



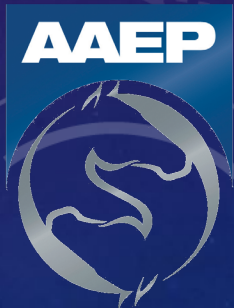
# YOUR PRACTICE, YOUR WAY: CRAFTING A SOLO VETERINARY CAREER YOU LOVE

(AKA HOW TO START YOUR OWN SOLO AMBULATORY  
PRACTICE IF YOU HAVE NO CLUE WHERE TO BEGIN,  
AND DON'T HAVE UNLIMITED RESOURCES)

INGRID M. WOLFF, DVM

AMERICAN ASSOCIATION OF EQUINE PRACTITIONERS  
STUDENT EDUCATION AND OUTREACH COMMITTEE

APRIL 2026



**AAEP**

LIVE YOUR PASSION

# HOW DO YOU EAT AN ELEPHANT?

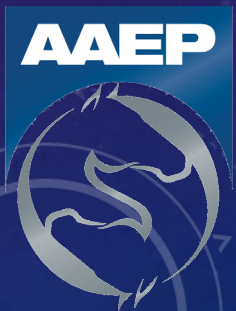
- Disclaimer:

I do *NOT* have an MBA, (nor do the practitioners and others who shared info for this presentation) am not an accountant/CPA, insurance guru, lawyer, property owner, am not particularly good at money matters, and have very little education in terms of tech savvy. There are people out there that are *WAY* better at these things than me. But I want to help you get started on your way. Please use everything in the presentation as a springboard. It may not be 100% accurate because things change constantly, but it will send you in the right direction to make things work for you.

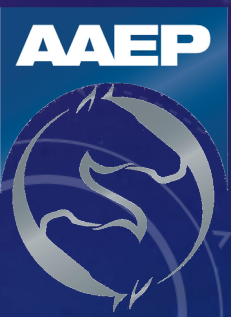
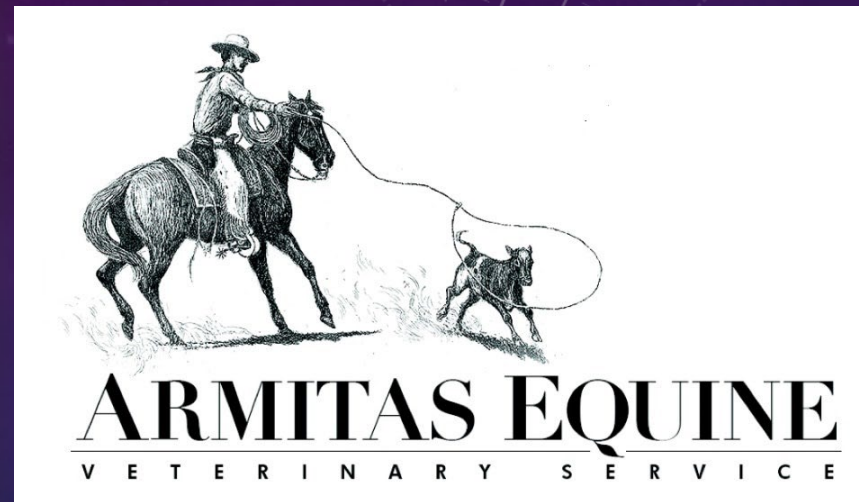
We will be using California as a reference, but states may have differing rules/names of offices, etc.

I also want to apologize in advance that this talk may not be the most stimulating in terms of vet practice. The material is kind of dry, even for my ADHD brain.

So, how *DO* you eat an elephant? One bite at a time.



In the  
Beginning...



# WELCOME TO ARMITAS EQUINE VETERINARY SERVICE, INC.

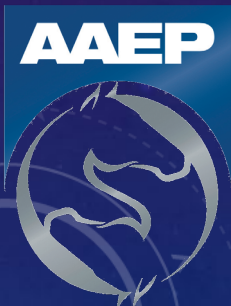
- *Dedicated to good horse health* • *Supporting the human-animal bond* •

*And a love for working with horses every day*



My practice today:

- Advanced podiatry service
- Digital radiology, ultrasonography
- Dentistry
- Wellness and preventative care
- Class IV therapeutic laser
- Equine veterinary acupuncture (coming 2026)
- Field surgery
- Limited emergency care
- Haul-In option available
- Bovine medicine & herd health
- And much more



# FICTITIOUS BUSINESS NAME STATEMENT

## WHAT IS YOUR PRACTICE'S NAME?

### Your County's Clerk Recorder & Assessor's Office

What is your business entity?

Sole-proprietorship  
Incorporation  
LLC

**FICTITIOUS BUSINESS NAME STATEMENT**  
**FIRST FILING - PUBLIC**

Began Transacting Business : 3/10/2014  
Statement Expires On : 3/10/2019

Business Address :  
1152 EASY LANE  
NIPOMO, CA 93444  
County of San Luis Obispo

Fictitious Business Name(s) :  
**ARMITAS EQUINE  
VETERINARY SERVICE**

Registrant Address(es) :  
**WOLFF, INGRID M.**  
1152 EASY LANE  
NIPOMO, CA 93444

[Home](#) > [Departments](#) > [Clerk, Recorder, Assessor & Elections](#) > [Clerk-Recorder](#) > [Fictitious Business Names](#)

## Fictitious Business Names

### General Filing Information

Any person or entity who regularly transacts business, under a fictitious name, in the County of Santa Barbara is required to file a Fictitious Business Name Statement with the Clerk-Recorder within 40 days of first transacting business.

### Name Search

Use this search feature to see if your Fictitious Business Name is taken.

### Fees

View fees for filing for a Fictitious Business Name.

### Fictitious Business Name Copies

A Fictitious Business Name Filing number is required for a copy order.

### Business License

This office does not issue business licenses. We cannot provide advice on where or when a business license is required.

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# BANKING & BUSINESS CREDIT CARD

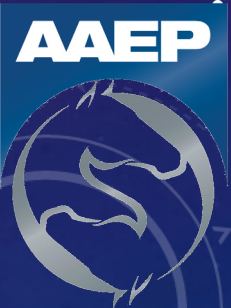
Take your filed and stamped Fictitious Business Name Statement with you to the bank to open your business checking account. Accounts with no fees are optimal, and as your income grows you can change the type of account to an interest accruing account.

- EIN Number
  - This is free online at [irs.gov](https://www.irs.gov), so if someone asks you for a W-9 form, you can give them this instead of handing out your SSN
- Business Checking Account
  - Unless the bank is awesome and gives you free checks, you can get better priced checks and deposit stamps at Costco, or other online sources.
  - Only use this account for business expenses, and save your statements. This is your insurance that if the IRS audits your business, your paperwork will be in order.
- Business Savings Account
  - For when tax time comes around. Set it for an automatic deposit from your business checking account of some amount monthly. Any monthly amount is better than no amount.
  - As your income grows, this is where you can store money for CPA & bookkeeping fees, and yearly retirement account contribution.
- Business Credit Card
  - For vendors, fuel, supplies, memberships, new tires, etc. Save and keep these statements also. Pay it off monthly!
- Venmo, Paypal, Zelle, Stripe & Square or other Credit Card Processing
  - Set these up and connected to your business checking account
  - If they charge transaction fees, let the clients know and have it as a line item on the invoice.
  - Once your income is flowing, you can look at credit card processing services that may be worth your while.



