

TAKE CHARGE

Production Is a Team Sport

Hitting revenue quotas requires aligned systems, skilled personnel, efficient technology, and supportive leadership.

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Several factors directly affect client volume: the experience, wait times, pricing strategy, hospital reputation, and marketing. Pet owners who feel rushed or frustrated are less likely to return. Long waits reduce compliance and compress schedules. Poorly communicated pricing erodes trust. And the demand for appointments drops when marketing is inconsistent or unclear. Doctors cannot produce when appointments don't exist.

Solution 1: Hospital leaders must treat client demand as a controllable business function rather than a variable left to chance. They should regularly audit why appointment slots go unfilled and why pet owners decline or delay care. Investing in a consistent client experience, tightening the appointment flow, training the front desk staff to engage in value-based conversations, and maintaining an intentional marketing plan are production enablers, not extras. When leadership takes ownership of client access and demand, the doctors can focus on medicine rather than worry about whether their schedules will support their quotas.

2 Team Efficiency

A common production killer hides in plain sight: underutilized teams. When the support staff is inadequately trained, unclear about roles, or not empowered to act, doctors end up taking on additional tasks. Every minute a DVM spends drawing blood, placing catheters, inputting fees, or explaining basic instructions is a minute stolen from diagnoses, client communication, and veterinary care.

Inefficiency erodes trust. Doctors who cannot rely on their support team will hesitate to delegate, creating a cycle where the veterinarian does more, other team members do less, and production slows. Revenue quotas assume a functioning care team. That scenario means technicians practicing at the top

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Practice leaders often judge veterinarians by one number: production. When a doctor consistently falls short of quotas, the conclusion is often quick and unfair: The medical professional must not be efficient enough, motivated enough, or business-minded enough. While individual efficiency matters, such a narrow view misses the larger truth: Production is rarely a solo sport.

The systems, support network, and environment heavily influence a doctor's ability to meet production goals. When those elements are misaligned, even highly capable veterinarians will struggle to succeed.

If we want veterinarians to consistently and sustainably meet revenue expectations, we must take charge of the factors that truly drive production. While many things influence production, the following four deserve closer attention.

1 Client Visits

No matter how efficient or skilled a veterinarian might be, production quotas are unattainable without ample appointments. Yet when the patient schedule falls short, the burden often lands on the doctor's shoulders instead of where it belongs: on the practice's ability to attract and retain pet owners and move patients through the care workflow efficiently.

of their license, a clear role delineation, and consistent and ongoing training.

Solution 2: The fastest way to improve production is to increase what happens before doctors enter the room and after they leave it. This step requires clear role expectations, skills-based training, and leaders reinforcing that delegation is the standard of care and is not optional. Practices should define the tasks expected of technicians, veterinary assistants, and client service representatives, and then invest in training to support those expectations. When doctors trust that their team is capable, prepared, and accountable, efficiency improves organically, and productivity increases.

3 Doctor Efficiency

Efficiency is not the same as speed. True efficiency comes from strong communication, confident decision-making, organized workflows, and the ability to guide clients toward timely care decisions. When a veterinarian struggles, leadership must determine why before assigning blame. Is the doctor a recent graduate? Are workflows inconsistent? Is trust in the team lacking? Are expectations unclear?

Blaming production numbers without diagnosing the cause does no one any good.

Solution 3: Coach, don't pressure, when a veterinarian struggles with efficiency. Practice leaders should observe workflows, sit in on appointments, and identify where time is lost. Often, small adjustments in the appointment structure, communication flow, or decision-making confidence yield significant gains. Pairing doctors with mentors, offering communication coaching, and creating space for feedback without judgment builds skill without eroding morale. Production improves most reliably when doctors feel supported rather than scrutinized. Assuming three appointments an hour,

two minutes saved per appointment adds up to nearly an extra hour by day's end.

4 Resistance to Technology

Electronic medical records, artificial intelligence tools, dictation software, and medical scribes free up time for staff. Inefficiencies multiply when these tools are rejected, poorly implemented, or inconsistently used. Manual records, delayed documentation, and after-hours charting carry hidden costs, including burnout, errors, and reduced production capacity.

Solution 4: Thoughtfully implemented technology improves production. Practice leaders must be clear about each tool's purpose: to reduce friction, not create it. Select technology with veterinarian input, provide hands-on training, accept a learning curve, and set usage expectations. Resistance often fades and productivity rises when doctors experience tangible time savings and less after-hours work.

Reframing Production Conversations

Too often, revenue discussions begin with a comparison — doctor-to-doctor, doctor-to-benchmark, or doctor-to-expected. This approach creates defensiveness rather than improvement. Production conversations should function like medical diagnostics: Gather the data first, identify contributing factors, and create a treatment plan.

Before drawing conclusions, practice leaders should ask: Is this veterinarian seeing the same number and type of appointments compared to peers? Does the same team configuration support the doctor? Are appointment lengths realistic, given complexities in cases? Are the processes for capturing charges consistent across providers? Production comparisons are inherently flawed when those variables are not standardized.

Equally important is transparency. Your doctors should understand how production goals are set, the assumptions underpinning them, and which elements are within their control. Production goals feel achievable rather than arbitrary when expectations are clear and systems are aligned.

Trust increases when leadership shifts production conversations from judgment to diagnosis. Trust, not pressure, creates sustainable performance. **TVB**



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A FINAL THOUGHT

Revenue quotas must never become a blunt instrument. High production isn't a product of pressure, guilt, or comparison; it is created through intentional leadership, well-designed systems, and teams that function as genuine extensions of the veterinarian. Leaders shouldn't ask, "Why isn't this doctor producing?" The better question is, "Have we built a system where production is possible?" Everyone wins when the answer is "yes."