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The Zoetis Lifelong Care Initiative: Putting the Promise into Practice™*



At the start of a veterinarian's career and on the day a family brings a new pet home, a promise is made—to provide pets with the best possible care. The desire to help pets live long, healthy, and happy lives is shared by all members of the practice team—after all, our love of animals is why we went into veterinary medicine in the first place—and it's also a common bond we share with our clients.

Our goal is to keep pets healthy, with health defined as a state of physical, emotional, and social well-being, and not merely the absence of disease.¹ While most of us believe we are providing a high level of health care to our patients as well as good service and value to our clients, is it possible that there's room for improvement? Are our patients receiving the quality **preventive** health care they deserve? Do we have a personalized lifelong vision for the care of each pet? Are there communication gaps that could be causing poor client compliance with recommendations? Are associates and staff

members empowered to become more successful? Is the practice enjoying the desired level of growth?

THE CASE FOR LIFELONG CARE

The overarching objective of the Lifelong Care Initiative is to transform veterinary care from a *reactive* model to a healthier *proactive* model that shifts veterinarians from *problem solving* to *problem prevention*² and encourages pet owners to establish healthier habits for their pets and engage with their veterinarian more frequently and meaningfully. Lifelong Care will provide the educational tools and resources to put that promise into practice.

Lifelong Care encompasses comprehensive, ongoing veterinary care throughout a pet's life including preventive care visits, diagnostics, nutrition, vaccination, and lifelong management of chronic disease (eg, osteoarthritis, diabetes mellitus, atopic dermatitis). The approach goes beyond emergency and "routine" veterinary care to enhance the human-animal bond, resulting not only in healthier pets but also healthy families, practices, and communities.

This strategy of a **continuum of care** is supported by three pillars—**prevention**, **detection**, and **treatment** (Figure 1).

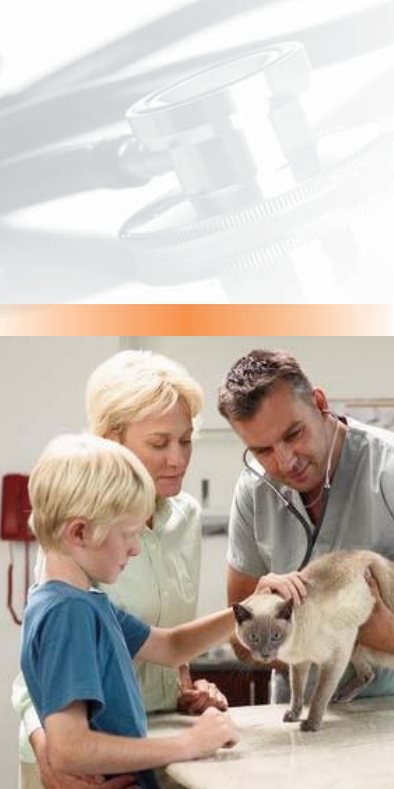
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Are you keeping the promise?

Discover how your clients—and your health care team—rate the quality of preventive pet health care provided at your practice with a new survey tool on page 7.

*Lifelong Care is an initiative of Zoetis providing veterinarians with educational tools and resources to help transform veterinary care to a healthier proactive model. For more information, go to www.zoetis.com/lifelongcare.



Only 32% of pet owners surveyed are fully convinced that routine examinations are necessary, and 36% take their pets to a veterinarian only for vaccinations.³

Evidence-Based Care

To achieve the goal of lifelong care, the veterinary team needs to be prepared to embrace evidence-based practice of the most common preventive, wellness, and acute-care strategies and develop care pathways to ensure the thoughtful long-term management of chronic conditions. Hospitals should endeavor to codify best practices that are common to all veterinarians in a practice and based on the most current standards of care (Table 1). These standards need to be periodically reviewed and updated as new evidence becomes available.