# PROFESSIONAL SERVICES

- Certified Public Accountant
  - Look for one and ask if they have experience in veterinary practices, ideally local.
  - They can help you file articles of incorporation when your income is high enough to make it worthwhile to incorporate or become an LLC for tax purposes, and they will do it for a fraction of what an attorney charges.
  - They will help you make healthy financial decisions
  - Make sure ALL previous year's statements, and tax documents are in their office by mid February, do NOT wait until April!
- Bookkeeper
  - This is not a friend, family member or a friend of a friend. Business is business! It's better this way.
  - Give them your check register, bank & credit card statements throughout the year.
  - Your CPA office may offer this service, it is not prohibitively expensive, and worth every penny so you know it's done right.
- Attorney
  - Prob a good idea to have a relationship with one.
- Certified Financial Planner
  - Will help you set up a retirement account. Each year, you can make a contribution which will help you hold onto your money instead of seeing it go bye bye in a tax payment. And it's good for us to have a retirement account.
  - They can help you set up high interest savings accounts.



# TIME TO LIFT YOUR HEAD AND TAKE A BREAK

- Do your best to not get overwhelmed, remember you are taking small bites.
- You will have time to do these things when you are starting out.
- A lot can be done over a cup of coffee and your laptop.
- Take walks and “plan” while you’re walking.



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# STATE LICENSE, DEA LICENSE, PREMISE PERMIT, WHAT'S THAT?

- State License: For California it's \$530 every two years. It will likely go up.
  - California requires 36 hours of CE and will ask for proof. 30 of these hours have to be live-interactive. Your USDA Category II accreditation renewal will count for some of these hours.
- CURES Account (Controlled Substance Utilization Review & Evaluation System) California only?
- D.E.A. License, through the U.S. Department of Justice: Around \$900 every 3 years
  - When you apply check Category II, IIN, III, IIIN, IV, & IVN as the drugs you may be dispensing
  - On their website, there will be instructions on keeping record of the “scheduled/controlled” drugs
  - Take this very seriously
  - Epicur Pharma has a great webinar they occasionally offer on scheduled drug record keeping
- Premise Permit: \$500 yearly.
  - What the heck is a premise permit?
  - You will add your work vehicle info here.

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# INSURANCE & MEMBERSHIP SO YOU CAN GET INSURANCE

There are many options here, please research and find the one that works best for you.

AVMA: Requires yearly membership to be able to use their insurance services, \$390 yearly, but reduced for recent graduates. It's a bit of a racket, but there you are.

## AVMA PLIT:

Professional Liability Insurance and License Defense: Protects your license and profession

Business Insurance: Insures your equipment and supplies

Disability Insurance: If you get hurt and can't work anymore

## Other Insurance:

Health Insurance: Get it pronto and make it a good one please, no \$5000 deductible. If you don't make enough yet to have to buy your own, the state's health care is good and sign up for it today.

Worker's Compensation: If you get hurt on the job and need serious medical attention.

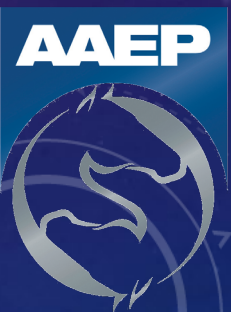
Commercial Auto Insurance: Have a good policy, no liability only. Progressive has commercial auto.

## Memberships:

AAEP: Great CE opportunities, access to journals, used equipment marketplace, find a vet page, and more  
State VMA (California has a Veterinary Medical Association, I am NOT a member)

Local VMA: Find yours. These are great for CE & networking as a new vet on the scene.

Local Equine Breed/Rodeo/Equestrian Facility & Event memberships. Also good for marketing.



# LOGISTICS

## Phone

You can use your current phone and number no problem, but here are important considerations:

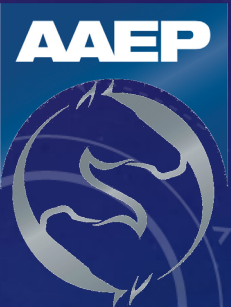
- Do you want to be able to text with your clients?
- You need a place to store contacts
- You need a business voicemail that includes business hours and what your clients need to do in case of a patient emergency and you are not available.

There are phone services available like Google Voice, Grasshopper, Ring Central, and more. Recon which one or none works for you at the moment.

## Email

- Domain name: Example: [@armitasequine.com](mailto:@armitasequine.com) for \$12/year from Google Domains. If you get a website, you've already got the domain name for it. You can buy as many as you like. I have two.

Set up your business e-mail(s) and you can use your domain name. I use gmail but find what you like to use. Make it a super simple email address. I have two gmail addresses for my practice.



# BRAND IDENTITY & MARKETING

Brand & Logo: Design one yourself, have a professional do it, or do it online

- Pick some colors, how it would look embroidered and very small
- 99designs.com
- messerdesign.com was who did my newer logo.

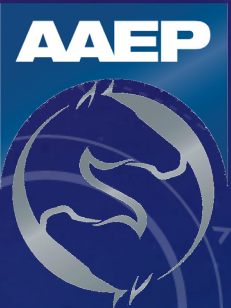
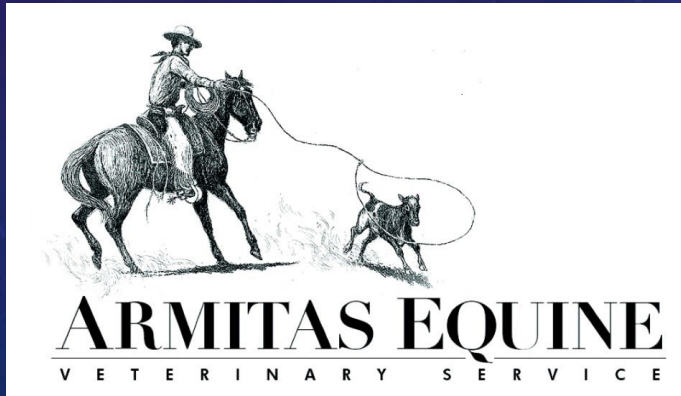
Website: Design one or have a professional do it

- GoDaddy
- SquareSpace
- messerdesign.com did mine
- So many options to search here, but keep it simple

Facebook, Instagram, etc.: Here you can really shine and it's free marketing!

Business Cards: Always have some on you. They do not have to be super fancy, but have your logo, large print font phone number, mailing address, and email.

- Staples
- Vista Print
- Costco for business
- Online
- For fancy ones, 4by6.com



# ACCREDITATION & MORE

## USDA Category II Veterinary Accreditation

Hammer the first part of this out while you're in vet school. Outside of US students & Canadian students, keep a lookout at all times for this, as it can easily be missed and finish the second part as soon as you can once you graduate. When you are in practice, writing Certificates of Veterinary Inspection are a great and in-demand service to offer right away. You will be at the barns and prospective clients will see you.

