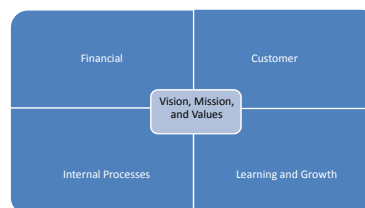


Veterinary Specialty Practice Alliance

Balanced Score Card Approach to Strategic Planning

The Balanced Score Card



- Strategic Objectives
- Strategic Initiatives
- Performance Measure
- Goals/Targets
- Action Plan

Why do it? It is...



Why the Score Card?

- Increase focus on strategy and results
- Improve organizational performance by measuring what matters
- Align organization strategy with the work people do on a day-to-day basis
- Focus on the drivers of future performance
- Improve communication of the organizations operating principles
- Prioritize projects and Initiatives

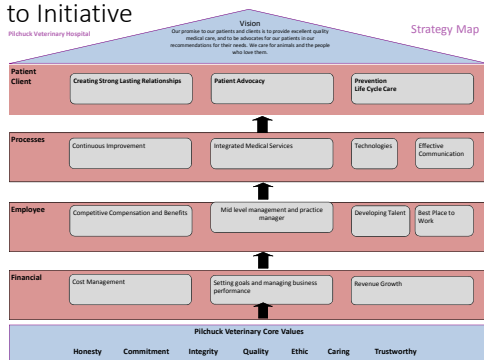
PVH Implementation: How It Was Done



The Process



Strategy to Initiative

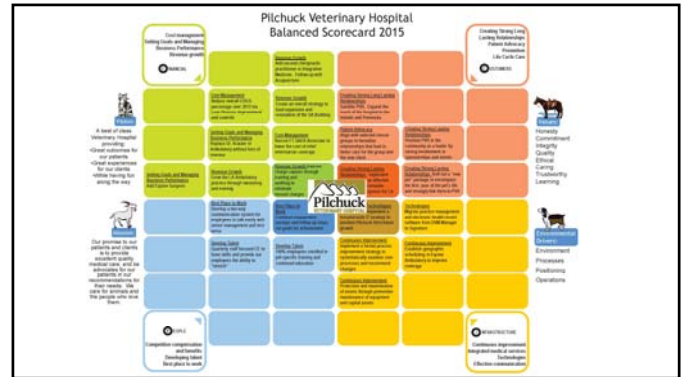


Initiatives

PERSPECTIVE	PVH STRATEGY	DEPART	INITIATIVES
Client	Create Lasting Relationship	RM	Participate in Community events (Carline Performance Center)
Client	Create Lasting Relationship	LA	Develop & Implement customer satisfaction measurement survey
Employee	Best Place to work	LA/HR	Conduct Employee Survey
Employee	Compensation Benefits	HR	Improve Employee Understanding of Benefits
Employee	Compensation Benefits	LA	Implement Merit Pay Plan in 2015
Employee	Developing Talent	HR	Implement an employee training program
Employee	Developing Talent	RM	Support Doctor Training - CE, etc.
Employee	Developing Talent	RM	Client, PVH Staff and CVM education and Awareness
Employee	Developing Talent	LA	100% of employee enrolled in job specific training plan
Employee	Developing Talent	LA	Complete 100% of Employee Reviews on time
Employee	Developing Talent	LA-A	Develop work Plan to use interns in Ambulatory care
Employee	Management	Employ Practice Manager	
Financial	Goals and business performance	Admin	Provide SLT and Owners with financial reports
Financial	Revenue Growth	RM	Expand Practice Area
Financial	Revenue Growth	LA-A	Increase the number of Cases per day
Financial	Revenue Growth	LA-A	Increase the revenue per case
Financial	Revenue Growth	LA-A	Change price perception help by customers
Financial	Revenue Growth	LA-A	Increase Communications
Financial	Revenue Growth	LA-A	Improve Scheduling
Financial	Revenue Growth	LA-A	Make better use of interns
Processes	Continuous Improvement	Admin	Implement a PVH appropriate Internal Productivity System
Processes	Continuous Improvement	LA-A	Implement Geographical scheduling
Processes	Effective Communications	LA	Activate and Use the Complaint system
Processes	Integrated Medical Services		

