectured on behalf of the BVA. Steve is married to Rachael, who is a small animal vet working in North Devon. Steve is the son of Devon dairy farmers.

Paul Green, Vets Practice Growth UK

Paul Green is the founder of Vets Practice Growth UK, a practice growth and marketing organisation. He works with 40 practice owners around the UK, and has presented seminars for more than 400 vets in the last two years. Paul is the author of “The Game is Changing”, a free paperback vets marketing book now owned by more than 2,000 practice owners and managers. You can get a free copy posted to you by visiting www.vetsmarketing.co.uk/spvs-vpma

Caroline Hewson MVB PhD MRCVS, CJ Hewson Limited

Director The Loss of Your Pet

After six years in UK practice, Caroline completed a PhD and was Research Chair in Animal Welfare at the Atlantic Veterinary College, Canada. Resuming locum work in the UK, she identified end of life as an area where vet care was not optimum for animal or client. In 2013/14, Caroline created The Loss of Your Pet client-support packs and team training to help practices support bereaved clients more effectively without needing more time or personnel. In 2014, she had eight papers published on the academic and practical aspects of client-care during animals’ end-of-life and wrote the relevant section of BSAVA PetSavers new Senior Dog Guide. She is an invited speaker at regional veterinary and veterinary nurse meetings across the UK.

Janet Hughes, National Sales Manager for Denplan & Practice Plan for Vets

Janet qualified as a Dental Nurse after leaving school but feeling the need to travel, she left employment and moved to Israel to work on a farm looking after their sheep. Upon returning home, Janet returned to University as a mature student to study Social Sciences. She has been at Denplan for 20 years and has developed her business and product knowledge with qualifications as a Coach with the OU, a CIM from the Institute of Management, and numerous courses on personal development and business growth. Janet is currently National Sales Manager for Pet Health Plans from Denplan and Practice Plan for Vets working with a Sales and Customer Service team who are dedicated to providing the best possible service to member practices and their clients.
**Dominic Kitchin, Saxonbury & Kent Ltd.**

Dominic is the Director and founder of Saxonbury & Kent Ltd and is an expert in business growth. He has over 15 years’ experience helping business leaders and owners dramatically grow their businesses by understanding why their customers buy from them. He uses these insights to help leaders create a customer centric culture and strengthen company management teams. He has worked with multinational corporations and household brand names such as HSBC, KFC, Radisson Edwardian, ING, amongst others.

**Professor Andrew Kakabadse**

Andrew joined Henley Business School in July 2013 after 30+ years at Cranfield School of Management, where he finished as Professor of International Management Development in December 2012 and was awarded Emeritus Professor.

Andrew has been ACT Visiting Professor at the Australian National University, Canberra, and Visiting Professor at Hangzhou University, China, Visiting Fellow at Babson College, Boston, USA, Honorary Professorial Fellow, Curtin University of Technology, Perth, Australia, and the H. Smith Richardson Visiting Fellow at the Centre for Creative Leadership, North Carolina, USA. He is currently Visiting Professor at the University of Ulster; Visiting Scholar in Residence at Thunderbird, School of Global Management, USA, and Adjunct Professor at Southern Cross Business School, Australia. He is a Fellow of the International Academy of Management, Fellow of the British Psychology Society and Fellow of the British Academy of Management.

Andrew has consulted and lectured in the UK, Europe, USA, SE Asia, China, Japan, Russia, Georgia, the Gulf States, India and Australia. He was also Vice Chancellor of the International Academy of Management and has been Chairman of the Division of Occupational Psychology, British Psychological Society, 2001.

**Alison Lambert, Onswitch**

After qualifying as a vet from Liverpool University, Alison worked in Small Animal practice for several years, before working for Hills and Mars, where her passion for the customer experience was born. As founder and Managing Director of Onswitch, Alison sees pet owners behaving less like ‘clients’ and more like ‘shoppers’. Onswitch are Market Research Society Company partners and members of the Mystery Shoppers Providers Association. Alison is a visiting lecturer in customer understanding at Nottingham University Vet School, and sits on the RCVS communications committee. Alison is married to Donald, and lives in Lincolnshire with their son Alex, dog and cat.

