





Long-term Contracts: Do they benefit the clinic?

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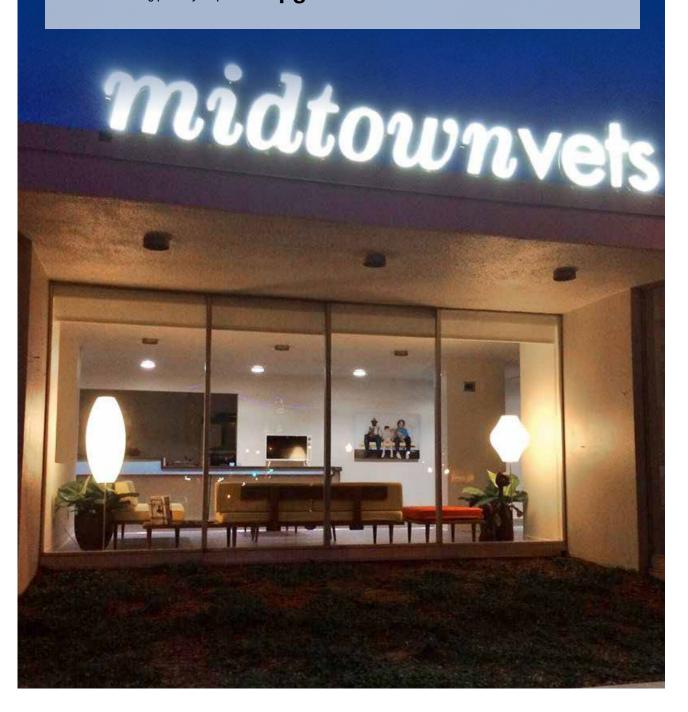
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# Long-term Contracts: Do they benefit the clinic?

By Rich Morris, Chief Executive Officer

#### Do you remember the old cell phone con-

tracts that carriers would try to lock you into long-term? They certainly made sense for the carrier. They would sign you up, and essentially maintain you at a higher rate even as the market drove the costs lower. Maybe you got a few more minutes out of the deal, but by and large you were surrendering more of your control as a customer than they were giving back as the service provider.

In some cases, long-term contracts are required, especially with banks, financial institutions and insurance. In those agreements, there needs to be clear legal obligations that must be followed, or people could go to jail or be fined because of current laws. The contract is there to keep everyone safe.

The contracts I want to discuss are services and product contracts for your veterinary practice. Ask yourself, why do you need a contract, and why for more than a year? A contract simply confirms a verbal agreement made by you and the provider. That's the only contract I've signed in any industry for products and services. You're putting it in writing, because a year or two down the road (or a month or two) you may forget the exact terms. The contract should have only what you both agreed to. Con-

The No. 1 thing to look for is a termination clause. In the contracts I've read in this industry, often there is no ability to get out – at least for the veterinarian. That's just wrong. You should have the ability to get out.

tracts lasting more than a year in this fast-changing world mostly do not make sense anymore. Long-term strategic plans used to be 5 to 10 years and now are only 2 to 3 years. Who can know what the business climate will look like more than a year or two out?

In today's market, it's very likely that you've been asked, or will be asked to consider, a long-term contract for a service or product. My first suggestion would be to have a lawyer review any contract you may sign. My second suggestion

would be to take a long, hard look at what you're getting out of the deal. There is a good chance it is better for you to sign for only one year at a time.

## Is it worth your signature?

Often with long-term contracts, you'll find the company is offering you money, either straight up, or they are offering you equipment worth a certain amount.

You need to take a look at what they are offering you, and compare that to what you would get from a bank. There is no free lunch in this world, I am sure you all know that. It may be better to try to negotiate a discount and get a loan from a bank. The discount may be larger than the interest you would pay, thus you will be up money. Plus, when you sign with a bank, there are all kinds of legal regulations that are inside a bank contract to protect the consumer - your clinic, that will protect you if something bad happens. Those contracts are somewhat safer to sign. For example: there are out clauses so you can switch to a different bank and get a lower rate if rates come down, like they are at the time this article is being written. Using a bank, you are not obligated to continue to buy from the company offering you what is truly a loan. The



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next day, month or year you can choose a different supplier if things change in the market place.

