

*There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they're falling in.*  
 -Archbishop Desmond Tutu

**Stay, please.**





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**Nobody enters vet med planning to leave within a few years.**

**Do they?**




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**Vet med has a challenge.**





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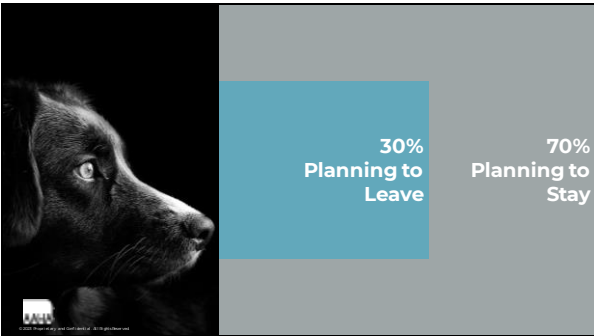
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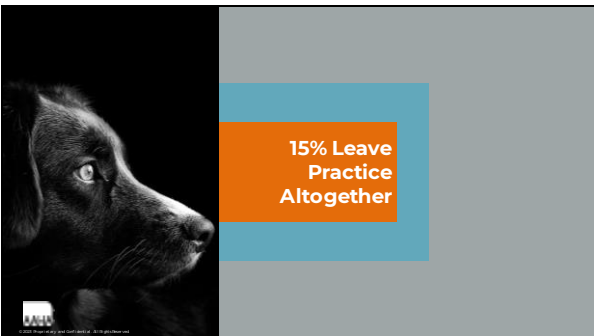
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13.5%  
Never  
Return

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\$1-5 Billion

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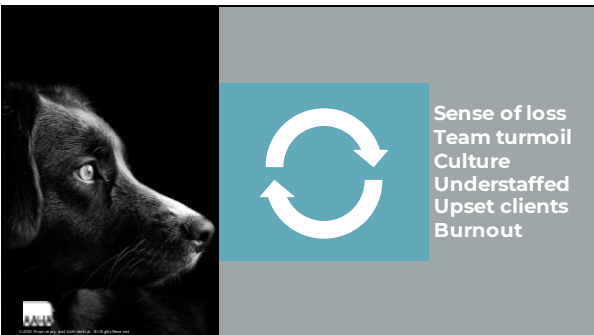
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Sense of loss  
Team turmoil  
Culture  
Understaffed  
Upset clients  
Burnout

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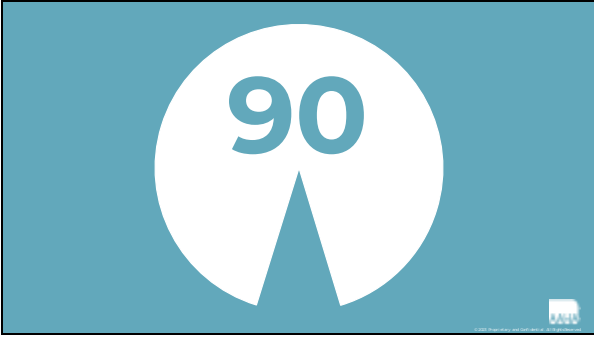
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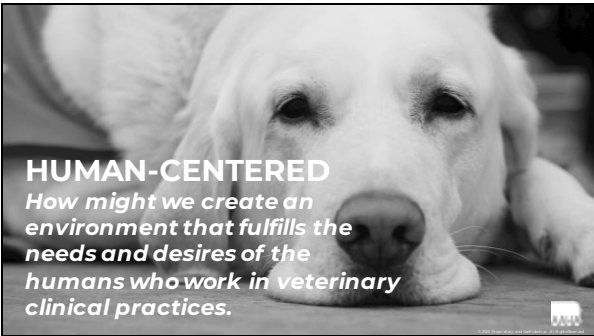
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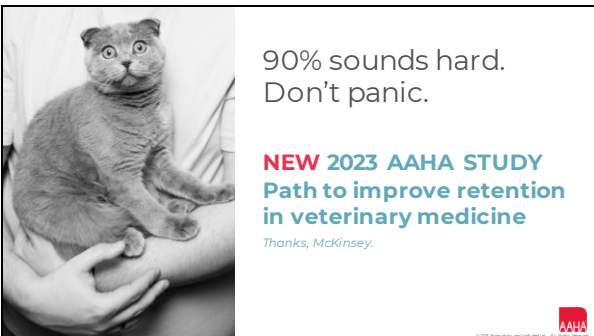
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**14,856 respondents**

**111,000 surveyed**  
**13.4% response rate**  
**All roles: statistical significance**

- Owner and non-owner DVMs
- Medical directors
- Practice managers
- Hospital administrators
- Credentialed techs
- Non-credentialed techs
- Customer service representatives




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**Do you work in the veterinary profession, or have you in the past 10 years?**

- Yes
- Not currently but I have in the past 10 years
- No

If in clinical practice: What statement best describes your current employment status?

