

# TRAINING CASE STUDY

## FAST FACTS:

- + \$1.5–3M annual revenue
- + 3 DVMs
- + 1 location practice on the West Coast
- + Open 6 days a week
- + Specializes in small animals, avian and exotics

## CASE BACKGROUND AND CHALLENGES:

When hospitals start with iVET360, over 70% of their employees feel the practice's training program is not effective. Excellent training programs are highly specific to an individual hospital and must be changed over time to account for protocol changes, improvements in medicine and changes in employee learning styles.

Even though this hospital already had an existing training plan, their biggest concern was implementing this plan to their staff and monitoring it to make sure that their employees were following it. They did have a checklist that outlined phases, timeframes and accountability for these plans, however there was no specific person within the practice who was in charge of signing off on the employee regarding their knowledge and their skills.

Routine check-ins were not being completed, and training grew inconsistent, especially since there was not a standard to which everyone was measured. New hires were taught multiple ways to perform a task, and because of the inconsistency regarding their training, they were coming up with different results each time they performed a task.

“Whenever we had a new hire, it basically turned into a game of “not it” in terms of who would have to train this person. No one wanted to take charge in this department, which really hurt us in terms of time management. Having an outside perspective from iVET360 explain to us the importance of training and having a training lead aligned our hospital together, and now rather than have one person relegated to training duties, we work collaboratively as a team to get the newbie started right.”

# TRAINING

## CASE STUDY



### ANALYSIS:

While the training program doesn't always have to be reinvented, routine updates and evaluations will help to ensure the program is relevant and effective. Consistency, accountability and leadership are paramount to a training program's success.

### ACTION:

Our HR and Training Manager at iVET60 spoke with several people at this practice, and after many discussions and analysis, we narrowed down the root cause of these issues to the trainers not being thoroughly educated on the tenets of proper employee training. We worked hard with the practice manager on getting each of these leads appropriately up-to-date on executing their training plan, and also demonstrated how to give effective feedback while knowing when to give that feedback.

After improving their trainer protocol, we then reset their entire staff's training status to ensure that they were all performing tasks at the same time, to the set standards of the hospital. We did this through the "First 5" process, which is an interactive training method that preaches teamwork and accountability.

### RESULTS:

After consulting with iVET360's HR and Training Manager, this practice was able to successfully train a new technician in eight weeks, the fastest they had ever done so before. Since their entire staff went through all of their training standards together, they were able to realize, with our help, that several of their processes needed to be updated. As their employees all became aligned with their training, multiple team members were able to help a new hire get fully integrated, which freed up time for their training leads to focus on other important administrative tasks. Because of these aforementioned successes, the hospital management used their valuable time during staff meetings to further enhance their new and improved training and coaching courses, which have ultimately paid off.