If the company is offering you money upfront, I think you have to question why. These are public companies. They don't give money away for free. There is something happening in the industry that you may not see right away as to the reason behind the long-term contract. For example, it may be that prices are about to come down or the contract obligates you into price increases, both not in your best interest. Change is happening at an alarming rate, especially in this industry. It is hard to predict the future and you need to stay flexible.

#### What to ask for

If you are thinking of signing, there are some important things to review. The No. 1 thing to look for is a termination clause. In the contracts I've read in this industry, often there is no ability to get out — at least for the veterinarian. That's just wrong. You should have the ability to get out.

There are two potential ways to get out. First, if you're signing for some financial reimbursement or equipment up front, there should be a buy-out formula. For instance, if you signed a five-year deal and received \$35,000 and want to get out after a couple years, you would pay \$20,000 or whatever amount the formula says to get out. This provides you a way to asses if something unexpected happens would this out clause work for you? If not, maybe you should not be entering into a contract at all?

Another option is a 30-, 60- or 90-day notice (for long term contracts) where either party can formally announce they want to get out of the contract at any time. There should be the ability to give notice and get out for any reason, because you just never know what might come up in the future. If those things don't exist, I would not recommend signing.

#### **Questions to consider**

Consider the following questions when looking at the terms of a contract:

What do they expect from you? What do you need to deliver? What happens if things change in your practice? Think about the unplausable — what happens if you get ill, or can't perform for whatever reason? What will that do to your business? Will the terms of this contract force you to go out of business? What do you have to give up for what

you're getting? Is it a reasonable return for the risk? What if you want to sell the practice? What if the new owner doesn't want this contract? Then it becomes commonly known in the mergers and acquisitions realm as a poison pill – not being able to sell the company because of a contract.

The market is changing fast. What's fair today may not be fair tomorrow. Contracts should make sense for both parties.

#### **Evergreen contracts**

TVC rarely signs a long-term contract, and if we do it has the provisions stated above. However, we do sign evergreen contracts (a contract that automatically renews each year forever). This sounds worse than a long term 5-year contract, but it is not. The reason being, if the contract is good, we don't want to be renegotiating every year. We want to continue forward, so it automatically renews. The evergreen contract does give us the ability to opt out of the renewal every year up to 90 days of the end of the contract. That provides TVC and the other party 90 days to renegotiate or find a new partner – source of supply for TVC member/owners.

This is very different from a 90-day window to cancel. I don't sign a contract with a window to cancel in the last 90 days, or the last 30. If we sign in January and something changes in March, we want to be able to give the company notice right away that we will not renew the contract as is the next year. That starts the process of them having to think about customer service and how they will fix the problem. (Another reason not to sign a long-term contract, what happens to customer service if they have you locked in? The vendor may not have to do anything if you are unhappy.) If I have to wait until the end of the year to pull that trigger, I don't have leverage, except to threaten to leave, which likely will not change anything now and doesn't look good in promoting a healthy long-term relationship. Defined windows to get out also may trip one up as I might get busy at the end of year and forget the window, and then I'm in for another year!

The 90-days' notice gives each side the ability to make plans either to fix or exit. That's a fair contract. If contracts don't include this and the other party will not put it in, you need to think twice about how much they will truly be a partner attending to your needs. It doesn't feel win-win. Our member/owners need to be creating win-win contracts.



#### Strengthen the bonds."



Elsemore DA, Geng J, Flynn L, et al. Enzyme-linked immunosorbent assay for coproantigen detection of Trichuris vulpis in dog. J Vet Diagn Invest. 2014;26(3):404–411.

<sup>2.</sup> Data on file at IDEXX Laboratories, Inc. Westbrook, Maine USA.

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#### **Purina**

The team at Purina is conducting a mini VIP Tour associated with CVC in Kansas City for TVC members in August. For up to 10 TVC members: Purina will comp one night's hotel for the guests and ground transportation as we will drive out to the PTC on Thursday, August 25 at 11 a.m., and then have a group dinner after we tour the St. Joe facility. On Friday morning we will offer a couple hours of CE and breakfast before the conference starts at noon that day. Please contact <a href="mailto:allison.morris@tvc.coop">allison.morris@tvc.coop</a> if you are interested in attending.

