



PATHWAY PLANNING

FAST TRACK

Your veterinary
path is our passion.



Welcome to **OUR WORKSHOP**

We're so glad you're here!



Program Goals

Pathway Planning is a system for diagnosing and assessing your hospital's business health. A finished plan is analogous to a treatment plan for your hospital.

Most practices are great at diagnosing their problems but struggle with ongoing assessment and following a plan to fix them. Pathway Planning addresses this shortcoming and makes your mission, vision, and values an interactive part of daily planning and action.

During this workshop, we will:

- Review the concept of Pathway Planning and the benefits to the practice and team
- Create the three main components of your Pathway Plan
 - Who You Are: Identifying your core values, purpose, and niche
 - Where You're Going: Creating your one, three, and five-year plans
 - Your Marketing Strategy: Defining your target market, three uniques, and promise statement

*"Vision
without
traction is
merely
hallucination"*

-Gino Wickman

Workshop Agenda

The conference runs from:

8 AM - 2 PM Pacific | 9 AM - 3 PM Mountain | 10 AM - 4 PM Central | 11 AM - 5 PM Eastern

All times outlined below are in Central Time.

Wednesday, December 13th

10:00 AM - 10:15 AM

Workshop overview and housekeeping.

10:15 AM - 11:30 AM

We'll begin building your Pathway Plan focusing on your purpose, niche, core values, and target market.

11:30 AM - 11:35 AM

Time for a quick break!

11:35 AM - 12:45 PM

We'll use this period to continue working on your marketing strategy. Next, we'll explore your 5-year vision statement.

12:45 PM - 1:15 PM

Lunch break. Use this time to relax, recharge, and eat something yummy!

1:15 PM - 2:35 PM

During this section, we'll explore your top 5 weaknesses, a 3-year mission, and your 1-year plan. We'll then move into creating your practice dashboard.

2:35 PM - 2:40 PM

Take a quick five for our final break!

2:40 PM - 4:00 PM

We'll wrap up the day by reviewing quarterly milestones and the importance of meetings. We'll discuss the next steps on how to implement Pathway Planning at your practice and leave plenty of time for a Q&A.

About THE SPEAKER

Leather Brice is a Coach with VGP. She fell in love with Pathway Planning when she attended her first Pathway Planning Workshop in 2015.

Over three years, she and her Leadership Team transformed the practice and met not only their one and three-year goals but also exceeded their five-year vision!

Leather felt at that point she needed to share her passion and excitement for Pathway Planning with other practices and help them to achieve their goals. She became a Coach with VGP in 2018 to do just that! Leather truly feels Pathway Planning is the ultimate road map to success!



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Sample Pathway Plan Part 1

VGP ANIMAL HOSPITAL

Leadership Team:

- Owner
- Practice Manager
- Lead CSR
- Lead Tech



Core Values

- I am accountable and I am the solution
- I choose excellence
- I am an equal and vital part of the team
- I respect all living things
- I offer help without being asked

Core Focus

Our Purpose

To provide an unparalleled experience for pets and their parents

Niche

Incredible customer service and patient experience

Marketing Strategy

Target Market

Millennials within 30 minutes of the practice. Apartment complexes. Young professionals. Young families. Pets are part of the family. Pocket pets. Instagram & YouTube users.

Uniques

Outstanding customer service, telemedicine, and appointments after 6 PM.

Promise

Gold standard of care following AAHA guidelines.

Vision Statement

\$4-million revenue. Second location. Add 3 FTE DVM and appropriate support staff as doctors are onboarded. Expand surgical procedures to include ortho, urgent care, and rehab. Have a fully certified Tech Team with all Assistants pursuing their licensure. Implement 4-day work weeks, rotating on-call shifts, and benefits to include medical, dental, vision, and student-debt payoff.

3-Year Mission Statement

We will take our practice to an entirely new level through a focus on emotional intelligence and conflict training for our team. Our communication will be kind, and direct. Feedback will be given at the moment, and individual check-ins will be scheduled regularly. We will have a proven onboarding process for new hires including a set schedule of learning and training to ensure they are comfortable in their role. We will have a well-managed inventory system where the shelf and system are in sync with our COGS at 19%. Our social media will be on fire, with regular daily posts including Instagram reels and posting regularly on youtube. We will have high engagement and will begin to have referrals directly from social. Our practice will be a preferred employer, with candidates reaching out to us for employment opportunities. Our turnover will be at 20%.