Pet owners want veterinarians to provide them with health guidelines in accordance with their pets' needs that map out the timing of routine veterinary visits, signs of pet illness, and approaches to optimize their pets' health.³ Adopting and implementing guidelines, protocols, and evidence-based care allows the veterinary practice team to satisfy this desire of pet owners while simultaneously better meeting practice revenue objectives.^{4,5} A suitable starting point is to consider what risk factors might influence the decision-making process. The process can then continue by evaluating which strategies should be employed for prevention, detection, and treatment for an individual pet.

THE EVIDENCE FOR LIFELONG CARE

Prevention

Preventive medicine is a core competency of the veterinary profession. Our major preventive strategies include vaccination, screening for early indicators of disease, parasite con-

trol, optimal nutrition and physical activity for each life stage, behavior counseling, sensible exercise programs, breeding recommendations (to help prevent heritable conditions), optimal spay/neuter timing, oral hygiene, and even counseling on pet selection to minimize the risk that a pet will later be relinquished to a shelter, abandoned, or euthanized for non-medical reasons.⁶

Currently, many pet owners associate the need to see a veterinarian only with vaccination or serious illness. Only 32% of pet owners surveyed are fully convinced that routine examinations are necessary, and 36% take their pets to a veterinarian only for vaccinations.³ These data point to a larger underlying issue in the overall decade-long decline in veterinary visits⁷—the failure to grasp the true value of preventive medicine and regular lifelong care.

Another troubling trend is a belief held by many pet owners and some veterinarians that certain preventive practices may be inherently risky or unsafe.⁸ For example, some pet owners express the concern that veterinarians have been overvaccinating their pets without good evidence to support more frequent vaccination.⁸ Vaccination is associated with minimal risk and should be part of routine preventive health care.^{4,9} Two studies with substantial data sets have convincingly demonstrated that the actual occurrence of adverse events following routine vaccination is, in fact, very low at 0.38% in dogs and 0.48% in cats.^{10,11} In fact, there is evidence that pets routinely brought to veterinary clinics for vaccinations tend to be in better health than those that are not.⁹ Adoption of existing vaccine guidelines (Table 1) may help to further decrease any potential adverse events associated with vaccination.^{12,13}

Each year, despite the availability of highly effective parasiticides and treatments, thousands of cases of parasitism are still diagnosed, with many more not identified or reported. Fleas, ticks, and parasites, while commonly seen as a "nuisance" to the pet, can also transmit diseases between pets and people.¹⁴ Heartworm infection is certainly not a new threat, and yet, despite recommendations from experts (Table 1) including the American Heartworm Society and Companion Animal Parasite Council, roughly half of the more than 78 million dogs in the U.S.¹⁵ and an even higher percentage of cats still fail to receive appropriate prophylactic medications for this entirely preventable infection.¹⁶ Year-round protec-

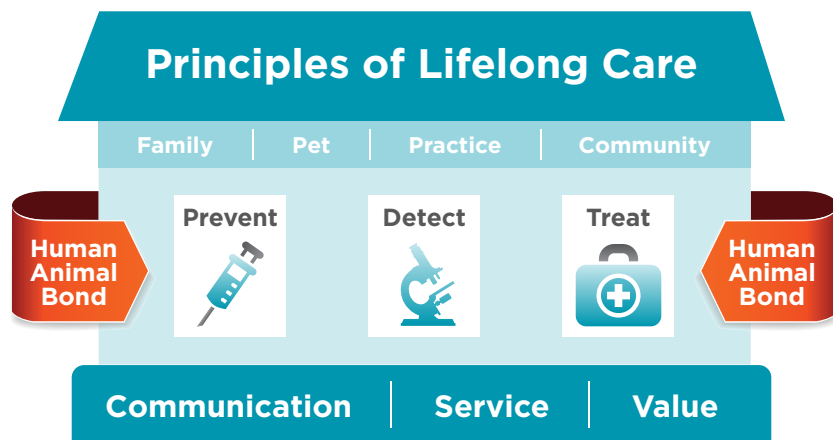


Figure 1. Lifelong care is a continuum supported by three distinct pillars—prevention, detection, and treatment.

tion encompassing both internal and external parasites is now recommended for all dogs and cats.¹⁷ From a cost perspective, preventing the problem is always less expensive than treating a parasite infection or infestation.

