



Guidelines



AMERICAN ANIMAL HOSPITAL ASSOCIATION

Technician Utilization

TOOLKIT

This toolkit is made possible with generous support from CareCredit



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Meet Indy, mascot of the AAHA Technician Utilization Guidelines

2023 AAHA TECHNICIAN UTILIZATION GUIDELINES

CREDENTIALLED TECHNICIANS CAN, AND WANT TO, BE DOING MORE.

So what does optimal utilization look like?

- Creating training and development programs
- Clearly defining team roles and responsibilities
- Implementing SOPs for greater utilization
- Having frank and open conversations about overcoming barriers to change
- Learning about credentialed veterinary technicians' scope of practice and what tasks they can legally perform
- Building a workplace culture of trust and psychological safety
- Shifting perspectives to a team-centric model, where everyone feels empowered to reach their highest potential

THE 2023 AAHA TECHNICIAN UTILIZATION GUIDELINES OUTLINE THE STEPS YOU CAN TAKE RIGHT NOW TO IMPROVE CREDENTIALLED VETERINARY TECHNICIAN UTILIZATION IN YOUR PRACTICE. GO TO [AAHA.ORG/TECHNICIAN-UTILIZATION](https://aaahq.org/technician-utilization) TO LEARN MORE.

CREDENTIALLED VETERINARY TECHNICIANS ARE HIGHLY SKILLED PROFESSIONALS WHO:

- ✓ Trained and studied hard
- ✓ Passed a rigorous & national examination

ARE YOU LEAVING CREDENTIALLED VETERINARY TECHNICIANS ON THE BENCH WHEN THEY COULD BE STAR PLAYERS?

CREDENTIALLED VETERINARY TECHNICIANS ARE A VALUABLE RESOURCE FOR A VETERINARY PRACTICE...

OPTIMAL UTILIZATION OF CREDENTIALLED VETERINARY TECHNICIANS BENEFITS THE ENTIRE VETERINARY TEAM BY:

- ✓ Supporting professional longevity
- ✓ Creating mutual trust and collaboration
- ✓ Improving patient care, and
- ✓ Increasing financial sustainability

...YET, THEY ARE OFTEN IN JOBS THAT PREVENT THEM FROM FULLY USING ALL OF THEIR TRAINING, SKILLS, AND EDUCATION



Resources for Veterinary Teams

aaha.org/technician-utilization

Read the
Guidelines



Listen to
the podcast



Download
the tools



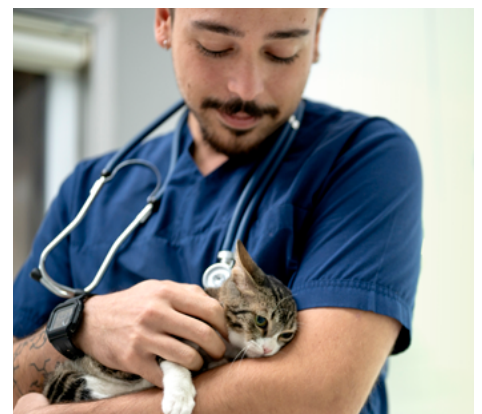
Supporting Veterinary Technicians through Healthy Workplace Culture

Veterinary practices are dynamic settings where employees work together to provide comprehensive care for animals while also managing client interactions, administrative tasks, and organizational responsibilities. Within this context, each staff

member plays a crucial role in delivering high-quality veterinary services and ensuring positive client experiences. However, the demanding nature of the veterinary profession can sometimes lead to stress, burnout, and interpersonal conflicts if not managed effectively.

A healthy workplace culture is paramount to ensuring the well-being of both staff members and the animals they care for. Recognizing the contributions of all team members, including veterinary technicians, assistants, customer service representatives (CSRs), and other staff, is essential for creating a supportive and respectful work environment.

Establishing a healthy workplace culture in every veterinary practice is essential for promoting staff well-being, enhancing client satisfaction, and ensuring the delivery of high-quality veterinary care. By fostering respect and recognition for all team members, providing support and professional development opportunities, and prioritizing open communication and collaboration, veterinary practices can create environments where staff members feel valued, motivated, and empowered to excel in their roles.



Creating Your Culture

The following are some strategies for establishing a healthy workplace culture that promotes respect, recognition, and collaboration among veterinary practice staff.



Acknowledging Individual Contributions

In a healthy workplace culture, all team members' contributions are valued and recognized. Recognizing their expertise, dedication, and hard work fosters a sense of appreciation and motivation among team members.¹ This can be accomplished through verbal or written praise, a bonus or meaningful gift, and opportunities for advancement and increased pay.