- VSPS: Veterinary Services Process Streamlining : Free Electronic Health Certs [vsapps.aphis.usda.gov](http://vsapps.aphis.usda.gov)
- VEHCs: International Electronic Health Certificates [vehcs.aphis.usda.gov](http://vehcs.aphis.usda.gov)
- Call your State Food Animal Office for a book of paper Certificates of Veterinary Inspection

PRE ANCCE: You can sign up to be an inscription vet for the PRE Breed Registry. It's free to sign up, the service you offer is similar to writing health certificates or passports, and the registry will advertise for you. And you'll be at the barns.

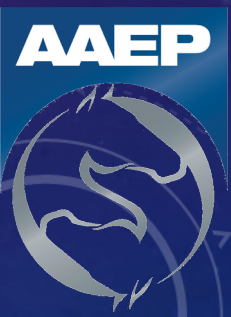
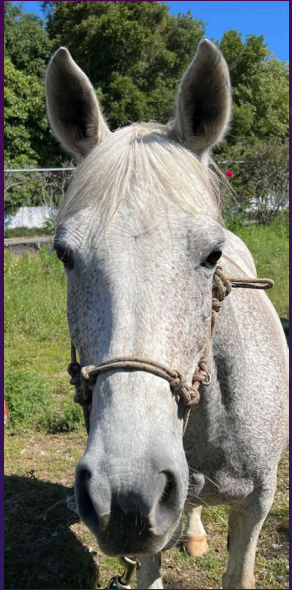
Staples Account: Great for office supplies and printing services, and more. They're super fast to ship also.

Fedex Account: I have one, never use it as it's stupid expensive because my practice doesn't have the volume of a large practice/business. Almost all outside labs have a reduced price shipping label program, and the client pays for this.

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NOW WE REMEMBER WHY WE ARE DOING THIS...BECAUSE HORSES ARE NEAT AND WE WANT TO BE THEIR DOCTOR.



# PRACTICE MANAGEMENT SOFTWARE & MEDICAL RECORD KEEPING

Shop around and demo as many electronic practice management software programs as you can. Some are cloud based, some not.

Most programs will include scheduling, billing, patient records, inventory, credit card processing, and inventory

Some you pay for the software outright, some you pay for monthly as a subscription

Look at ones that can be equine medicine-focused, or if it's AI integrated, can it learn?

Here are a few, and this is by no means all of them:

- CoVet
- DaySmartVet
- EasyVet
- AceSoft
- And more

Client Forms (can be printed and filled out, or sent via email or DocuSign)

- Owner information form
- Authorization for Veterinary Care
- Authorization for Euthanasia (signed in-person at time of service)

Scan or include this in a hard copy folder


Keep all documents for at least 7 years since last treatment.



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# CLIENT FORMS FOR REFERENCE



**ARMITAS EQUINE**  
VETERINARY SERVICE

**OWNER INFORMATION**

OWNER NAME: \_\_\_\_\_

FARM NAME/BOARDING FARM: \_\_\_\_\_

PHYSICAL ADDRESS: \_\_\_\_\_

MAILING ADDRESS: \_\_\_\_\_  
 CHECK IF THE SAME AS PHYSICAL

PRIMARY PHONE: \_\_\_\_\_ SECONDARY PHONE: \_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

PREFERRED METHOD OF CORRESPONDENCE:

PHONE CALL    TEXT MESSAGE    E-MAIL

I AUTHORIZE TEXT MESSAGE CORRESPONDENCE  
 I AUTHORIZE E-MAIL MESSAGE CORRESPONDENCE

WOULD YOU PREFER PAPERLESS INVOICES/RECEIPTS, AND/OR STATEMENTS?  
 YES    NO

**PATIENT INFORMATION**

NAME(S) OF EQUINE(S): \_\_\_\_\_ DOB/AGE: \_\_\_\_\_ SEX: \_\_\_\_\_ BREED & COLOR: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

ARMITAS EQUINE VETERINARY SERVICE, INC. • P.O. BOX 1101, SANTA YNEZ, CA 93460 • 805.452.9468 • OFFICE@ARMITASEQUINE.COM • WWW.ARMITASEQUINE.COM



**ARMITAS EQUINE**  
VETERINARY SERVICE

**AUTHORIZATION FOR VETERINARY CARE**

I, BEING RESPONSIBLE FOR THE DESCRIBED ANIMAL(S) ON THIS FORM, HAVE THE AUTHORITY TO GRANT ARMITAS EQUINE VETERINARY SERVICE, INC. (AEVS), MY CONSENT TO RECEIVE, PRESCRIBE FOR, TREAT AND/OR OPERATE UPON MY ANIMAL.

ARMITAS EQUINE VETERINARY SERVICE, INC. IS TO USE ALL REASONABLE PRECAUTIONS AGAINST INJURY, ESCAPE, OR DEATH FROM MY ANIMAL(S), BUT AEVS WILL NOT BE HELD LIABLE OR RESPONSIBLE IN ANY MANNER IN CONNECTION THEREWITH AS IT IS THOROUGHLY UNDERSTOOD THAT I ASSUME ALL RISKS.

- I AUTHORIZE THE USE OF APPROPRIATE SEDATION AND/OR OTHER MEDICATION(S). I UNDERSTAND THAT THERE ARE CERTAIN RISKS TO ANESTHESIA THAT COULD INVOLVE SERIOUS BODILY INJURY OR DEATH.
- I UNDERSTAND DURING THE PERFORMANCE OF FOREGOING PROCEDURE(S), UNFORESEEN CONDITIONS MAY REQUIRE AN EXTENSION OF DIFFERENT PROCEDURE(S) THAN THOSE SET FORTH IN THE ORIGINAL PLAN. I HEREBY CONSENT TO AND AUTHORIZE THE PERFORMANCES OF EACH PROCEDURE OR OPERATION AS IS DEEMED NECESSARY AND ADVISABLE IN THE PROFESSIONAL JUDGEMENT OF THE VETERINARIAN.

I HAVE READ AND UNDERSTOOD THIS CONSENT FORM. I UNDERSTAND RESULTS CANNOT BE GUARANTEED. I CONSENT TO THE PROPOSED TREATMENT/PROCEDURE DISCUSSED WITH DR. WOLFF OR THE AEVS TEAM. THE ABOVE PROVIDED INFORMATION IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE. I HAVE THE AUTHORITY TO AUTHORIZE AND/OR INSTRUCT A VETERINARIAN TO CARE FOR THE ANIMAL(S) I HAVE LISTED ON THIS FORM.

I ASSUME PERSONAL RESPONSIBILITY FOR ALL CHARGES MADE TO MY ACCOUNT AND UNDERSTAND THAT UNLESS I PROVIDE THE NAME AND CONTACT INFORMATION FOR A DIFFERENT OWNER WHO CAN BE VERIFIED BY AEVS, ALL EQUINES LISTED ON THIS FORM OR PROVIDED LATER WITHOUT THE ABOVE INFORMATION WILL BE PUT UNDER MY ACCOUNT.