Detection

The second pillar of lifelong care is the early detection of a disease or disorder while the condition is still subclinical and the pet is “well.” A comprehensive history, physical examination, and appropriate periodic diagnostic screenings are the key components of detection. Diagnostic screening might also include genotypic (eg, DNA testing) and phenotypic testing (eg, radiographic assessment for hip dysplasia or other actual physical expression) for heritable medical issues.¹⁸ A good patient history is important not only as a diagnostic tool, but also to discern the client’s needs and expectations.

Presently, veterinarians recommend routine diagnostic screening tests for the health or wellness of older animals.¹⁹ In one study, a previously unrecognized problem was identified in 80% of senior dogs (*see sidebar on page 4*),²⁰ while a second study found a new diagnosis attributable to routine screening blood analysis in 30% of senior dogs tested.²¹ Polzin et al reported that chronic kidney disease was pres-

ent in about 20% of dogs between 7 and 10 years old, increasing to 45% in dogs older than 10 years of age.²² A recent study in cats²³ (*see sidebar*) showed that, despite being apparently healthy, middle-aged and older cats can often have abnormalities found through physical examination or laboratory tests that might benefit from veterinary intervention and monitoring. These findings underscore the need for routine health examinations in younger as well as older animals. Screening tests in 7827 adult dogs, the majority aged 2 to 11 years, from across the U.S. that were presented for a routine wellness visit uncovered anomalies warranting further investigation in 31% of cases (Pet Wellness Report, Zoetis, data on file).

Diagnostic screening tests also can provide baseline values and facilitate long-term monitoring to establish trends that may help to identify subclinical disease. Without early detection and management, many of these conditions can lead to a significant decrease in a pet’s quality of life.²⁴

Treatment

The third component of lifelong care centers on the medical management of conditions. Early therapeutic intervention has been shown to offer the best chance of successful

The second pillar of lifelong care is the early detection of a disease or disorder while the condition is still subclinical and the pet is “well.”



Table 1. Current Pet Care Guidelines

American Association of Feline Practitioners (AAFP) Guidelines:

<http://www.catvets.com/professionals/guidelines/publications/>
Antimicrobial Use, Feline Behavior, Feline Handling, Feline NSAIDs, Feline Nursing, Feline Vaccines, Pain Management, Retrovirus Management, Senior Care, Zoonoses

American Association of Animal Hospitals (AAHA) Guidelines:

<http://www.aahanet.org/Library/Guidelines.aspx>
Anesthesia, Antimicrobials, Canine Life Stages, Canine Vaccines, Dental Care, Diabetes, Fluid Therapy, Mentoring, Nutritional Assessment, Pain Management, Preventive Care, Referrals, Senior Care

AAFP-AAHA Feline Life Stage Guidelines:

<http://www.aahanet.org/Library/FelineLife.aspx>

American Veterinary Medical Association (AVMA)

Guidelines for the Euthanasia of Animals
<https://www.avma.org/KB/Policies/Documents/euthanasia.pdf>

AAHA/AVMA Partnership for

Preventive Pet Healthcare
<http://www.pethealthpartnership.org/>

American College of Veterinary Internal Medicine (ACVIM) Guidelines:

<http://www.acvim.org/websites/acvim/index.php?p=22>
Antimicrobial Use for Urinary Tract Disease, Blood Donor Screening, Canine Chronic Valvular Disease, Ehrlichial Disease, Endoscopic Biopsy, Enteropathogenic Bacteria, Helicobacter, Leptospirosis, Lyme Disease, Proteinuria, Systemic Hypertension

American Heartworm Society (AHS) Guidelines:

<http://heartwormsociety.org>
Canine Heartworm, Feline Heartworm, Heartworm Management During Adulticide Unavailability

American Kennel Club (AKC) CHF Testing

<http://www.akcchf.org/canine-health/genetic-tests/>

Companion Animal Parasite Council (CAPC) Guidelines:

www.capcvet.org/recommendations/index.html

Genetic Connection Searchable database

<http://www.aahapress.org/geneticconnection>

Treatment of Canine Atopic Dermatitis

<http://onlinelibrary.wiley.com/doi/10.1111/j.1365-3164.2010.00889.x/supinfo>
2010 Clinical Practice Guidelines from the International Task Force on Canine Atopic Dermatitis