Promoting Collaboration and Teamwork

A culture of respect and recognition thrives on collaboration and teamwork. Encouraging open communication, sharing responsibilities, and fostering a sense of camaraderie among staff members create a supportive environment where everyone feels valued and respected. Regular team meetings, brainstorming sessions, receiving and acting upon feedback, and team-building activities can strengthen relationships and improve morale.²



Providing Professional Development Opportunities

Investing in the professional growth and development of staff members demonstrates a commitment to their success and well-being. Offering continuing education opportunities, mentorship programs, and career advancement pathways for veterinary technicians, assistants, and other staff members not only enhances their skills but also fosters a sense of pride and loyalty toward the practice.³



Prioritizing Work-Life Balance

Veterinary professionals often face demanding work schedules and emotional challenges associated with caring for sick or injured animals. Recognizing the importance of work-life balance and implementing policies that support flexible scheduling, paid time off, and access to mental health resources can help alleviate stress and prevent burnout among staff members.⁴



Encouraging Feedback and Communication

Creating a culture of open communication where staff members feel comfortable expressing their ideas, concerns, and feedback fosters trust and transparency within the practice. Implementing feedback sessions, regular performance evaluations, and anonymous suggestion boxes facilitate ongoing dialogue and continuous improvement.⁵



Building a Team-Based Approach to Cost of Care

(Scan the QR code on page 11 to watch a video of Dr. Weinstein discussing this topic)

Talking with clients about the cost of their pet's recommended care can be a stressful but necessary task. Peter Weinstein, DVM, MBA, an experienced veterinary practice owner and practice consultant, notes that in veterinary medicine, many clients expect to have this discussion directly with the veterinarian, even though their own physicians are almost never involved in cost of care discussions with their patients. As an advocate for team-based healthcare, Weinstein firmly believes that non-veterinarian team members can—and should be—the drivers of cost of care discussions and be trained to feel comfortable doing it.

The team approach to cost of care is effective for three reasons: 1) it frees up veterinarians to focus on tasks that are specific to their role, 2) other team members often do a better job of having financial conversations, and 3) involving the

Train all members of the team to discuss cost of care with clients. Pick a few champions who are highly skilled and comfortable having some of the more difficult conversations around cost of care, but all team members should receive some training.

entire team can help strengthen the trust that the client has in the practice.

“Non-veterinarian team members should play an integral role in the discussion of cost of care with clients,” Weinstein advises. “That that may be the CSR talking to pet owners about the financial policies of the practice and the different payment options the practice provides. It may be the exam room technician or assistant going over the estimate and explaining each line item and the services that are associated therewith.” The practice

team also plays a very important part in communicating the value of the recommended services to clients, so that they have confidence in the care their pet is receiving and feel confident making the best decision for their pet and themselves.

Here are Weinstein’s tips on empowering practice team members to have successful conversations around the cost of care:

- Have your financial policy posted in the practice, on any new client forms, and on the practice website. That way,

clients know what to expect ahead of time and aren’t caught by surprise. Make sure all team members know the details of the policy so that they can discuss it confidently with clients.

- Offer financial options, which can include payment plans and third-party financing. Many clients only have about \$400 available on a credit card to pay for unexpected expenses, Weinstein reports, so giving them another payment option can help make all the difference

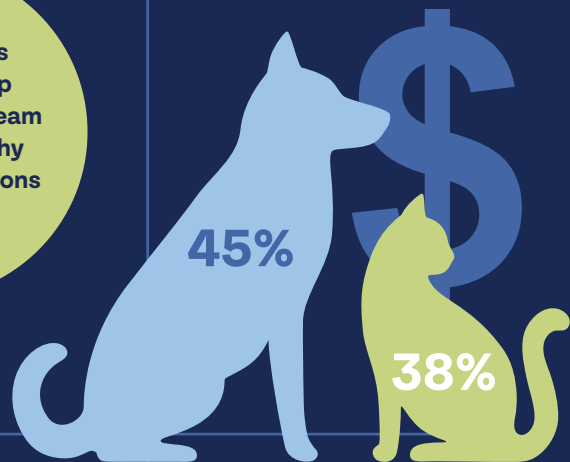
Insights from the Synchrony Pet Lifetime of Care Study*

Synchrony conducted a study of pet owners and veterinarians looking at how much money pet owners are spending to care for their pets and how prepared they are for those expenses. Here are some key findings that highlight the anxiety and lack of preparedness pet owners sometimes experience when their pet needs care.



1 out of 3 pet owners will face an unexpected pet expense that causes financial worry

Keeping these statistics in mind can help everyone on the team prioritize empathy during conversations about cost of care.



