Keith True Questions

Hi Keith,

I’ve drafted these sets of questions for you in preparation for the upcoming panel discussion, “Veterinary Talent Solutions Panel: The Workforce Crisis – Real Strategies to Recruit, Retain, and Rebuild Veterinary Teams.” If you’d like to adjust or suggest additional questions, please feel free to share your thoughts.

If the questions meet your approval, kindly reply to this email confirming the questions. If you’d like to make any changes or refinements, you’re welcome to do so.

Looking forward to your feedback!

**Please note: 05 questions will be directed to you during the panel. Each panelist will be assigned 05 questions equally, which will be asked during the discussion.**

* How do ownership or partnership models impact long-term retention and job satisfaction in the veterinary field?
* Many veterinarians feel trapped between career passion and burnout. From your experience, how can clinics design roles or compensation models that promote both financial prosperity and personal fulfillment?
* When recruiting top talent, how can practice owners communicate growth opportunities—such as ownership tracks or leadership roles—that inspire commitment rather than short-term employment?
* What are some practical steps veterinary businesses can take to build a sense of purpose and autonomy among their teams, especially when facing staffing shortages or high turnover?
* As the industry evolves, what’s your vision for redefining “career success” in veterinary medicine—beyond traditional employment structures?

Charlotte Weir Questions

Hi Charlotte,

I’ve drafted these sets of questions for you in preparation for the upcoming panel discussion, “Veterinary Talent Solutions Panel: The Workforce Crisis – Real Strategies to Recruit, Retain, and Rebuild Veterinary Teams.” If you’d like to adjust or suggest additional questions, please feel free to share your thoughts.

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Looking forward to your feedback!

**Please note: 05 questions will be directed to you during the panel. Each panelist will be assigned 05 questions equally, which will be asked during the discussion.**

* How do you see culture influencing recruitment success in both new and established veterinary organizations?
* You’ve scaled operations across multiple veterinary businesses—what recruitment strategies have consistently attracted high-performing talent across different company stages or regions?
* Many veterinary leaders struggle to retain top talent after periods of rapid growth. What approaches have you found most effective for building loyalty and long-term engagement beyond financial incentives?
* In a competitive talent market, how can startup or emerging veterinary organizations position themselves as desirable employers compared to large corporate groups?
* Looking at the broader workforce crisis, what key shifts do you believe veterinary businesses must make—culturally or operationally—to create sustainable and fulfilling career paths?

Tab 3

### **Panelist 1: Keith True**

**Creating Freedom for Veterinarians: Ownership Opportunities, Financial Prosperity, and a Career on Your Terms** 📧 keith@truevetpotential.com | 📞 630-338-9779

#### **1. Redefining Career Success in Veterinary Medicine**

* How can ownership or partnership models create greater stability and long-term satisfaction for veterinarians compared to traditional employment structures?
* What steps can veterinary leaders take to help associates explore ownership without overwhelming them with financial or managerial risks?

#### **2. Combating Burnout Through Financial and Career Freedom**

* Many veterinarians face burnout due to limited flexibility and unclear growth paths. What strategies can practices adopt to provide both professional autonomy and work-life balance?
* How can clinics design compensation models that reward performance while supporting wellness and longevity in the profession?

#### **3. Recruiting Talent Through Opportunity and Purpose**

* How can practices better communicate ownership potential or leadership pathways during recruitment to attract motivated, long-term team members?
* What messaging or interview strategies help highlight a practice’s culture and growth mindset to potential hires?

#### **4. Building Retention Through Empowerment and Trust**

* What are some ways to build team loyalty through empowerment—beyond traditional pay raises or bonuses?
* How can practice owners maintain transparency and inclusion to help their teams feel genuinely invested in the business’s success?

#### **5. The Future of Veterinary Career Models**

* As the industry evolves, how do you see the definition of “career success” changing for veterinarians and support staff?
* What role will entrepreneurship and ownership opportunities play in solving the current workforce shortage?

### **Panelist 2: Charlotte Weir**

**Expert in Veterinary Startups | Founder, VP & Strategic Advisor | Senior Business Consultant** 📧 charlotte@roo.vet | 📞 630-338-9779

#### **1. The Power of Culture in Recruitment**

* From your experience leading veterinary startups and corporate integrations, how does culture directly impact recruitment success?
* What can smaller or independent practices learn from larger organizations about creating a culture that attracts the right talent?

#### **2. Scaling Teams While Maintaining Engagement**

* You’ve helped scale multiple veterinary businesses across diverse markets. How can leaders maintain personal connection and engagement during rapid growth?
* What systems or leadership practices ensure alignment and shared values across expanding teams?

#### **3. Retention Beyond Compensation**

* What retention strategies have you found most effective for keeping top performers inspired and loyal—beyond financial incentives?
* How can practice leaders identify early warning signs of disengagement or burnout before turnover occurs?

#### **4. Standing Out in a Competitive Talent Market**

* In a field saturated with corporate consolidators, how can emerging veterinary businesses differentiate themselves as desirable employers?
* What role does transparency in leadership, vision, and flexibility play in attracting next-generation veterinary professionals?

#### **5. The Future of Workforce Strategy in Veterinary Medicine**

* Based on your experience across multiple ventures, what key shifts are needed to build sustainable, future-ready veterinary teams?
* How can innovation and adaptive business models help overcome the ongoing workforce shortage while improving job satisfaction?