**Dr Richard McBain, Henley Business School**

Richard is Head of the Post-Experience Postgraduate programme at Henley Business School. Prior to joining Henley, Richard had 17 years of experience working in the financial services sector in various operational, business development and training and development roles. His experience includes project managing the merger of two financial services organisations, the setting up of an offshore banking subsidiary, and also implementing competence development and coaching and mentoring programmes. This interest in learning and development has continued at Henley, where Richard’s role has focussed on the direction and development of Masters and Doctoral programmes. He also teaches on the human resources and research methods modules on the MBA and runs coaching and mentoring workshops.

**Jacqui Molyneux BVSc BSc CertSAS MRCVS**

Graduating from the University of Bristol in 1981, Jacqui started her career in small animal practice in Liverpool. She set up her own practice in a small mining town near Consett. It was accredited as a Veterinary Hospital in 2002, and became part of the RCVS Practice Standards Scheme four years later. Jacqui was invited to join the Society of Practising Veterinary Surgeons’ Council in 2000 and served as President during 2010-2011. In 2005 Jacqui was elected to RCVS Council and was RCVS President during 2012-13. Jacqui is currently Chairman of the Practice Standards Group and Chairman of RCVS Knowledge.
Pam Mosedale, MRCVS
Pam qualified from the RVC in 1979 and worked in mixed practice for the first part of her career, then was a partner in a small animal hospital for 17 years. She was a Practice Standards Inspector from the beginning of the BSAVA practice standards scheme and continued with the RCVS scheme, becoming Senior Inspector before moving on to become an RCVS veterinary investigator. She is currently the Practice Standards Group representative for BSAVA. Pam is editor of the BSAVA Guide to the Use of Veterinary Medicines, an SQP assessor for AMTRA and still does some locum work in her spare time.

Adi Nell, Medivet BVSc CertVD MRCVS
Adi Nell, Senior Vice-President of SPVS, is a Senior Partner and head of the Oxford region at Medivet. He is responsible for providing management support for 27 vets and three practice managers, as well as for nurses and support staff in 16 branches and a 24-hour centre. Adi graduated from the University of Pretoria, South Africa, and moved to the UK in 1992. In 1998 he gained his certificate in veterinary dermatology and set up a referral service covering a number of practices in south-east England. He was the resident and dermatology at the Animal Health Trust in and worked at the Cambridge Veterinary School where his responsibilities included some teaching duties. He joined Medivet in 2002. He is currently completing an MBA from Henley Business School.

Rory O’Connor, Veterinary Benevolent Fund
Rory is a Registered Psychiatric Nurse, with an MSc Addictions, BA Psychology and Diploma in Counselling. Currently he is the National Coordinator for the Veterinary Surgeons’ Health Support Programme and the joint National Coordinator for the Dentists’ Health Support Programme. Rory is a first responder for the Doctor’s helpline, Clinical Advisor for the Practitioner Health Programme (London) and also has his own independent practice. He was formerly Clinical Director within the NHS, and has also been involved as Stakeholder and Clinical Advisor in the development of specialised services for dentists and doctors. He wrote the original paper outlining the Practitioner Health Programme for doctors and dentists and the Health Protocol for veterinary surgeons.

Liz Panter RVN MBVNA NCert(AnBeh)
Liz started as a trainee nurse at Cromwell Vet Group in 1994 where she qualified as a VN and worked for 6 years before moving into teaching for a year. She returned to nursing in 2002 and assisted in starting up a new practice in Bedfordshire. Liz moved down to West Sussex in 2006 as Head Nurse to assist her current surgery in gaining Practice Standards and Training practice status. In her time there she has trained as a canine and feline behaviourist and undertaken courses in Practice Management. Liz’s day to day role now includes running 3 surgeries and managing the staff and rotas. They opened a new purpose built surgery in May 2014 and she was promoted to Practice Administrator in January 2014.

Michael Pagnotta, Celtic Manor Resort
Drawing on over 10 years experience in the arts as an actor and director, Michael has worked across the UK, Europe and Canada creating a parallel link between the world of theatre and the business world, helping individuals and businesses in their presentation and business skills. Michael has helped The Celtic Manor to make a step change by helping to train the staff on behaviours consistent with outstanding service standards. He is a confident, successful and focused leader with an open and communicative management style – motivating, inspiring and encouraging people to achieve their full potential. He exudes high-energy with a focus on building and implementing the HR strategy through organisational development.
Ashley Phipps, Business Development Consultant Denplan

When Ashley’s boyhood ambition of becoming a professional footballer became a distant dream he joined an execution only stockbrokers dealing with incoming orders from members of the public straight from school at 18. After 4 years of continued growth, the company sold its UK holding to Barclays and subsequently closed its Birmingham office. Over the following years Ashley worked in Advertising, IT, Recruitment and in 2012 he starting working for Denplan within their Pet Health Plan team as a Business Development Consultant. Ashley thrives on helping and supporting practices and their end goal is always his goal … it’s a really simple concept that makes a world of difference.