What are the top 3 things that

- make you want to stay?
- would make you stay?
- would make you return?




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Do you work in the veterinary profession, or have you in the past 10 years?

- I'm staying
- I plan to change practices
- I have plans to move into industry/another area of veterinary medicine
- I have plans to leave the veterinary profession
- I have plans to retire in the next year

**If in clinical practice: What statement best describes your current employment status?**

What are the top 3 things that

- make you want to stay?
- would make you stay?
- would make you return?




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Do you work in the veterinary profession, or have you in the past 10 years?

If in clinical practice: What statement best describes your current employment status?

- What are the top 3 things that**
- **make you want to stay?**
  - **would make you stay?**
  - **would make you return?**

Question branched based on previous responses




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### Choose your top 3 categories

- Modern/sound medical practices
- Welcoming of diversity
- I have the resources that I need
- Caring/inspiring leaders
- The staff functions as a real team
- Achievable performance expectations
- Good location
- Insurance/benefits
- Career development and/or advancement
- Support of health and wellbeing
- Flexibility in scheduling/job duties
- My work feels meaningful
- My work is appreciated
- I have remote work options
- Compensation is fair
- **Nothing could get me to stay**




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insight 1

# NEEDS | WANTS




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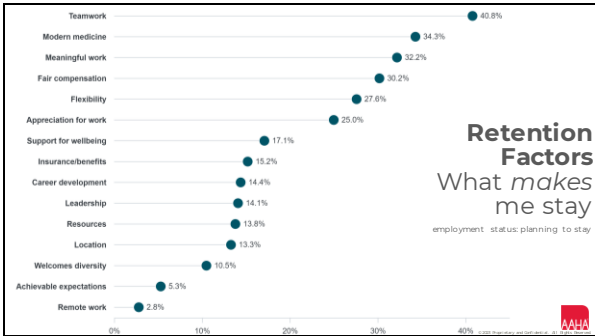
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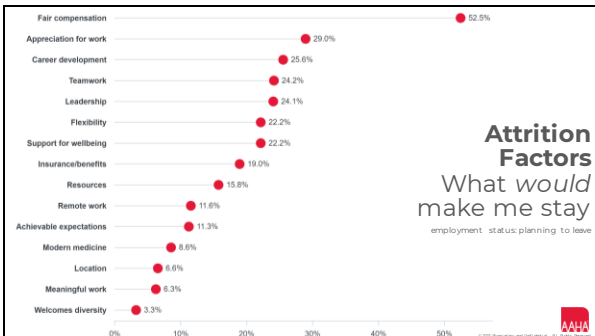
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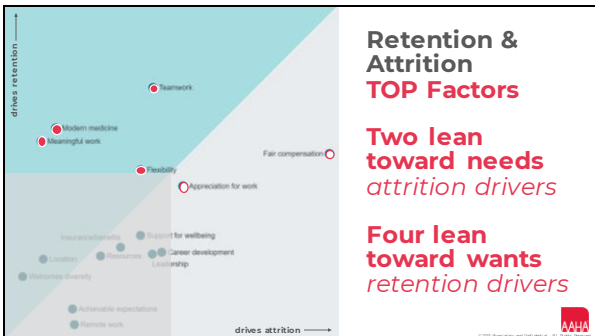
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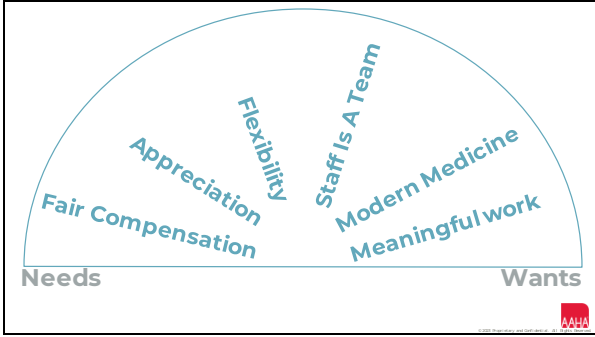
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Insight 2

# ROLES | PERSONAS

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Let's dig in to individuals with an interactive graphic.

