

National Economic Report

2020



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Introduction

Each year, the Canadian Veterinary Medical Association (CVMA), in partnership with the provincial veterinary medical associations, conducts a Practice Owners Economic Survey. The purpose of this survey is to gather data on revenue, expenses, income, number of current and new clients, fees, and DVM and non-DVM staff compensation.

This survey is graciously supported by the following industry partners:

- IDEXX Laboratories
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This report will present the findings of the 2020 CVMA National Practice Owners Economic Survey for companion and mixed/large animal practices and analyze Canada-wide trends over the past four years.

Standardizing the Data

To ensure the accuracy of the data gathered through the Practice Owners Economic Surveys, researchers conducted in-person, telephone, and e-mail interviews as necessary to clarify information.

For example, adjustments were made to financial statements to account for income splitting, personal auto use, building ownership, and other personal deductions that could distort the financial reality. Once all required adjustments were applied, the results accurately depicted the true financial situation of each individual practice.

To compare gross revenues and net incomes between practices of various sizes, figures are converted to a Full Time Equivalent (FTE) DVM figure, representing a veterinarian working 1,750 hours annually. To arrive at the FTE DVM figures, gross revenue and net income for the practice as a whole is divided by the total number of DVM hours worked (for all veterinarians) in the practice.

For example, if a veterinary practice had gross revenue in 2020 of \$1 million and the total number of DVM hours worked in 2020 was 3,500 (equal to two FTEs), the gross revenue generated per FTE would equate to \$500,000.

Presenting figures using this standardization allows for comparisons across practices of various sizes, as well as those that may or may not employ associate veterinarians.

Number of Responses

All surveys are judged on the basis of their number of responses; more data points impart a higher degree of statistical significance in the conclusions drawn. The CVMA National Practice Owners Economic Survey has typically garnered a high number of responses from all provinces, with the bulk of surveys unsurprisingly submitted from the more populous provinces.

The number of surveys submitted in 2020 declined to 389, from 547 in 2019.

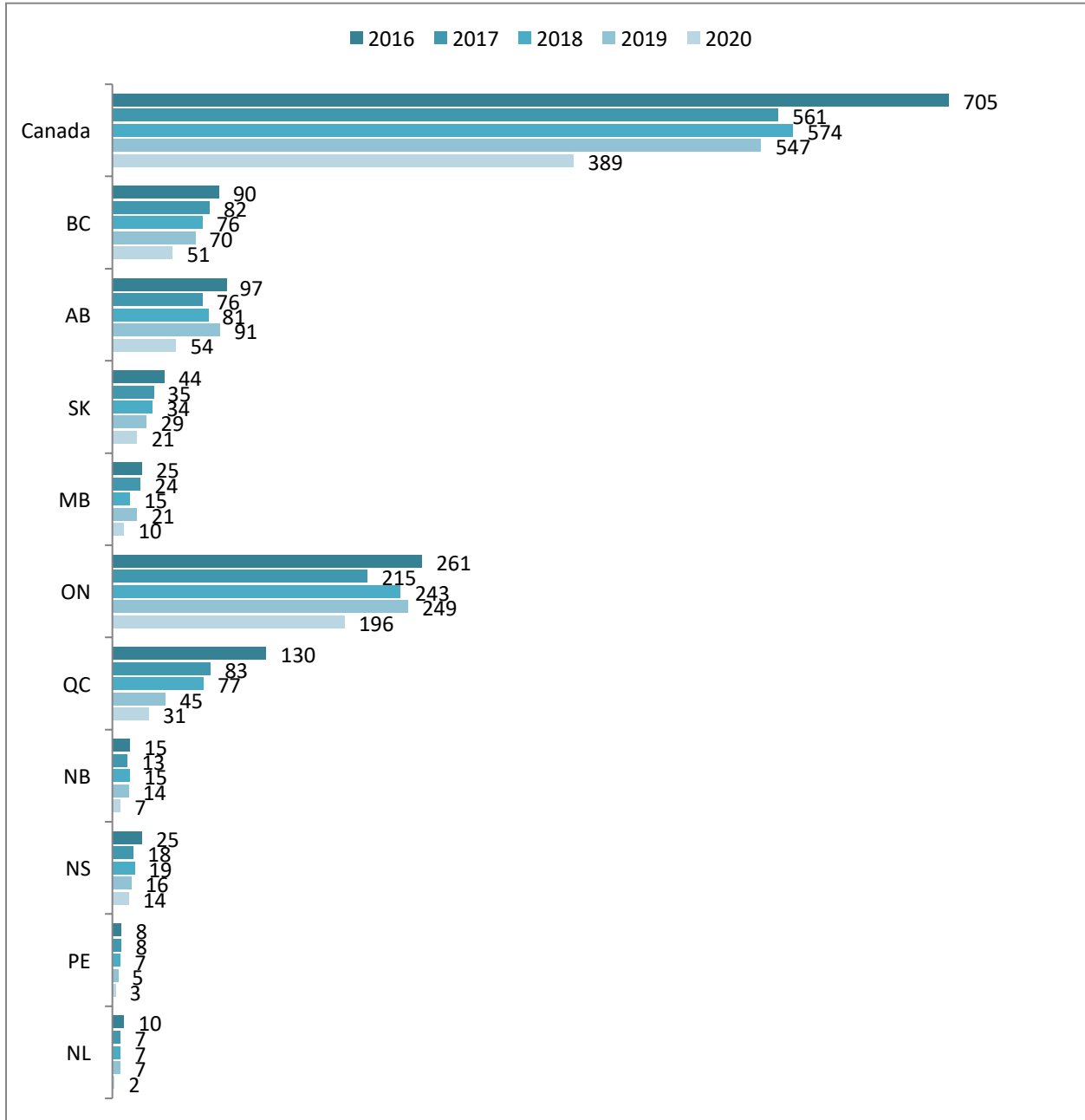


Figure 1. Number of responses to the Practice Owners Economic Survey by province, from 2016 to 2020.

Companion Animal Hospitals

Gross Revenue and Net Income

Gross revenue and net income continued to climb in 2020, attained new high-water marks.

