

*The Michigan*

# VETERINARIAN

A magazine of the Michigan Veterinary Medical Association

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**Michigan Veterinary  
Medical Association**

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Total Practice Solutions Group

Q1 UPDATE



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MICHIGAN VMA LUNCH & LEARN:  
MARCH 17<sup>TH</sup>  
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ENJOY A TWO DAY AT THE INN AT BAY HARBOR TO PREPARE YOUR EXIT!

Are you an owner who manages multiple veterinarians?

TPSG Great Lakes invites you to register for our inaugural Practice Owner's Retreat in Bay Harbor, Michigan at the beautiful Inn at Bay Harbor. Immerse yourself in a weekend getaway with you and a partner, and come back refreshed with valuable knowledge to use to your advantage :

- Maximize your profitability by understanding your KPIs and how to minimize their effect on your financials
- Integrate your team into your exit by learning different structures and offerings through partnerships and equity
- Understanding terms and structures is crucial, and feeling confident in your offer is essential
- Prepare for life beyond the sale for you, your practice, and your family

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RSVP CUTOFF :  
MARCH 31<sup>ST</sup>, 2026

## TPSG MICHIGAN PRACTICE LISTINGS

- **Southern Michigan in Kalamazoo/Jackson Area. Gross \$1.43M.** Long-standing, small animal practice with strong staff. Call for more information. (MI-9350)
- **Eastern Michigan. Gross \$1M.** Established small animal practice with a great facility that can withstand future growth. Well-equipped with strong profitability, the new owner is to earn \$310,000 after mortgage and expenses. (MI-9530)

### CLIENT TESTIMONIAL:

#### DR. JENNIFER & MICHAEL SANDY - COMMUNITY ANIMAL HOSPITAL

"We were happy to be partnered with Bret and TPSG for the sale of our practice. Thanks to Bret's knowledge and ability to provide connections, the process could not have been any easier for us.

Starting with the valuation process of our practice, gathering documents, through negotiations, helping direct financing options, and getting us to closing, Bret took so much weight off our minds and allowed us to have a happy conclusion for everyone involved.

I can't imagine attempting to navigate that ordeal without the expertise that TPSG provided. Highly recommend them to anyone looking to buy/sell a veterinary practice."



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Stacey Kukkonen, Magazine Content Manager



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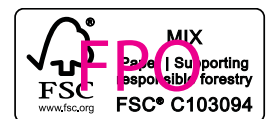
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**MVMA has a new domain name!**

Visit us at [www.mivma.org](http://www.mivma.org).

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# Protect What Matters Most.

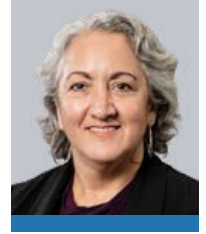
Your Practice, Your Team, & Your Patients

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# Prepare Today for The Tough Questions Tomorrow

By Bonnifer Ballard, MLD, CAE

I have spent much of my career as a student of leadership. I have always been drawn to theory as well as the practical application of anything to do with values and ethics, and how they drive our motivations and decisions.

Last year, I presented a webinar on ethics in decision making for my association peers. I enjoyed the prep work and really appreciated the great dialogue during the webinar. Ethics can be clear during a discussion or exercise, and then in real life, it gets complicated and messy.

I was recently made aware (through a friend of a member) of a practice that allowed a veterinary assistant to perform dental extractions, sometimes with success and sometimes disastrous results. It was an ethical dilemma for the individual who discovered this. Was it her responsibility to file a complaint against a fellow practitioner? Was it the member's? What about me? Did I have an ethical obligation to report this malpractice?

Maybe as you read the previous paragraph you knew exactly what you would do. Maybe you even said it aloud. Yet the situation for her was quite complicated. There were relationships and people's jobs to consider. For the person facing this situation, the path forward was anything but obvious. Ethics are seen through the lens of our personal values and experiences.

When I present on ethical decision making, I provide a high-level overview of the various ethics theories (utilitarianism, virtue, social contract, etc.). I then take attendees through a values exercise to help them identify their most important values. After that, I have the group discuss scenarios. This approach allows attendees to become aware of how and why they tend to make the decisions they make. And self-awareness is key to being prepared when life surprises you.

“ Ethics can be clear during a discussion or exercise, and then in real life, it gets complicated and messy. ”

For veterinary professionals, you have an added layer because of your oaths and the professional code of conduct you are held to. This adds a layer that makes some decisions even more difficult.

Often, ethical issues are a surprise. They can come out of left field and hit you like a fast ball from Justin Verlander. If you do the prep work, you will be able to respond thoughtfully, instead of reacting, and remain true to your values and the version of yourself you strive to be. 🐾



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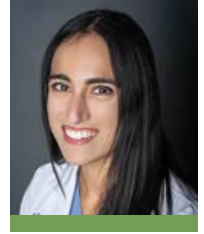
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# We Shelter from Storms **Together**

By Elaine Sheikh, DVM, MScVAA, CVA

**H**appy Spring! It's hard to believe that the foaling/lambing season is almost here. I hope the winter has been restful and rejuvenating. I love every season we get to experience here in Michigan, but winter is such a special time. For me, it's a cozy time of year where I get the chance to focus on building and preparing for the busyness of spring and summer. This winter, some of the MVMA leadership had the opportunity to gather in Chicago for a national veterinary leadership conference. One of the most memorable moments wasn't in a lecture hall, but early in the morning as we watched the sun rise over the city. It was an apt depiction of the dawn of a new year for our organization. That image has stayed with me, and it feels fitting as we continue moving forward together.

One of the priorities of our organization is providing timely and practical continuing education to meet the needs of Michigan veterinarians at every stage of their careers. As we look towards Q2 of 2026, the highlight of our CE calendar is the upcoming Great Lakes Veterinary Conference on Mackinac Island. As a smaller conference, GLVC is a prime event for networking with colleagues while earning CE credits. I always return from the Island feeling recharged professionally. If you haven't yet registered, I strongly encourage you to consider joining us. I promise that this is an investment in yourself and you don't want to miss it!

As I watched the sun rise over brilliant vermilion sky in Chicago, I was struck by the beauty, even knowing that the sky signaled a storm ahead. Our profession

has some storms on the horizon. With that in mind, I want to recognize the importance of MVMA's advocacy work. Through the MVMA PAC and our ongoing efforts in Lansing, we are actively representing the interests of veterinarians and protecting the future of veterinary medicine in Michigan. Advocacy doesn't happen without engagement, and I encourage you to consider how you might participate – whether through PAC support, staying informed on legislative

issues, or lending your voice when it matters most. MVMA will continue to keep you apprised of ways you can help, so make sure you keep an eye out for emails containing time-sensitive information regarding advocacy efforts.

Thank you for being part of a strong, member-driven organization. Your involvement, ideas, and dedication continue to shape the MVMA, and I am grateful for the opportunity to serve you. 🐾



## Michigan Veterinary Medical Association

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