I UNDERSTAND THAT IT IS MY RESPONSIBILITY TO NOTIFY AEVS IMMEDIATELY UPON NOTICING INCORRECT INFORMATION CONTAINED IN MY ACCOUNT.

I UNDERSTAND THAT PAYMENT IS DUE AT THE TIME OF SERVICE, UNLESS BILLING ARRANGEMENTS HAVE BEEN APPROVED BY AEVS.

I UNDERSTAND AND AGREE TO THE TERMS OF THIS FORM, AND HEREBY AUTHORIZE AEVS TO EXAMINE, PRESCRIBE, AND TREAT THE EQUINE(S) I HAVE LISTED.

OWNER SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

ARMITAS EQUINE VETERINARY SERVICE, INC. • P.O. BOX 1101, SANTA YNEZ, CA 93460 • 805.452.9468 • OFFICE@ARMITASEQUINE.COM • WWW.ARMITASEQUINE.COM

FOR OFFICE USE ONLY

DATE:	PATIENT:	OWNER:
<b>EXAMINATION</b>	<b>PROCEDURES</b>	<b>MEDICATION</b>
<input type="checkbox"/> Brief Physical <input type="checkbox"/> Complete Physical <input type="checkbox"/> Dermatologic <input type="checkbox"/> Health Certificate <input type="checkbox"/> Incription Service <input type="checkbox"/> Insurance <input type="checkbox"/> Lameness I II III <input type="checkbox"/> Myofascial <input type="checkbox"/> Neonatal <input type="checkbox"/> Neurologic I II III <input type="checkbox"/> Ophthalmic <input type="checkbox"/> Oral <input type="checkbox"/> Podiatry <input type="checkbox"/> Post-Partum <input type="checkbox"/> Post-Mortem <input type="checkbox"/> Pre-purchase <input type="checkbox"/> Redcheck <input type="checkbox"/> Recital	<input type="checkbox"/> Abdominoentesis <input type="checkbox"/> Abscess <input type="checkbox"/> Biopsy <input type="checkbox"/> Cast/ock <input type="checkbox"/> Castration <input type="checkbox"/> Earthening <input type="checkbox"/> Hoof Bandage <input type="checkbox"/> IV Catheter/Drp Set <input type="checkbox"/> Insinuation <input type="checkbox"/> Laceration I II III <input type="checkbox"/> Laser Therapy <input type="checkbox"/> Limb Bandage <input type="checkbox"/> Mesotherapy <input type="checkbox"/> NG Intubation <input type="checkbox"/> Electrolysis <input type="checkbox"/> Epsom Salt <input type="checkbox"/> Mineral Oil <input type="checkbox"/> Pregnancy Check <input type="checkbox"/> Regional Limb Perfus. <input type="checkbox"/> Retained Placenta <input type="checkbox"/> Tooth Extraction <input type="checkbox"/> Wound Care I II III	<input type="checkbox"/> Activated Charcoal <input type="checkbox"/> Amikacin <input type="checkbox"/> Banamine <input type="checkbox"/> Aspirin Powder <input type="checkbox"/> Atropine Ophth. <input type="checkbox"/> Banamine Paste <input type="checkbox"/> Bandage Material <input type="checkbox"/> Bupropion 60ml <input type="checkbox"/> Bute Paste <input type="checkbox"/> Canan V Spray <input type="checkbox"/> Decamethasone <input type="checkbox"/> Doxanoban Grl <input type="checkbox"/> Equisox 60cc, 180cc <input type="checkbox"/> Equisol SA <input type="checkbox"/> Electrolyte Paste <input type="checkbox"/> Eruglufloxin 30 60 90 <input type="checkbox"/> Gastrogel <input type="checkbox"/> Guaifenesin <input type="checkbox"/> Halvonsen Cream <input type="checkbox"/> Hydroxyrine <input type="checkbox"/> IHH Spray <input type="checkbox"/> Insulin Wise 2lb, 5lb <input type="checkbox"/> Isoxyrine <input type="checkbox"/> Meloxicam <input type="checkbox"/> Metformin <input type="checkbox"/> Methocarbamol <input type="checkbox"/> NaCl Ophth <input type="checkbox"/> NeoPoly Bsc Ophth <input type="checkbox"/> NeoPoly Dsc Ophth <input type="checkbox"/> Nurotine <input type="checkbox"/> Praxenol 60cc, 160cc <input type="checkbox"/> Scratches Cream <input type="checkbox"/> SMDZ/TMP <input type="checkbox"/> SSD Cream <input type="checkbox"/> Succalfate <input type="checkbox"/> Surpass <input type="checkbox"/> Sweet Ointment <input type="checkbox"/> Vesta 3D <input type="checkbox"/> Vitamin E
<b>INJECTABLE MEDIC.</b>	<b>IMAGING</b>	<b>PODIATRY</b>
<input type="checkbox"/> Adequan <input type="checkbox"/> B1 B12 B-Complex <input type="checkbox"/> Calcium Gluconate <input type="checkbox"/> CMFK Cal-Plus <input type="checkbox"/> Decamethasone SP <input type="checkbox"/> Diazepam <input type="checkbox"/> Diphenhydramine <input type="checkbox"/> Dipyron <input type="checkbox"/> Dextrose <input type="checkbox"/> DMSO <input type="checkbox"/> Enrofloxacin <input type="checkbox"/> Epinephrine <input type="checkbox"/> Excede/mL <input type="checkbox"/> Florfenicol <input type="checkbox"/> Furosemide <input type="checkbox"/> Gentamycin <input type="checkbox"/> Guaifenesin in DSW <input type="checkbox"/> Hyaline <input type="checkbox"/> Ketamine <input type="checkbox"/> Legend <input type="checkbox"/> Medroxyprogesterone <input type="checkbox"/> Methocarbamol <input type="checkbox"/> Midazolam <input type="checkbox"/> Multimin <input type="checkbox"/> OsFlus <input type="checkbox"/> Oxytetracycline <input type="checkbox"/> Oxytocin <input type="checkbox"/> Phenylbutazone <input type="checkbox"/> Precaine Penicillin G <input type="checkbox"/> Sclerotic <input type="checkbox"/> Acepromazine <input type="checkbox"/> Butorphanol <input type="checkbox"/> Detomidine <input type="checkbox"/> Romifidine <input type="checkbox"/> Xylazine <input type="checkbox"/> Sodium Iodide <input type="checkbox"/> Vitamin K <input type="checkbox"/> Tulathromycin	<input type="checkbox"/> LF <input type="checkbox"/> RF <input type="checkbox"/> LH <input type="checkbox"/> RH <input type="checkbox"/> Carpal Rads <input type="checkbox"/> Elbow Rads <input type="checkbox"/> Fetlock Rads <input type="checkbox"/> Hoof Rads <input type="checkbox"/> Hoof Rads <input type="checkbox"/> Neck Rads <input type="checkbox"/> Pastern Rads <input type="checkbox"/> Skull/Dorsal Rads <input type="checkbox"/> Stifle Rads <input type="checkbox"/> U/S Abdomen <input type="checkbox"/> U/S Soft Tissue <input type="checkbox"/> U/S Reproductive <input type="checkbox"/> Venogram	<input type="checkbox"/> Barefoot Trim Regular <input type="checkbox"/> Bovine Trim <input type="checkbox"/> Calfing <input type="checkbox"/> Clean Trax Treatment <input type="checkbox"/> Equicast Wood EVA <input type="checkbox"/> Glue-On <input type="checkbox"/> Hoof Packing <input type="checkbox"/> Hoof Wall Resection <input type="checkbox"/> Hoof Build Patch <input type="checkbox"/> Pads <input type="checkbox"/> Small Ruminant Trim <input type="checkbox"/> Therapeutic Trim <input type="checkbox"/> Therapeutic Shaving
	<b>FLUID THERAPY</b>	<b>OFFICE USE</b>
	<input type="checkbox"/> Type _____ S/L <input type="checkbox"/> Hypertonic Saline <input type="checkbox"/> Normosal-R	<input type="checkbox"/> Condition <input type="checkbox"/> Complete <input type="checkbox"/> Invoice # <input type="checkbox"/> Date E-mailed <input type="checkbox"/> Date Mailed <input type="checkbox"/> Veno Res. date <input type="checkbox"/> Med Res. also Invoiges <input type="checkbox"/> Payment Date <input type="checkbox"/> Cash <input type="checkbox"/> Card <input type="checkbox"/> Check <input type="checkbox"/> Paypal <input type="checkbox"/> Veno
	<b>ANESTHESIA</b>	<b>ACUPUNCTURE</b>
	<input type="checkbox"/> Abaxial Block <input type="checkbox"/> Epidural <input type="checkbox"/> General Anesthesia <input type="checkbox"/> Head Face Block <input type="checkbox"/> High Suspensory Block <input type="checkbox"/> Intra-Articular Block <input type="checkbox"/> Local Anesthesia <input type="checkbox"/> Low 4-Point Block <input type="checkbox"/> P.D. Block	<input type="checkbox"/> Myofascial Examination <input type="checkbox"/> Regan
	<b>LABORATORY</b>	<b>JOINT THERAPY</b>
	<input type="checkbox"/> ACTH Baseline/Glucose <input type="checkbox"/> Allergy Testing <input type="checkbox"/> CBC/Chem Fibr <input type="checkbox"/> Coggins AGID ELISA <input type="checkbox"/> Culture/Sensitivity <input type="checkbox"/> Drug Screen <input type="checkbox"/> Fecal IEG <input type="checkbox"/> Insulin Panel <input type="checkbox"/> Lactate <input type="checkbox"/> SAA	<input type="checkbox"/> Carpal <input type="checkbox"/> Coffin Joint <input type="checkbox"/> Hoof <input type="checkbox"/> Navicular Bursa <input type="checkbox"/> Stifle