Revenue increased by 3.1 per cent, to a national weighted average of \$650,164 per FTE DVM, up from \$630,906 in 2019. Expenses also climbed, yet by a smaller quantum, of only 2.6 per cent, allowing net income to grow. The national weighted average net income expanded by 3.9 per cent, to \$208,550.

Net income reflects the total amount left after all non-DVM expenses, for DVM salaries, bonuses, and practice owner income. This does not necessarily reflect the amount that is actually taken out of the practice, as practice owners may elect to use a portion of their net income to pay down practice debt, fund capital expenditures, etc.

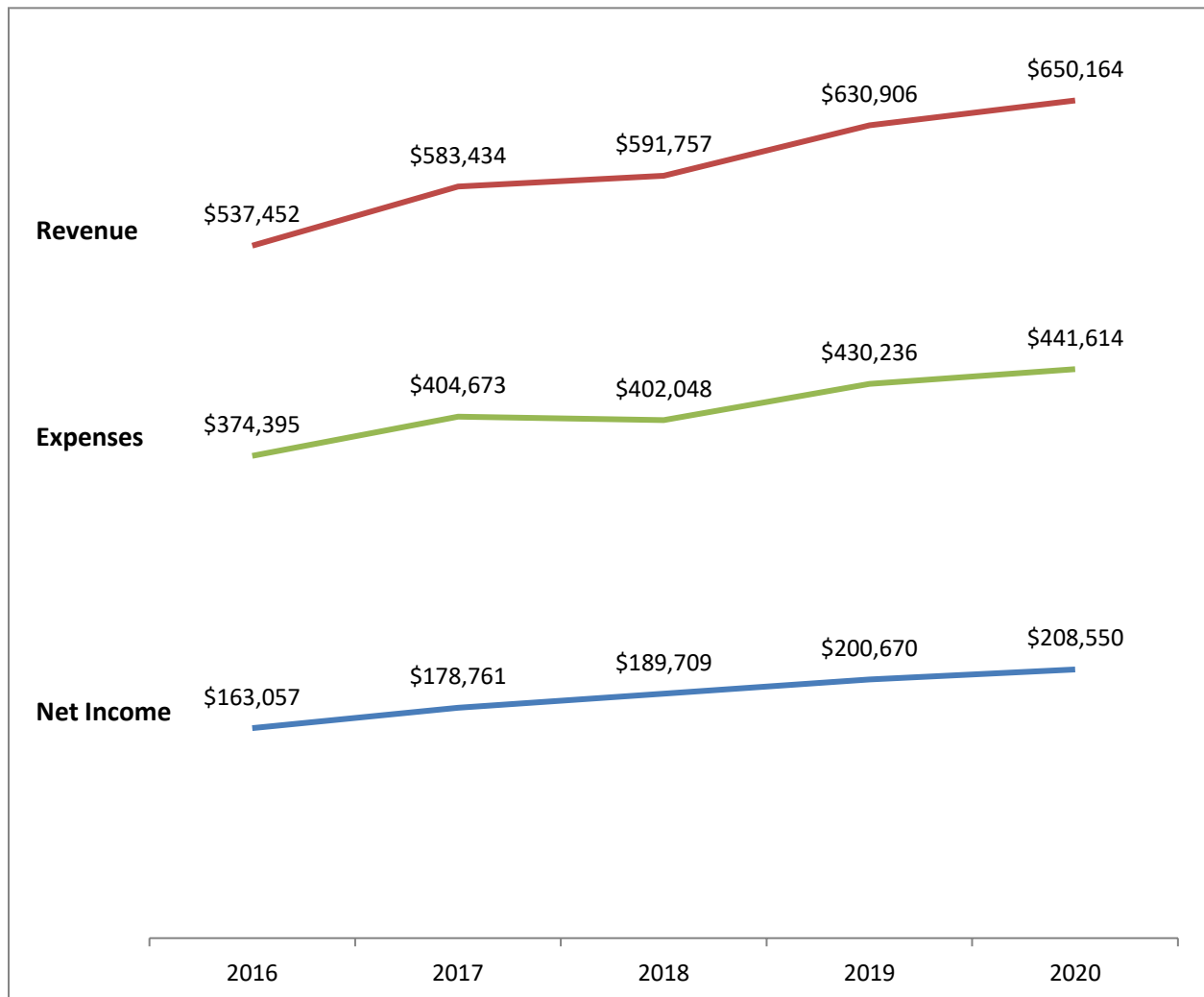


Figure 2. National weighted average gross revenue, non-DVM expenses, and net income per FTE DVM from 2016 to 2020 for companion animal hospitals.

Broken down by province, Manitoba had the highest gross revenue per FTE DVM in 2020, at \$751,312, and the greatest net income, of \$236,796.

Please note that some of the fluctuations in figures, particularly in less populous provinces, may be a result of small sample sizes.

National weighted average revenue, expenses and net income figures do not include Quebec, Prince Edward Island, and Newfoundland and Labrador, due to data gaps.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| Canada | \$537,452 | \$583,434 | \$591,757 | \$630,906 | \$650,164 |
| BC | \$536,891 | \$577,733 | \$575,489 | \$638,736 | \$594,431 |
| AB | \$563,673 | \$602,371 | \$539,963 | \$601,926 | \$684,151 |
| SK | \$447,151 | \$442,751 | \$533,638 | \$545,245 | \$526,140 |
| MB | \$520,929 | \$611,226 | \$642,710 | \$669,548 | \$751,312 |
| ON | \$539,523 | \$594,852 | \$620,688 | \$653,085 | \$672,601 |
| QC | \$456,305 | \$472,375 | \$521,360 | \$496,419 | \$569,244 |
| NB | \$478,468 | \$477,328 | \$443,389 | \$479,494 | \$497,543 |
| NS | \$540,460 | \$583,623 | \$503,124 | \$606,775 | \$485,711 |
| PE | \$475,039 | \$494,977 | \$496,779 | \$432,942 | na |
| NL | \$611,776 | \$592,278 | \$782,545 | \$598,493 | na |