Example of Work Plan

MEASURE	OBJECTIVE	INITIATIVES
Knowledge of benefits	Improve Employee Understanding of Benefits	Monthly training for employee benefits PNM & SVS
Employee Satisfaction	Improve Employee Satisfaction	Employee Survey, 60 day meeting of all hospital staff, reward and recognition
Compensation Strategy	Fairly compensate employees at a competitive wage rate To provide all employees a performance based compensation	Implement a comprehensive compensation strategy by 04/30/2013 Implement a Performance Review system linked to the Compensation strategy by 04/30/2013
Employee Training Program	Formulate an employee training program	Hire a practice manager Initial training guidelines in place 90 day after manager is hired
Drug free work environment	Provide a drug free work environment	Drug testing before hire



Pilchuck Veterinary Hospital Balanced Scorecard Initiative Worksheet

Department: Small Animal	Strategy: Revenue Growth	Measures: Revenue growth tied	Target: \$430,000 annualized
Initiative: Develop revenue strategies as a means to fund remodel/expansion	Perspective: Financial	Team: Patrick, Lynn, Eric Wilson, Eric McCann	Budget: \$28,000
Task Start: 10/1/14	Target End Date: 12/31/15	Action Plan	
Action Steps	Purpose	By Whom	Target Date
Define basic modification	Outline the desired basic modification to existing the creation of revenue and/or expense	Patrick	12/31/14
Calculate construction cost	Need to determine how much money to allocate and cost without all budget to	Patrick	12/31/14
Calculate direct service cost	Determine how much revenue needs to be generated	Lynn	12/31/14
Determine the required to increase revenues tied to the initiatives	Start the revenue stream coming in	Patrick	12/31/14
Action to be based on identified outcomes	Assign owner needs to take action	Patrick	12/31/14
Set an equal meeting of the team	Review progress, measure revenue	Patrick	12/31/15

Financial Discussion and Other Information

Starting with a model that projects \$120,000 construction cost which will be funded by a combination of operating and borrowed funds. Future meetings will identify revenue targets to fund debt service.



Pilchuck Veterinary Hospital Balanced Scorecard Initiative Worksheet

Department: Entire Hospital	Strategy: Creating Strong Lasting Relationships	Measures: Schedule of events and sponsorships vs achievement of event goals	Target: ?
Initiative: Giving leaders strong involvement in select sponsorships and events	Perspective: Customers	Team: SLT, Marketing, Medical Directors	Budget: ?
Date Start: 4/1/15	Target End Date: Ongoing	Action Plan	
Action Steps	Purpose	By Whom	Target Date
Review current and future events	Identify current goals to the next year, identify revenue, and a list of goals	SLT	4/1/15
Assign members to the 3 event lists	Provide the opportunity to the target of all the 3 event lists to sponsor the next year	SLT	4/1/15
Review the target of the 3 event lists	Identify the number of goals to be achieved in 3 event lists and the 3 event lists	SLT	4/1/15
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Financial Discussion and Other Information

PVH supports a number of groups throughout the year. This initiative is meant to formalize a process for our involvement to make sure the groups and events meet criteria consistent with our values and goals. We want to be prepared by identifying desired outcomes of events and staffing participation with individuals capable of reaching the desired outcomes.



Pilchuck Veterinary Hospital Balanced Scorecard Initiative Worksheet

Department: Entire Hospital	Strategy: Best Place to Work				
Initiative: Repeat engagement survey November, plan future steps for 2015	Perspective: People	Measures: Task completion	Target: ?		
Date Start: 11/1/14	Target End Date: 6/30/15	Team: Jessica	Budget:		
— Action Plan —					
Action Steps	Purpose	By Whom	Budget	Performance Measure	Final Performance and Date
Conduct an engagement survey for the entire hospital	Complete survey and get results by March 12, 2015	Jessica	12,000.00	Survey completed	
Analyze survey results	Develop a plan for improvement by June 12, 2015	Jessica	12,000.00	Data Analysis	
Implement plan for improvement	Implement plan for improvement by June 12, 2015	Jessica			
Monitor and evaluate progress	Monitor and evaluate progress by June 12, 2015	Jessica			

