Critical Economic Issues

1. Economics of Veterinary Medical Profession
   - Practice Ownership and Profitability
   - Employment and Workforce
2. Veterinary Education and Advanced Training
3. Animal Welfare
   - Veterinary Medical Services – Increased utilization and perceived value by the public
   - Veterinary Medical Oversight
4. Advance Scientific Research and Discovery
5. Governance and Member Participation
Kotter’s 8 Key Elements for successfully leading change

1. Set the Stage
   - A true sense of urgency
   - A Guiding Coalition

2. Decide What to Do
   - A vision and strategy

3. Make it Happen
   - Communication for Buy-in
   - Empowerment of members
   - Short-term wins
   - Persistence of efforts

4. Make it Stick
   - A new culture
Issues supporting a Sense of Urgency

- **Not entirely recession induced**
- Increased #’s of pets and DVMs, patient visits are down
- Cost of care is higher, owners report sticker shock
- Clients don’t see value for the cost or for wellness
- Cats get less care
- Incidence of preventable diseases is up
- Educational institutions struggling financially
- Educational debt/compensation ratio continues to rise
Issues supporting a Sense of Urgency

- Applicant numbers are at a potentially low level at 2 applicants for each available U.S. seat
- A seemingly depressed job market
- Competition from lay people into veterinary procedures
- Rural practice doesn’t meet educational debt requirements
- Graduate and employer perception sees need for more confidence in one’s competence
Our Guiding Coalition

- Economic Vision Steering Committee (to be sunset)
- Veterinary Economics Strategy Committee
- Veterinary Economics Division
- Strategic Goal Teams
- Valued partnerships
- YOU!!
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Our Vision and Strategy

- AVMA National Economic Strategy
  - Veterinary medicine is a personally and financially rewarding profession.
  - $5 million dedicated to the National Veterinary Economic Strategy Fund
  - New Veterinary Economics Division
  - New Veterinary Economics Strategy Committee
  - National communication strategy
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Communicate the Vision and Strategy to get Buy-in

- To make our changing world **not a hazard**, but an **opportunity**
- Consistent & clear message
- Evaluate the resistance
- Manage the resistance
What to expect

- 30% will buy-in to the vision and plan
- 30% will digest it for a while
- 20% will be confused
- 10% will be skeptical
- 10% will be totally hostile to any change
Who are our NoNos?

- Denial of impending danger
- Instills doubt in the plan and the implementers
- Has concern if there is a bad outcome
- Tradition reigns
NoNos are the Skeptics

- Who believe all is well the way it is
- Who don’t accept the evidence
- Who avoid taking risks
- *Who will want to divert our attention to short-term solutions*
Manage the resistance

- Corporate Lethargy
  - Over thinking
  - Second guessing
  - Group thinking
  - Status quo
Groupthink syndrome

- A psychological phenomenon that occurs within groups of people:
  - Desire for harmony in a decision-making group overrides a realistic appraisal of alternatives
  - Minimize conflict and reach a consensus decision without critical evaluation of alternative ideas or viewpoints

- A group is especially vulnerable to groupthink when its members are:
  - Similar in background
  - Group is insulated from outside opinions
  - There are no clear rules for decision making
Empowerment of Members
(AVMA Strategic Plan Vision Statement)

- Task Force on Governance and Membership Participation – remove obstacles to progress
  - Race for Relevance
  - The Will to Govern Well
- Utilizing member knowledge
- Early Career Development Committee and Virtual Community with Staff Support
- Encourage non-traditional thinking and risk-taking
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4. Advance Scientific Research and Discovery
Short-Term Wins

- Newly appointed Veterinary Economics Strategy Committee
- Basic workforce study RFPs – deadline Jan 31
  - What are the current demands of society, and the current and future needs of society in relation to supply?
- Meeting of AVMA EB and AAVMC Deans
- Partnership for Preventive Pet Healthcare
- MyVeterinarian.com
- AAFP – Cat friendly practice strategies
“Energy and persistence conquer all things.”

Benjamin Franklin

“Success is almost totally dependent upon drive and persistence. The extra energy required to make another effort or try another approach is the secret of winning.”

Denis Waitley

“The Psychology of Winning”
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Maintain the new Culture

- Articulate the connections between the new behaviors and organizational success
- Develop the means to ensure leadership development and succession
  - AVMA VLC and the Future Leaders Program
“AVMA can, and should, provide the leadership, catalyze change, and take bold action. Every profession has its defining moments where talented individuals and leaders will influence the course of events for generations to come. The adoption and implementation of this vision and recommendations represents such a moment.”* 

* This quote is written as part of the Vision 20/20 Commission’s overall vision for AVMA, but can certainly be applied to each strategic dimension, including this Economics strategic goal.
So, enough with the talk. Let's do something.