Table 1. Average gross revenue per FTE DVM by province from 2016 to 2020 for companion animal hospitals.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| Canada | \$163,057 | \$178,761 | \$189,709 | \$200,670 | \$208,550 |
| BC | \$173,355 | \$193,347 | \$185,769 | \$215,943 | \$193,467 |
| AB | \$164,328 | \$182,223 | \$157,209 | \$165,996 | \$212,676 |
| SK | \$135,215 | \$132,183 | \$201,347 | \$165,755 | \$176,910 |
| MB | \$160,621 | \$177,745 | \$200,037 | \$206,498 | \$236,796 |
| ON | \$163,415 | \$180,413 | \$202,595 | \$213,169 | \$217,929 |
| NB | \$133,753 | \$130,522 | \$132,149 | \$162,541 | \$160,304 |
| NS | \$136,528 | \$157,441 | \$142,595 | \$167,691 | \$120,245 |
| PE | \$188,535 | \$199,578 | \$186,813 | na | na |
| NL | \$198,860 | \$180,336 | \$259,903 | \$174,405 | na |

Table 2. Average net income per FTE DVM by province from 2016 to 2020 for companion animal hospitals.

Revenue growth is driven primarily by two factors: fee increases, and client numbers. Higher fees, as well as more clients, clients visiting more often, or clients spending more at each visit, all serve to push gross revenue upwards.

Expenses

While the total dollar amount of non-DVM expenses increased in 2020, the percentage of gross revenue expended declined, from a nationally weighted average of 68.3 per cent of revenue down to 67.9 per cent.

The expenses that saw the greatest increases were drugs and supplies and non-DVM wages.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Drugs & Supplies | 27.7% | 28.2% | 27.7% | 27.7% | 28.1% |
| Wages (non-DVM) | 21.0% | 21.0% | 20.1% | 20.5% | 20.7% |
| Specialists | 0.6% | 0.5% | 0.6% | 0.6% | 0.7% |
| Rent | 5.8% | 5.7% | 5.9% | 5.5% | 5.1% |
| Office | 1.7% | 1.7% | 1.5% | 1.5% | 1.4% |
| Accounting & Legal | 0.8% | 0.8% | 0.7% | 0.9% | 0.7% |
| Bank Charges | 1.8% | 1.8% | 1.9% | 1.9% | 2.0% |
| Depreciation | 1.4% | 1.3% | 1.5% | 1.6% | 1.2% |
| Utilities | 1.5% | 1.3% | 1.2% | 1.2% | 1.1% |
| Repairs & Maintenance | 1.2% | 1.3% | 1.2% | 1.2% | 1.2% |
| Laboratory | 2.3% | 2.2% | 2.3% | 2.5% | 2.7% |
| Professional Dues | 0.7% | 0.6% | 0.5% | 0.5% | 0.5% |
| Other | 0.1% | 0.0% | 0.1% | 0.1% | 0.1% |
| Advertising | 0.9% | 0.8% | 0.8% | 0.8% | 0.7% |
| Equipment Rental | 0.6% | 0.6% | 0.6% | 0.4% | 0.6% |
| Bad Debt | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% |
| Grooming | 0.1% | 0.1% | 0.1% | 0.0% | 0.1% |
| Continuing Education | 0.6% | 0.7% | 0.7% | 0.8% | 0.5% |
| Insurance | 0.7% | 0.7% | 0.7% | 0.6% | 0.5% |
| Non-DVM Expenses | 69.6% | 69.4% | 68.0% | 68.3% | 67.9% |
| Net Income (all DVMs) | 30.4% | 30.6% | 32.0% | 31.7% | 32.1% |

Table 3. National weighted average of non-DVM expenses as a percentage of gross revenue from 2016 to 2020 for companion animal hospitals.

When broken down by province, Nova Scotia had the highest percentage of gross revenue spent on non-DVM expenses in 2020, at 75.2 per cent, while Saskatchewan had the lowest, at 66.4 per cent.

| | Canada | BC | AB | SK | MB | ON | NB | NS | PE | NL |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------|-----------|
| Drugs & Supplies | 28.10% | 27.10% | 27.20% | 27.80% | 31.20% | 28.20% | 31.80% | 32.90% | na | na |
| Wages (non-DVM) | 20.50% | 21.60% | 21.90% | 19.00% | 18.30% | 20.00% | 17.60% | 22.20% | na | na |
| Specialists | 0.70% | 1.10% | 0.30% | na | na | 0.60% | na | na | na | na |
| Rent | 5.20% | 5.20% | 6.10% | 6.10% | 5.10% | 4.70% | 4.20% | 6.00% | na | na |
| Office | 1.40% | 1.50% | 1.10% | 1.70% | 1.10% | 1.40% | 1.80% | 1.10% | na | na |
| Accounting & Legal | 0.70% | 0.60% | 0.60% | 0.80% | 0.80% | 0.80% | na | 1.20% | na | na |
| Bank Charges | 2.00% | 1.50% | 1.60% | 1.90% | 2.60% | 2.20% | 1.30% | 2.30% | na | na |
| Depreciation | 1.20% | 1.50% | 1.20% | 1.70% | 1.50% | 1.00% | 2.10% | 2.30% | na | na |
| Utilities | 1.10% | 1.00% | 1.00% | 1.00% | 0.70% | 1.10% | 1.50% | 1.10% | na | na |
| Repairs & Maintenance | 1.20% | 0.90% | 0.90% | 1.10% | 1.40% | 1.30% | 1.50% | 1.30% | na | na |
| Laboratory | 2.70% | 2.20% | 3.30% | 2.10% | 2.50% | 2.70% | na | na | na | na |
| Professional Dues | 0.50% | 0.40% | 0.70% | 0.60% | 0.50% | 0.40% | 0.40% | 0.90% | na | na |
| Other | 0.10% | 0.10% | 0.30% | na | na | 0.10% | na | 0.10% | na | na |
| Advertising | 0.70% | 0.80% | 0.70% | 1.00% | 0.80% | 0.70% | 0.30% | 0.70% | na | na |
| Equipment Rental | 0.60% | 0.90% | 0.70% | 0.80% | na | 0.40% | 0.30% | 0.90% | na | na |
| Bad Debt | 0.10% | 0.10% | 0.10% | 0.10% | na | 0.10% | na | na | na | na |
| Grooming | 0.10% | na | na | na | na | 0.10% | na | na | na | na |
| Continuing Education | 0.50% | 0.70% | 0.10% | 0.40% | 0.20% | 0.50% | na | 0.90% | na | na |
| Insurance | 0.50% | 0.40% | 0.60% | 0.30% | 0.40% | 0.60% | 0.70% | 0.60% | na | na |
| Non-DVM Expenses | 67.90% | 67.50% | 68.90% | 66.40% | 68.50% | 67.30% | 67.80% | 75.20% | na | na |
| Net Income (all DVMs) | 32.10% | 32.50% | 31.10% | 33.60% | 31.50% | 32.70% | 32.20% | 24.80% | na | na |

Table 4. Average of non-DVM expenses as a percentage of gross revenue by province in 2020 for companion animal hospitals.