Treatment of Demodicosis in Dogs

<http://onlinelibrary.wiley.com/doi/10.1111/j.1365-3164.2011.01026.x/pdf>
2011 Clinical Practice Guidelines

Veterinary Emergency & Critical Care Society (VECCS)

www.veccs.org
CPR Guidelines



Early therapeutic intervention has been shown to offer the best chance of successful long-term management of many conditions such as kidney failure or cardiac disease.^{25,26}

long-term management of many conditions such as kidney failure or cardiac disease.^{25,26} Clearly distinguishing between curing a medical condition and long-term management is important when discussing the many benefits of intervention with pet owners.

One component of health management is the systematic and organized approach to providing care for such chronic conditions as osteoarthritis, atopic dermatitis, and diabetes mellitus, to name a few.²⁷ If the veterinarian has not communicated the benefits of life-long care nor established an ongoing relationship with the pet and owner, care may not be sought until late in the course of a disease. A 2011 survey indicated that only 36% of dog owners and 28% of cat owners would take their pet to a veterinarian for management of existing disease.²⁵ In a survey of cat owners, 55% were unaware that cats could have subclinical kidney disease. Yet when cats are diagnosed with kidney disease in its early stages, they often live for another 2 to 3 years with appropriate management while those diagnosed in later stages often live less than 6 months after diagnosis.²⁵

Early intervention in primary conditions

can also reduce the risks of secondary problems. Periodontal disease is among the most common conditions affecting dogs and cats, yet it is often ignored by pet owners or undertreated by veterinarians. A recent large study demonstrated that the likelihood of kidney and cardiac diseases increased over time with an increasing severity of periodontal disease.^{25,26} Furthermore, when existing periodontal disease was treated, the risk of life-threatening kidney failure in dogs was reduced by 23%.²⁷ These findings highlight the value of routine oral health exams by veterinarians and early intervention to correct underlying dental problems.

In addition, prevention, detection, and treatment of pain should be provided to all patients. Through this process, patient quality of life, pet owner satisfaction, and perceived value of veterinary care are more likely to improve while patient stress, recovery time, and potential for exacerbation of co-morbidities will likely decrease. Measurement of quality of life in veterinary medicine has until just recently been based on subjective findings, with behavior change the most common and consistent indicator.²⁸ Validated quality of life surveys may be of particular use in evaluating the impact of early interventions on veterinary patients.²⁹

Two recent studies showed that owners often fail to recognize and report signs of age-related disease—and veterinarians are not looking for subclinical disease

A prospective health screen of 45 dogs older than 9 years of age registered at a mixed-animal practice in the United Kingdom included history taking, physical examination, and urinalysis. At least one previously unrecognized problem was identified in 80% of 45 dogs with 353 findings (mean 7.8 per dog) recorded. Screening elderly dogs identified unrecognized and unreported health risk factors resulting in lifestyle modification and ongoing monitoring, as well as signs of age-related diseases resulting in diagnostic investigations, early diagnoses, and surgical and medical interventions to improve quality of life. (Davies et al, 2012)²⁰

In a prospective study from Ghent, Belgium, routine health screening tests were evaluated in apparently healthy middle-aged and old cats. One hundred cats 6 years and older underwent blood pressure measurement, physical examination, blood and urine analysis, indirect funduscopy, and bilateral Schirmer's tear tests. Findings included gingivitis in 72 cats, crystalluria in 41 cats, submandibular lymphadenopathy in 32 cats, elevated creatinine concentration in 29 cats, hyperglycemia in 25 cats, thyroid goiter in 20 cats, FeLV infection in 14 cats, heart murmur in 11 cats, elevated systolic blood pressure (>160 mmHg) in 8 cats, elevated total thyroxine concentration (>3.5 µg/dL) in 3 cats, and overt proteinuria (urine protein:creatinine ratio >0.4) in 2 cats. The common occurrence of abnormalities found through physical examination and laboratory analysis in apparently healthy old cats underlines the need for regular health checks and the development of age-dependent laboratory reference intervals. (Paepe et al, 2013)²³

PUTTING THE PROMISE INTO PRACTICE: FUNDAMENTAL DRIVERS OF LIFELONG CARE

To facilitate the adoption of lifelong care principles in practice, veterinarians need to understand the major “drivers” of pet owner engagement in the process—the human–animal bond, communication skills, value, and customer service—in addition to maintaining a high level of clinical competence.