#### **Royal Canin**

Make sure you hit your Royal Canin growth goals for rebates and to check with TVC Allison or Mark (call: 847-328-3096) or your RC rep to see if they have hit their 3% growth goal.

#### **Promotions**



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#### **Webinars**

#### Tuesday, October 4 -Stress Management For Pets

October starts holiday season and stress for pets. How can your practice help clients manage the stress of the holidays with their pets? The title for this webinar is: Pheromones, Silent Nights and peace on earth: Pheromones management to reduces stress in pets. Join us for this playful webinar that can have serious positive results for pets, pet owners and your clinics profits.

## Join us in your time zone!

#### **Morning Webinar**

10:00 AM Eastern 9:00 AM Central 8:00 AM Mountain 7:00 AM Pacific

#### **Afternoon Webinar**

**Register Here** 

2:00 PM Eastern
1:00 PM Central
12:00 PM Mountain
11:00 AM Pacific
Register Here



CAUTION: Federal (U.S.A.) law restricts Advantage Multi® for Dogs (imidacloprid + moxidectin) to use by or on the order of a licensed veterinarian. WARNING: **DO NOT ADMINISTER THIS PRODUCT ORALLY.**For the first 30 minutes after application ensure that dogs cannot lick the product from application sites on themselves or other treated animals. Children should not come in contact with the application sites for two (2) hours after application. (See Contraindications, Warnings, Human Warnings, and Adverse Reactions, for more information.) CONTRAINDICATIONS: Do not use this product on cats.

CAUTION: Federal (U.S.A.) law restricts Advantage Multi® for Cats (imidacloprid + moxidectin) to use by or on the order of a licensed veterinarian. WARNINGS: Do not use on sick or debilitated cats or ferrets.

Do not use on underweight cats. (see ADVERSE REACTIONS). Do not use on cats less than 9 weeks of age or less than 2 lbs body weight. Do not use on ferrets less than 2 lbs body weight. PRECAUTIONS: Avoid oral ingestion. HUMAN WARNINGS: Children should not come in contact with the application site for 30 minutes following application.



"What do you feed your dog?"

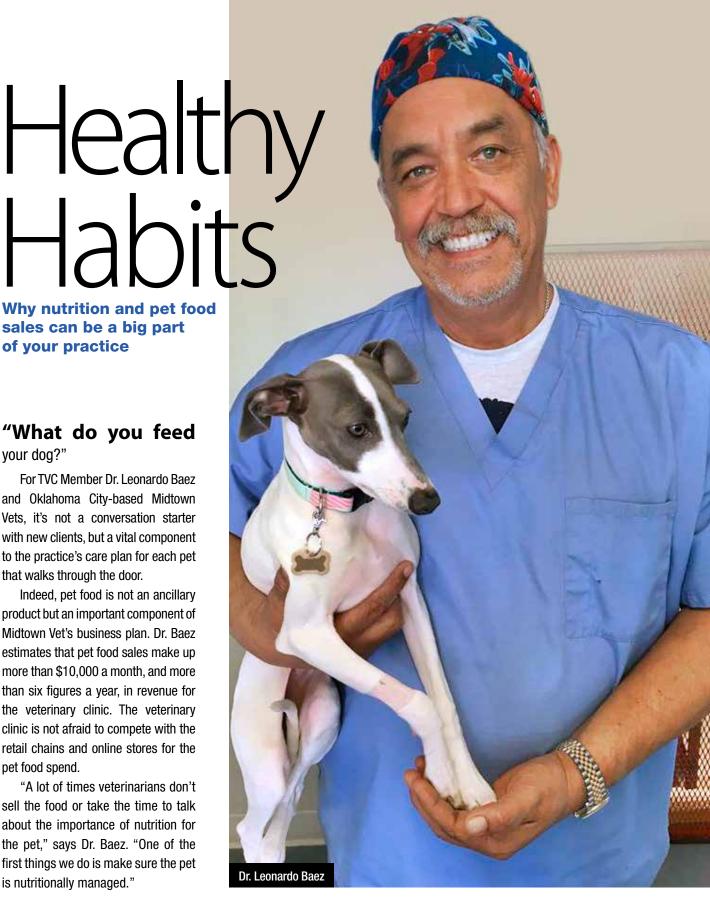
sales can be a big part

of your practice

For TVC Member Dr. Leonardo Baez and Oklahoma City-based Midtown Vets, it's not a conversation starter with new clients, but a vital component to the practice's care plan for each pet that walks through the door.