Lisa Robb

Lisa Robb is Head of Customer Communications with Freeagent, a digital marketing company. She worked for Vets Now for 4 years, first as Marketing Manager and then as Digital Marketing Manager. Lisa moved to PetNet, growing their online community of petowners, to over 30,000 members in less than 12 months (Park Bench Facebook page was recognised by Social Bakers as one of the UK’s top 10 Facebook pages). She also created and ran campaigns such as Celebrity Pet Owner of the Year, Bark for Your Breed & Christmas Stars, integrating both online & offline activity. Lisa has spoken at events in the UK and Europe about how to engage pet owners, coining the phrase, ‘likes are vanity but engagement is sanity’. Lisa is studying for a part-time MSc in Digital Marketing Communications at Manchester Metropolitan University.

Alan Robinson, Vet Dynamics LLP

Alan qualified as a vet in Australia and has over 25 years’ experience in practice in the UK and Australia. He has run his own mixed multi-branch practice for 12+ years in the UK and studied for a Diploma in Management. He has worked as a consultant in the areas of technical service, training, product development and marketing for the veterinary pharmaceutical industry and has successfully delivered coaching and management consultancy in electronics, pharmaceutical, global retail and veterinary industries. Vet Dynamics provides an integrated approach to management and marketing for vet practices, via the Platinum Practice Academy, Practice Benchmarking, seminars, CPD workshops and practice performance management.

Julian Samuelson, Bell Equine

Julian is the MD of a 15 vet equine first opinion and referral practice in Kent operating out of a Tier 3 Hospital. Bell Equine was the first equine hospital in the world to commission and develop an MRI scanner capable of acquiring images from standing horses. Julian was a member of the LOCOG Veterinary Services Committee, and Bell Equine provided a referral facility and trauma centre for the London 2012 Olympics with Julian as one of those providing on-site veterinary support at Greenwich Park. Julian completed an Executive MBA degree at Cambridge University’s Judge Business School in 2012, he is a member of the Board of Trustees of the Horse Trust, the world’s oldest horse charity, a member of the Hadlow College Business Advisory Council and of Liverpool University’s Veterinary Science Advisory Board.

Chris Pearce

Chris Pearce has extensive experience at all levels in equine dentistry. Chris qualified from Liverpool University in 1990, and was the first vet to pass the BAEDT entry examinations in 2001. He has performed equine dental referral work for 13 years, lectured widely across Europe, and in 2012 set up The Equine Dental Clinic Ltd, the UK’s first equine dental only referral practice where he specialises in novel restorative and minimally invasive procedures. Chris runs regular referral clinics at B&W Equine, Donnington Grove, Western Counties and Liphook as well as visiting many others across the UK. Chris recently passed the first full examination for the new ECVS Diploma in Equine Dentistry becoming one of a small expanding group of European Veterinary Dental Specialists.
Catherine Smith, Citation
Catherine is a solicitor in Citation’s employment law team. She specialises in employment law, advising clients on a wide range of issues including discrimination, dismissals, grievances, group redundancies and TUPE transfers. Catherine advises on commercial solutions to employment problems businesses may face and provides pragmatic solutions to complex situations. Catherine previously worked in a national top 100 law firm prior to joining Citation. Catherine is a committee member of the Manchester Young Solicitors Group and regularly writes articles for the Manchester Law Society Messenger. In her spare time, Catherine plays netball and is a keen runner who has recently completed the Great North Run.

Nick Steele, Zoetis
Nick Steele, National Business Consulting Manager for Zoetis has more than eight years experience of learning and development within the medical and veterinary markets. Since joining Pfizer in 1997, Nick has held business and people management roles developing expertise in account management and sales. He now applies this experience, knowledge and skill to helping veterinary practices develop their teams and deliver business results now and for the future. Nick has an Honours degree in Molecular Genetics and spent two years at Aberdeen Medical School as a post-graduate research student working with Prof Hugh Pennington. In 2011, he completed his CIPD certificate in Learning & Development. He is also an accredited coach and practitioner in personality profiling.

