Goal 3: Provide cutting-edge clinical programs that support education, research and service

Strategy 3.1: Provide outstanding patient care
in an efficient, compassionate and service-oriented manner

Tactic a: Strengthen the teaching hospital and clinical programs
i. Proactively plan for state-of-the-art facilities and equipment.
ii. Rebrand the VMTH to increase public recognition and support for the role that the teaching hospital plays in education and research.
(Links to Strategy 5.3)
iii. Recruit and retain top clinical faculty and staff.
iv. Engage in clinical programmatic planning along species and disciplinary lines.
v. Reorient operations to meet market needs

Progress Report:
a. Architectural planning of new VMTH continues
b. VMTH Communications Officer (Rob Warren) now in place and highly active
c. In January 2013, the small animal clinic (in association with CalPro) conducted a survey of referring veterinarians (Appendix 1). Respondents were notified of the survey results (Appendix 2) and will receive a follow-up survey in July 2013.
d. In May 2013 our Client Services team emailed a survey (Appendix 3) to 985 randomly selected clients from the last 3 years within a 50-mile radius of the VMTH. Responses will be available for a future update.
e. Half of the small animal client services staff is taking the AAHA Veterinary Receptionist certification classes. Eleven of the fifteen staff will complete their course on August 15th, 2013. The certification courses are the first quarter of classes for individuals studying to become an RVT. The certification courses has educated our client services staff and expanded their understanding of medical terminology while increasing their confidence when communicating with clients. The course fees are paid by CE hospital funds but the time to take the on-line courses is on their personal time. This is an excellent example of the dedicated, compassionate and motivated professionals we have in client services. Daily they go above and beyond to provide our clients with efficient and compassionate service.
f. VMTH IT has launched version 2 of our Estimate Generator. Version 2 has a number of improvements including a robust search feature, and the opportunity for clinicians to document phone conversations and quoted costs of treatment with clients and/or referring veterinarians. Phone quotes are attached to the client record, and remain in "the system" for approximately 120 days, even for prospective clients. If these prospective clients proceed with care at the VMTH, the estimate is attached to their permanent record. In addition, Estimate Generator allows clinicians to develop and document a mutually agreed upon patient care treatment plan, plan for optimum care, and document costs for services provided. It also notes clients' resuscitation preferences and their authorization of treatment. Each Clinical Service was asked to create patient care templates to simplify the quote/estimate process. To date, VMTH clinicians and staff have entered over 9,000 estimates and stored over 3,000 revised estimates in VMACS. Recently, the Estimate Generator committee met to review and discuss user feedback so as to further enhance the estimate generator.

APPENDIX 1. Ref Vet Survey:

UC Davis William R. Pritchard Veterinary Medical Teaching Hospital is participating in a strategic communications initiative with other specialty hospitals across the country. Your input is greatly appreciated and vitally important to their ongoing success. By participating in this survey, we will send you a report of the findings from this survey via email. Your answers to the survey questions will be kept anonymous.

Please answer the following questions based on what you have heard from your clients as well as your direct experience with this specialty hospital. (Questions marked with an * are required.)

*Please rate UC Davis William R. Pritchard Veterinary Medical Teaching Hospital based on what you have heard from your clients as well as your direct experience with this specialty hospital. Please use the ten-point scale provided (where ten is the best and zero is the worst).

<table>
<thead>
<tr>
<th>Area</th>
<th>Poor</th>
<th>Place an &quot;x&quot; for your score</th>
<th>Great</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to get case into desired specialist</td>
<td>0</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Responsiveness to inquiries</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Timeliness and punctuality
Level of compassion
Communication of staff
Communication of specialists
Case consultations & recommendations
Quality of medicine
Updates on patient health/case progress
Clarity of instructions for follow up care
Perception of your clients overall experience
Value for fees paid by your clients

*How likely would you recommend to other DVM's the medical specialties offered by UC Davis William R. Pritchard Veterinary Medical Teaching Hospital? Please provide a rating based on the quality of care and client service. Please disregard factors such as distance, etc.

Note: The following list of services is used in a national benchmarking database. Services not offered at UC Davis William R. Pritchard Veterinary Medical Teaching Hospital are indicated as "not available." Please choose "n/a" for these services. You may also choose "n/a" if you are unsure.

<table>
<thead>
<tr>
<th>Area</th>
<th>Not Likely</th>
<th>Place an “x” for your score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior (Not Available)</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Cardiology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Critical Care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dentistry (Not Available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dermatology (Not Available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diagnostic Imaging</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holistic/Integrative (Not Available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Medicine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Oncology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neurology/Neurosurgery (Not Available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ophthalmology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiation Oncology (Not Available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehabilitation (Not Available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surgery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall hospital rating</td>
<td></td>
<td></td>
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</tbody>
</table>

If you scored any of the above specialty services with a 6 or less, please explain your reasoning so that any quality of medicine or client service issues can be addressed. Please do not give a low score for factors outside of their control like drive times, etc. Please select N/A instead.

Thank you!

Note: Your identifying information will be kept confidential, but your comments will be given to the management team at UC Davis William R. Pritchard Veterinary Medical Teaching Hospital.