25% of pet owners were stressed by an invoice of **\$250** or less

46% of pet owners were stressed by an invoice of **\$500** or less

45% of dog owners surveyed and **38% of cat owners** surveyed thought they were financially ready for pet expenses but were not

*Pet Lifetime of Care Study, 2021, Synchrony. CareCredit is a Synchrony solution.

in client acceptance of recommended care.

- Train all members of the team to discuss cost of care with clients. Pick a few champions who are highly skilled and comfortable having some of the more difficult conversations around cost of care, but all team members should receive some training. Create a system that explains step by step how to have financial conversations. Think about:
 - Where the conversation will happen (in the lobby, in the exam room)
 - Where payment will be taken
 - The language you use. The AVMA Language of Veterinary Care Initiative has helpful resources that explain the importance of language when discussing the cost of care with clients, including

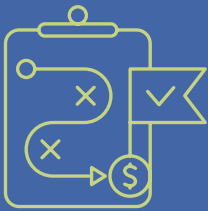
recommended key words and phrases to use in conversations.

Then train, practice, and role play so that team members tasked with these conversations feel comfortable and confident.

- **Take time to explain each line item on the treatment plan/healthcare plan/estimate.** Don't rush straight to the bottom line. Answer any questions clients have and help them see the value in recommended services and treatments. Focus on the WHY for each line item.
- **Discuss spectrum of care.** "In the past we focused strictly on the gold standard, but that can create barriers for a lot of pet owners," Weinstein recalls. "Going forward, we have to talk to clients and say, here are

some options. You have to go into every conversation with a plan A, plan B, and plan C."

- **Practice empathy and avoid judgement.** "You can't go into this conversation with a chip on your shoulders," Weinstein points out. He adds that for most pet owners, paying for their pets' medical needs comes out of their discretionary spending. That means clients don't have money set aside for veterinary care in their budget. They may be paying for their veterinary bill out of their savings, with a credit card, or out of money set aside for vacation or kids' expenses. "It's important to have empathy for the challenges clients face," Weinstein adds, "we need to give everybody the benefit of the doubt."



Maximizing the Benefits of Third-party Financing

Third-party financing can be very beneficial, but it's better if it's introduced before there's a crisis.

"When we are put into an emergency panic situation and it's money," Weinstein explains, "we don't always think straight." Make sure payment options are front and center on your website. During puppy and kitten visits, talk to the pet owners about applying for as much credit as they feel comfortable so that they have it when that puppy eats the pantyhose or the kitten eats the needle and thread. When pet owners are less anxious about how they will pay for the care their pet needs, everyone's stress level goes down.



What is team-based healthcare, and why is it important?

Building a Team-Based Approach to Cost of Care



An Interview with Peter Weinstein, DVM, MBA, owner of PAW Veterinary Consulting, and president of Simple Solutions for Vets.



Click or scan QR code to view video



As an advocate for team-based healthcare, **Peter Weinstein, DVM, MBA**, firmly believes that non-veterinarian team members can—and should be—the drivers of cost of care discussions and be trained to feel comfortable doing it. In this video, Weinstein shares why a team-based approach is so important for discussions with pet owners about the cost of their pets' care. He also shares valuable tips on how to train and empower your team members for these important discussions.

Weinstein is a veterinarian, owner of PAW Veterinary Consulting, and president of Simple Solutions for Vets. He is a former practice owner, speaker, author, and professor. He has been actively involved in organized veterinary medicine, serving previously as president of the California Veterinary Medical Association and in other leadership roles with the Southern California Veterinary Medical Association and Vet Partners. In addition to his consulting work, he currently teaches business and finance at the Veterinary College of Western University of Health Sciences. Throughout all of his work, he is a huge proponent of team-based healthcare in veterinary practices.



Trust Your Team

In veterinary practice, trust among team members is essential for providing quality care to pets and ensuring positive experiences for clients. Each member of the veterinary team, including veterinarians, veterinary technicians, assistants, and administrative staff, brings unique skills and expertise to the table. Building trust within the team fosters collaboration, enhances communication, and ultimately leads to better outcomes for the animals under their care.

Veterinary practices are fast-paced environments where effective teamwork is critical to delivering comprehensive care to animals. Trusting your veterinary teammates involves recognizing and respecting each team member's abilities, relying

on their expertise, and fostering open communication and collaboration. When team members trust one another, they can work together seamlessly to address the diverse needs of pets and their owners.

The strategies on the following page can be used to show trust in your teammates, along with examples of what can be said to convey this trust to one another and to reassure clients.