Sample Pathway Plan Part 2

Weaknesses	Annual Goals	First Milestones	Assigned To
Communication	<ol style="list-style-type: none"> 1. Emotional intelligence and conflict training for the team 2. Biannual meetings for the entire team 	<p>Leadership team to complete VGP's e-course</p> <p>Schedule meetings for entire year & make agenda</p>	Practice Manager
Chaotic Onboarding	<ol style="list-style-type: none"> 1. Implement a new onboarding process 2. Create phase training for all positions 	<p>Create a written checklist for new hires first day</p> <p>Create phase training for CSR position</p>	Practice Manager
COGS are 27.3%	<ol style="list-style-type: none"> 1. Implement a weekly inventory budget 2. Focus on Vetsource - 200 new enrollments 	<p>Complete ABC analysis to identify reorder points and quantities</p> <p>Complete training with Vetsource to improve use of ScriptRight</p>	Lead Tech
Social Media Presence	<ol style="list-style-type: none"> 1. Create social media manager role 2. Create 25 YouTube educational videos 	<p>Write job description for social media manager</p> <p>Create the first two YouTube videos. Establish process.</p>	Practice Manager
Staffing	<ol style="list-style-type: none"> 1. Recruit 2 CVTs 2. Create a recruiting video 	<p>Review benefits package and update before job is posted</p> <p>Create story board for recruiting video</p>	Owner
	Revenue Goal: \$1.2M	Price increase of 6%	Practice Manager
	Profit Goal: 14%	Identify opportunities to decrease expenses	Practice Manager
	Measurables: <ul style="list-style-type: none"> • COGS down to 23% • \$215 ACT • 500 new clients 	Create team training on wellness labs and complete 20 per week	Lead Tech
	Cap-Ex: Ultrasound	Research 3 machines	Lead Tech

Practice:

Leadership Team:

Core Values		Vision Statement
Core Focus	Our Purpose Niche	
Marketing Strategy	Target Market	3-Year Mission Statement
	Uniques Promise	

Assigned To													
Milestones													
Annual Goals										Revenue Goal:	Profit Goal:	Measurables:	Cap-Ex:
Weaknesses													