Indeed, pet food is not an ancillary product but an important component of Midtown Vet's business plan. Dr. Baez estimates that pet food sales make up more than \$10,000 a month, and more than six figures a year, in revenue for the veterinary clinic. The veterinary clinic is not afraid to compete with the retail chains and online stores for the pet food spend.

"A lot of times veterinarians don't sell the food or take the time to talk about the importance of nutrition for the pet," says Dr. Baez. "One of the first things we do is make sure the pet is nutritionally managed."



#### **Building the bond**

In fact, Dr. Baez believes veterinary clinics have strategic advantages over the competition. One of those is the veterinary-client relationship, and the trust that goes along with it. "They come to your clinic because they trust you," he says. "And we do have a lot to say about what they should feed their pets."

Midtown Vets recommends Royal Canin, based off of years of experience and the research and development the company invests in its products. "Everybody on staff at this hospital uses Royal Canin," Dr. Baez says. "I have personal experience with the product. Royal Canin has one of the best research facilities in the world, and their diets are scientifically proven ... I will tell new clients that this is great food and they will see the difference. Smaller stools, higher digestibility, etc. It's an overall healthier diet than anything I know of out there."

Dr. Baez says clients with puppies are some of their best customers. When he asks them what they are feeding their puppy, it's usually either what the breeder gave them, something they saw on TV, or whatever says "puppy" at the nearest retail store. When he and the staff educate clients on the benefits of using Royal Canin products, about 75 to 80 percent of the time the client will make the switch.

Clients with adult dogs are a tougher sell, but that's to be expected, Dr. Baez says. The owner may be using grain-free, organic or another line of dog food and aren't interested. "We do switch some dogs, but we are not as successful as we are on the puppy side," he says. "They've already been feeding the dog 5-6 years and haven't had any problems. They're already accustomed to it. We don't push that much on the adult."

Dr. Baez says that if a dog registers a high weight score, then the veterinarians and staff use that as an opportunity to promote a prescription diet to help manage their weight. "Those are easier suggestions to make, because it's obvious what you are trying to recommend," Dr. Baez says. "On the adult side, we sell a lot more prescription diets. Or with an older dog, we use the mobility diet a lot. We use it as a preventive measure."

#### **Long-term plans**

Midtown Vets emphasizes the importance of nutrition for the pet as part of a long-term plan for the pet's health. "Our

clinic works more in the preventive side of veterinary medicine," he says. "We don't go crazy about vaccinating adult dogs. We concentrate more on things that are going to help us enhance the life of the dog into the target age."

That means doing a deep dive into each breed of pet. For instance, when Dr. Baez talks to a client that owns a Yorkshire Terrier, he makes sure they understand the life expectancy of the dog is 14-15 years, "and we're going to help you get there," he says.



If it's an adult, such as a 6-year old Labrador Retriever, the veterinarian will discuss things that are more prevalent for a 13-14 year old Labrador, such as managing arthritis and joint problems. "We can manage that at an early age, then we won't have so many crises occur. We try to get the client to see the future of their dog, not just the next year."

The pet food discussion is critical to this. If the clinic and pet owner are on the same page nutritionally, then they'll be better able to manage the pet's health down the road. "That's our plan. We give them a comprehensive profile, we get their eyes pressure checked and urinalysis once a year. Along with that a good nutritional plan you're covering a lot of things. All of these things have to go together."

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## A Thorough Diagnosis

How IDEXX's next generation of fecal testing can enhance preventive care for your practice

#### A pet's health is important. But for Nancy Dutra

and Dayville, Conn.-based Companion Veterinary Health Center, effective parasite screenings cover more than just the pet. They're also important for family health.

"Unfortunately, there are a lot of parasites that can be transmitted to humans," says Dutra, the co-founder and practice administrator for the veterinary health center. "It just makes good sense to have as much information as possible when we are treating these patients in keeping them healthy, and the families that they

are living with healthy as well."