By implementing these strategies and practicing them, you can build a culture of trust, collaboration, and mutual respect, both within the team and in your interactions with clients. Every relationship starts with a foundation of trust. This is how you start building your team's trust in one another and in yourself.



Veterinary practices are fast-paced environments where effective teamwork is critical to delivering comprehensive care to animals.

Strategies for Creating Trust Among Teammates

Delegate Responsibility

- ✓ Entrust team members with tasks and responsibilities that align with their particular skills and expertise.

“You know me, I’m a spicy burrito fan, but not so much one for a hot mustard dog—that’s ALL you!”

“Hey, I’ll handle all the RX refills if you wouldn’t mind doing the lab call backs? Thanks so much!”

Offer Support

- ✓ Help and support your teammates when needed, while still showing confidence in their abilities.

“I’ll grab the leash and supplies, you’ve got [Pet’s name] under control.”

“I’m here to help if you need anything.”

Communicate Openly

- ✓ Foster open communication channels where your team feels seen and heard.
- ✓ Practice psychological safety without toxic positivity by encouraging teachable moments without a “Good Vibes Only” feeling.

“That idea you had for utilizing a whiteboard was super helpful, definitely keeps us on-time and more organized.”

“I wasn’t sure what technique you were using during [procedure], and I know we’re all relieved everything turned out well! Can we walk through this again so we’re all on the same page for next time?”

Maintain Confidentiality

- ✓ Respect confidentiality and privacy in all interactions, demonstrating trustworthiness and professionalism.

“I know you will handle [sensitive information] with discretion and confidentiality.”

“I’m having a difficult time with [situation], and I know I can count on you to keep this between us.”

Collaborate Effectively

- ✓ Work collaboratively with team members, leveraging each other’s strengths and expertise to achieve common goals. Choose collaboration over competition.

“I’m having a tough time figuring this out, can you help me?”

“I’ve done my ‘two pokes’, it’s your turn! I’ll hold [pet name] for you.”

Respect Boundaries

- ✓ Respect personal boundaries and professional boundaries, demonstrating trust in each team member’s autonomy and decision-making.
- ✓ Remember, you cannot spell ‘professional’ without every single letter in ‘personal’.

“I respect that you always show up for us as a team. And I also appreciate that this isn’t all that you are or do. Let me know if you need me to cover a shift for you in return.”

Acknowledge Accomplishments:

- ✓ Recognize and celebrate the achievements and contributions of team members, reinforcing trust and appreciation.
- ✓ Catch people doing GOOD – we get called out on our mistakes often enough.

“Great job on [skill]! Your hard work and dedication are paying off and I’m excited to see you continue to kick butt!”

Provide Feedback Constructively and Receive it Gracefully

- ✓ Offer constructive feedback and guidance in a supportive manner, showing trust in each team member’s ability to learn and grow.
- ✓ Receive feedback from your peers and/or supervisor with an open mind – a growth mindset – recognizing that they’re coming from a place of encouragement.

“Hey, I saw you taped that IVC differently than we typically do. Can you walk me through your process?”

“I didn’t think about [procedure/process] that way before. Are there any articles, or other research I can read to follow up on your suggestion(s)?”



Reserve the term veterinary technician for trained professionals who have completed accredited educational programs and passed a national examination to become a credentialed veterinary technician (CrVT)



Protecting the Veterinary Technician Title in Practice

Title protection for veterinary technicians benefits all members of the veterinary team, patients, and clients. It is essential for maintaining the quality of veterinary care provided to animals.⁶ It helps pet owners identify qualified professionals and make informed decisions about their pets' healthcare. It elevates the status of veterinary technicians within the veterinary profession, and it highlights their importance in the delivery of veterinary services.⁷

Veterinary technicians are pivotal in assisting veterinarians, handling animals, administering medications, and educating pet owners on proper animal care. However, despite their essential contributions, there exists a lack of uniformity in title protection across states, leading to confusion and potential risk to both animals and pet owners.⁸ While changing legislation is a long-term goal, there are steps all of us can take every

day to recognize the education and training a credentialed veterinary technician completes and help clients understand who is caring for their pets.

Title protection for veterinary technicians in the United States is essential for ensuring the quality, safety, and professionalism of veterinary care. By establishing clear standards for education,

certification, and practice, states can uphold the integrity of the veterinary technology profession and promote role clarity within veterinary practices. Legislative action and advocacy efforts are necessary to achieve uniformity in title protection laws across all states, thereby enhancing the well-being of animals and fostering trust between veterinary professionals and pet owners.

Tips for title protection in everyday practice:

Reserve the term *veterinary technician* for trained professionals who have completed accredited educational programs and passed a national examination to become a credentialed veterinary technician (CrVT).