The Human–Animal Bond

Companion animal relationships provide consistent, reliable bonds and facilitate transition through an individual's or family's life changes. In addition, the tangible health benefits that pets provide their human companions continue to be elucidated.^{30,31} Regardless of a pet's ascribed role in a household,³² its presence can provide human health benefits such as decreasing stress and pain, improving cardiovascular and psychosocial health, and providing a nurturing environment for children. Evidence supporting the health benefits of the human–animal bond can be found at HABRI Central (*see sidebar on page 5*).

The veterinary health care team is in a privileged and unique position to help pet owners optimize and lengthen their relationship with their pets through the provision of enhanced lifelong care. Clinics that have successfully integrated consideration of the human-animal bond into their day-to-day procedures recognize multiple benefits to the practice.³³⁻³⁵ First, because of the trust and rapport that exist between veterinarians and highly bonded clients, those clients are more likely to accept veterinary recommendations—that is, they are more likely to believe that the veterinarian will recommend only interventions that the pet needs without attempting to “sell” them unnecessary products or services.³⁶ Second, pet owners who are highly bonded to the practice are far more loyal than owners who are not.³⁶ Finally, individuals who work in practices that successfully incorporate the human-animal bond tend to have excellent communication skills, which facilitate the conversations team members must have about the value of recommended diagnostics and treatments.³⁶

Communication

Communication skills are vital to building healthy veterinarian-client relationships, enhancing client satisfaction and compliance with recommendations, and improving patient medical outcomes. Fortunately, communication skills are eminently teachable.^{37,38} This fact is often overlooked as “communication” is frequently considered as a single, broad construct attributable to an innate quality or personality trait rather than as a defined skill set. In fact, specific communication skills can be learned and implemented with great success.^{35,36} Appropriate training programs and workshops, such as the frank™ Communication Series (see sidebar), can improve the communication skills of all veterinary practice staff. Online tools, such as the Pet Wellness Report® (see sidebar on page 6), can help to enhance communication between the veterinarian, clinic staff, and pet owner.

Considerable evidence indicates that communication skills are critical to successful patient and practice outcomes:

- Utilizing key communication skills such as open-ended rather than closed-ended questions and reflective listening has been shown to elicit valuable medical information from owners, including key diagnostic



Established in 2010, the **Human Animal Bond Research Initiative (HABRI)** is a national, nonprofit foundation of animal-focused businesses, organizations, and individuals dedicated to achieving widespread recognition of the positive role animals play in the health and well-being of humans, families, and communities. HABRI's mission is to support research, education, and other charitable activities that validate the positive impact the human-animal bond can have on the integrated health of families and communities. A key strategy of the HABRI Foundation is the development of a comprehensive online research center, HABRI Central, www.HabriCentral.org. Maintained by Purdue University, HABRI Central provides a centralized directory of research and information concerning the human-animal bond.

clues that likely would not have been revealed in response to basic yes/no questions.^{20,39,40}

- Gaining a clear understanding of the client's expectations has been shown to inform the veterinary team and shape its ability to meet or even exceed them.^{37,41,42}
- Good communication skills drive the perception of value and increase the likelihood that a client will follow a veterinarian's recommendations. Being able to effectively communicate the reason for the recommendation and the potential outcomes and risks are very important components in soliciting owner compliance.^{3,43-45}
- The appropriate use and recognition of non-verbal messages and the expression of empathy³⁶ are skills that are vital to building an effective veterinarian-owner relationship. Following a relationship-centered approach, client input should be used in the decision-making process to determine a patient's care.³⁷
- While veterinarians may often be focused on explanations of disease states and the value of their services, clients want explanations focused specifically around what it means for the health and well-being of their pet.⁴⁶ Information should be provided in small portions and the veterinarian should frequently check the owner's comprehension.³⁷