IDEXX's new whipworm antigen testing is designed to provide timely, enhanced information to the veterinarian and pet owner. It's an important development in preventive care considering how difficult it's been in the past to accurately detect parasites such as whipworm. Dutra says that when she started out in the industry as a vet tech 28 years ago, the standard of fecal flotations wasn't enough to catch everything. There were different solutions to use and tests to try for a more comprehensive screening, but sometimes parasites still went undetected.

Now, IDEXX's next generation of

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Days Postinfection

Days Postinfection

"It's giving us more information than we've had in the past to help treat these patients who come in with intermittent diarrhea, weight loss, etc.."

- Nancy Dutra

fecal testing allows the veterinary practice to use in-hospital results combined with 24-hour lab results to provide the pet owner with a more accurate assessment.

"It's giving us more information than we've had in the past to help treat these patients who come in with intermittent diarrhea, weight loss, etc.," Dutra says. "We may have done a blood panel and really thorough physical and weren't able to determine that anything was wrong, but with this test, we can alert the client if the antigens come up positive, so we know at some point the pet had parasites, and then we're going to treat for that. It gives a bigger picture of what's going on."

Dutra says that although the test is more expensive, they haven't received a lot of pushback from clients once they're educated on its benefits. "The minute I

mention it also goes to a lab for more thorough analysis, usually any pushback gets dropped," she says.

Companion Veterinary Health Center recommends twice-a-year testing, which Dutra says can be a challenge in getting buy-in from clients. The veterinarians and staff try to explain that pet age differs from human age, thus the need for more routine exams and testing.

"Once we get into the conversation on why we want to see them more frequently, people begin to see the importance of regular care. It has to do with educating clients. We're selective with our clients. We pride ourselves on education and preventive care as our mantra."

Any time the health center considers a new test or product, Dutra says they sit down as a team and evaluate whether it fits with their emphasis on preventive care, and how it will improve customer service and satisfaction. Once the decision is made to bring in a new product, then staff education begins. Dutra says they brought in the IDEXX rep to get the entire staff on board with making changes. "Having information is critical, and arming the team with the best possible education has to happen so they can talk about this product wisely. We do Friday weekly meetings to do this. It is so important to meet as a team. If we don't drive it together, it doesn't happen."

#### Advantage Multi® for Dogs and for Cats

(imidacloprid + moxidectin)

**BRIEF SUMMARY:** Before using *Advantage Multi® for Dogs* (imidacloprid+moxidectin) or *Advantage Multi® for Cats* (imidacloprid+moxidectin), please consult the product insert, a summary of which follows:

**CAUTION:** Federal (U.S.A.) Law restricts this drug to use by or on the order of a licensed veterinarian.

#### Advantage Multi for Dogs:

#### WARNING

- DO NOT ADMINISTER THIS PRODUCT ORALLY.
- For the first 30 minutes after application ensure that dogs cannot lick the product from application sites on themselves or other treated animals.
- Children should not come in contact with the application sites for two (2) hours after application.

(See Contraindications, Warnings, Human Warnings, and Adverse Reactions for more information.)

#### **INDICATIONS:**

Advantage Multi for Dogs is indicated for the prevention of heartworm disease caused by Dirofilaria immitis and the treatment of Dirofilaria immitis circulating microfilariae in heartworm-positive dogs. Advantage Multi for Dogs kills adult fleas and is indicated for the treatment of flea infestations (Ctenocephalides felis). Advantage Multi for Dogs is indicated for the treatment and control of sarcoptic mange caused by Sarcoptes scabiei var.canis. Advantage Multi for Dogs is also indicated for the treatment and control of the following intestinal parasites species: Hookworms (Ancylostoma caninum) (Uncinaria stenocephala), Roundworms (Toxocara canis) (Toxascaris leonina) and Whipworms (Trichuris vulpis).