AAHA

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### SOMETHING CLICKED

<p><b>GROUP 1</b> 87%</p> <p>plans to remain where they are</p>	<p><b>GROUP 2</b> 24%</p> <p>planned to leave clinical practice but remain in vet med</p>	<p><b>GROUP 3</b> 2X</p> <p>as likely to leave vet med entirely than others</p>
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### PERSONAS

<p><b>Loyal to practice</b></p> <p>87%</p> <p>plans to remain where they are</p> <p>Owners Practice managers Hospital admins Medical directors</p>	<p><b>Dedicated to vet med</b></p> <p>24%</p> <p>planned to leave clinical practice but remain in vet med</p> <p>Associate DVMs Credentialed techs</p>	<p><b>See it as a job</b></p> <p>2X</p> <p>as likely to leave vet med entirely than others</p> <p>Uncredentialed techs Veterinary assistants CSRs</p>
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### Retention & Attrition Factors



**Top six are common across all roles & personas if they're staying**




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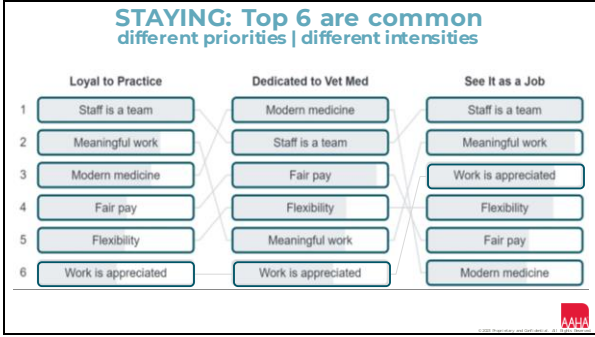
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Insight 3

**The journey toward 90 starts with a sense of belonging and being valued**




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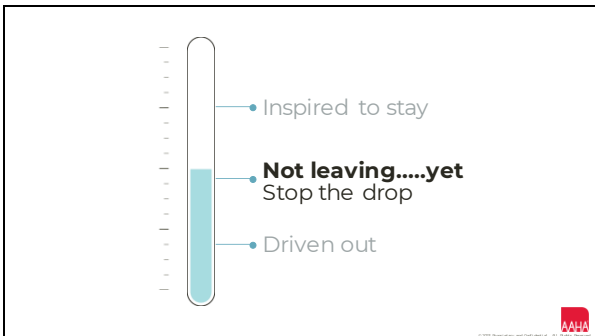
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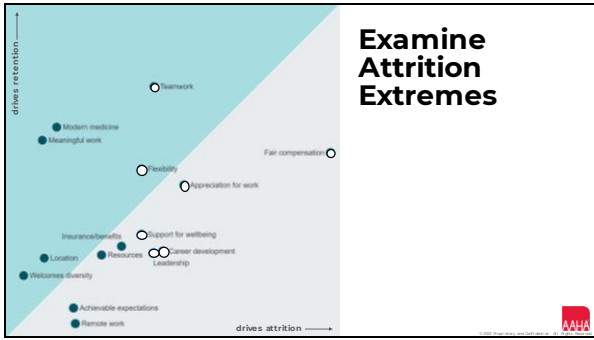
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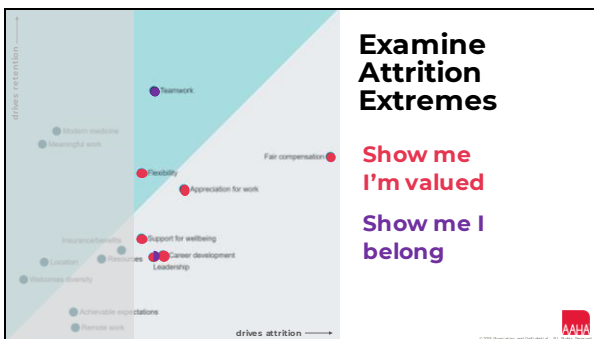
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Cred. technician

- Fair pay
- Career development
- Work is appreciated
- Getting leaders
- Insurance benefits
- Staff in a team
- Supports wellbeing
- Flexibility
- Remote options
- Achievable expectations
- Resources are provided
- Modern medicine
- Nothing could make me stay
- Meaningful work
- Location
- Welcoming of diversity

**17 Months  
No Attrition**

AAHA

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insight 4

**RETENTION REQUIRES INTENTION**

GETTING TO  
**90**

AAHA

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**THIS  
WON'T GET YOU TO  
90**