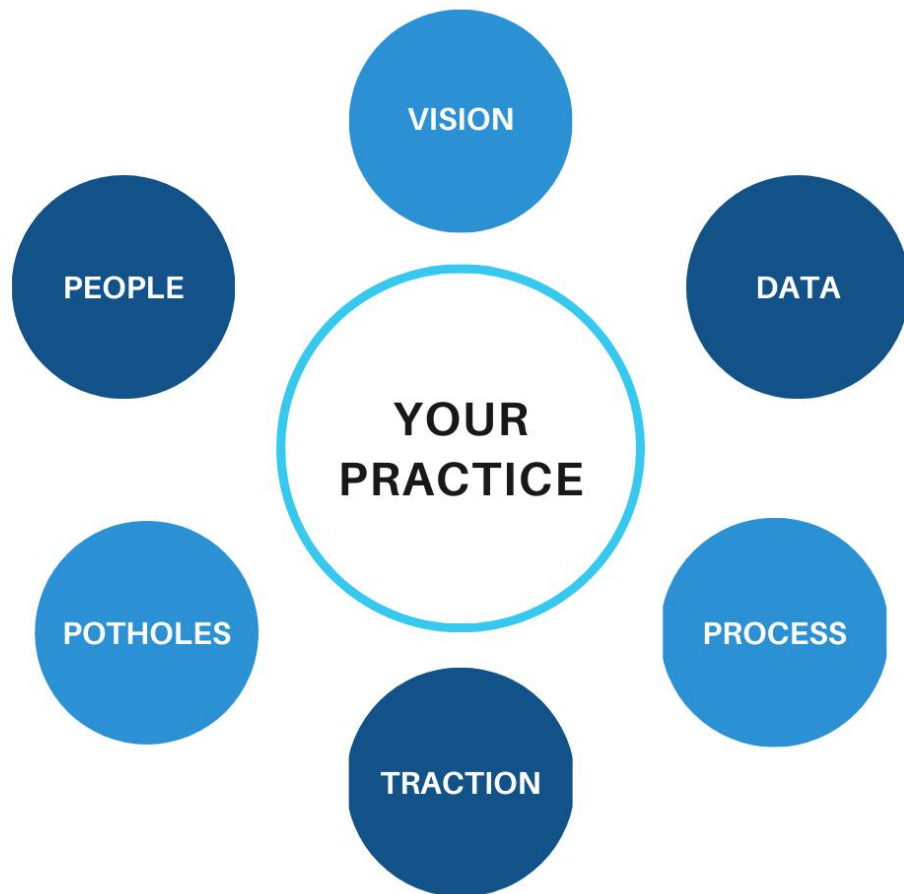


~~WISH FOR IT~~
WORK FOR IT

The Fundamentals

What is a Pathway Plan?

- A treatment plan for your practice
- A tool for implementation and accountability
- A solution for getting your practice organized and your intentions realized
 - Sample Pathway Plan (pages 6-7)



Organizational Check-Up

Use this checklist to measure where you are as a company at least once a year. Once you have identified your gaps, use them to create Milestones. Add to the Weaknesses list as necessary. The goal is not to be perfect in the first year, but to show steady improvement over time.

Rate each of the 20 statements on a scale of 1 to 5, with 1 being weak and 5 being strong. Once complete, add up your scores.

1	2	3	4	5	Statement
					1. We have a clear vision in writing that has been properly communicated to the whole team.
					2. Our core values are clear, and we are hiring, reviewing, rewarding, and firing around them.
					3. Our purpose is clear, and our systems and processes reflect that.
					4. Our five-year target is clear and has been communicated to everyone.
					5. Our target market is clearly defined, and our sales and marketing efforts are focused on it.
					6. Our differentiators are clear, and all of our sales and marketing efforts reflect that.
					7. We have a proven process for doing business with our clients. It has been named and visually illustrated, and everyone is adhering to it.
					8. All of the people in our organization are the right people.
					9. Our Accountability Chart is clear and complete and constantly updated.
					10. Everyone is in the right seat.
					11. Our leadership team is open and honest and demonstrates a high level of trust.
					12. Everyone has three to seven Milestones per quarter, and they stay focused on those Milestones.
					13. Everyone is engaged in regular bi-monthly meetings.
					14. All meetings are on the same day at the same time and have the same printed agenda. They start and end on time.
					15. All teams clearly identify, discuss, and solve key issues for the greater good and long term.
					16. We have a system for receiving regular customer and employee feedback, and we know their level of satisfaction.
					17. Our systems and processes are documented and followed by all.
					18. A Dashboard for bi-monthly metrics and measurable goals is in place.
					19. We have a budget and are monitoring it regularly.
					20. Everyone in the organization understands how their role affects the practice's ability to reach its goals.

Add all scores for a total that reflects your company's status. **Total** = _____

Organizational Check-Up

Results:

If your score falls between:

- | | |
|---------------|--|
| 20-34 | Addressing these key areas of your practice could be life changing. |
| 35-49 | You're normal. But would you prefer to be normal or great? |
| 50-64 | You are above average, but there is still room for improvement. |
| 65-79 | You are well above average. |
| 80-100 | This is where most Pathway Planning practices end up. This is your goal. |

Plan:

Repeat the Organizational Check-Up every 90 days until you have two quarters at 80 or above.

Core Focus: Purpose Statement & Niche

Purpose Statement:

Your reason for getting up in the morning. Why does your organization exist? What is its purpose, cause, or passion? Medicine is your *WHAT*. Identify your *WHY*.

Checklist:

- | | | |
|---|---------------------------------------|---|
| <input type="checkbox"/> Short | <input type="checkbox"/> Compelling | <input type="checkbox"/> Relatable |
| <input type="checkbox"/> Comes from the heart | <input type="checkbox"/> Big and bold | <input type="checkbox"/> Bigger than a goal |

Examples:

- "To Improve the quality of life of pets and human families"
- "To better the lives of animals through compassionate medical care"
- "We are here for the pet, the family, and the community"

Niche

Your area of expertise. The one thing you do better than anyone.