Jacky Tidy, 4 Paws Mobile Spa
After starting as a veterinary nurse, Jacky became head nurse at a four branch practice in Hampshire. She then began a ten year career with Hill’s Pet Nutrition, firstly as a rep in the UK then Southern Sales Manager. She transferred to Hill’s in Australia, moving from looking after a field force around Australia to Sales and Marketing Manager for Australasia and Asia, including Hong Kong, Thailand, Singapore, Philippines, Malaysia, Taiwan, New Zealand and many other countries, with the focus on meeting vets and supporting their practices. Jacky is now back in the UK and as owner manager of 4 Paws Mobile Spa offering dog and cat grooming with a difference.

Anna Wardle, MBA, RVN - Practice Manager & Director
Anna began her Veterinary Nursing career in 1993, taking on her first Head Nurse role in small animal practice 3 years later. After a period of time working abroad gaining experience as a Veterinary Technician in the USA, Anna joined the team as Head Nurse for The Wheelhouse Veterinary Centre in 2003. Seeking a new challenge, Anna became the Practice Manager in 2005, embarking on her MBA journey later that year. In 2007 Anna was awarded the Veterinary Business Journal ‘Practice Manager of the Year’ and completed her MBA. Anna joined Charles Winslade as co-owner and business partner of The Wheelhouse in May 2008. Outside of work, Anna has a keen interest in motorsport, martial arts and rock climbing.

Bradley Viner
Bradley qualified from the RVC in 1978 and after a year established his own small animal practice in Pinner, Middlesex. This has now grown to a group of five practices in NW London, employing approximately 40 support staff and nine veterinary surgeons, including his son, Oliver. He has been involved in a wide variety of media and PR work on radio, television, and the press including his regular Reflections column in Veterinary Times. In 2010 Wiley Blackwell published his book “Success in Veterinary Practice”. He is currently Vice President of the Royal College of Veterinary Surgeons, Trustee of Battersea Cats and Dogs Home, and Vice-President of International Cat Care.
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Citation is the leading provider of compliance systems in Health & Safety and Employment Law, with almost 20 years of expertise within the veterinary sector. Simply put, we help you stay protected. We listen to what you need, and then advise on all aspects of Health & Safety and Employment Law compliance. With support 24 hours a day, we work side by side with you – taking away the worries, so you can get on with running your practice.

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www.norbrook.com

Norbrook Laboratories has established itself as a global leader in the development of revolutionary veterinary medicines, with a long-held reputation for quality products. Our expanding ranges for companion animals, equine, and large animals offers a wide selection including antimicrobials, anthelmintics and NSAIDs. Recent exciting launches in the UK include Peptizole – an omeprazole paste for the treatment and prevention of recurrence of gastric ulcers in horses; and Noroclav chewables – Co-Amoxyclav tablets for dogs and cats. Other key products include Loxicom, Vetofol, and Closamectin Pour On.

GOLD

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Bayer’s Animal Health Division is one of the world’s largest suppliers of veterinary medicinal products for use in household pets, horses and livestock. The majority of products in the range have been developed through Bayer’s own research and development programmes, which specialise in infectious disease and parasites in animals.

Merial
www.uk.merial.com

Merial is a world-leading, innovation-driven animal health company, providing a comprehensive range of products including NexGard™, BROADLINE™, FRONTLINE Combo®, PUREVAX® and PREVICOX® to enhance the health, well-being and performance of a wide range of animals. Merial is a Sanofi company.

Zoetis
www.zoetis.com

Zoetis, Inc. is the world’s largest producer of medicine and vaccinations for pets and livestock. The company is a publicly traded subsidiary of Pfizer, the world’s largest drug maker, which retains an 83% controlling interest in the firm. The company operates in 70 countries worldwide with recent expansions into Southeast Asia and China.
The St Francis Group is a buying group with a difference. Not only do our members save money on their purchases, we also help them to grow their sales and profits by providing them with the admin support and tools that allow them to spend more time focussing on what really matters – their clients.

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www.moore-scarrott.co.uk

Accountants, Taxation and Business Development Specialists for the veterinary sector. We are the largest specialist veterinary accountancy team in the UK now acting for in excess of 500 practices nationwide.