Advantage Multi for Cats is indicated for the prevention of heartworm disease caused by Dirofilaria immitis. Advantage Multi for Cats kills adult fleas (Ctenocephalides felis) and is indicated for the treatment of flea infestations. Advantage Multi for Cats is also indicated for the treatment and control of ear mite (Otodectes cynotis) infestations and the intestinal parasites species Hookworm (Ancylostoma tubaeforme) and Roundworm (Toxocara cati). Ferrets: Advantage Multi for Cats is indicated for the prevention of heartworm disease in ferrets caused by Dirofilaria immitis. Advantage Multi for Cats kills adult fleas (Ctenocephalides felis) and is indicated for the treatment of flea infestations in ferrets.

CONTRAINDICATIONS: Do not administer this product orally. (See WARNINGS). Do not use the Dog product (containing 2.5% moxidectin) on Cats.

#### WARNINGS:

Advantage Multi for Dogs: For the first 30 minutes after application: Ensure that dogs cannot lick the product from application sites on themselves or other treated dogs, and separate treated dogs from one another and from other pets to reduce the risk of accidental ingestion. Ingestion of this product by dogs may cause serious adverse reactions including depression, salivation, dilated pupils, incoordination, panting, and generalized muscle tremors. In avermectin sensitive dogs<sup>a</sup>, the signs may be more severe and may include coma and death<sup>b</sup>.

<sup>a</sup> Some dogs are more sensitive to avermectins due to a mutation in the MDR1 gene. Dogs with this mutation may develop signs of severe avermectin toxicity if they ingest this product. The most common breeds associated with this mutation include Collies and Collie crosses. <sup>b</sup> Although there is no specific antagonist for avermectin toxicity, even severely affected dogs have completely recovered from avermectin toxicity with intensive veterinary supportive care.

Advantage Multi for Cats: Do not use on sick, debilitated, or underweight cats. Do not use on cats less than 9 weeks of age or less than 2 lbs. body weight. Do not use on sick or debilitated ferrets.

HUMAN WARNINGS: Not for human use. Keep out of the reach of children. Dogs: Children should not come in contact with the application sites for two (2) hours after application. Cats: Children should not come in contact with the application site for 30 minutes after application.

Causes eye irritation. Harmful if swallowed. Do not get in eyes or on clothing. Avoid contact with skin. Wash hands thoroughly with soap and warm water after handling. If contact with eyes occurs, hold eyelids open and flush with copious amounts of water for 15 minutes. If eye irritation develops or persists, contact a physician. If swallowed, call poison control center or physician immediately for treatment advice. Have person sip a glass of water if able to swallow. Do not induce vomiting unless told to do so by the poison control center or physician. People with known hypersensitivity to benzyl alcohol, imidacloprid, or moxidectin should administer the product with caution. In case of allergic reaction, contact a physician. If contact with skin or clothing occurs, take off contaminated clothing. Wash skin immediately with plenty of soap and water. Call a poison control center or physician for treatment advice. The Material Safety Data Sheet (MSDS) provides additional occupational safety information. For a copy of the Material Safety Data Sheet (MSDS) or to report adverse reactions call Bayer Veterinary Services at 1-800-422-9874. For consumer questions call 1-800-255-6826.

**PRECAUTIONS:** Do not dispense dose applicator tubes without complete safety and administration information. Use with caution in sick, debilitated or underweight animals. The safety of *Advantage Multi for Dogs* has not been established in breeding, pregnant, or lactating dogs. The safe use of *Advantage Multi for Dogs* has not been established in puppies and dogs less than 7 weeks of age or less than 3 lbs. body weight. *Advantage Multi for Dogs* has not been evaluated in heartworm-positive dogs with Class 4 heartworm disease.

Cats may experience hypersalivation, tremors, vomiting and decreased appetite if *Advantage Multi for Cats* is inadvertently administered orally or through grooming/licking of the application site. The safety of *Advantage Multi for Cats* has not been established in breeding, pregnant, or lactating cats. The effectiveness of *Advantage Multi for Cats* against heartworm disease *(D. immitis)* after bathing has not been evaluated in cats. Use of this product in geriatric cats with subclinical conditions has not been adequately studied. Ferrets: The safety of *Advantage Multi for Cats* has not been established in breeding, pregnant, and lactating ferrets. Treatment of ferrets weighing less than 2.0 lbs. (0.9kg) should be based on a risk-benefit assessment. The effectiveness of *Advantage Multi for Cats* in ferrets weighing over 4.4 lbs. (2.0 kg) has not been established.