Ask Yourself:

- What does my team enjoy doing?
- What do we want to do or represent?
- Where do we have the most experience?

Examples:

Emergency and critical care
Expert staff

Customer Service
Offering the latest diagnostic tools



Group Discussion: *Draft a purpose statement and niche for your practice. Enter the final draft into your Pathway Planner (online or on page 8)*

Core Values

Core values are timeless guiding principles that define your culture and who you are as an organization. Once they're defined, you must hire, fire, reward, and discipline based on them. Sum up your core values in 5 statements. These values need to be followed by **all** members of the team.

How to Create Your Values:

Think of your best employees (that you work with currently or may have worked with in the past). What are some of the characteristics or traits that you enjoy most about them? Describe the behaviors that you would like to see in your team.

Some examples:

- Think different.
- It is your job.
- We speak with kindness and respect.
- Keep your head up, no matter what.
- It's all how you look at it.
- Let's get to the finish line together.
- We are forthright and clear communicators.
- We offer solutions.
- We do not panic.
- We respect all living things.



Group Discussion: *Draft 5 core values for your practice. Enter the final draft into your Pathway Planner (online or on page 8)*

Target Market

Defines the clients you want, not necessarily the ones you already have. Defining your target market will allow for increased efficiency in your sales and marketing efforts.

Ask Yourself:

- *Where are they?*
 - Describe the geographic characteristics of your ideal clients (travel time, specific neighborhoods, etc.)
- *Who are they?*
 - Describe the demographic characteristics of your ideal clients (age, gender, income, profession, etc.)
- *What do they value?*
 - Describe the psychographic characteristics of your ideal clients (characteristics, hobbies, attitudes, etc.)

Examples

- Clients who live within 5-7 miles of the practice
- Snowbirds who are local between October and May
- People who have indoor pets and are considered members of the family
- Cat owners
- People who expect the same level of care for their pets as they would get themselves
- Families that are living on a budget



Group Discussion: *Draft the target market for your practice. Enter the final draft into your Pathway Planner (online or on page 8)*

MARKETING MYTH:

**IT'S ALL
ABOUT
GROWTH AND
CLIENT
ACQUISITION**

Three Uniques

Defines what makes you different and allows you to stand out from other practices nearby.

Ask Yourself:

- Do you have a unique approach to pet or client care?
- What is unique about your team (credentials, training, etc.)?
- Where do you have the most experience?
- What special services do you offer (hours, grooming, specialty, fear-free, etc.)?
- Are you connected with your community (local organizations, rescue groups, etc.)?

Examples:

- Open 7 days a week
- Spa-like facility
- A modern, spacious facility
- Continuum of care from boarding to board-certified
- 4 DVMS
- Open until 10 PM daily
- AAHA accredited
- Customer service



Group Discussion: *Draft your three uniques. Enter the final draft into your Pathway Planner (online or on page 8)*

Promise Statement

The guarantee that you provide the client. It's the "bottom line" of trust. We should give them their money back if we don't fulfill the promise. This is an opportunity to solve a problem and forces all team members to deliver on it.

How to create your promise:

- List what you believe are the biggest frustrations, fears, or worries for your potential customer
- Solicit feedback from current ideal customers
- List all of the possible promises that you would be willing to offer that will put your potential customer's mind at ease
- Choose the best one that you and your team can stand behind every time

Examples:

Type of Practice	Example
24-hour ER Practice	We're here when you need us
Affordable Veterinary Practice	We will provide the best care for your pet within your budget
AAHA General Practice	Providing the gold standard of medical care



Group Discussion: *Draft your promise statement. Enter the final draft into your Pathway Planner (online or on page 8)*

5-Year Vision Statement

These are the larger-than-life goals that everyone is working toward; the thing that gives everyone in your organization a long-range direction. When your 5-year vision is clear, you and your leadership team will immediately start doing things differently to reach it. It must be measurable and quantifiable.