Use the term *veterinary assistant* for uncredentialed staff who provide patient care and assist with hospital upkeep and for team members who have obtained their credentials as a certified or accredited veterinary assistant (CVA or AVA).

Pet owners rely on veterinary practices to provide competent and reliable care for their animals. Help them understand the degree of training and expertise required to become a CrVT through posters, handouts, videos, and social media posts.

Clearly identify all members of the team by their name and title on their uniform (or a name tag) and on your hospital website. You can also provide business cards for each member of the team.

Pay CrVTs wages that are commensurate with their degree of preparation and licensure.

Provide incentives for staff to earn their credentials as a CrVT. This can include scholarships or reimbursement for tuition associated with veterinary assisting and technology programs.

Support credentialed staff in maintaining their licensure by offering paid time off and reimbursement for continuing education courses or offer in-house CE for the whole team.

Offer paid time off for team members who wish to volunteer with veterinary technician organizations.

Encourage team members' activity in local and national veterinary technician organizations through reimbursement for dues or travel to a meeting.



By establishing clear standards for education, certification, and practice, states can uphold the integrity of the veterinary technology profession and promote role clarity within veterinary practices.

Trust Our Team

Customizable Client Handout

Do you want your clients to trust your team— every member of it—more?

Help them understand what each member of your team does and how important each role is to the health of your patients. Customize this client handout (see following page) with the roles and responsibilities of your team members so that your clients can support you as you utilize every member of the team effectively. No more “I only want to speak to the doctor!”

Role clarity within veterinary practices facilitates effective communication with pet owners.

Scan QR code or visit
aaha.org/technician-utilization
to download this resource.



[Insert Clinic Name]

At [INSERT CLINIC NAME] we are committed to providing comprehensive care for your beloved pets. Our team consists of dedicated professionals who work together to ensure the health and well-being of your furry and feathered family members. So that you can have more trust in our team and how we work together, we would like to introduce you to the roles our non-veterinarian team members fulfill and highlight their importance in caring for your pets.



Veterinary Technicians

Veterinary technicians are highly skilled professionals who play a crucial role in providing medical care for your pets. You can think of them like the nurses you encounter in your own medical care. They have attended a 2–4-year American Veterinary Medical Association (AVMA)-accredited college or university and have sat for the Veterinary Technician National Exam (VTNE) earning the credentials of CVT/LVT/LVMT/RVT/RTg. Throughout their education and careers, they have gained expertise in a wide range of skills, including:

- Assisting with medical procedures such as surgeries, dental cleanings, and diagnostic tests.
- Monitoring anesthesia and patient vital signs during surgical procedures.
- Administering medications and treatments as prescribed by the veterinarian.
- Education on proper animal care and medication administration.

Our veterinary technicians are passionate about animal welfare and are dedicated to ensuring the comfort and safety of your pets



Veterinary Assistants

Veterinary assistants provide invaluable support to our veterinary team and help ensure the smooth operation of our clinic. Their responsibilities include:

- Assisting our veterinarians and technicians during examinations and procedures.
- Handling and restraining animals during treatments and vaccinations.
- Maintaining cleanliness and hygiene in the clinic and animal housing areas.
- Caring for pets who are boarding at the clinic.
- Aiding clients with pet care questions and concerns.

Our veterinary assistants are compassionate individuals who are committed to providing excellent care for your pets and assisting you with any questions or needs you may have.



Customer Service Representatives (CSRs)

Customer service representatives are the friendly faces you see when you visit our clinic or the friendly voices you hear when you call us for assistance. They play a vital role in ensuring a positive experience for our clients by:

- Greeting clients with warmth and professionalism and assisting them with appointment scheduling and check-in procedures.
- Answering phone calls and addressing client inquiries regarding pet care, services offered, and appointment availability.
- Helping to triage your pet's condition when you call and advise you if they are likely to need urgent care or referral to another facility.
- Educating clients on preventive care measures, vaccination schedules, and pet wellness programs.
- Facilitating communication between clients and our veterinary team to ensure that all concerns are addressed promptly and effectively.

Our CSRs provide exceptional service and are here to assist you with any questions or concerns you may have about your pet's health and wellbeing.

At [Clinic Name], we take pride in the expertise and dedication of our team members who play integral roles in caring for your pets and supporting you, our valued clients. By trusting and relying on the skills of our veterinary technicians, assistants, and customer service representatives, we strive to provide the highest quality care and service to you and your furry family members.

Thank you for entrusting us with the health and well-being of your beloved pets.

Know Your Role

Does everyone on your team have the clarity they need to succeed?

