

## Learning Objectives

# Certificate in Practice Management and Administration Cert(PM&A)

### The confidence to manage my team

All good managers must have a clear understanding of what they are trying to achieve and why. Effective management training processes begin by helping managers understand the four crucial outcomes which all veterinary businesses must aim to achieve if they are to be successful. Even more critical however, is the manager's ability to understand and run the systems which enable them to achieve these key outcomes. This module will show you how to develop the psychological tools and capacities which every manager needs to develop the confidence and the motivation required to persist in the face of the inevitable adversities, challenges and even failures that come with being a manager.

#### Key Learning Objectives

At the end of this module delegates should be able to understand:

- The four outcomes of all successful veterinary practices
- The four psychological capacities of effective people
- The psychology of confidence, achievement and success
- The psychology of motivation in relation to feedback
- Time management systems

### Effective communication for managers in practice

Human beings are the only species with sophisticated speech yet we often hear that we don't communicate very well. This module gives you the psychological basis of why and how human communication evolved and its inextricable link to our capacity of 'emotional intelligence'. Four key channels of communication within veterinary practice will be discussed. The session will pay particular attention to how the psychology of assertiveness and persuasion can be applied to working in veterinary practice.

#### Key Learning Objectives

At the end of this module delegates should be able to:

- Understand and apply Emotional Intelligence
- Understand and apply the psychology of communication
- Understand the psychology of trust, respect and assertiveness

### Getting the right staff

A capable, qualified team of people is a crucial feature in the manager's arsenal yet so many of us struggle to confidently recruit the right members for their team. This module gives you the theory and teaches you how to apply it with respect to recruiting new members into your team.

#### Key Learning Objectives

At the end of this module delegates should be able to understand ways of:

- Writing a job description
- Advertising a vacancy, reading CVs and selecting candidates
- Competency based interviewing

## Keeping the right staff

A capable, qualified and motivated team of people is a crucial feature in the manager's arsenal yet so many of us struggle to harness the potential power of this critical asset. This module gives you the basis of how to train and appraise your team in order that they contribute to the four critical outcomes of successful veterinary practice.

### Key Learning Objectives

At the end of this module delegates should be able to understand ways of managing:

- The induction period
- Appraisal and feedback,
- Training and development

## Statutory and ethical requirements

This module will cover the key statutory and ethical requirements as they apply to managers within veterinary practice. The RCVS Code of Conduct, medicines and prescribing legislation, Health & Safety, financial services, waste disposal and key employment law will all be reviewed with a 'what I need to know' approach.

### Key Learning Objectives

At the end of this module delegates should be able to understand:

- RCVS Code of Conduct
- Medicines and legislation
- Health and Safety
- FSA and pet insurance
- Waste disposal

## Marketing 1

As the internet continues to evolve, an increasing range of exciting and powerful opportunities are available for vet practices to connect with their existing clients online and to reach out to local pet owners. 75% of UK internet users check services and products before purchase. Google keyword analysis shows that thousands of pet owners search for information about their pets' health online. It is essential that the veterinary profession meets its clients in this online environment, answering questions, providing reliable information and reminding clients how essential we are for the health and wellbeing of their pet. There is a vast number of exciting tools available for internet marketing and with limited time and resources it can be difficult to know where to begin. This session will be based on developing an internet marketing strategy.

### Key Learning Objectives

At the end of this module delegates should be able to:

"Understand how websites and social media can be used as marketing tools.

Including

- Websites, where to start and what to include
- How to mobilise the powerful force of social media to promote your practice
- Building followers and engagement on social media and your website

## Marketing - Getting and keeping the right clients

Every veterinary business requires a stream of both new and returning clients in order to be sustainable. This module will help you formulate a simple marketing objective as well as help you understand the 'forces' at your disposal which will enable you to "drive" clients through your door to achieve your objective. You will learn how to integrate advertising, PR and websites as part of your marketing strategy.

### Key Learning Objectives

At the end of this module delegates should be able to:

- Understand the objective and the mechanics of marketing
- Understand how to measure the effects of marketing
- Understand and use advertising as a part of marketing
- Understand and use PR as a part of marketing
- Understand and use websites as a part of marketing

## Getting to grips with the figures

The Profit and Loss (P&L) management accounts sheet is the single most important piece of paper you need to understand if you are being held in any way accountable for the financial performance of the business. This module will explain how to create and analyse the P&L in relation to the operating decisions that you make as a day-to-day manager. There is nothing more impressive than a manager who can know and recite the 'differential diagnoses' for the various symptoms and trends revealed within the P&L. This is no harder to do than reading a lab report when you understand the normal 'form and function' of the figures on the document and the behaviours that led to them.

### Key Learning Objectives

At the end of this module delegates should be able to understand:

- Financial statements
- The basics of Microsoft Excel
- How to create a budget
- Book keeping
- Read and analyse the P&L