Financial Discussion and Other Information



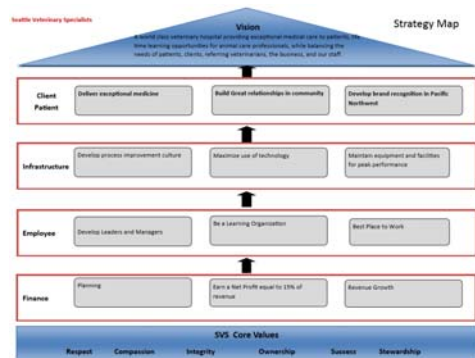
Pilchuck Veterinary Hospital Balanced Scorecard Initiative Worksheet

Department: Entire Hospital	Strategy: Infrastructure			
Initiative: Migrate practice management software from DVM to Signature	Perspective: Technologies			
Date Start: 1/23/14	Target End Date: 3/25/15			
Team: Patrick, Dr. Medical Director	Measures: Completion of the project			
See also the project Gantt Chart	Budget:			
Target: January 15, 2015	Department ready, interested parties			
<div>----- Action Plan -----</div>				
Action Steps	Purpose	By Whom	Target Date	Final Performance and Date
Backup data from DVM	Backup data from DVM to ensure data integrity	Patrick	1/23/14	Backup completed 1/23/14
Install Signature software	Install Signature software on all servers	Patrick	1/23/14	Installation completed 1/23/14
Test Signature software	Test Signature software on all servers	Patrick	1/23/14	Testing completed 1/23/14
Migrate data from DVM to Signature	Migrate data from DVM to Signature	Patrick	1/23/14	Migration completed 1/23/14
Train staff on Signature software	Train staff on Signature software	Patrick	1/23/14	Training completed 1/23/14
Go live with Signature software	Go live with Signature software	Patrick	1/23/14	Go live completed 1/23/14
Monitor and evaluate progress	Monitor and evaluate progress	Patrick	1/23/14	Monitoring completed 1/23/14

Financial Discussion and Other Information

Capital costs include a new server and storage array to complement the server purchased for improved. This makes for an environment that can handle multiple server instances virtually. Additonally, the server will include server and SQL software, miscellaneous drives, network cards, cables, UPS's, label printers. Existing workstations are compatible with Signature and will only be replaced through normal failure rate. The software will be leased on a monthly basis.

Seattle Veterinary Specialists



Strategy to Initiatives: Seattle Veterinary Specialists

PERSPECTIVE	SVS STRATEGY	DEPART	INITIATIVES	START	RESPONSIBLE
Client/Patient	Deliver exceptional medicine		Develop process improvement program 06/30/2015	9/1/14 Art	
Client/Patient	Deliver exceptional medicine		Improve 6 processes by 12/31/2015	7/1/14 Laura	
Client/Patient	Deliver exceptional medicine		Review and update SOP nursing manual annually by 12/31	9/1/14 Jim	
Our People	Develop Leaders and managers		Create Strategic visionary team 06/01/2015	9/1/14 HR	
Our People	Great place to work		Define the "Great Place to Work" program 01/01/2015	9/1/14 HR	
Our People	Great place to work		Develop employee engagement program 01/01/2015	9/1/14 HR	
Our People	Learning Organization		Develop Staff Training program for medical staff by 09/01/2014	7/1/14 Laura	
Our People	Learning Organization		Investigate Career development program for staff 06/01/2015	11/1/14 HR	
Financial	Increase revenue		Bi-annual fee increases 2-4%	4/1/15 Art	
Financial	Increase revenue		Reduce fees lost to improper charge capture	12/31/14 Art	see tasks
Financial	Increase revenue				
Infrastructure	Maximize use of technology		Implement New practice management software by 12/31/2015	8/1/14 Jim	
Infrastructure	Maximize use of technology		Implement an IT plan by 1/1/15	7/1/14 Jim	
Infrastructure	Maintain Equip & Facilities		unoccupied space plan by 06/30/15 (Kirkland)	1/1/15 Jim	

Wrap Up (KEY SUMMARY POINTS) Q & A