Role clarity means that all members of the team know their responsibilities and are empowered to exercise them. Here are some ways that role clarity can improve patient care, client peace of mind, and the efficiency of the whole team.



Optimizing Workflow

Clearly defined roles within a veterinary practice streamline workflow and improve efficiency. Veterinary technicians, when recognized and utilized to their full capacity, can perform many tasks independently such as patient assessment, sample collection, anesthesia monitoring, and client communication, allowing veterinarians to focus on diagnosis and treatment.⁹



Enhancing Patient Care:

Veterinary technicians possess specialized skills and knowledge that complement the expertise of veterinarians. Clear delineation of responsibilities allows them to perform tasks within their scope of practice, contributing to comprehensive patient care and improving outcomes for animals.¹⁰



Improving Client Communication:

Role clarity within veterinary practices facilitates effective communication with pet owners. When clients understand the roles of veterinary technicians and veterinarians, they are better able to engage in discussions about their pets' health, follow treatment recommendations, and adhere to preventive care measures.¹¹

Career Progression for Veterinary Assistants and Technicians

Customizable Template

This template offers examples of ways to provide transparency, clear guidance, and awareness of the possibilities practice team members have for career advancement within your practice. Listing the pay band for each role classification will add an additional layer of transparency and promote fair compensation throughout the team.

Scan the QR code to get a blank, fillable copy of this chart to customize for your team.



Scan QR code to download this resource.

Career Progression for Veterinary Assistants and Technicians

Job Title	Veterinary Assistant I	Veterinary Assistant II	Veterinary Assistant III	Credentialed Veterinary Assistant I, II, III
Description	An uncredentialed team member who assists veterinarians and credentialed technicians with patient care and hospital upkeep	An uncredentialed team member who assists veterinarians and credentialed technicians with patient care and hospital upkeep	An uncredentialed team member who assists veterinarians and credentialed technicians with patient care and hospital upkeep	A credentialed team member who assists technicians and veterinarians with patient care and hospital upkeep
Necessary Skills	<ul style="list-style-type: none"> Hospital cleanliness and disinfection Restraint of non-aggressive patients Stocking of hospital supplies and inventory Routine animal care such as walking, feeding, watering, and litter box maintenance 	<ul style="list-style-type: none"> Restraint of patients for examinations and procedures Administration of oral medication to patients Preparation of medication for dispensing with supervision Drawing up vaccines as directed Preparation of cytology 	<ul style="list-style-type: none"> Cephalic, saphenous, and jugular venipuncture for the collection of blood samples Placement of peripheral IV catheter Microscopy skills including cytology and urine sedimentation 	<ul style="list-style-type: none"> Corresponding to the appropriate category of veterinary assistant with additional responsibilities added as needed
Education Requirements	High school diploma or GED			
Credential Requirements	None			
Licensing Requirements	None			
Pay Range				

Career Progression for Veterinary Assistants and Technicians

(Continued from previous page)

Job Title	Credentialed Veterinary Technician I	Credentialed Veterinary Technician II	Credentialed Veterinary Technician III	Veterinary Technician Specialist
Description	A credentialed team member who works alongside veterinarians to provide patient care and client communication	A credentialed team member who works alongside veterinarians to provide patient care and client communication	A credentialed team member who works alongside veterinarians to provide patient care and client communication	A credentialed veterinary technician specialized in a particular area of patient care such as dentistry or anesthesia
Necessary Skills	<ul style="list-style-type: none"> Induction and monitoring of sedated and anesthetized patients Administration of subcutaneous, intramuscular, and intravenous injections Performing dental prophylaxis Positioning and obtaining radiographic exposures Client communication, including obtaining history, discharge instructions 	<ul style="list-style-type: none"> Placing urethral catheters in male and female patients Client communication, including advanced triage, advice, and review of veterinarian's recommendations Closure of surgical incisions where permitted Dental extractions where permitted 	<ul style="list-style-type: none"> Obtaining arterial blood gas samples Placing central lines Administration of chemotherapeutic drugs Management responsibilities for other veterinary technicians and assistants including training and scheduling 	<ul style="list-style-type: none"> All skills associated with a credentialed veterinary technician Additional skills vary by specialty
Education Requirements	Completion of an approved Veterinary Technology Program	Completion of an approved Veterinary Technology Program, 1-3 years of job experience preferred	Completion of an approved Veterinary Technology Program, 3-5 years of job experience preferred	Completion of an approved Veterinary Technology Program with advanced training in a given specialty
Credential Requirements	CVT, RVT, RVTg, or LVT	CVT, RVT, RVTg, or LVT	CVT, RVT, RVTg, or LVT	CVT, RVT, RVTg, or LVT plus a VTS designation in the field of specialization
Licensing Requirements	Varies by state or province	Varies by state or province	Varies by state or province	Varies by state or province
Pay Range				

Disclaimer: Please consult your state/province practice act for the scope of practice for each role.