Value

Veterinarians should clearly communicate their lifelong care strategies so pet owners can better appreciate the actual expenses they are likely to encounter. The safety nets in place for human health care do not exist for pets, so veterinarians must find ways to help make pet health care affordable and more predictable.



www.frankworkshops.com



Fortunately, communication skills are eminently teachable.^{37,38}



Clients may have difficulty comparing practices on the basis of medical expertise, but they can readily differentiate on the basis of customer service and perceived value delivery.

Having this discussion with pet owners helps them plan for the cost of future care.

Clients may have difficulty comparing practices on the basis of medical expertise, but they can readily differentiate on the basis of customer service and perceived value delivery. In fact, how clients perceive the value of the services and products they receive is often the most important differentiator. It affects their acceptance of medical recommendations, purchasing behavior, treatment compliance, and adherence.^{47,48}

Learning how to enhance the client's perception of value for a product or service may require a shift in thinking. Explaining why purchasing a veterinary-prescribed and labeled branded medication at the clinic is worth the additional price over a generic, non-veterinary branded substitute purchased at a retailer helps to enhance the perceived value of the in-clinic purchase. Being able to explain that all ovariohysterectomies are not necessarily performed with the same perioperative care and pain management reinforces the value of having the surgery done at your veterinary hospital. This is value delivery.

The affordability of veterinary care is important because cost can be a limiting factor and therefore veterinarians need to communicate the *value* of lifelong care. When owners have not planned for veterinary expenditures, they sometimes have difficulty coming up with the funds needed. In many cases this apparent obstacle to appropriate care can be overcome. An essential step is collaborative discussion between the veterinarian and pet owner. With a

lifelong "maintenance schedule" for these pets, owners can take a more strategic view on setting aside money to cover such anticipated expenses. Owners also need to be counseled about the unanticipated expenses that might occur (eg, injuries, visits to emergency clinics and specialists) so they can plan for those as well.

Veterinary pricing plays some role, however, in the affordability issue. In many practices, the markup model used for most pharmaceutical sales and laboratory testing and other services has the unintended consequence of not closely aligning the final client price with value delivered.⁴⁹

A number of risk management strategies can also help to keep veterinary care affordable:

- **Pet insurance** is an excellent way for clients to plan for unanticipated veterinary expenditures. Research has shown that clients with insurance scheduled 40% more veterinary visits and spent twice as much on veterinary care over the life of their pet.⁵⁰
- With **wellness or payment plans**, services are often bundled and paid for over a period of time, typically one year. These plans may include multiple visits and even discounts to encourage clients to participate. Such plans need to be designed and closely monitored to ensure that they are actually profitable for practices.⁵¹
- **Third-party payment plans** (eg, CareCredit™) can also help to make veterinary care more affordable. In one study, 71% of cardholders using third-party payment said having a financing option positively affected their decisions regarding the level of treatment they provided their pets.⁵²

Customer Service

Today's clients expect those working in a veterinary clinic to be both competent *and* kind. When service is competent, courteous, and compassionate, a *differentiated experience*—defined as a systematic approach to interacting with clients that consistently builds loyalty—is possible. Loyal clients return and refer.⁵³ The objective of improving client service should be "client-centered patient advocacy to extend and enhance the quality and duration of an animal's life," which involves setting service expectations and standards of behavior for every member of the practice staff.⁵⁴ Ensuring that every client has a memorable experience requires empathetic employees who believe that their work and a focus on wellness mat-



The **Pet Wellness Report** is a proactive health assessment for pets. It helps the veterinarian comprehensively screen patients for subclinical disease and certain common risk factors and enhances the information exchange between

the veterinarian, clinic staff, and the pet owner. The Pet Wellness Report is not designed to be a stand-alone diagnostic tool, but rather augments the veterinarian's current screening protocols.

