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# Recruiting

Best Practices in Today's  
Competitive Landscape



**Marketing –**

DVM Job Specifications/Recruiting



# Presentation Roadmap

Topics we'll cover today

## The Importance of Perspective When It Comes to Recruiting Effectively



### It's a Journey

The Actual Steps  
in a Process



### It's an Investment

Time & Money



### David vs. Goliath

Corporate  
Competition

## The Basics of an Applicant-Centric Process



### What Do You Want?

Not So Easy  
to Answer



### What Else is Out There?

Assessing the  
Competition



### The (Sales) Pitch

Writing an  
Effective Job  
Description



### Where to Look

Which Job  
Boards Make  
Sense

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Realizing the Power of Your Network

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Putting a \$\$\$ Value on a New Doctor Hire

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# The Importance of Perspective

# A Job Search is a Journey

The Actual Steps to a Successful Hire

## Phase One



**The  
focus of  
today!**

- Defining the role
- Researching the competition
- Writing the job spec
- Posting the job spec

## Phase Two

- Initial "interview" by phone/email
- In-person/working interview

## Phase Three

- Negotiating an offer
- Preparing an employment agreement
- Negotiating an employment agreement

# It's Also an Investment



## The Actual Steps to a Successful Hire



### Be Prepared to Put in the Time

- There are no shortcuts when it comes to hiring
  - That goes for working with a professional recruiter too
- The prep work we're covering today takes time
  - It also enhances your chances for success
- Recruiting is a SALES process – those are always draining
  - You HAVE to be ultra-responsive to interested applicants or else you'll lose them

### Be Prepared to Spend Some Money

- Posting your opening in the places veterinarians look for positions costs money
  - Don't cheap out on this integral element to a search
- This is a SALES process - sending flowers, a fruit basket or other thank you gift after an interview can show you're serious
- Don't lose a strong candidate over a few dollars of base pay in this market.

# Pulling Back the Curtain

Where Corporate Recruiting is Strong... and How You Can Still Beat Them

## Phase One

### Defining the role



- ✗ Researching the competition
- ✗ Writing the job spec
- ✗ Posting the job spec

## Phase Two

- ✓ Initial "interview" by phone/email
- ✓ In-person/working interview

## Phase Three

- ✓ Preparing/presenting an offer
- ✓ Negotiating an offer
- ✓ Preparing an employment agreement
- ✓ Negotiating an employment agreement

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# The Basics of an “Applicant-Centric” Process

# Defining the Opportunity



It is important to define from the beginning what an acceptable new hire can look like.

## Experience / Skills

- Would you take a new graduate?
  - They require patience and mentorship
- Would you take someone with limited surgical skills?
  - There are a lot of appts consolidated in well visits
- There are must-haves and preferences when hiring. Being unsure of either can lead to a failed new hire and a repeated recruiting process.

- Start broad. It's easier to narrow your lens later in a process.
- Commit. If an applicant senses that you are wishy-washy on what you're looking for, you'll lose them quickly.

## Schedule

- If you have a full-time need, you also have a part-time need
  - Would you take 10 or 12 hours if offered?
- If replacing a departing DVM, don't force a new applicant into their schedule
- In a tight labor market, think about your appointment book like an hours-based, not days-based, puzzle – you need to fill it in with pieces you have and the pieces you can add.



# What Are We Up Against?

A Back-of-the-Envelope Analysis

## Check Out the Competition (90 min.)

- We are going to visit the major job boards to see what other opportunities are out there for our potential applicants

AVMA Career Center

Indeed

LinkedIn

State VMA Job Board  
(only if your state is not in the AVMA's Veterinary Career Network)

## Why Do This?

- When you are speaking to applicants, you can focus on what your practice offers that the competition does not
- When you are negotiating with an applicant, you know where your offer can fall short in terms of things like benefits, etc.
  - Knowing how much Corporate competition you have can alter your messaging
- Practices that aren't looking for a doctor can be potential referral sources for candidates

# Best Practices: The Job Description

## Online, Humans Scan...They Don't Read – Especially the Younger Ones ;)

- Create sections – this gives your reader stepping stones
- Use bullet points, italics, bold, etc. to catch the eye.

## Prioritize Your Content

- See the stepping stone concept above – put compelling information up front

## Balance Between What The Job Offers vs. What You Want

- It is easy to over focus on what you want from a candidate.
- You want to include more of what [non-monetary] benefits a new hire will enjoy – remember, this is a sales pitch!

## Humanize the Description

- Talk about the people they'll work with!
- Sprinkle in some quotes about why it's great to work at the practice.

## PROOFREAD!!!!

- Typos are sloppy and readers will infer a lack of polish at your practice too
- After you've proofread the piece, have someone else do it again– manager, significant other, anyone

Grammarly is free and can be your friend here.