While the national trend was that of lower expenses as a percentage of gross revenue in 2020, some provinces bucked this tendency. British Columbia, New Brunswick and Nova Scotia increased their non-DVM expenses as a percentage of gross revenue, from 2019 to 2020.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-------|-------|-------|-------|-------|
| Canada | 69.6% | 69.4% | 68.0% | 68.3% | 67.9% |
| BC | 67.7% | 66.5% | 67.7% | 66.2% | 67.5% |
| AB | 70.8% | 69.7% | 70.9% | 72.4% | 68.9% |
| SK | 69.8% | 70.1% | 62.3% | 69.6% | 66.4% |
| MB | 69.2% | 70.9% | 68.9% | 69.2% | 68.5% |
| ON | 69.7% | 69.7% | 67.4% | 67.4% | 67.3% |
| NB | 72.0% | 72.7% | 70.2% | 66.1% | 67.8% |
| NS | 74.8% | 73.0% | 71.7% | 72.4% | 75.2% |
| PE | 60.3% | 59.7% | 62.4% | na | na |
| NL | 67.5% | 69.6% | 66.8% | 70.9% | na |

Table 5. Average total non-DVM expenses as a percentage of gross revenue by province from 2016 to 2020 for companion animal hospitals.

Expenses are a critical component of net income, or practice profitability. Even a hospital that is successfully growing revenue may not be able to reap the rewards of their hard work, if their profitability is continually eroded by the faster growth of their expenses. Prudent expense control, accomplished through budgeting and careful attention to expenditures, can help make sure that a practice retains more of the revenue that they generate. Particular focus should be placed on those categories of expenses that consume the greatest amount of money: drugs and supplies, non-DVM wages, and laboratory.

Current and New Clients

Current clients rebounded strongly in 2020. The national weighted average number of current clients (those clients seen within the past twelve months) per FTE DVM increased from 887 to 1,029. New clients also ticked upwards, from 212 in 2019, to 229 in 2020.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-------|-------|-------|-------|-------|
| Canada | 925 | 949 | 876 | 887 | 1,029 |
| BC | 785 | 877 | 828 | 780 | 888 |
| AB | 930 | 897 | 903 | 913 | 1,102 |
| SK | 1,072 | 701 | 843 | 810 | 796 |
| MB | 1,037 | 1,086 | 1,019 | 1,095 | 852 |
| ON | 769 | 774 | 762 | 741 | 820 |
| QC | 1,125 | 1,276 | 1,036 | 1,158 | 1,479 |
| NB | 1,182 | 848 | 894 | 768 | 1,198 |
| NS | 1,123 | 961 | 964 | 900 | 865 |
| PE | 1,036 | 1,270 | 1,234 | 1,135 | na |
| NL | 1,723 | 1,923 | 1,217 | 1,113 | na |

Table 6. Average number of current clients per FTE DVM by province from 2016 to 2020 for companion animal hospitals.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|------|------|------|------|------|
| Canada | 200 | 220 | 211 | 212 | 229 |
| BC | 217 | 239 | 237 | 222 | 271 |
| AB | 238 | 267 | 203 | 245 | 283 |
| SK | 207 | 210 | 257 | 237 | 263 |
| MB | 234 | 319 | 257 | 275 | 293 |
| ON | 169 | 179 | 193 | 193 | 193 |
| QC | 278 | 322 | 285 | na | na |
| NB | 224 | 225 | 230 | 190 | 192 |
| NS | 229 | 237 | 218 | 201 | 275 |
| PE | 247 | 215 | 205 | 199 | na |
| NL | 352 | 504 | 286 | 221 | na |

Table 7. Average number of new clients per FTE DVM by province from 2016 to 2020 for companion animal hospitals.

The number of clients a hospital sees each year is a key component of gross revenue generated. Typically, more clients equal more revenue, particularly if each client is visiting more often, and is spending more at each visit. Client retention and compliance can be increased by wellness plans, pre-booking clients for their next visit at their current examination, and utilizing outbound phone calls to contact lapsed clients, rather than relying on more passive measures, such as postcards or emails.

Mixed and Large Animal Hospitals

Gross Revenue and Net Income

Mixed and large animal hospitals had more mixed results in 2020, with growing expenses outpacing higher revenues, suppressing net incomes.

Gross revenue climbed by 1.1 per cent in 2020, to a national weighted average of \$554,059 per FTE DVM, from \$547,762 in 2019. However, expenses surged by 6.1 per cent, far outstripping the higher revenues. This resulted in a steep decline in net incomes, of 7.9 per cent, to a national weighted average of \$178,779 per FTE DVM.

Net income reflects the total amount left after non-DVM expenses, for DVM salaries, bonuses, and practice owner income. This does not necessarily reflect the amount that is actually taken out of the practice, as practice owners may elect to use a portion of their net income to pay down practice debt, make capital purchases, etc.

