



CERTIFICATE OF COMPLETION

Practice Management Certificate Program

AWARDED TO

Kara Doud

for successfully completing the 30.5 hour Practice Management certificate program curated by VETgirl.

Regulating Board:

License #:

Date of Issuance: April 29, 2026

Dr. Justine Lee, DACVECC, DABT
CEO, VETgirl

Dr. Garret Pachtinger, DACVECC
COO, VETgirl



This program is applicable toward the continuing education requirement for the Certified Veterinary Practice Manager (CVPM) program offered by the Veterinary Hospital Managers Association (VHMA).





COURSE OUTLINE (30.5 Hours)

Practice Management: Keys to Practice Health (9/15/19) 1.5 hours

Practice Management: As Goes Diagnostics, So Goes Your Practice/Production (7/21/19) 1 hour

Practice Management: Plug the Leaks in Your Practice, and Your Production (11/4/18) 1 hour

Practice Management: Smart Inventory Management (10/30/18) 1 hour

Best Practices for Financial Conversations (6/23/19) 1 hour

15 Communication Skills for Veterinary Teams (12/2/18) 1 hour

Managing Bad Clients: Google-Seekers, Discount Divas and Obnoxious Smartphone Users (11/18/18) 1 hour

E-commerce/home delivery: How to incorporate into practice to increase client compliance and get patient care (8/6/20) 1 hour

Tips to Manage Your Online Reputation & How to Handle Online Haters (2/25/20) 1.5 hours

Fix These Marketing Mistakes Before They Impact Your Practice (11/16/20) 1 hour

Intergenerational Marketing: One size does not fit all (6/1/20) 1 hour

Budgeting: Spending, saving and increasing your profit margin (1/30/20) 1 hour

The trust edge: building trust, rapport and quality relationships in the veterinary workplace (11/4/20) 1 hour

Powerful Planning: Developing a Compelling, Creative and Successful Strategic Plan (7/15/20) 1 hour

Battling Bullies: Successful Strategies for Battling Bullies in the Veterinary Workplace (5/13/20) 1 hour

Creative culture: Strategies for Achieving Vision and Values (2/19/20) 1 hour

The first 90 days...Practical strategies for onboarding, training, coaching and engaging new employees (12/18/19) 1 hour

Understanding and applying critical leadership laws in the veterinary workplace (10/9/19) 1 hour

Building and empowering a unified, energized and high performing team (5/16/19) 1 hour

Exceptional Engagement: Creating and Leading a Productive, Happy and Loyal Veterinary Team (4/7/19) 1 hour

Best Practices for Exceptional Client Service from Premiere Healthcare Organizations (5/31/18) 1 hour

Where Team Health, Retention, and Revenue Intersect: How Well Do You Utilize Technicians? (11/19/17) 1.5 hours

Emotional Intelligence (9/18/16) 1 hour

Essential Supervision Skills for Veterinary Teams: What You Need to Know (6/26/16) 1 hour

Wellness plans: Transform your well pet services to better serve your client, your team and your business (10/11/20) 1 hour

Inventory management for the busy practitioner - Leveraging vendor relationships and staff efforts to maximize profit (9/20/20) 1 hour

Entity formation: Which business type best serves your new venture (8/16/20) 1 hour

Wag More, Bark Less: Finding Happiness at Home and at Work (10/29/20) 1 hour

Boundaries: What they are and why we need them in practice (and in life) (4/30/20) 1 hour