



VETERINARY SPEAKING

TOPICS

GARY I. GLASSMAN, CPA

Gary I. Glassman, CPA, is a partner of Burzenski & Company. With a focus on veterinary practice management, he specializes in financial management and tax planning for veterinary practices and their owners. He is a highly respected speaker at national veterinary conferences and is a regular instructor at VMC, Inc. School for Veterinary Practice Management. He also serves on the editorial board of *Veterinary Economics*.

HOSPITAL FINANCES

1. **"Profitable Equipment Purchases"** - As medicine becomes more sophisticated and equipment becomes more expensive, learn the criteria which should be utilized in making a right purchase decision and profitable pricing strategies.
2. **"Financial Reporting to Improve Practice Results"** - Participants will learn how to improve their practice's financial results by focusing on key financial indicators that can improve the bottom line. Profit centers and passive income areas will be covered. Also, learn about the current trends taking place in the financial management of today's modern practice.
3. **"The Hospital Financial Physical"** - Every day you determine the health of your clients pets to make sure they are well taken care of, but how about the well-being of your practice? Review financial controls which should be in place to make sure you are capturing all of your income, maintaining proper inventory levels and performing correct record keeping within your practice.
4. **"Performance Based Budgeting"** - Are others controlling your financial results or are you? Learn how performance based budgeting can help you achieve the financial reward you expect from your practice. Learn how to build the budget and monitor the results to guarantee your financial success.
5. **"What Does It Take To Get My Loan Approved? Financing Hospital Purchases"** - Whether you are financing a piece of equipment, needing a line of credit or making the purchase of real estate, you should determine the ins and outs of dealing with bankers and leasing companies and learn how to make a winning presentation that will ensure your financing.
6. **"Do You Have the Right Compensation Plan for Associates and your Practice Manager?"** - Learn how to develop compensation plans for associates and practice managers. Get a look at rewarding associates and managers for their efforts. Is there just one way?
7. **"The Most Common Financial Mistakes Veterinarians Make"** - The difference between financial success and financial ruin can be learning from others mistakes. Learn what others have not done to be financially successful and be sure not to make the same mistakes.
8. **"We Have Lots of Inventory - So What's Wrong With That?"** - Inventory is the single largest fluid asset of most veterinary practices. About 30% of most practice income in small animal practices come from inventory sales. Learn what hospitals should consider regarding how much inventory they should stock, how it should be priced and how to deal with the changes in the marketplace for selling products to your clients.
9. **"Are You Maximizing the Power of QuickBooks*?"** - Are you using QuickBooks® efficiently? Many individuals are not aware of and do not utilize the power available in the program. Learn various tips and techniques to maximize the program's use which will provide enhanced practice financial data, meaningful analysis and reporting.
10. **"Financially Beating the Economic Downturn"** - How has the profession weathered the financial storm and what can you do in your practice to be a winner in a tough economy?
11. **"Understanding Profitability in Veterinary Medicine"** - What does it mean to be profitable in veterinary medicine? Learn how to define profitability and how it relates to the value of your practice. Are you as profitable as you think? Learn how financial results can be reported so profitability can be measured and related to hospital value. Learn how QuickBooks® can help you keep score.
12. **"Product Sales and the Impact to Practice Profitability"** - What will current changes in the marketplace mean to you? It's a fast pace changing marketplace. Will market shifts in products mean a change in hospital profitability and hospital values? Learn what's in your future and how to react.
13. **"10 Business Metrics That Will Keep You on Top of Your Game"** - Good business practices and measuring hospital performance is key to keeping you in the game. Learn the most important business metrics that will ensure business success. It's more than just what is on your financial statement or tax return. You cannot manage what you do not measure.
14. **"Creating Financial Success with Proven Techniques That Work"** - When looking at a hospital's finances, understanding what sits behind the numbers is what is most important to a practice's management team. The numbers are only a means of measuring its financial success. Journey through your financial activity to better understand your numbers by knowing what the industry benchmarks are and how to apply them. What's the importance of the hospital balance sheet? What's the difference between cash flow and profits? How do you measure true profitability in a veterinary hospital? Use your numbers to control inventory, set pricing, understand profitability and learn what marketing approaches are most important to drive the financial success of your practice. Develop tools to help you track your success. Remember, you cannot manage what you cannot measure.

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CERTIFIED PUBLIC ACCOUNTANTS & FINANCIAL CONSULTANTS

PERSONAL FINANCES

15. **"Retirement Plans for Today's Practice"** - Few have taken the time to make sure they are properly prepared for retirement. Today the government offers tax incentives for this type of savings but the sea of retirement savings plans is overwhelming. Compare the types of plans available and learn which plan is right for you or your practice. Only with this information will you be able to ensure your nest egg.