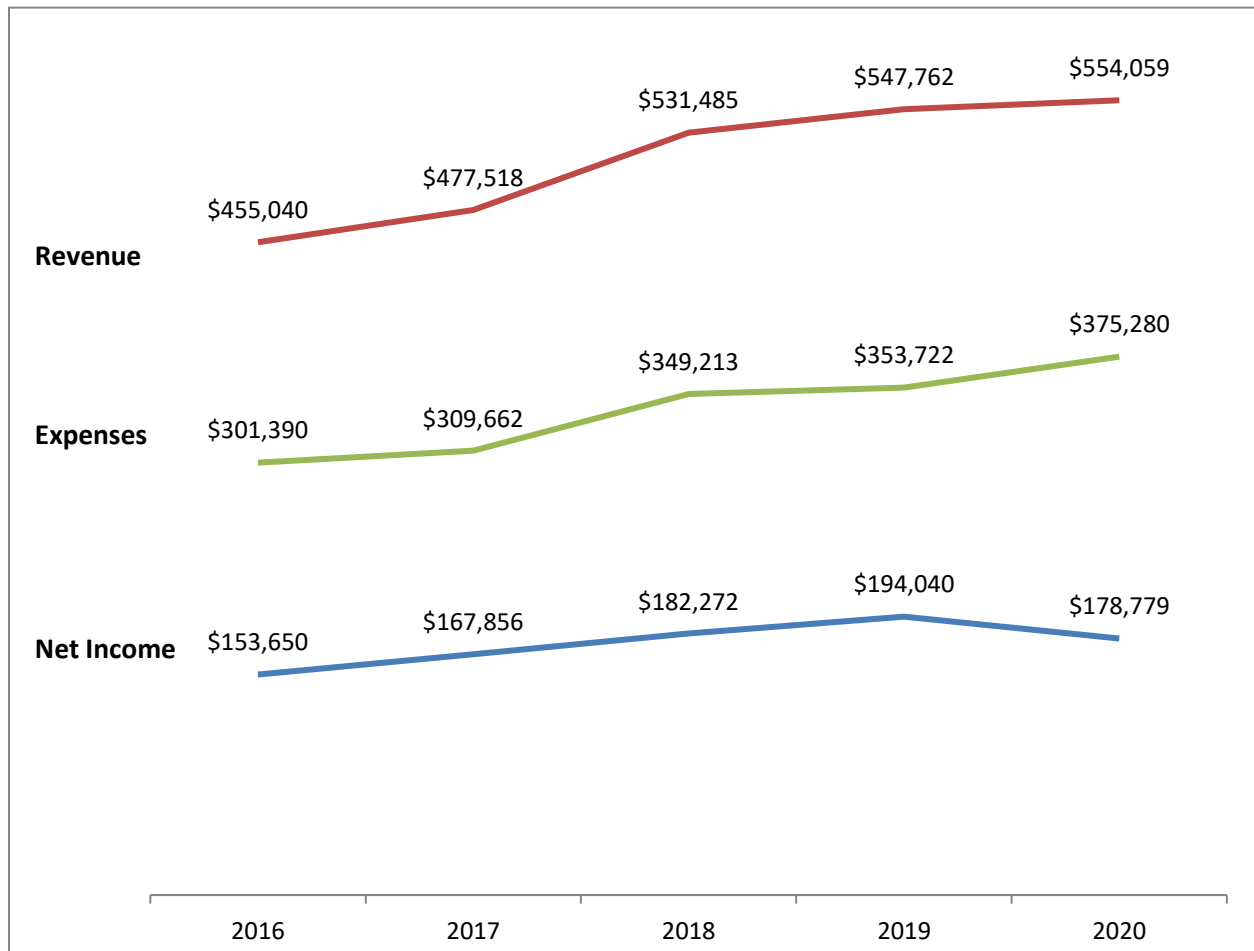


Figure 3. National weighted average gross revenue, net income, and non-DVM expenses per FTE DVM from 2016 to 2020 for mixed and large animal hospitals.

Broken down by province, Ontario had the highest gross revenue per FTE DVM in 2020 at \$580,064, while British Columbia held the top spot for net income, at \$199,926 per FTE DVM. It should be noted that a relatively small sample size in Saskatchewan may result in higher volatility for this province's figures.

National weighted average revenue, expenses and net income figures do not include Manitoba and Prince Edward Island, due to data gaps across multiple years.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| Canada | \$455,040 | \$477,518 | \$531,485 | \$547,762 | \$554,059 |
| BC | \$394,540 | \$412,237 | \$573,134 | \$458,500 | \$500,285 |
| AB | \$496,558 | \$459,566 | \$478,486 | \$610,750 | \$532,027 |
| SK | \$595,203 | \$501,236 | \$647,315 | \$808,500 | \$545,711 |
| MB | \$436,290 | \$397,805 | \$615,656 | na | na |
| ON | \$451,430 | \$503,151 | \$523,856 | \$539,000 | \$580,064 |
| PE | \$401,916 | na | na | na | na |

Table 8. Average gross revenue per FTE DVM by province from 2016 to 2020 for mixed and large animal hospitals.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| Canada | \$153,650 | \$167,856 | \$182,272 | \$194,040 | \$178,779 |
| BC | \$127,979 | \$143,614 | \$209,830 | \$166,272 | \$199,926 |
| AB | \$158,354 | \$146,014 | \$141,310 | \$192,681 | \$142,828 |
| SK | \$161,766 | \$174,230 | \$179,849 | \$245,749 | \$142,482 |
| MB | na | \$107,063 | na | na | na |
| ON | \$160,268 | \$182,157 | \$185,487 | \$199,961 | \$183,061 |
| PE | \$134,639 | na | na | na | na |

Table 9. Average net income per FTE DVM by province from 2016 to 2020 for mixed and large animal hospitals.

Expenses

Non-DVM expenses as a percentage of gross revenue increased to a national weighted average of 67.8 per cent in 2020.