MSD Animal Health
www.msd-animal-health.co.uk

MSD Animal Heath is a leading provider of companion animal biologicals and pharmaceuticals. With one of the widest range of products and services, MSD provide all-round support to vet practices, including our bespoke printing service Chameleon, and the UK based vet finder, www.ukvetsonline.co.uk.

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Pet Health Plans can expertly guide practices in implementing bespoke preventive health plans for small animals or equine, within 6 weeks. This enables practices to lock in clients, increase footfall and help provide monthly income as well as offering literature and a full service, all with no set up costs.

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The St Francis Group is a buying group with a difference. Not only do our members save money on their purchases, we also help them to grow their sales and profits by providing them with the admin support and tools that allow them to spend more time focussing on what really matters – their clients.

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Vetsolutions are the largest supplier of practice management software solutions within the UK. Providing the essential tools and knowledge to help your practice ATTRACT, RETAIN and TREAT more.
Sponsors and Exhibitors

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Hill’s is proud to support the joint VPMA/SPVS Congress 2015. Come and talk to us about our new products and materials, our online VNA training, our range of digital tools and our current CPD programme, all designed to support your team in practice.

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| <strong>A Menarini Diagnostics - <a href="http://www.menarinidiag.co.uk">www.menarinidiag.co.uk</a></strong> | An accurate, comprehensive and profitable solution to in-house diagnostics testing with no capital outlay. |
| <strong>Animana BV - <a href="http://www.animana.co.uk">www.animana.co.uk</a></strong> | Animana provides innovative cloud based veterinary software for all types of practices. Designed to be used from any internet connected device, Animana simplifies life for Veterinary Professionals, offering industry-leading support. |
| <strong>AT Veterinary Systems - <a href="http://www.vetsystems.com">www.vetsystems.com</a></strong> | AT Veterinary Systems is a leading supplier of software and support services, including SPECTRUM practice management system, IRIS digital imaging storage, Rota Manager, VetsAnywhere remote office, and Vision communications and security. |
| <strong>Avid plc - <a href="http://www.avidplc.com">www.avidplc.com</a></strong> | AVID designs, manufactures and supplies pet identification MicroChips and scanners, as well as managing the 24hr UK PETtrac Database service. Instant electronic MicroChip registration services via our website and supporting practice management systems via VetXML, and now via smartphone and tablet apps! |
| <strong>Braemar Finance - <a href="http://www.braemarfinance.co.uk">www.braemarfinance.co.uk</a></strong> | Braemar Finance offer loans for veterinary professionals. We fund: Equipment, IT solutions, and vehicles. We provide: Practice, personal and tax loans plus patient finance options. |
| <strong>Burgess Diagnostics - <a href="http://www.burgessdiagnostics.com">www.burgessdiagnostics.com</a></strong> | Burgess Diagnostics provides both mobile MRI and CT scanner services exclusively to the veterinary profession. A fleet of mobile scanners enables practices to have diagnostics delivered directly to the door in a convenient, cost effective, flexible arrangement. |
| <strong>Carefree Credit Ltd - <a href="http://www.carefreecredit.co.uk">www.carefreecredit.co.uk</a></strong> | Carefree Credit provide interest free and low APR payment options for clients through a quick, online, paperless system with pay-out to the practice in a matter of days. |
| <strong>Careline 4 Vets - <a href="http://www.careline4vets.org">www.careline4vets.org</a></strong> | Leading providers in telephony, accountancy and legal services have come together under the umbrella of Careline4Vets to provide a one stop business service to the veterinary sector. Demco Communications, RA Accountants and Lockharts Solicitors. |</p>
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Website Link</th>
<th>Description</th>
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<tbody>
<tr>
<td>Centaur Services - <a href="http://www.centaurservices.co.uk">www.centaurservices.co.uk</a></td>
<td>With a focus on superior value, customer service and innovation, Centaur Services provide the complete range of products required by UK veterinary practices.</td>
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<td>Independent Vetcare Limited - <a href="http://www.independentvetcare.co.uk">www.independentvetcare.co.uk</a></td>
<td>We are a group of veterinary practices pooling resources, skills and knowledge. Run by and for vets, clinical excellence drives our business. Every practice is run by its local team.</td>
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<td>Working with Initial Ideas you get all our vet marketing expertise, the confidence of knowing we understand the veterinary market and you work directly with our in-house design team.</td>
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<td>Lloyd &amp; Whyte offer insurance and independent financial advice for vets. They can help you protect and grow your practice with their range of commercial services. You can also benefit from 5 star rated home insurance at competitive premiums and expert financial planning services. Talk to their advisers today.</td>
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<td>MiVetClub (CVS Plc) - <a href="http://www.mivetclub.com">www.mivetclub.com</a></td>
<td>MiVetClub is an exclusive veterinary buying group offering services which facilitate the best in veterinary business management, providing a high standard of support by utilising the knowledge and experience which have been proven across 264 practices.</td>
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<td>Company Name</td>
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<td>National Veterinary Service</td>
<td><a href="http://www.vetwholesaler.co.uk">www.vetwholesaler.co.uk</a></td>
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<td>Nature’s Menu’s award winning range of complete and balanced raw meals for dogs and cats provide a convenient, simple and safe way to feed a healthy raw diet every day.</td>
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<td>Onswitch provide call coaching, training and business consultancy to veterinary practices across the UK and Ireland. With Onswitch Index™, Bertha Training and the Fixer, your practice can be the best in town!</td>
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<td>Pet Cremation Services, a division of the Time-Right Group, has been established for over 35 years. The company is still a family owned business and in its second generation has built up a network of UK crematoria &amp; cemeteries with an excellent reputation by offering a wide range of essential services within the small animal veterinary market place.</td>
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<td>Pet-ID Microchips provide the ultimate microchip solution for animal identification. We understand the importance of offering clients the right microchip and supply a variety of formats to suit implanter preference.</td>
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<td>Petplan is the UK’s favourite pet insurance provider paying out over £3 million in claims each week. Committed to working with the veterinary profession and offering unrivalled support for practices.</td>
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<td>The RCVS is the regulatory body for veterinary surgeons and nurses in the UK. We set, uphold and raise veterinary standards, and accredit practices under the Practice Standards Scheme.</td>
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<td>Summerleaze Pet Crematorium Ltd</td>
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<td>Cremation &amp; Waste Management Company, our commitment to customer service is paramount providing both grieving pet owners and the veterinary profession with a personal and attentive service of the highest standard.</td>
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<td><a href="http://www.training-progress.com">www.training-progress.com</a></td>
<td>A structured framework which ensures consistency and competence throughout your practice. A peer driven, reward based system to map individual staff training progression through your practice manual. We help you unleash your greatest asset.</td>
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<td>Vetcel Ltd.</td>
<td><a href="http://www.vetcel.com">www.vetcel.com</a></td>
<td>Vetcel offers a high quality, transparent and reliable service to improve member profitability through reduced costs on pharmaceuticals and other goods/services. We have no contract, administration, membership or joining fee.</td>
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Educate clients and create selling opportunities whilst they are sat in the waiting room:
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Vet Dynamics has always been the champion for the Independent Veterinary Practice Owner. We are the largest community for Independent Practices, through which we have helped owners to improve their profits and lives.