16. **"Financial Planning for the Successful Veterinarian"** - With personal financial issues a concern for many, find out what you need to know about your personal plan. Planning is important during the many stages of your career. Will you have enough to retire? What is the best way to save for college and do you have the right estate plan? Get the basics of retirement, estate, education and investment planning.

17. **"A Trip Through the Financial Lifecycle of a Veterinarian"** - Come take a trip through the financial life stages of a veterinarian and learn how each stage of practice life can affect the financial future of your entire life. From graduation to retirement, learn what it takes to create a successful financial plan.

18. **"Financial Planning for Your Early Years in Practice"** - As you complete your education and enter the workforce you are faced with many challenges. When you begin a working career many issues including those related to financial matters come to light. Once you have gotten through employment negotiations, you will have a good idea as to what your salary and benefits will be. How should you plan the remainder of your financial life?

19. **"Financial Planning in Your Mid-Career Years"** - Mid-career financial planning becomes more in depth. Issues expand with life's complexities. Typical mid-career planning issues revolve around family and practice life. It's during mid-career that you might be considering a practice purchase or be considered for admission as a partner in your existing practice. Issues concerning children take on a greater emphasis. The many financial pieces you put in place early in your career should be reviewed. Are you ready?

20. **"Financial Planning for Retirement"** - As you move toward retirement, new issues arise. The financial planning considerations during this time centers on wealth accumulation, retirement and gift planning. Have you addressed those issues well enough to meet your goals? How has the current economic climate affected most individuals with their planning objectives? Learn what it takes to survive in these challenging investment times.

PRACTICE TRANSITION

21. **"What Every Buyer and Seller Needs To Know About Practice Valuations"** - Learn the methodology of practice valuation used in the profession and how it can impact the purchase and sale of a veterinary practice. How can practice value be enhanced before a sale? Don't consider a transaction without getting the answers.

22. **"10 Facts You Need To Know When Selling Your Practice"** - In most cases the sale of the practice is the main source of retirement funds for practice owners. Learn answers to most practitioner issues when they consider selling their practice such as when to sell, should a corporate buyer be considered and should financing be provided by the seller.

23. **"Building a New Hospital"** - Learn when it's time to consider a new hospital and sure ways to get financing. Will you find a friendly local bank or veterinary boutique lender? Which is a better choice? Also, should the equipment be leased or purchased?

24. **"The Checklist for Starting a New Practice"** - Participants will review a checklist for making sure nothing is forgotten or overlooked when deciding or preparing to open a new practice. This includes assessing viability, choosing the right business entity, developing a business plan and financing. It's a must have tool for all new practice owners.

25. **"Who's Watching Out for Practice Buyers? What Buyers Need to Know When Buying Into or Purchasing a Practice?"** - Sellers have their team of existing advisors or brokers to assist them and look after their best interest but who represents buyers? Learn what buyers need to know about practice purchases that represents their interests.

26. **"Practice Transition in the Face of a Tragedy"** - There may come a time when every solo veterinary owner needs to consider the consequences of a disruption in his or her practice caused by illness, disability or death. These events can be devastating for the practice owner and their families. Proper planning can mitigate the consequences. Learn what you can do *before* an event.

27. **"Starting or Buying a Practice? What are the Alternatives and Which is Better?"** - Sellers have their advisory team but who is watching out for young veterinary entrepreneurs who are interested in buying or starting a practice. Find out what you need to know to enter the market place.

HOSPITAL OPERATIONS

28. **"Do You Know Where Your Internal Controls Are? Preventing Fraud in Your Practice"** - Participants will review what internal controls are important to a practice's financial health. What are the warning signs to look for where fraud may exist? We will review how thefts occur and what the most common types of thefts are. Learn from the mistakes of others. Don't get caught with your guard down.

29. **"Contemporary Marketing for Today's Practice"** - The results of a recent survey of veterinary practices conducted by Burzenski & Company, P.C., a veterinary financial management firm, are reviewed to determine what are the marketing trends in today's veterinary practice. This session will provide insight into what's hot and what you will want to make sure you are doing to keep up with today's trends.

TAXES

30. **"What the IRS Knows About Veterinary Medicine"** - Learn about the IRS audit guide that they developed for the veterinary profession and what practitioners need to know to stay out of trouble.

31. **"Tax Tips for the Practice Owner"** - Learn the latest tax tips affecting practice owners from retirement issues to practice sale. Many times significant taxes can be saved based upon the way transactions are structured. Find out the right way before making your next business or personal financial move.

32. **"Choosing the Right Form of Business"** - Learn the different types of practice entities available and which one would best suit your practice from both the legal and tax perspective. Get answers to questions such as can you switch what you already are and which type of entity shouldn't you be?

33. **"Hot Tax Tips for the Current Year"** - Learn how you can use the current tax law, with all its changes, to minimize your tax burdens and build financial wealth. Many times it's all in how you structure an event and avoid the landmines.