The categories of expenses that experienced the largest decreases were drugs and supplies and non-DVM wages.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Drugs & Supplies | 34.4% | 34.9% | 35.7% | 34.4% | 35.6% |
| Wages (non-DVM) | 13.4% | 13.2% | 14.1% | 12.9% | 15.2% |
| Specialists | 0.4% | 0.3% | 0.1% | 0.3% | na |
| Rent | 3.4% | 2.9% | 3.1% | 3.1% | 3.4% |
| Office | 1.5% | 1.4% | 1.3% | 1.3% | 1.6% |
| Accounting & Legal | 0.6% | 0.8% | 0.7% | 0.7% | 0.7% |
| Bank Charges | 1.3% | 1.2% | 1.2% | 1.5% | 1.5% |
| Depreciation | 1.6% | 1.5% | 1.3% | 0.8% | 1.5% |
| Utilities | 1.5% | 1.4% | 1.1% | 1.3% | 1.2% |
| Repairs & Maintenance | 1.0% | 0.9% | 0.9% | 1.0% | 1.0% |
| Laboratory | 1.6% | 1.3% | 1.3% | 1.5% | 1.1% |
| Professional Dues | 0.8% | 0.6% | 0.6% | 0.6% | 0.8% |
| Other | 0.0% | 0.3% | 0.1% | 0.1% | na |
| Advertising | 0.6% | 0.7% | 0.6% | 0.6% | 0.7% |
| Equipment Rental | 0.2% | 0.3% | 0.4% | 0.4% | 0.3% |
| Bad Debt | 0.2% | 0.1% | 0.1% | 0.2% | 0.2% |
| Vehicle | 1.8% | 1.8% | 1.7% | 1.8% | 1.4% |
| Grooming | 0.0% | 0.0% | 0.0% | 0.0% | na |
| Continuing Education | 0.9% | 0.6% | 0.6% | 0.7% | 0.6% |
| Insurance | 1.0% | 0.9% | 0.8% | 1.0% | 0.8% |
| Non-DVM Expenses | 66.1% | 64.9% | 65.8% | 64.3% | 67.8% |
| Net Income (all DVMs) | 33.9% | 35.1% | 34.2% | 35.7% | 32.2% |

Table 10. National weighted average of non-DVM expenses as a percentage of gross revenue from 2016 to 2020 for mixed and large animal hospitals.

When broken down by province, Saskatchewan had the highest percentage of gross revenue spent on non-DVM expenses in 2020, at 73.9 per cent, while British Columbia had the lowest, at 60.0 per cent.

| | Canada | BC | AB | SK | ON |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Drugs & Supplies | 35.6% | 26.0% | 39.5% | 33.5% | 37.9% |
| Wages (non-DVM) | 15.2% | 15.7% | 16.7% | 17.4% | 14.4% |
| Specialists | na | na | na | na | na |
| Rent | 3.4% | 3.0% | 3.2% | 4.2% | 3.5% |
| Office | 1.6% | 1.6% | 2.0% | 2.1% | 1.4% |
| Accounting & Legal | 0.7% | 0.9% | 0.8% | 1.0% | 0.6% |
| Bank Charges | 1.5% | 1.4% | 1.7% | 1.5% | 1.4% |
| Depreciation | 1.5% | 0.7% | 2.2% | 1.4% | 1.6% |
| Utilities | 1.2% | 1.9% | 1.5% | 1.7% | 0.8% |
| Repairs & Maintenance | 1.0% | 1.1% | 0.7% | 1.2% | 1.1% |
| Laboratory | 1.1% | 1.6% | 1.1% | 1.0% | 1.0% |
| Professional Dues | 0.8% | 1.5% | 0.5% | 0.4% | 0.6% |
| Other | na | na | na | 2.0% | na |
| Advertising | 0.7% | 0.8% | 0.7% | 2.2% | 0.6% |
| Equipment Rental | 0.3% | 0.3% | 0.4% | 0.3% | 0.2% |
| Bad Debt | 0.2% | na | 0.0% | 0.3% | 0.2% |
| Vehicle | 1.4% | 1.2% | 0.9% | 1.7% | 1.6% |
| Grooming | na | na | na | na | na |
| Continuing Education | 0.6% | 1.0% | 0.4% | 1.2% | 0.5% |
| Insurance | 0.8% | 0.9% | 0.7% | 0.8% | 0.8% |
| Non-DVM Expenses | 67.8% | 60.0% | 73.2% | 73.9% | 68.4% |
| Net Income (all DVMs) | 32.2% | 40.0% | 26.8% | 26.1% | 31.6% |

Table 11. Average of non-DVM expenses as a percentage of gross revenue by province in 2020 for mixed and large animal hospitals.

Most provinces saw their non-DVM expenses increase as a percentage of gross revenue in 2020. The one exception to this was British Columbia, where expenses fell to 60.0 per cent of gross revenue, from 63.8 per cent.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------|-------|-------|-------|-------|-------|
| Canada | 66.1% | 64.9% | 65.8% | 64.3% | 67.8% |
| BC | 67.6% | 65.2% | 63.4% | 63.8% | 60.0% |
| AB | 68.1% | 68.2% | 70.5% | 68.4% | 73.2% |
| SK | 72.8% | 65.2% | 72.2% | 69.6% | 73.9% |
| MB | na | 73.1% | na | na | na |
| ON | 64.5% | 63.8% | 64.6% | 62.9% | 68.4% |
| PE | 66.5% | na | na | na | na |

Table 12. Average total non-DVM expenses as a percentage of gross revenue by province from 2016 to 2020 for mixed and large animal hospitals.

In the effort to grow net income, or practice profitability, controlling expenses is a sound strategy. Setting, and sticking to a budget, can help a practice to ensure that their expenses do not increase at a pace faster than their revenues, thus eroding net income. For mixed and large animal hospitals, particular attention should be paid to drugs and supplies, non-DVM wages, rent, and vehicle expenses, as these are the categories which typically consume the greatest amount of money.

Conclusion

Overall, 2020 was a mixed year for Canadian veterinarians, set against the backdrop of the COVID-19 pandemic.

In companion animal hospitals, strong revenue growth and modestly higher expense allowed net incomes to rise.

Mixed and large animal hospitals, on the other hand, had moderate revenue growth, yet saw expenses surge, depressing net incomes.

Thank you to the Canadian Veterinary Medical Association and our corporate sponsors, IDEXX Laboratories, Petsecure, Merck and Scotiabank.

Finally, thank you to all of the members who took the time to complete the Practice Owners Economic Survey. Without your participation, this report would be impossible.

If you have any questions or concerns about the 2020 General Economic Report, please contact Dr. Chris Doherty or Darren Osborne at cdoherty@ovma.org or dosborne@ovma.org.