*What can UC Davis William R. Pritchard Veterinary Medical Teaching Hospital do to ensure that they are your referral hospital of choice?

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Note: Your identifying information will be kept confidential, but your comments will be given to the management team at UC Davis William R. Pritchard Veterinary Medical Teaching Hospital.

*What is your preferred method for communication for medical case information? Please select all that apply.
[ ] Email [ ] Fax [ ] Phone [ ] Postal Mail

*Approximately how many patients have you referred to this hospital in the past three months?
[ ] None
[ ] 1-5
[ ] 6-10
[ ] 11-15
*Approximately how many patients have you referred to OTHER hospitals in the past three months?

|   | None  | 1-5  | 6-10 | 11-15 | 16-20 | 21-25 | 26-50 | 50+ |

*How does the value for fees paid at UC Davis William R. Pritchard Veterinary Medical Teaching Hospital compare to other specialty hospitals within a one-hour drive time of your clinic?

|   | Much better value | Somewhat better value | About the same value | Somewhat worse value | Much worse value | Not sure |

*Under normal driving conditions, how many minutes is it from your clinic to UC Davis William R. Pritchard Veterinary Medical Teaching Hospital?

|   | Less than 15 min | 16 to 30 | 31 to 45 | 46 to 60 | More than 60 |

*How satisfied are you with the educational offerings provided by UC Davis William R. Pritchard Veterinary Medical Teaching Hospital?

|   | Very satisfied | Somewhat satisfied | Neutral or not sure | Somewhat dissatisfied | Very dissatisfied |

What suggestions do you have regarding their educational offerings?

Note: Your identifying information will be kept confidential, but your comments will be given to the management team at UC Davis William R. Pritchard Veterinary Medical Teaching Hospital.

Would you like someone from UC Davis William R. Pritchard Veterinary Medical Teaching Hospital to contact you regarding your comments? If you answer "yes" then we will release your comments and contact info to UC Davis. Otherwise, your comments and ratings are anonymous.

|   | Yes | No |

Contact information:
Please provide your contact information so we can send you the findings from this survey. Your information is safe and will only be used to update the contact records at UC Davis William R. Pritchard Veterinary Medical Teaching Hospital. Your survey responses are completely anonymous.

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital/Clinic Name</td>
</tr>
<tr>
<td>Phone</td>
</tr>
<tr>
<td>Fax</td>
</tr>
</tbody>
</table>

In a few weeks we will send you the findings from this survey. Which email address should we use?

Email

Thank you for your feedback!
Dear Doctor:

January 14, 2013

Thank you for taking the time to participate in the recent online survey of your referral relationship and experience with our hospital. Your comments and feedback are very important to us. We continually strive for quality improvements in pursuit of our goals to lead veterinary medicine, to provide excellent service to our referring partners and clients, and to provide top quality patient care, while training the next generation of veterinarians.

The results of the survey are in and we are happy to share them with you. Overwhelmingly, you identified the quality of our medicine as our greatest strength. We are very grateful for your acknowledgement of our efforts in this regard, as we work to advance veterinary medicine and share those advances with you for the benefit of your clients and patients. The survey also identified several areas in which we have room for improvement and simply need to do a better job. These include better communication with you, more timely responsiveness to your questions, and improved access to specialty services. We have shared the survey results with our faculty, staff and many of our residents, and have engaged each specialty Service in the healthy process of self-improvement.

Over the past few years we have instituted several changes to make the referral process more efficient and easier for you to stay abreast of the progress of patients you refer. These changes include sending you e-mail notifications at the time of patient admission and discharge. We also provide you with electronic access to our medical records system (VMACS) for your referred patients, making it possible for you to review laboratory and imaging results, discharge summaries, discharge instructions and progress notes on your referrals. In addition, we have introduced individual referral coordinators to assist in scheduling appointments with our specialty services, answer your questions and act as a readily accessible liaison for you.

We are committed to improving our communications with you and your clients, and will work with you and our advisory board of area veterinarians, to seek and incorporate your input to enhance the service we provide. As part of that effort, we will be launching a new quarterly electronic newsletter, the VMTH Heartbeat, for distribution to all our referral partners, starting in the first quarter of 2013.

You completed the survey on the understanding that the results would remain anonymous. We plan to honor that commitment, but please do not feel that you have to wait for the next survey to provide us with your personal feedback. You can do that at any time by calling, e-mailing or stopping by in person. Our door is always open to you.

Thank you again for your support and for taking the time to complete the survey. We truly appreciate our partnership with you and look forward to working with you as we develop processes for further improvement to better meet your needs and the needs of your clients.

Respectfully yours,

W. David Wilson, BVMS, MS, Director VMTH

G. Frank LaKonté, MBA, FACHE
Hospital Administrator, VMTH

Jane E. Sykes, BVSc, PhD
Director of Small Animal Clinical Services
APPENDIX 3. Client Services Survey:
Please provide 5 words or phrases that describe the current value of the VMTH to you as a client.

- How can we improve our value to you as a client?
- When you were referred to the VMTH, what were your initial thoughts about coming here?
- After your visit, were you more and less impressed with your VMTH experience than you thought you'd be?