# VENDORS

## Distributors:

- These are your drug, supply, and sometimes equipment distributors. They will want copies of your State Vet License, DEA license, & Premise Permit when you open accounts. They will connect you with an outside sales rep and an inside rep. Use them to get your truck stocked, and often they will find you special offers and deals. Some distributors will offer you a first order that you can pay off over the course of a few months, interest free, and BOGO offers too. So you can put a big order in, get stocked, and pay it over a realistic timeframe.
  - MWI
  - Midwest Veterinary Supply
  - Covetrus
  - First Vet Supply
  - Patterson

These are my contacts, you can call them and they will guide you on who can help in your area.

## Manufacturers:

- These are companies you may be seeing regularly
  - Merck Animal Health
  - Boehringer Ingelheim
  - Dechra
  - Zoetis

MWI: Brianna Williams: 805.956.9855

Midwest Vet: Ashely Potts: 702.963.0356

Covetrus: Kaylynn Brennan: [kaylynn.Brennan@covetrus.com](mailto:kaylynn.Brennan@covetrus.com)

Merck: Jessica Steffien: 909.227.0023

BI: Brandon Bessey: 805.350.1164

Dechra: Nicole LaGrange: 760.672.9498

Zoetis: No clue



# HOW TO MITIGATE GETTING SCREWED ON PRICING BECAUSE YOU ARE A “LITTLE GUY”, AKA SOLO OR SMALL PRACTICE

Large practices, corporate owned practices, industry, and academia get huge price cuts on products, supplies, and equipment, because they can buy large volumes. Solo practices such as mine don't have that luxury. This is one of the big pain points for small practices. Here are some ways to help with this:

## Vetcove [Vetcove.com](http://Vetcove.com)

- Platform that is free to join
- Compares distributors to show you which has the best prices
- May integrate with some practice management software programs
- Integrates with suppliers for invoicing & billing

## EPIC (Equine Purchasing and Inventory Cooperative) [epiccooperative.com](http://epiccooperative.com)

- Purchasing cooperative that negotiates better pricing on labs, vaccines, and supplies for small practices
- Negotiates pricing on some big ticket items.
- Initial joining fee of \$200, and \$150 quarterly, but will pay for itself quickly in savings
- Must do ordering through Vetcove
- Great CE opportunities & an annual conference

Remember to use reduced price shipping labels for your 'outside labs' too. More on this next. This will save you \$\$.

# LABS

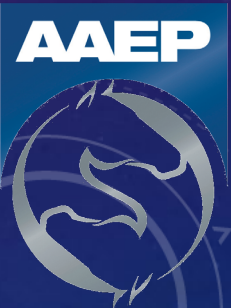
## What I call Inside Labs

- Antech my rep: Randi Pomehren: 714.788.0142
- Idexx

DO NOT LET THEM FORCE YOU INTO A CONTRACT! You don't need it. Make sure to negotiate for commonly used lab services. Courier service from your office is \$20-30/month. Be sure to include that in your lab fees. They will freely supply you with tubes, bags, formalin biopsy jars, culture media swabs, forms, lab box etc.

## Outside Labs (There are ever so many)

- GlobalVetLink
  - Electronic Coggins for a nominal fee, CVI's, Rabies Certs for the ranch dog
- UC Davis Veterinary Genetics Lab
  - Genetic disorders, etc.
- UC Davis VMTH Lab
  - EPM testing
- California Animal Health & Food Safety Lab
  - Reasonably priced labs of all different kinds and all species.
  - Especially savvy at anything histopath
  - Super easy to visit with experts there
- Cornell University Animal Health Diagnostic Center
  - All things endocrine & more



# COMPOUNDING PHARMACIES & ONLINE PHARMACIES

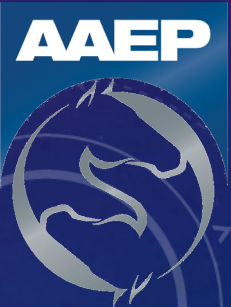
## Compounding Pharmacy:

- When you need a drug that has to be prepared a certain way for good owner/patient compliance
- When the drug you need is on backorder, not made anymore, or only made for other species
- When you need the drug in volumes that are cost prohibitive in the prepared product. Here are some but not all.
  - Wedgewood Pharmacy: Britney Simmer: 661.706.9096
  - Rood & Riddle
  - Boothwyn
  - BET
  - EPIC Buying Group has one but they can't ship to California yet.