Appendix

Companion Animal Hospitals

| | Canada | BC | AB | SK | MB | ON | NB | NS | PE | NL |
|--|---------|---------|---------|---------|---------|---------|---------|---------|----|----|
| Companion Animal Professional Services Share of Revenue | 58% | 60% | 61% | 57% | 62% | 59% | 52% | 53% | na | na |
| Companion Animal Food Sales Share of Revenue | 15% | 13% | 18% | 15% | 13% | 15% | 17% | 17% | na | na |
| Companion Animal Drug Sales Share of Revenue | 25% | 24% | 21% | 25% | 21% | 28% | 28% | 28% | na | na |
| Revenue per FTE | 632,966 | 595,453 | 677,558 | 526,140 | 751,312 | 676,529 | 497,543 | 485,711 | na | na |
| Current Clients per FTE | 1,029 | 888 | 1,102 | 796 | 852 | 820 | 1,198 | 865 | na | na |
| New Clients per FTE | 229 | 271 | 283 | 263 | 293 | 193 | 192 | 275 | na | na |
| Revenue per Client | 784 | 763 | 656 | 737 | 754 | 903 | 495 | 561 | na | na |
| Transactions per Client | 5.2 | 5.2 | 4.4 | 6.6 | 5.0 | 5.7 | 3.8 | 5.1 | na | na |
| Revenue per Transaction | 148 | 144 | 151 | 142 | 141 | 161 | 136 | 103 | na | na |
| Duration of Examination (minutes) | 27 | 30 | 28 | 27 | 27 | 27 | 25 | 29 | na | na |
| Consultation | 83.01 | 79.74 | 83.35 | 80.87 | 73.52 | 89.57 | 78.11 | 77.73 | na | na |
| Canine Vaccine | 125.86 | 122.06 | 127.33 | 113.81 | 125.14 | 135.02 | 118.81 | 110.44 | na | na |
| Feline Vaccine | 127.14 | 126.46 | 129.51 | 116.85 | 127.79 | 134.89 | 119.67 | 109.74 | na | na |
| Canine Spay | 436.86 | 390.16 | 415.77 | 350.09 | 372.69 | 506.76 | 332.92 | 308.81 | na | na |
| Canine Neuter | 375.77 | 338.20 | 358.74 | 302.36 | 309.50 | 436.96 | 264.16 | 262.94 | na | na |
| Feline Spay | 344.52 | 296.54 | 323.35 | 284.50 | 301.23 | 403.98 | 248.83 | 247.64 | na | na |
| Feline Neuter | 215.85 | 188.61 | 199.20 | 156.03 | 167.77 | 257.89 | 154.27 | 141.37 | na | na |
| Radiograph Set-up and Two Views | 231.77 | 215.78 | 216.65 | 166.72 | 209.45 | 263.46 | 181.74 | 218.81 | na | na |
| CBC | 66.26 | 66.05 | 79.68 | 59.88 | 106.76 | 83.07 | 89.60 | 78.01 | na | na |
| Heartworm Test | 70.25 | 84.69 | 70.92 | 89.55 | 61.63 | 68.47 | 63.75 | 61.50 | na | na |
| Blood Collection Fee | 31.50 | 30.1 | 35.9 | 23.8 | 25 | 34.4 | 19.2 | 23.0 | na | na |

| | | | | | | | | | | |
|--|--------------|------------|------------|------------|----------------|------------|------------|------------|--------|--------|
| | | 8 | 8 | 8 | .8 5 | 3 | 2 | 9 | a | a |
| Complete Urinalysis | 71.81 | 62.6 3 | 74.3 2 | 57.3 4 | 67 .7 3 | 79.1 8 | 66.7 7 | 75.0 2 | n a | n a |
| Anaesthetic Induction and 30 Min. Maintenance | 263.1 2 | 270. 88 | 276. 63 | 146. 59 | 18 5.4 8 | 291. 98 | 180. 21 | 227. 69 | n a | n a |
| Local Anesthetic | 51.58 | 43.0 3 | 51.5 7 | 36.3 3 | 45 .5 3 | 59.6 3 | 37.1 8 | 49.9 1 | n a | n a |
| Surgery per 10 Minutes | 113.8 0 | 104. 74 | 113. 63 | 71.2 2 | 94 .4 9 | 130. 26 | 59.1 5 | 116. 32 | n a | n a |
| Feline Comprehensive Oral Health Assessment and Treatment (Routine) | 530.2 0 | 569. 13 | 568. 61 | 540. 49 | 43 2.1 9 | 550. 76 | 401. 81 | 442. 18 | n a | n a |
| Cystocentesis | 39.33 | 37.7 9 | 44.2 6 | 29.6 4 | 32 .0 9 | 41.8 0 | 38.6 8 | 37.7 9 | n a | n a |
| IV Catheterization | 174.9 5 | 174. 96 | 194. 46 | 153. 88 | 14 4.2 1 | 185. 73 | 127. 29 | 153. 77 | n a | n a |
| Euthanasia (Feline) | 161.5 9 | 138. 80 | 158. 84 | 143. 81 | 13 2.4 7 | 184. 33 | 148. 54 | 136. 96 | n a | n a |
| Hospitalization | 90.51 | 128. 43 | 118. 67 | 69.1 5 | 75 .7 3 | 78.4 1 | 54.6 0 | 85.5 5 | n a | n a |
| Dispensing Fee | 16.44 | 14.0 3 | 12.9 2 | 12.4 6 | 12 .2 9 | 20.1 0 | 13.3 9 | 14.4 7 | n a | n a |
| Pet Food Markup | 1. 4 0 | 1.43 | 1.41 | 1.45 | 1. 4 9 | 1.44 | 1.42 | 1.4 0 | n a | n a |
| Pharmacy Markup | 1. 9 0 | 1.99 | 1.96 | 1.94 | 1. 7 8 | 1.94 | 1.89 | 2.0 0 | n a | n a |
| Laboratory Markup | 1. 9 2 | 2.06 | 2.00 | 1.62 | 1. 7 0 | 1.98 | 1.82 | 1.9 0 | n a | n a |