©American Animal Hospital Association.



Disclaimer: Please consult your state/province practice act for the scope of practice for each role.

Resources for the Utilization and Support of Veterinary Technicians

These resources provide information about the role and titles used to define veterinary technicians, the scope of practice as defined in each state or province, and ways to support career development through education and specialization.

[AAHA Technician Utilization Guidelines](#)

Titles and Definitions

[AVMA Policy on Veterinary Technology](#)

[Title Protection Report](#)

[The Veterinary Nurse Initiative \(VNI\)](#)

[AVMA Client Brochure on Veterinary Technicians](#)

[NAVTA 2022 Demographic Survey Results](#)

Scope of Practice for Veterinary Technicians

[Model Regulations- Scope of Practice for Veterinary Technicians and Technologists](#)

[Regulatory Board Information by US State and Canadian Province](#)

[Veterinary Practice Act 101](#)

Education and Specialization

[Approved Veterinary Assistant \(AVA\) Certificate Program](#)

[Committee on Veterinary Technician Education and Activities \(CVTEA\) accredited veterinary technology programs](#)

[The Zoetis Foundation/AVMF Veterinary Technician Student Scholarship](#)

[Merck Animal Health/AVMF Veterinary Technician Student Scholarship](#)

[The NAVTA Tuition for Vet Techs Scholarship Program](#)

[The Committee on Veterinary Technician Specialties \(CVTS\)](#)

Other Ways to Support the Practice Team

[MIT Living Wage Calculator](#)

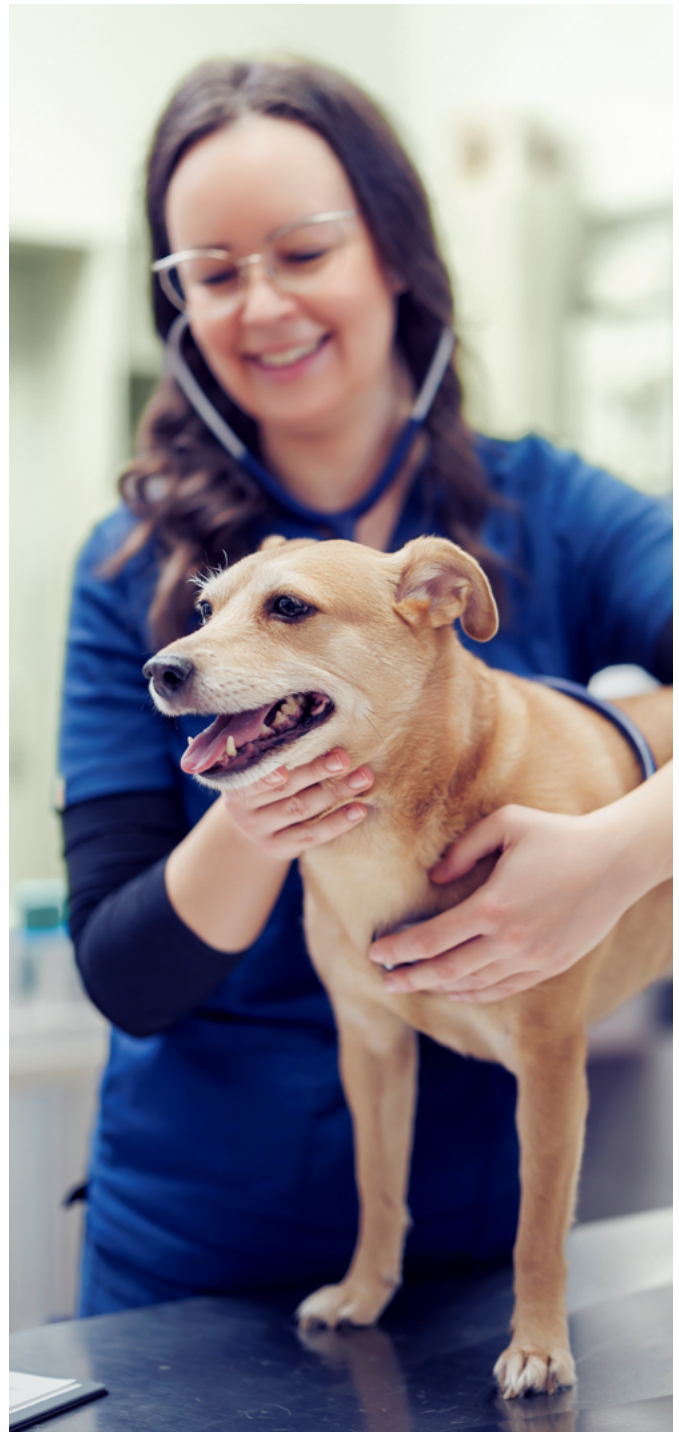
[How to Conduct a Compensation Analysis](#)