ADVERSE REACTIONS: Heartworm Negative Dogs: The most common adverse reactions observed during field studies were pruritus, residue, medicinal odor, lethargy, inappetence and hyperactivity. Heartworm Positive Dogs: The most common adverse reactions observed during field studies were cough, lethargy, vomiting, diarrhea, (including hemorrhagic), and inappetence. Cats: The most common adverse reactions observed during field studies were lethargy, behavioral changes, discomfort, hypersalivation, polydipsia and coughing and gagging. Ferrets: The most common adverse reactions observed during field studies were pruritus/scratching, scabbing, redness, wounds and inflammation at the treatment site; lethargy; and chemical odor.

For a copy of the Material Safety Data Sheet (MSDS) or to report adverse reactions call Bayer Veterinary Services at 1-800-422-9874. For consumer questions call 1-800-255-6826.

Advantage Multi is protected by one or more of the following U.S. patents: 6,232,328 and 6,001,858.

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## Partners for Healthy Pets develops preventive healthcare plan manual for practices

According to AAHA NEWSTat, Partners for Healthy Pets (PHP), an alliance of 100+ veterinary associations, veterinary colleges, and animal health companies focused on preventive care led by AAHA and the American Veterinary Medical Association (AVMA), has developed an easy-to-understand, step-by-step process for understanding the nuts and bolts of implementing a preventive healthcare program in a veterinary practice. This free, downloadable manual, *Preventive Healthcare Plan Overview*, explains what preventive healthcare plans are, how they work, and what it takes to implement them. It also outlines the logic of preventive healthcare – clients want it – and how practices can implement payment plans to make preventive healthcare affordable for their clients.

## Patterson Veterinary announces new practice-branded app with loyalty program

Patterson Veterinary has announced an exclusive distribution agreement with Vet2Pet, a practice-specific, customizable app that allows veterinarians to communicate with clients through new and efficient channels. The app's function and appearance are easily modified with the branding of each individual practice, creating a unique and specific app for practices. The Vet2Pet app features a loyalty program that rewards clients for their business and has shown a return on investment between 21 and 75 percent. The program was designed to help practices retain their top 20 percent of clients, usually accounting for 80 percent of revenue. Vet2Pet also benefits clients, as the free app allows them to contact the veterinary practice to request refills of pet food and prescriptions, upload a selfie of their pet and receive instant messages from the practice. Vet2Pet will be offered independently or in conjunction with Patterson's client communications platform, ePetHealth, as a comprehensive marketing solution.

### Pet retailers hope pet-related movies help boost sales

According to *USA Today*, pet retailers are wagging their tails over the success of two animated blockbuster movies this summer, hoping that *Finding Dory* and *The Secret Life of Pets* will unleash higher sales. "Whenever these movies come out, there is definitely a bit of a jump in the business," said Eddie Rum, president of Spoiled Brats, a pet supply store in New York with cat adoption services. Pet supply giant PetSmart stands to benefit from its tie-in to the *Secret Life of Pets*. PetSmart is selling an array of toy, apparel and pet bed products based off of characters from the comedy. It also has shelf signage in stores in which characters from the movie pitch items to customers. For many pet-related retailers, the movies come along at the right time – during the dog days of summer. "It's the slowest season," said Rum, president of Spoiled Brats. "It's like everybody's going away on vacations."

## **2016 AAHA Oncology Guidelines** for Dogs and Cats now available

The American Animal Hospital Association (AAHA) announced the release the 2016 AAHA Oncology Guidelines for Dogs and Cats. The guidelines were published in the July/August edition of the Journal of the American Animal Hospital Association (JAAHA) and are available on the AAHA website. Because each oncology case is medically unique, the new guidelines recommend a patient-specific approach consisting of the following components: diagnosis, staging, therapeutic intervention, provisions for patient and personnel safety in handling chemotherapy agents, referral to an oncology specialty practice when appropriate, and a strong emphasis on client support. The guidelines include comprehensive tables of common canine and feline cancers as a resource for case management and a sample case history, and also discuss important concepts including end of life considerations when managing cancer cases.