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Internet Marketing Services for the veterinary profession. Our services include the pet symptom guide integrated to your website, the vet reviews widget and high profile directory listings. Plus our social media consultancy: our veterinary staff will post for you, reply to comments and messages or run your facebook ads.

Vet Inflow - www.vetinflow.com
Vet Inflow will help you to build invaluable client loyalty and trust/Online veterinary marketing promotes direct communication with your clients, allowing you to reach new audiences and captivate potential new clients in your area. Facebook is here to stay and is an essential part of a Veterinary Practice's Integrated Marketing Strategy, making your practice accessible and 'human'.

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As Industry specialists in Data Processing and CRM systems, Veterinary Insights provide a comprehensive benchmarking service that enables practices to compare individual performance with their peers across the UK.

Veterinary Pathology Group - www.thevpg.co.uk
The Veterinary Pathology Group consists of TDDS, CTDS, PTDS, VLSI and Bridge Pathology. Together we offer diagnostic services in all aspects of Veterinary Pathology, including outstanding expertise in Cytology, Haematology, Toxicology, Histopathology, Immunohistochemistry and PCR.

Vets Practice Growth UK - www.vetsmarketing.co.uk
Vets Practice Growth UK is giving away copies of its book on vets marketing. 2,500 practice owners already have one. Get your copy from our stand, or from www.vetsmarketing.co.uk/spvs-vpma.