# Today's Case Study

## **Pine Creek Veterinary Hospital**

Colorado Springs, CO

# Full Time Associate Vet with Signing Bonus

PINE CREEK VETERINARY HOSPITAL

Save Job

Show Other Jobs



Nestled within the fastest growing area of Colorado Springs, as a full-time associate veterinarian you will be joining our fast paced, well-established, small animal practice that is passionate about high quality, fear free care for both patients and clients. We are fortunate to have dedicated care-givers who want nothing but the best for their pets and we deliver! Our hand selected support staff is equally dedicated, while professional and hard-working.

Our team is devoted to practicing the highest standard of patient care and exceptional customer service, with a strong emphasis on thorough patient care, client communication, and customized preventative care all while developing lasting relationships with our patients (and their two-legged companions). We believe as medicine advances, so should we! To this end we employ only state-of-the-art equipment including: On site stem cell therapy, platelet rich plasma, Ellman radiofrequency surgery, Companion class IV cold therapy laser, extensive COHAT program with digital dental radiology as well as on site ultrasonography.

Experienced veterinarians as well as new graduates are welcome to apply, as mentoring is part of our investment in our employees and the veterinary community. The ideal candidate is a strong communicator who is thorough, has a fantastic attitude, enjoys working together as a team, and who has a strong desire to excel in their career.

Compensation is based on experience level and hours available. Our benefits package is as beautiful as the views from our front window: sign-on bonus, relocation assistance, loan repayment assistance, health, dental, vision, and life insurance, simple IRA, PTO, paid professional liability insurance, AVMA and local chapter dues, state licensing, continuing education stipend, and gym membership. We invite you to forward your resume with references to our practice manager, Morgan Riddles at [morgan@pinecreekvet.com](mailto:morgan@pinecreekvet.com), to be considered for our associate opening. You can contact us 719.955.0966 office or we would love to meet you in person so come by the hospital at 4120 Royal Pine Drive, Colorado Springs, CO 80920.

APPLY NOW

## DETAILS

**Posted:** 06-Oct-23

**Location:** Colorado Springs, Colorado

**Type:** Full Time

**Salary:** Dependant upon experience

### Categories:

Private Practice

### Occupation:

Veterinarian

### Species:

Canine

Feline

### Required Education:

Doctorate

Nestled within the fastest growing area of Colorado Springs, as a full-time associate veterinarian you will be joining our fast paced, well-established, small animal practice that is passionate about high quality, fear free care for both patients and clients. We are fortunate to have experienced caregivers who want nothing but the best for their pets and we deliver! Our hands-on support staff is highly qualified, while professional and hard-working.

Our team is devoted to practicing the highest standard of patient care and exceptional customer service, with a strong emphasis on thorough patient care, clear communication and customized preventative care all while developing lasting relationships with our patients (and their two-legged companions). We believe as medicine advances, so should we! To this end we employ only state-of-the-art equipment including: On site stem cell therapy, platelet rich plasma, Ellman radiofrequency surgery, Compoderm class IV cold therapy laser, extensive COHAT program with digital dental radiology as well as on site ultrasonography.

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Pine Creek Veterinary Hospital needs an additional Associate Veterinarian to join the family! We are confident that after learning more about us, you will see what a fantastic, rewarding opportunity the role can be for your career.

## Practice Highlights

- The clinical team you will join is highly experienced and ultra-collaborative. Drs. Cristy Fisher (CSU '01), Josh Fisher (CSU '01), Kristin Driscoll (Penn '18), and Sophia Jakymiw (Purdue '21) are supported by eleven full-time technicians.
- Our fast-growing practice is independently owned by Drs. Cristy Fisher and Josh Fisher.
- Our state-of-the-art 6,000sqft hospital, underwent a complete interior redesign in 2019, and features ample treatment space, three dedicated surgery and dentistry suites, an impressive list of modern equipment, and a clear view of Pike's Peak from the lobby.
- The Pine Creek VH staff prides itself on possessing an upbeat, drama-free, family-like culture. We love coming to work each day and know you will too!

*"I've never met a group of harder-working people who love the medicine, who love to learn, and who love helping pet owners." – Dr. Fisher*

## About the Opportunity

We are looking to hire an Associate Veterinarian as an additional doctor for the Pine Creek team. This opening is not due to a departing DVM; it is due to our steady, continued growth. For the right applicant who sees PCVH as their new home and who we see as a good fit with our team, we will be highly competitive on compensation. The position is eligible for our standard benefits package all the details of which we'd be excited to discuss with you!