Examples:

- To be an 8-million-dollar hospital through growth and acquisitions and purchase the building. We will do this by adding 4 full-time GPs with the addition of services such as internal medicine, extended surgical procedures, urgent care, rehab, behavior, stem cell, PRP, cold laser therapy, wound healing clinic, and a blood bank.
- To become a 2.5-million-dollar practice with 3 doctors in a freestanding state-of-the-art facility. Offering expanded services including, but not limited to veterinary services, daycare, boarding, grooming, and retail. One-stop shopping!
- To have 2 or more locations growing to 7 million dollars in revenue and 22% net income. Have lead roles for each department to directly manage the support staff. Utilize virtual assistants to streamline efficiency with notetaking and appointment follow-ups. Optimize telemedicine to offer work-from-home options for our associates.



Group Discussion: *Draft your vision statement. Enter the final draft into your Pathway Planner (online or on page 8)*

Top 5 Weaknesses or Opportunities

Identifying your top 5 weaknesses or opportunities will connect to your 3-year mission statement and 1-year plan. These weaknesses should be big-picture items that link to the overall success of your practice. Rank these numerically.

Examples:

- Communication between staff
- Accountability
- Inventory Management
- Training of new hires
- Efficiency with appointments
- Poor Client Experience
- Low Profitability
- Lack of Structure
- Poorly Defined Roles
- Time Management



Group Discussion: *Draft your top 5 weaknesses or opportunities. Write down as many as you can think of, then prioritize the list. Enter your final draft into your Pathway Planner (online or on page 9)*

3-Year Mission Statement

Your clear and compelling major accomplishment that serves as the focal point of effort based on the organization's purpose while upholding its core values. Your Mission Statement should:

- Be derived from your top 5 weaknesses
 - Describe what your practice will look like when these weaknesses are managed or eliminated
- Include SMART goals
 - Specific Measurable Achievable Realistic Timely
- Include specific measurables such as revenue and profit goals

Four Types:

1. Transformational - We will transform our practice from this to that
2. Target - We will hit a very specific measurable
3. Common Enemy – Seek to destroy
4. Role Model - We will use another business as an example of what we want to become

Example:

- We will transform XYZ Animal Hospital from a general practice with an average social media rating to a GP/Emergency, 5-star Veterinary practice offering additional services including cardiology and internal medicine. All of our internal processes will be clearly written and followed by all starting from the first day of employment with structured phase training programs for all positions. We will be a team of direct and honest communicators who lean on each other to work through daily challenges while always keeping a positive attitude. We will embark on a renovation of our space and will an additional 3K square feet to our existing facility (including an additional surgical suite). We will have \$5 million in revenue with a 22% EBITDA.



Group Discussion: *Draft your mission statement. Enter the final draft into your Pathway Planner (online or on page 8)*

1-Year Plan

Your year will be starting as soon as you roll out your plan to your team and will not necessarily run on the calendar year. Your 1-year plan is made up of:

- Annual revenue goal
- Annual profit goal (%)
- At least three measurable goals (consistent with your 3-year mission statement)
- Capital expenditures (if any)
- 10-15 goals that focus on improving or eliminating the top 5 identified weaknesses

Example:

Weaknesses	Annual Goals
Social Media Presence	<ol style="list-style-type: none"> 1.Create social media manager role 2.Create 25 YouTube educational videos
Staffing	<ol style="list-style-type: none"> 1.Recruit 2 CVTs 2.Create a recruiting video
	Revenue Goal: \$1.2M
	Profit Goal: 14%
	Measurables: <ul style="list-style-type: none"> • COGS down to 23% • \$215 ACT • 500 new clients
	Cap-Ex: Ultrasound



Group Discussion: *Using your top 5 weaknesses, draft your 1-year plan. Enter the final draft into your Pathway Planner (online or on page 9)*