The Pet Wellness Report includes comprehensive laboratory screening and an online health questionnaire. The Report provides detailed health and lifestyle information written in easy-to-understand language, enabling more informed conversations with clients about their pet so that pet owners better understand the value of preventive care and are more compliant with veterinary recommendations.

Implementing personalized, proactive health assessments for pets—together with a lifelong care plan—allows veterinarians and pet owners to embrace the continuum of care. For more information, call 1-855-PWR-PETS or e-mail pwrsupport@zoetis.com.

ters. Outstanding service (*competence + courtesy + compassion*) fosters loyal, referring customers and healthier hospital revenues.⁵⁵ Furthermore, these subtle indicators of quality are an important differentiator for pet owners in choosing among practices.⁵⁶

IMPLEMENTING LIFELONG CARE IN PRACTICE: THE NEXT STEP

Recognition of the need to redefine a veterinarian's role from that of a problem solver to that of problem preventer is growing.² Refocusing on disease prevention and early detection will reintroduce pet owners to the idea that veterinary practices should be their primary destination for all aspects of their pet's health care throughout its life. Through initiatives such as Partners for Healthy Pets, leading animal health organizations are working to broaden the current concept of preventive health care to include nutrition, dental care, behavior, pain assessment, and life-stage management as well as vaccinations and parasite control. Effectively installing this "lifelong care" approach through a personalized, proactive continuum of care leads to increased pet-owner satisfaction, compliance, and service utilization, allowing veterinary practices to grow in step with their customers (the healthy pet, healthy practice philosophy).^{2,57} The online Partners for Healthy Pets Toolbox (*see sidebar*) provides access to a number of practical resources to assist with refocusing a practice on disease prevention and early detection.

Communicating the value and importance of the lifelong care concept to pet owners and highlighting the central role veterinarians and their staff play in enhancing the human-animal bond are key parts of the pet owner-practice relationship-building process and the toolbox has a number of resources to help build communication skills in this regard. If you are interested in discovering potential areas for improvement within your practice, The Opportunity survey developed by Partners for Healthy Pets (*see sidebar*) is a very practical way to identify gaps in how the veterinary team communicates the importance and value of preventive care and serves as a great starting point for putting lifelong care into practice.

CONCLUSION

In the face of a decade-long trend of declining pet owner utilization of veterinary services,⁶



The **Partners for Healthy Pets Resources Toolbox** was developed to help veterinary professionals communicate the value and benefit of preventive care, build enhanced relationships with pet owners, and deliver an even higher quality of preventive health care to patients. The Toolbox

contains tools and resources for use throughout the practice. The tools are organized into six categories:

- The Opportunity survey—see box below
- Communications Skills—a video series
- Implementing the Preventive Healthcare Guidelines—inspirational video, webinar, and staff training materials
- Annual Preventive Pet Healthcare Plans—describes annual wellness (payment) plans
- Using Internet Marketing and Social Media
- Creating a Feline-Friendly Practice

To get started, log on at www.partnersforhealthypets.org and take advantage of these complimentary tools and resources.



Are You Keeping the Promise?

Take 'The Opportunity' survey and discover how your clients feel about preventive pet health care and compare their viewpoints with those of your team.

The Opportunity is an exclusive online practice survey tool from **Partners for Healthy Pets**, designed to uncover gaps between what practices communicate and what pet owners understand. Discover how your clients feel about preventive pet health care and compare their viewpoints with those of your team. All survey responses are anonymous. You can use these insights to refine and enhance specific practice areas and services and, with the help of Partners for Healthy Pets, put practical solutions to work. **Go to www.partnersforhealthypets.org, open the Resources Toolbox, and take 'The Opportunity' survey today!**

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veterinarians now realize the need to shift the focus of veterinary care away from the traditional "reactive care" model to a proactive "lifelong care" approach. A key step on the road to lifelong care is creating a sense of urgency about and advocating for the benefits of the fundamental principles of lifelong care—prevention, detection, and treatment—to bring about the necessary behavior changes on the part of both the veterinary health care team and pet owners.

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