*"It's a joy to come to work every day, it's like going to my second home!" - Meghan, LVT*

## About You

You are a practicing veterinarian, licensed, and in good standing with the State of Colorado! Additionally, you are committed to practicing high-quality evidence-based medicine/surgery and could consider yourself a lifetime learner. If you have specific clinical interests, that is wonderful; we are always looking to expand the spectrum of services the hospital is able to offer to its clients. You are patient with pet owners, even the crotchety ones, and generally have a sunny disposition in the exam room and treatment areas. Our team is very collaborative, so if you naturally like to teach others, that is excellent too. In terms of your clinical experience, we are flexible: new grads are welcome as are seasoned veterans of the profession.

## About the Team

The full-time staff currently consists of our 4 Veterinarians, 11 Technicians, 3 Receptionists, and 1 awesome Tech/Kennel Assistant! The team consistently praises the hard-working, family-like atmosphere in the building. Additionally, the high percentage of full-time team members ensures continuity and collaboration that few other practices can offer.

*“PCVH practices high-quality medicine. Period. From its earliest days, the hospital has had a reputation for clinical excellence. That continues today with the way we practice and through the excellent relationships we have with the specialists who come to assist us with the more unique cases we can see.” – Dr. Driscoll*

## About the Practice

For over 15 years, Pine Creek Veterinary Hospital, an independently owned practice, has served the needs of pet owners and their dogs, cats, exotics, and birds in the neighborhood. The state-of-the-art 6,000sqft hospital, underwent a complete interior redesign in 2019, and features ample treatment space, three dedicated surgery and dentistry suites, and an impressive list of modern equipment. We make every effort to invest in our clinical capabilities and would be delighted to add to our service offerings if you possess unique skills. From a workflow perspective, we operate on 30-minute appointment blocks and do not allow walk-ins.



# Where to Post. Where to Spend.

## DO: AVMA Career Center Online Job Board – <https://jobs.avma.org>

- This is the #1 place that veterinarians go to look for roles
- There can be less Corporate competition here because of how user-UNfriendly the platform is

## DO: Indeed – <https://www.indeed.com>

- It's free to post. They try to upsell you to a paid listing, but it's not required
- This board is much more helpful for non-DVM searches, but free is free so there is little downside
- Deciding whether to boost your ad by paying should come down to how urgent the hire is

## DON'T: LinkedIn – <https://www.linkedin.com>

- Usually littered with Corporate openings. Very few independent practices use it
- Given the cost and the lack of general LinkedIn usage by younger vets, this is a suboptimal place to spend

## DON'T: Print Classified Ads (JAVMA, State VMA publications, etc.)

- Young folks don't read the classifieds like your parents used to

## Budget-Dependent: The Other Veterinary Job Boards ([myveterinaryjobboard.com](http://myveterinaryjobboard.com), NAVC retriever, [ihireveterinary.com](http://ihireveterinary.com), etc.)

- If you have the budget and an urgent search, plastering the profession with your ad can sometimes make sense
- Just know that these boards are much more popular with technicians than with veterinarians

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# Realizing the Power of Your Network

# Your Network is Wide

Commit to Reaching Out within Your Practice's Network

## Your Associates

- Their former colleagues at other practices
- Their vet school networks

## Your Relief Doctors

- More and more are “test driving” practices before looking for positions

## Local Groomers & Boarding/Daycare Partners

- If you don't compete with them, these folks typically can have a good pulse of the local market

## Your Technicians

- Their former colleagues at other practices

## Local ER/Urgent Care Doctors

- Those grueling hours can get old really quickly

## Local “Frenemies”

- If other practices aren't looking (this is another reason we do the work), is there harm in asking who they've heard is available?

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# The \$1,000,000 Question (Quite Literally)

# The Dollar Value of Hiring a Doctor

When you think about a new doctor hire in terms of its ultimate dollar value to your practice, the figures can be simply astonishing today.

- For some practices, the difference is millions of dollars – it instantly takes a business from unsaleable to saleable.
- At a minimum, the added doctor capacity & production should add roughly \$1M - \$1.75M to your practice's overall value.

01

## One-DVM Practices

Jumping from a one -> two doctor practice can be life changing for the owner: valuations increase ~\$2-3M.

The new doctor will need to show their productivity before Corporate buyers will bid

02

## Two-DVM Practices

For these practices, valuations jump on average \$1.5M, but more importantly, materially more corporate buyers will look at 3-DVM practices to buy.

The new doctor doesn't necessarily need to show their productivity before you get "credit" in offers

03

## Three-DVM+ Practices

In addition to dollar value to your practice, when you are not "short" a doctor, you have a LOT more leverage with buyers to negotiate more advantageous terms throughout the offer in your sale.



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**Thank You!**

Do you have any questions?

