



LEADERSHIP SUMMIT

Date: September 14-15, 2025
Location: Madden's Resort on Gull Lake
Presented by Bret Halishak, TPSG
CE Hours: 6

EVENT SYLLABUS

Finance 101

Financials and finance can be overwhelming for most. Whether you are an experienced owner or just looking to enter that phase, we will review some key financial documents and their meaning. From profit and loss statements to expense ratios, we will discuss the ins and outs, so you understand what these mean to you and your business.

Learning Objectives:

- Understand the key financial documents relevant to veterinary practices
- Identify the components of profit and loss statement and what they mean for business performance
- Recognize how expense ratios impact overall profitability and decision-making

KPIs and Expense Ratios: Understanding Your Practice Profitability

Key Performance Indicators (KPIs) are a huge buzzword nowadays, but what does it mean? We will review the various expense ratios critical to your practice and how they are affected. How do you stack up against what the industry average or goal is? Some practitioners have never looked at their practice financials in depth, so we will discuss what means the most to you. Lastly, we'll look at various ways to improve your ratios through pricing, technology, and other available services.

Learning Objectives:

- Define and interpret Key Performance Indicators, specific to veterinary practices
- Compare your practice's expense ratios to industry benchmarks
- Identify actionable strategies to improve financial performance through pricing, technology, and operational changes

Valuations and Me: Why Does it Matter?

Whether your exit is 3, 5, or 10 years away, getting a valuation performed can help you understand where your business stands. Payroll, COGS (Cost of Goods Sold), DVM compensation, and more are all outlined during this process. Some veterinarians are proactive with valuations to dictate when they retire; some are not and are left scrambling in the late stages of their careers, trying to find out how to exit. Let's ensure you are in the former group, not the latter, as we discuss why valuations are essential.

Learning Objectives:

- Understand the role of practice valuations in long-term planning and retirement readiness Identify the key financial elements assessed during a valuation (ex. Payroll, COGS, DVM compensation)
- Develop a proactive approach to practice valuation and succession planning

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11:00am - 12:00pm	Exit Strategy: Marketplace Updates for Private and Corporate Practice Sales	<p>The veterinary marketplace is different from it was five years ago, not even a year ago at this juncture. The private market has become a buyer's dream. We will discuss how to set yourself up to attract a private buyer successfully. On the contrary, the corporate market has gone up and down immensely. With 100+ consolidators currently, how do you know who to trust with your life's hard work, staff, clients, and patients? Together, we will discuss how both markets are currently performing.</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Evaluate current trends and shifts in both private and corporate practice sales • Understand what makes a practice attractive to different types of buyers • Learn how to position your practice for successful sale in today's market
1:00pm - 2:00pm	Exit Strategy: LOIs, Terms, and Agreements	<p>Do not read just the headline on an offer! Terms matter more than the amount being offered almost every time. Whether in the private or corporate market, terms and conditions matter the most. Different components in each market need the utmost diligence to ensure you are making the right decisions. We will discuss all types of notes (sellers, subordinated, upside, etc.), employment agreements, and more!</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Understand the key elements of sales agreements • Recognize the impact of deal terms beyond sale price • Identify components of various financial instruments and contracts and how they influence deal outcomes
2:00pm - 3:00pm	Workshop: Taking Home Action Items	<p>We have covered a lot today, and it can be overwhelming. In this session we will break out to discuss what resonated the most with you today, and map out potential action items. High COGS? Let's look at your pricing of your most used items. Staffing issues? Let's look at how and where your technicians are spending their time. Are you factoring in where they are being utilized in the practice? You can make an impact on your financials, let's just figure out how!</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Reflect on key insights from the day's sessions and identify their relevance to your practice • Develop actionable strategies to address challenges such as high COGS or staff inefficiencies • Create a personalized action plan to improve financial and operational outcomes in your practice