[Compensation and Benefits, 9th edition](#)

[AVMA Tools to strengthen your veterinary team](#)

[AVMA Tips for team-based veterinary health care](#)

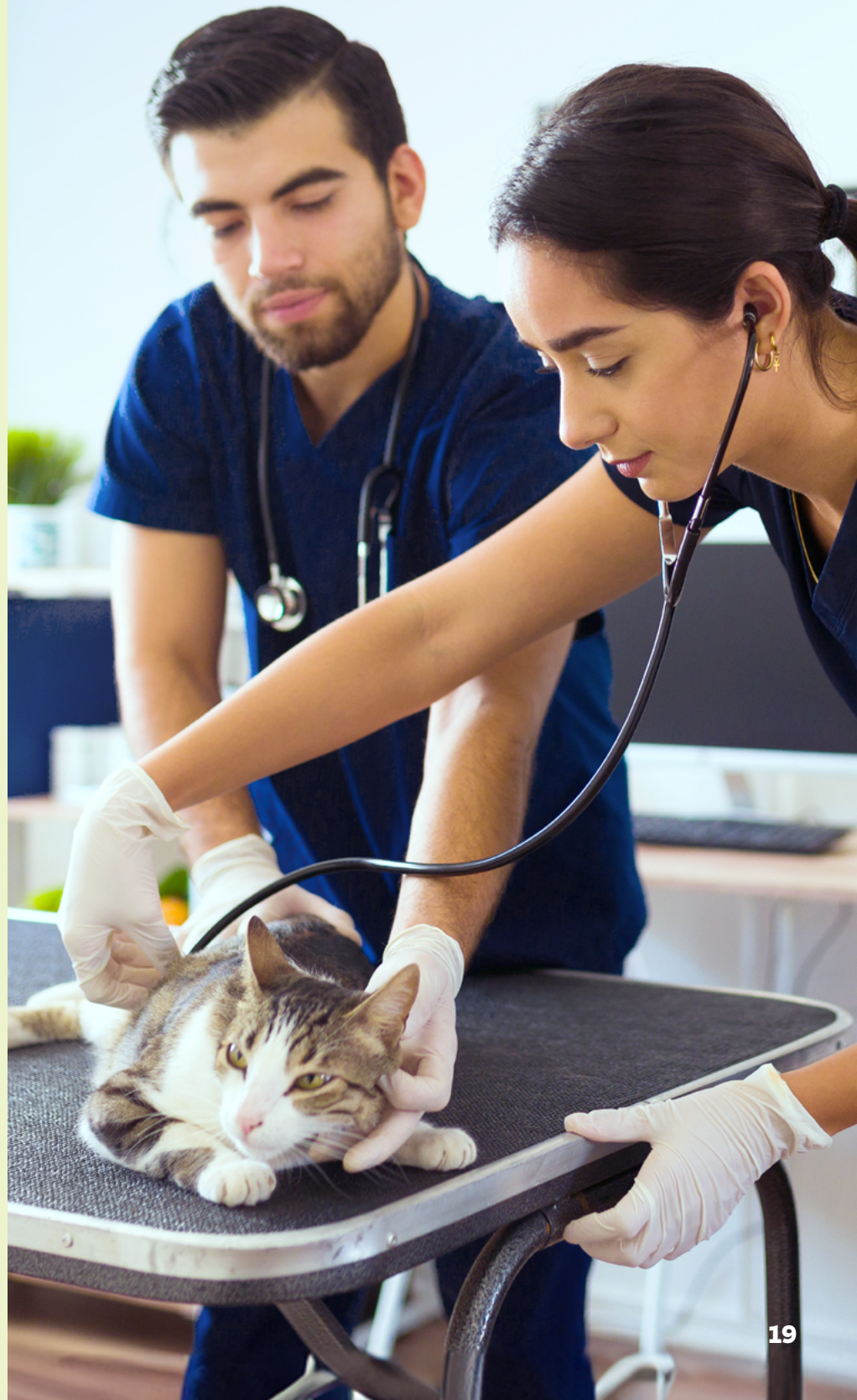
[The Practice Success Prescription: Team-Based Veterinary Healthcare Delivery](#)



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When team members trust one another, they can work together seamlessly to address the diverse needs of pets and their owners.





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