Vet Share Buying Group - www.vetshare.co.uk
Vet Share Buying Group, run by vets for vets, gives large group buying power on pharmaceuticals and services to all members. There are no joining fees or hidden charges, a modest management fee, and no restrictions on what you can order. You can keep your existing wholesaler relationship and you are free to leave at any time without penalty.

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Vetstream - www.vetstream.com
Vetstream host the world's largest online point of care clinical information service for the veterinary profession. Vetstream also build professional practice websites via their Webpartner service and provide unrivalled online CPD courses via Vetacademy.
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Vetstoria pulls selected data from your PMS to create IT solutions designed to automate and improve the communication between your practice and your clients. Our product line includes a Pet Portal, an Online Appointment Booking Platform and an Automated Targeted Marketing Suite.

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Receive practice specific drug pricing, online accounts, improved cash flow and significant financial and time savings. That’s why Vetswest is the most forward-thinking business group in the UK.

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Woodley Equipment supply laboratory equipment and diagnostic kits for routine use and critical care. We have a wide and evolving product portfolio and have been supplying vet practices, vet hospitals, vet universities and commercial vet labs for 25 years.

Bigger, better, more interactive exhibition

Exhibition Opening Times
Friday 23rd 8:30am to 6:00pm - Saturday 24th 8:30am to 3:45pm

We have 60 sponsors and exhibitors waiting to meet you. Food and refreshments are all served within the exhibition. Look for the serving areas in the map on the back of your congress brochure. There’s a quiet meeting area for one-to-one exhibitor chats, as well as a delegate’s seating area for a quick sit-down.

Exhibition Competition
Our Exhibitors have donated some fab prizes for this year’s competition. You have an entry form in your pack so just visit the stands of the companies listed there to find answers to the questions each has posed. Return your completed forms to the registration desk by 14:00pm on Saturday and we will draw the winning entries. Winners will be texted to let them know they have won and a list of winners will be displayed on the screens in the exhibition area. Prizes can be collected from the donating company’s stand at teatime.

Bright Ideas
Look for the Bright Ideas notice boards throughout the exhibition. Here’s where we encourage you to dip your toe into some blue-sky thinking and share your ideas and thoughts. We’ll pose separate case study problems and want to hear how you would solve them. All the ideas will be captured and fed back to congress attendees on your return to practice.

Happy Hour in the Exhibition
Join us for a drink in the exhibition on Friday from 4.30 to 5.30 pm. You’ll find a ticket for your free drink with your delegate badge. The Big Debate will be relayed into the exhibition on screens so you can keep abreast of the discussions upstairs.
1 Vet Dynamics 21 Vetshare 41 Careline 4 Vets
2 Zoetis 22 Royal Canin 42 Centaur Services
3 Pet Health Plans from Denplan 23 Veterinary Business Journal 43 Vetstream Ltd
4 Norbrook Laboratories 24 CPD Solutions 44 Onswitch
5 Bayer 25 Virtual Recall 45 Menarini Diagnostics
6 Merial Animal Health Ltd 26 AT Veterinary Systems 46 Woodley Equipment Company
7 MSD Animal Health 27 Veterinary Pathology Group 47 Vetcel Ltd
8 Purina 28 Vets Practice Growth UK 48 Vet Inflow
9 Vetstoria 29 Hazelwoods 49 Henry Schein
10 St Francis Group 30 Training-Progress Ltd 50 Vet Solutions
11 2 Sys-Vet IT 31 Lloyd & Whyte 51 RxWorks
12 Citation Ltd 32 Lease UK 52 PCS Pet Cremation Services
13 Chunk Training 33 Hill’s Pet Nutrition 53 Burgess Diagnostics
14 Summerleaze Pet Crematorium Ltd 34 Pet-ID Microchips Ltd 54 Full Power Utilities
15 Vetwest 35 Veterinary Insights Ltd 55 AVID Plc
16 Nature’s Menu 36 Carefree Credit 56 National Veterinary Services
17 VetSpace 37 Animana 57 MiVetClub
18 Initial Ideas 38 Independent Vetcare 58 The Vet Channel
19 VetHelpDirect 39 Royal College of Veterinary Surgeons 59 The College of Animal Welfare
20 Petplan 40 Braemar Finance 60 Moore-Scarrott Accountants

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