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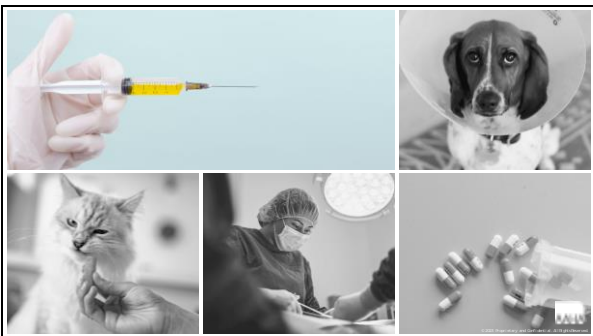
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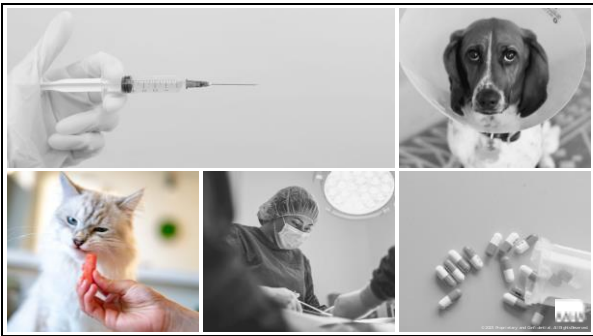
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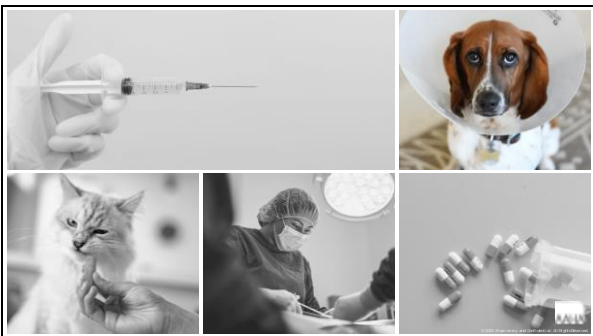
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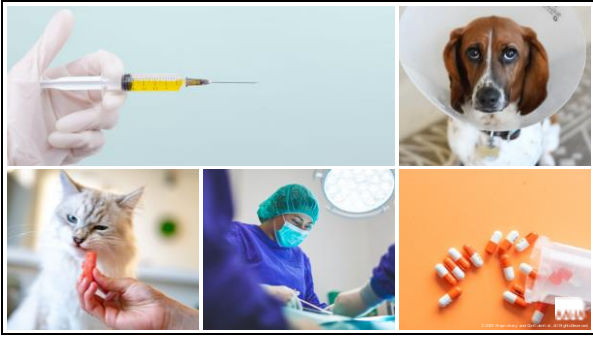
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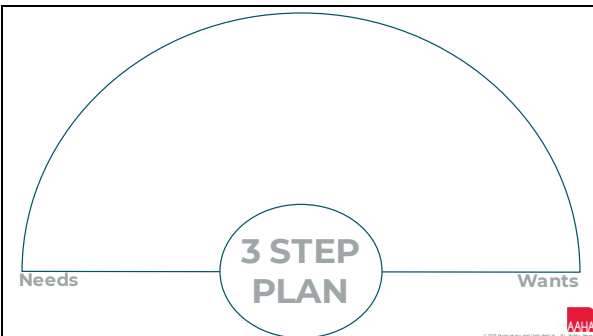
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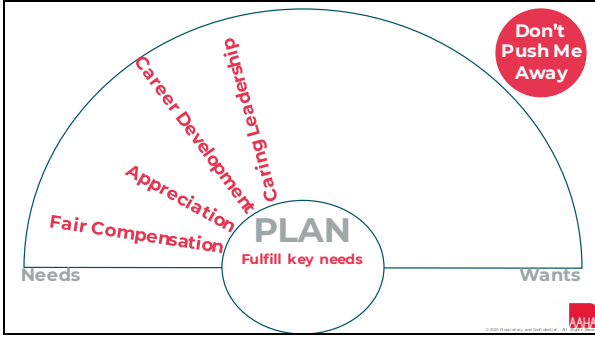
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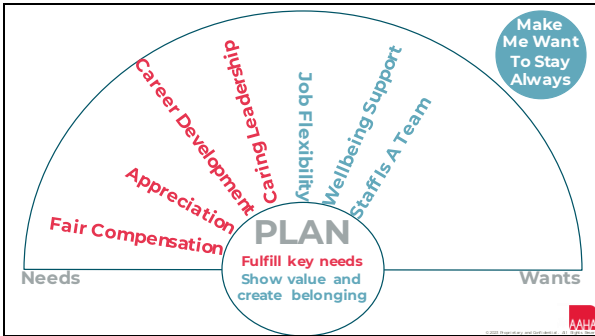
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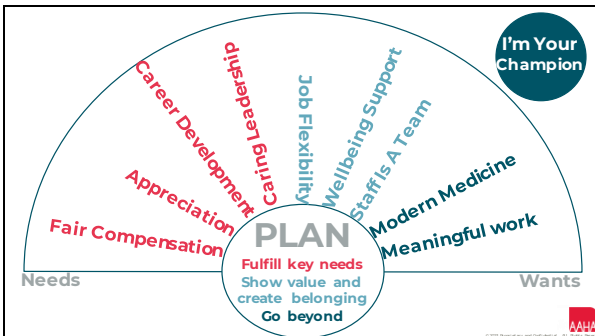
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