Dashboard

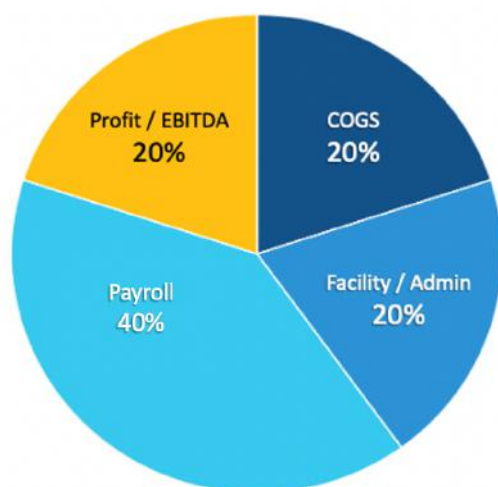
Your dashboard provides a visual format to track measurables or key performance indicators of your practice. This allows you to efficiently review high-level numbers related to your Pathway Plan and affords you time to proactively respond to those metrics.

Consisting of 5-15 high-level numbers, your dashboard should be updated bi-weekly and reviewed at your leadership team meetings.

Possible Items to Include:

GROSS REVENUE	CLIENT REFERRALS
NUMBER OF RDVM	PROCEDURE NUMBERS
AVERAGE CLIENT TRANSACTION	CLIENT SERVICE RATING
NUMBER OF NEW CLIENTS	COST OF GOODS SOLD (COGS)
PAYROLL EXPENSES	ACCOUNTS RECEIVABLE

VGP Benchmarks for Expenses and Profit (EBITDA) and items for consideration:



HIGH COGS	HIGH PAYROLL	HIGH FACILITY ADMIN
<ul style="list-style-type: none"> • ABC inventory analysis • Leverage VGP vendor relationships • Markups & margins 	<ul style="list-style-type: none"> • Payroll budget & OT • Staff:DVM ratio • Process efficiency 	<ul style="list-style-type: none"> • Vendor contract negotiation • ROI on expenses (E.g.: marketing)

Dashboard



Group Discussion: Create your 5-item dashboard and identify a number for each department in your practice. Each person on the leadership team should be accountable for acquiring the reporting data for at least one of the measurables.

Example:

Who	Measurable	Bi-Weekly Goal	Week 2	Week 4
Janice	Weekly Revenue	\$10,000	\$15,400	\$18,925
Mark	New Clients	30	54	61
Stacy	Client Complaints	2	4	5
Steph	Breakeven Days	3	4	8
Jackie	Number of Dentals	3	4	3

Identify 5-15 items to include on your Dashboard. Identify the person responsible for collecting the data.

Who	Measurable	Bi-Weekly Goal	Week 2	Week 4

Quarterly Milestones

Quarterly, short-term priorities that contribute to you achieving your Pathway Plan. This allows the leadership team to create a 90-day world. Each leadership team member should focus on 3-7 milestones per quarter considering the number of hours available to focus on management tasks.

Each milestone is assigned to one person. This person will be accountable for the completion of the milestone; however, they are still able to collaborate or delegate to get the job done. They will be responsible for reporting on the status of the milestone at each leadership team meeting.

- 3-4 Milestones per quarter - If the majority of your position is on the floor (i.e.: Veterinarian, Lead Customer Service Representative, etc.)
- 6-7 Milestones per quarter - If the majority of your position is administrative (i.e.: Practice Manager, Office Manager, etc.)

Example:

Weaknesses	Annual Goals	First Milestones	Assigned To
Communication	1. Emotional intelligence and conflict training for the team 2. Biannual meetings for the entire team	Leadership team to complete VGP's e-course Schedule meetings for entire year & make agenda	Practice Manager Lead CSR
Chaotic Onboarding	1. Implement a new onboarding process 2. Create phase training for all positions	Create a written checklist for new hires first day Create phase training for CSR position	Practice Manager Lead CSR
COGS are 27.3%	1. Implement a weekly inventory budget 2. Focus on Vetsource - 200 new enrollments	Complete ABC analysis to identify reorder points and quantities Complete training with Vetsource to improve use of ScriptRight	Lead Tech Lead CSR



Group Discussion: Using your 1-year plan, craft the initial 3-7 milestones for each member of the leadership team (this is for your first quarter). Enter the final draft into your Pathway Planner (online or on page 9)

Meetings

Meetings keep everyone focused, aligned, and in communication. Keep a regular schedule of meetings and hold them on the same day and the same time. They must start and end on time.