## Online Pharmacy:

This is a service you can set up for your practice to compete with snaky online pet product companies. Your clients go online to your pharmacy and order the product you recommended. You get a notification to approve or deny the prescription. When you have a website, you can add a button that links to your online pharmacy.

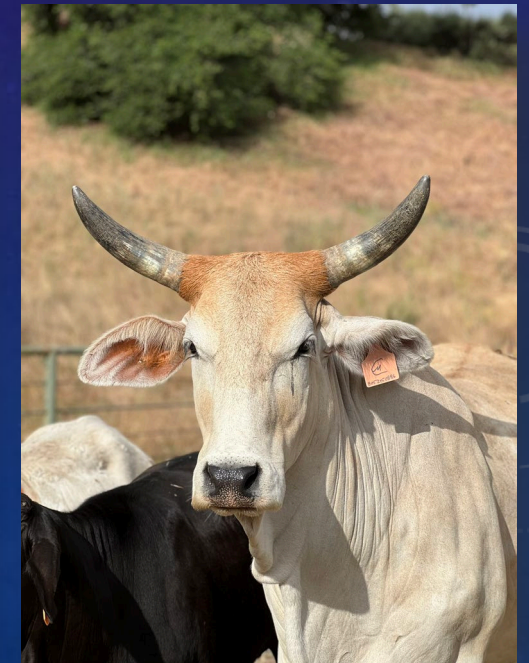
- Vets First Choice/Now owned by Covetrus
- Midwest Vet Supply has JAT Pharmacy
- Vetcove
- Vetsource
- And more



# SELLER'S PERMIT OR RESALE CERTIFICATE, WHAT'S THAT?

## What is a Seller's Permit or Resale Certificate?

When you set up your online pharmacy, they may ask you for this. A resale certificate is a document that allows your practice to collect sales tax on products you sell. Through the online pharmacy, they will be noting how much sales tax you will need to pay the government back that you collected from clients. Every item we sell from our veterinary practices is considered a "service", not product, and therefore we do not have to collect and pay sales tax back. You will be charged sales tax on the items you buy from your distributors (except on some cattle products), and you will include this amount when you sell the item to your clients. This was a sticking point with my online pharmacy, but they finally relented after I told them to close my account.



AAEP



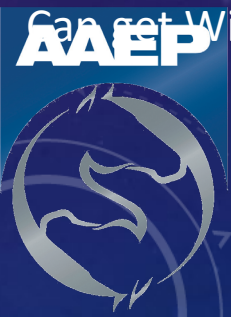
# YOUR VET TRUCK

Your first vet truck/vehicle does not need to put you into the black hole of scary debt! It does need to be safe, functional, relatively clean and tidy, and meet your needs of the moment. When your income is flowing and you need something with depreciation for taxes, then get your dream truck. Clients *will* notice what vehicle you drive in with, but if it's filthy, and trash falls out when you open the doors, that will make a bigger impression on them than the year and make of your vehicle.

## Vet boxes:

- AAEP Used Equipment Marketplace is where I got mine and I am still working out if it today.
- Bay Horse Innovations: Brent Chidsey in Kentucky: 315.283.6210 (original founder of Stonewell) Has a shop in NY also.
- Stonewell
- Kodiak Truck Bodies: [afskodiakproducts.com](http://afskodiakproducts.com)
- Look at used farrier rigs too
- Facebook Used Equipment Marketplace
- Bowie
- LaBoit

Can get Wifi hotspot for your vehicle if you need it.



# STOCKING YOUR VET TRUCK FOR SUCCESS

Stainless steel buckets, 2  
S, M, L Nasogastric tubes  
(Jupiter or Kalayjian brand)  
Canine feeding tube for minis  
Pump for NG tube  
Oral syringe  
Sterile gloves  
Exam gloves  
OB sleeves (nonsterile)  
Sterile OB Sleeves  
Sterile lube  
Silicone lube for oral syringe  
OB lube with pump  
Clippers, extra blades, lube  
Old toothbrush to clean clippers  
Gigli wire & handles  
Scalpel blades, sterile 10 & 15  
Clean hand towels, hand me down  
Big old bath towels  
Cubbies (small totes)  
Cold sterilization instrument tray?

5 French red rubber catheters  
Hoofjack  
Hoof testers  
Good hoof knife (Ringel)  
Hoof Rasp (Bellotta)  
Nail puller (Lopez)  
Shoe Pull-Offs (Diamond)  
Hoof Pick  
Work Gloves (Costco!)  
Ophthalmoscope, rechargeable  
Schirmir tear test strips  
Fluorescein stain strips  
Neo Poly Bac Ophtho ointment  
Neo Poly Dex Ophtho ointment  
Atropine ointment  
GenTeal Severe Eye Gel (OTC)  
Gallon Mineral Oil  
Gallon Chlorhexidine Soln. 2%  
Gallon Chlorhexidine 2% Scrub  
Povidone iodine solution  
Povidone iodine scrub

Isopropyl Alcohol 70% bottles  
(buy quart sized)  
Hydrogen Peroxide bottle  
Ivory soap for sheaths & vulvas  
Lysol Wipes, antibacterial hand wipes  
Avagard hand sanitizer  
Lysol Spray can  
Electrolyte powder  
Epsom salts  
Hand Surgical scrubbies w/Chlorhex  
500mL bags of normal NaCl  
CMPK 500mL Bottle  
Dextrose 500mL Bottle  
Sterile water 250mL bottle  
Primary IV set 1mL/drop  
Hypertonic Saline 1L bottles  
1L Saline irrigation bottles or bags  
Norm-R 1L bags  
LRS 5L, 2-3 bags in truck  
Liquid DMSO  
Telfa & ABD pads



# STOCKING THE VET TRUCK CONTINUED

## IV Catheters:

- 14ga 5.25" Milacath Extended Use
- 18ga 2", 20ga 2" (for the ranch dog)

High flow drip set

Male adapters

Microchip

Microchip Reader

Red or white top tubes

Tiger top tubes

Purple top tubes

Blue top tubes

Lab sample bags

Formalin jars small

Microscope slides

Culture media swabs

Tongue depressors

Plastic handled cotton tip applicators

Human reuseable Rx bottles

Hemostats, non-sterile

Vice grips

Small needle nose pliers

Suture scissors

Bandage scissors, plastic handled

Pens, Post-its, hair ties, horse ear plugs

Thermometers, mercury & digital

Roach clips & string for mercury

thermometer

Stethoscope

Sharpies

Reading glasses for old people

Headlamp, good & rechargeable

Ear muffs

Horse and dog treats

Human BandAids & Neosporin

Super glue

Ziploc freezer bags, gallon & quart

Plastic bin liners

Plastic patient supply bags

Paper towel roll

Rx labels

Phone charger cord

Headlamp charger cord

Business Cards

Calculator

Lab forms

Field invoices

Return payment envelopes

Owner info forms

Pre-Purchase exam form/checklist

Euthanasia authorization form

Formularies

Binder with miscellaneous things I've

found helpful to glance at

Paper Health Cert Book

Anesthesia Book

Joint Injection Book

Plumbs

Equine Emergency Book, Orsini

Clean and wrapped stainless steel liter

pitcher for joint injection prep

Small Tupperwares & scrub bottles

Warmblood sized halter

Cotton lead ropes

Lunge line

# STOCKING THE VET TRUCK CONTINUED

Flag or lunge whip

Twitch

Stud Chain

Dog muzzles (for guess who)

Vetcast 2"

Esmarch bandage, wide

Vetrap or equiv.