Additional tips to run effective meetings:

- Use a fixed agenda
- Take meeting notes
- Assign one person to each goal
- Invite the right people
- Ban technology
- Rate the meeting
- Stop tangents
- Create an action plan
- Don't be late

Sample Meeting Schedules

Leadership team meetings:

- First and third Wednesdays of the month from 10:00 to 11:30 AM
- The first Wednesday of March, June, and September are all-day, offsite quarterly meetings
- The first Wednesday and Thursday of December is a two-day, offsite annual meeting

Departmental meetings:

- First Wednesday of the month from 7:00 to 8:30 AM: doctors
- Second Wednesday of the month from 12:00 to 1:30 PM: technicians
- Third Wednesday of the month from 12:00 to 1:30 PM: client service representatives
- Fourth Wednesday of the month from 2 to 3:30 PM: kennel workers

All-staff meetings:

- The second Wednesday of the month from 7:00 to 8:30
- The Fourth Wednesday of March, June, September, and December from 12:00 to 1:30 (quarterly Pathway Planning meeting)

Meeting Agendas

Leadership Team Meeting Agendas *(detailed versions available in the VGP resource library)*

Annual Meeting: 1 day (max)

- Stop doing/Start doing exercise
- Review previous weaknesses and update
- Set goals for next year
- Review the previous quarter's milestones
- Review vision
- Establish next quarter's milestones
- Tackle key potholes
- Conclude

Quarterly Meeting: Half Day (max)

- Review previous quarter
- Review annual goals
- Establish next quarter's milestones
- Tackle key potholes/issues
- Conclude

Biweekly Meeting: 90 minutes

- Share the best business/personal news from the last two weeks
- Review the practice's dashboard
- Review milestones
- Share client/employee headlines
- Review previous to-do list
- Identify, discuss, and solve potholes
- Conclude

Potholes

Obstacles that are faced to execute the vision. We typically don't make enough time in the business to fix these potholes. Each leadership team member is expected to bring two potholes to each bi-weekly leadership team meeting. The goal is to **Identify, Discuss, and Solve** each pothole.

If a pothole can be solved quickly (less than 2-weeks) it is a To-Do item. If it will take more than 2-weeks to complete, it will become a milestone.

For each pothole the team needs to decide: Do we **Live with It, Manage It, or End It**

Rules for Pothole Filling

- Can't rule by consensus
- Take a shot
- Principles before personalities
- Live with it, manage it, or end it
- Face the danger and choose emotionally difficult
- Can't be codependent
- No second-hand information
- One at a time, please!
- Choose short-term pain and suffering
- Be decisive (it's less important what you decide; just DECIDE)

Implementing Your Pathway Plan

To continue the momentum from this seminar, we highly recommend that you:

- Meet with your leadership team to review all items and finalize any remaining components
 - An off-site meeting is highly recommended
- Enter all items into your online Pathway Planner
 - Visit vgpvet.com > Members Page > Pathway Planner quick link
 - Ensure all team members have a VGPvet.com login (for access to your Pathway Planner)
 - Contact your VGP Practice Coach to do so
- Implement bi-weekly leadership team meetings utilizing the recommended agenda (available through the VGP resource center)
- Schedule a meeting with your VGP Practice Coach to review your Pathway Plan and discuss the remaining components
- Finalize your Pathway Planning roll-out presentation
 - A PowerPoint template is available through your VGP Practice Coach
- Roll out your plan to the team
- Begin your first quarterly milestones

Additional To-Do Items:

- _____
- _____
- _____
- _____

Thanks for **ATTENDING**

Thank you so much for attending our Virtual Pathway Planning: Fast Track Workshop! We hope you enjoyed your time with us and feel ready to go back to your teams with new excitement and motivation. The pathway to success is waiting for you!

Please expect a follow-up email from The VGP Team with a link to your feedback survey. Your opinion is important to us, so please take a few minutes to complete that. After completion, you will be prompted to download your CE certificate.

Hope to see you at another event soon!

-The VGP Events Team

**CONTINUE
LEARNING**

VGPVET.COM/EDUCATION