White 1" porous tape

Duct tape (Nashua Brand is good)

Elastikon 3" (buy the brand name) 18 ct.

Electrical tape

Brown gauze 6" rolls

Specialist cast padding 6" rolls

Roll Cotton

4x4 woven 12 ply non-sterile gauze

Combi-Roll (Franklin Williams Co.) 14"

Cooler Items:

Good quality soft side cooler with  
reusable ice packs

Tupperwares for cold items

Procaine Penicillin G

Phenylbutazone Injectable

Proparacaine Ophtho drops

Dilating eye drops?

EWT/WNV vaccine

EIV/EHV vaccine

Tetanus toxoid

Tetanus antitoxin

Strangles Intranasal

Rabies vaccine

Dog rabies vaccine (for ranch dog)

Dog DHLPP & Bordetella  
(for guess who)

HyVisc

Foal IgG Tests

Rattlesnake bite plasma in freezer

Numotizine 16oz tubs for hoof abscesses

SSD cream in big jar & small tubes

DMSO Gel

Zinc Oxide in a tub

Aluminum Bandage

Zarasyll or something for wounds

Animax Ointment or equivalent

IBH Spray

Equishield CK HC Shampoo

Miconahex Triz Shampoo

Surpass tube

Vectra 3D XL Dog 3pack for IBH patients

Lidocaine ointment/gel if you can find it

Dexdorm & Antisedan (for ranch dog)

Can get generic now I think

# STOCKING THE VET TRUCK CONTINUED

## Syringes (Hard pack is nice):

25ga 1cc tuberculin syringe combo  
3cc luer slip w/20ga needle combo  
6cc luer slip  
12cc luer slip  
20cc luer slip  
35cc luer slip  
60cc luer slip  
60cc catheter tip

## Needles (hard pack is nice):

25ga 5/8"      23ga 1"  
20ga 1"      20ga 1 1/2"  
22ga 3/4" (for the ranch dog's rabies)  
22ga 1 1/2"      18ga 1"  
14 1 1/2"

## Extension set

## Suture:

1 PDO (FS), 0 Visipro (FS), 2-0 Visipro (FS)

Spool of 2-0 braided nylon

Umbilical tape

Penrose drains of various sizes

Skin stapler

Uniprim 400g tubs

SMZ-TMP tabs

Dexamethasone 4mg tabs

Charcoal Powder 1lb tub or liquid

Thyro-L 1lb tub

Clenbuterol

Sucralfate

Liquid Vitamin E

Gabapentin 800mg

Metronidazole

Carprofen 75mg (ranch dog)

Hydroxyzine 50mg tabs or Cetirizine

Trazodone 150mg tabs big bottle

Phenylbutazone powder, paste, tabs

Banamine paste or equiv.

Gastrogard tubes

Electrolyte paste

Biosponge in tubes

Dormosedan Gel

Dewormers of various types

Firocoxib tablets

Pergolide tablets

Methocarbamol tabs or powder

# STOCKING THE VET TRUCK CONTINUED

## Injectable Drugs:

Buscopan  
Xylazine  
Butorphanol (CIV)  
Acepromazine  
Lidocaine 2%  
Dexamethasone SP 4mg/mL  
Banamine or equivalent  
Dormosedan or equiv.  
Carbocaine  
Legend (or equiv)  
Adequan (or equiv)  
Betamethasone  
Depo-Medrol  
Triamcinolone 10mg/mL  
Oxytocin  
Vitamin B-1, B-12, B-Complex  
Vitamin K  
Lutalyse  
Amikacin 1mL vials for joints only  
Heparin  
Excede

## Injectable Drugs:

Ceftiofur 1gm bottle  
Enrofloxacin  
Oxytetracycline  
Diphenhydramine  
Ketamine (CIII)  
Midazolam or Diazepam (CIII?)  
Fatal Plus (CII)  
Gentamicin  
Epinephrine  
Furosemide  
Guaifenesin in D5W (compounded)  
OsPhos

## Sterile Packs

Small surgery pack  
Large surgery pack  
Eye pack  
OB Chains & handles  
Tracheostomy thing  
Miscellaneous sterile instruments:  
teat cannulas, hemostats, etc.

X-Ray Machine  
X-ray Tunnel  
Folding Step Stool  
Wooden blocks for rads  
Barium paste for markers on rads  
X-ray marker  
Extension cord  
Play-Doh in small tubs  
Lead Aprons & gloves  
Dosimetry badge  
Generator  
Ultrasound  
Rectal probe  
Convex probe  
Tendon probe  
Pesticide Sprayer (handheld) for u/s for alcohol  
Ultrasound gel  
Standoff

# STOCKING THE VET TRUCK CONTINUED

**These items may be unique to my practice, but want you to have the whole list.**

Grinder 4" with sanding disks  
Drill, bits, screwdriver bits, and impact drill  
Dremel with various bits for hoof wall resections  
.22 magnum revolver  
solid copper ammunition  
Loops Rescue System: [loopsrescue.com](http://loopsrescue.com)  
Collapsing Vet Stand  
Mini Hoofjack  
Dental post and cradle for Hoofjack  
Horse oral speculum  
Pony oral speculum  
Hand floats 2 short for incisors, 1 long  
Bovi-Bond glue & gun

Powerfloat with diamond disk & applecore burrs  
Battery charger  
Canine tooth powerfloat tool  
Dental Mirror  
Food grade lubricant  
Dental elevator tools/wolf tooth tools  
Incisor forceps  
Wood/EVA clogs for acute laminitis  
Dental impression material  
Deck screws  
SAA Reader and tests  
Lactate meter and tests  
Dura sole liquid  
Kera-Mend Paste

**AAEP**



# EQUIPMENT GOALS & LINKS

## Important Office items:

Centrifuge: [lwscientific.com](http://lwscientific.com)

Microscope

Desktop

Printer

Backup hard drive

Scheduled Drug Lock Box

Filing cabinet

Desk References

Office supplies

## Rx labels you can write on:

[paramedicallabels.com](http://paramedicallabels.com)

## Pre printed return envelopes & custom Rx pads:

[smartpractice.com](http://smartpractice.com)

## Where to get decent farrier supplies:

[montanafarriersupply.com](http://montanafarriersupply.com)

don't buy cheap tools, it will make a very hard job even harder

## Jerry's equine dental tools:

[equinedentaltools.com](http://equinedentaltools.com)

He often has used dental equipment for sale at good prices

## Small, but still expensive items

Ophthalmoscope

Good clippers & accouterments Andis is a good one

Hoofjack maybe, but so worth it.

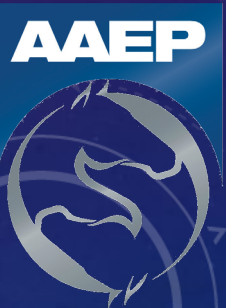
Tonopen/tonovet

Surgical packs (distributors have ready made packs to sell)

Collapsible vet stand

[bayhorseinnovations.com](http://bayhorseinnovations.com)

Stonewell



# THE BIG-TICKET ITEM LIST

## X-Ray Machine

- Sound, Vetel, Cuattro, Universal, VetRay, and others
- They will want to sell you the newest model. They may have other models, or trade-ins, etc.
- Look for one used on the marketplaces
- If you go with one of the big companies, ask about financing, and cost of equipment warranties, and loaners
- Cloud storage for images like Antech's AIS (Antech Imaging Services)
- Dosimetry badges through MWI or others, register machine use with state

## X-Ray Generator

- May have to be purchased separately or as a package

"A note on financing: Most of us start out terrified of taking on debt. We don't purchase things unless we have the cash for them. We learn the error of our ways later. Just take the wisdom now please – debt is not bad. If you're in the market for new equipment, ask the sales people for their financing terms. They will typically have a company they work with that will finance the purchase, with different options for length of term, payment schedules, and interest rates. Then also check with your own bank to ask what loan terms they could give you. Compare and pick the one with the lowest interest. Think about it- if you tie up 50K in an x-ray machine that you paid cash for, that's 50K you can't pay yourself tax-free for that truck. 50K you can't use to get some fancy branding on your vehicle, a cool rolling scissor cart, or a badass alumispec. 50K you can't put in the stock market and make more in interest than you're paying on a loan. Also, if you want to have 50K in your pocket to buy the machine, how much money did you NOT make taking x-rays?"

Dr. Ruemmler

**AAEP**



# THE BIG-TICKET ITEM LIST

## Ultrasound

- Sound, Vetel, Universal, and more
- Tendon probe, rectal probe, Macroconvex & microconvex probes

## Dental equipment

## Endoscope/Gastroscope

## Autoclave

## Shockwave

## Orthobiologics processing equipment

## Blood processing machines for in-house

In the meantime, while you're shopping for your X-Ray & ultrasound, find another vet in your area that would be ok referring imaging services to while you are getting your big ticket items. I had a local practitioner to help me, and now I help others with imaging services when they need it. Gotta help each other out!

**AAEP**



# ADDITIONAL RESOURCES FOR YOU

## Decade One

- Do not miss this opportunity! Like getting an MBA for equine practitioners and so much more
  - For example, you will learn tools here on how to charge for services and set prices on goods.
- Available to vets graduated within the first 10 years OR the first 10 years of practice
- Scholarships available to AAEP members & you get CE hours

## Starting Gate

- Exposure to all things equine vet practice related
- Free tuition to Student AAEP members
- Take advantage of this if possible

Rural Veterinary Practice Startup Series: Great (and free CE) webinars on all things practice related.

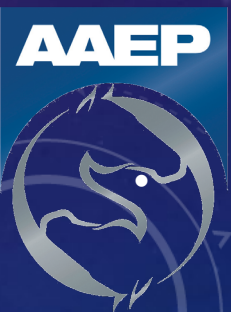
<https://extension.missouri.edu/programs/continuing-veterinary-education/rural-veterinary-practice-startup-series>

## Epicur Pharma Webinars

- <https://epicurpharma.com/webinars/>

“The Whole Veterinarian” Podcast is a great resource.

Use your distributor reps and manufacturer reps. They are so very knowledgeable and naturally talkative  
**DO NOT FORGET YOUR CE HOURS.** Save and scan your certificates, and put \$\$ aside to pay for them, and travel.



# SAYING NO, ANSWERS TO DUMB QUESTIONS, AND WHAT TO DO WHEN YOU DON'T KNOW THE ANSWER

When the situation is dangerous, or you feel threatened in any way.

- Use tools at hand mitigate the situation to make things safe. Keep your cool, and if it's still dangerous, let the owner know that whatever the goal was, you will not be able to do the job safely today.

“My old vet charged me...my old vet did it this way...my old vet would castrate my pigs for me on his dining room table...”

- Nod & smile, that was another time. “He was a good vet, and super talented” (even if he wasn't). Then proceed with your own plan just as you would have. They will come around, or they won't. Don't be sad.

- “I would do this job for free if I could.”

- Unless it's a proper working horse, horses are considered a luxury item. Remember that.

- Let's say it together, ‘I don't work on pigs, cats, goats, sheep, alpacas, llamas, emus, or camels!’ Unless you want to.

“My dog is puking...has this lump...got shot...has a foxtail in his nose...just needs flea meds, and the dog vet is so expensive!”

- “I'm not set up to work on dogs & cats.” Ranch dog that never goes to the vet and needs rabies and flea meds, exception.

## Any abuse of any kind is not to be tolerated, full stop.

This is your show. Period. I can tell you stories. The money you think you're going to make from these people are not worth a single dime because it will shave away at your core, and you're the boss, you will find clients that are great.

When you are asked a question you don't know the answer to, or the client won't stop talking long enough to form a thought:

Walk back to the truck and take a sec. Use your stethoscope for an extra long time.

Tell them you're not sure, but you'll do a little research and get back to them.

Refer with a clean conscience.

**AAEP**



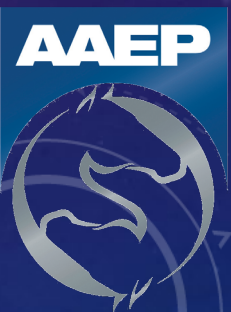
# OPPORTUNITIES FOR GROWTH

This is one of the big challenges for solo practitioners as we don't have the luxury of bouncing ideas off one another like at big practices or academia, we lose revenue when we take time off, even for CE, and our cohort of fellow equine vets are dwindling by the day.

- Make a point to attend as many CE events as possible (online & in-person), even if it's not in your particular area of expertise
- Facebook's Equine-vet-to-vet page
- Decade One, Starting Gate, Mentor Vet, AAEP listserves
- Relationships with practitioners from your internships and other vets in your area that you have developed a rapport with
- While you are starting your practice, you will have time to take advantage of free CE.

Remember, you are NOT alone out there. Reach out and ask your questions, even if you think people will think you are dumb. Chances are they won't think that and you will be glad to have found the info you were looking for.

Practice ownership is within your reach, and in this world, you can make it exactly how you want it to be. Equine medicine, your way. The work you put in will be directly what you get out of it; you won't be toiling away for anyone else to make money off your back. And you can say NO when you need to. Remember, take small bites when starting out. Play the long game, and you will be surprised how this world will unfold for you.



THANK YOU.

**“We have to be willing to fail, to be wrong, to start over again with lessons learned.”**

– ANGELA LEE DUCKWORTH

**TED**



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Becky Ruemmler, DVM  
Maureen Sutter, DVM  
Rhonda Rathgeber, DVM

**AAEP**

LIVE YOUR PASSION