| | Canada | BC | AB | SK | MB | ON | NB | NS | P E | NL |
|---|---------|---------|---------|---------|---------|---------|---------|---------|--------|----|
| All DVM FTE Compensation | 204,203 | 196,418 | 210,627 | 176,910 | 236,796 | 221,528 | 160,304 | 120,245 | na | na |
| Associate DVM FTE Compensation | 103,746 | 113,608 | 108,308 | 87,124 | 96,183 | 108,525 | 70,128 | 89,677 | na | na |
| Receptionist Hourly Wage | 17.41 | 18.94 | 18.09 | 16.65 | 16.16 | 17.79 | 16.19 | 16.36 | na | na |
| AHT/RHT Hourly Wage | 21.29 | 24.25 | 23.69 | 21.01 | 22.58 | 20.67 | 19.12 | 19.26 | na | na |
| Non-registered Technician Hourly Wage | 17.21 | 19.36 | 17.72 | 17.00 | 15.68 | 17.36 | 16.56 | 16.26 | na | na |
| Kennel Assistant Hourly Wage | 14.48 | 14.91 | 16.68 | 13.90 | 13.13 | 14.73 | 12.70 | 12.55 | na | na |
| Groomer Hourly Wage | 14.71 | na | 19.87 | na | na | 22.45 | 16.00 | na | na | na |
| Student Hourly Wage | 13.81 | 15.82 | 16.99 | 16.50 | na | 14.53 | na | 15.00 | na | na |
| Other Non-DVM Staff Hourly Wage | 27.83 | 40.02 | 38.51 | na | 20.00 | 25.78 | na | 33.11 | na | na |
| Office Manager Hourly Wage | 24.66 | 26.91 | 25.91 | 25.00 | 23.17 | 25.00 | 25.60 | 20.22 | na | na |
| Practice Manager Hourly Wage | 31.05 | 36.01 | 32.10 | 32.18 | 29.64 | 30.27 | 31.68 | 33.92 | na | na |
| Practice Administrator Hourly Wage | 34.90 | 34.58 | 41.22 | 48.79 | 34.26 | 36.27 | 30.00 | na | na | na |
| Non-DVM Combined Hourly Wage | 19.66 | 20.98 | 21.78 | 19.54 | 19.50 | 19.66 | 18.34 | 18.21 | na | na |
| Receptionist Hours per DVM Hour | 1.0 | 1.2 | 1.0 | 0.6 | 1.3 | 1.0 | 0.8 | 1.4 | na | na |
| AHT/RHT Hours per DVM Hour | 1.2 | 0.9 | 1.5 | 1.1 | 1.2 | 1.3 | 1.2 | 1.3 | na | na |
| Non-registered Technician Hours per DVM Hour | 0.5 | 0.7 | 0.5 | 0.3 | 0.4 | 0.5 | 0.4 | 0.5 | na | na |
| Kennel Assistant Hours per DVM Hour | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.2 | 0.1 | - | na | na |
| Groomer Hours per DVM Hour | - | - | - | - | - | - | - | - | na | na |
| Student Hours per DVM Hour | 0.1 | 0.1 | - | - | - | 0.1 | - | - | na | na |
| Other Non-DVM Staff Hours per DVM Hour | - | - | - | - | - | - | - | - | na | na |
| Office Manager Hours per DVM Hour | 0.2 | 0.1 | 0.1 | 0.2 | 0.3 | 0.2 | 0.1 | 0.1 | na | na |
| Practice Manager Hours per DVM Hour | 0.2 | 0.1 | 0.2 | 0.1 | 0.1 | 0.2 | 0.1 | 0.1 | na | na |
| Practice Administrator Hours per DVM Hour | 0.0 | - | - | - | 0.1 | - | - | - | na | na |

| | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|--------|----|
| Non-DVM Combined Hours per DVM Hour | 3.3 | 3.3 | 3.6 | 2.4 | 3.6 | 3.5 | 2.7 | 3.5 | n a | na |
|--|-----|-----|-----|-----|-----|-----|-----|-----|--------|----|

| | Canada | BC | AB | SK | MB | ON | NB | NS | PE | NL |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|
| Drugs and Supplies | 28.1 % | 27.1 % | 27.2 % | 27.8 % | 31. 2% | 28. 2% | 31.8 % | 32.9 % | n a | n a |
| Wages (non-DVM) | 20.5 % | 21.6 % | 21.9 % | 19.0 % | 18. 3% | 20. 0% | 17.6 % | 22.2 % | n a | n a |
| Wages Other (associate) | 10.5 % | 11.2 % | 12.0 % | 12.4 % | 10. 2% | 10. 0% | 7.4 % | 15.9 % | n a | n a |
| Specialists | 0.7% | 1.1% | 0.3 % | na | na | 0.6 % | na | na | n a | n a |
| Rent | 5.2% | 5.2% | 6.1 % | 6.1 % | 5.1 % | 4.7 % | 4.2 % | 6.0 % | n a | n a |
| Office | 1.4% | 1.5% | 1.1 % | 1.7 % | 1.1 % | 1.4 % | 1.8 % | 1.1 % | n a | n a |
| Accounting and Legal | 0.7% | 0.6% | 0.6 % | 0.8 % | 0.8 % | 0.8 % | na | 1.2 % | n a | n a |
| Bank Charges | 2.0% | 1.5% | 1.6 % | 1.9 % | 2.6 % | 2.2 % | 1.3 % | 2.3 % | n a | n a |
| Depreciation | 1.2% | 1.5% | 1.2 % | 1.7 % | 1.5 % | 1.0 % | 2.1 % | 2.3 % | n a | n a |
| Utilities | 1.1% | 1.0% | 1.0 % | 1.0 % | 0.7 % | 1.1 % | 1.5 % | 1.1 % | n a | n a |
| Repair & Maintenance | 1.2% | 0.9% | 0.9 % | 1.1 % | 1.4 % | 1.3 % | 1.5 % | 1.3 % | n a | n a |
| Laboratory | 2.7% | 2.2% | 3.3 % | 2.1 % | 2.5 % | 2.7 % | na | na | n a | n a |
| Professional Dues | 0.5% | 0.4% | 0.7 % | 0.6 % | 0.5 % | 0.4 % | 0.4 % | 0.9 % | n a | n a |
| Other Expenses | 0.1% | 0.1% | 0.3 % | na | na | 0.1 % | na | 0.1 % | n a | n a |
| Advertising | 0.7% | 0.8% | 0.7 % | 1.0 % | 0.8 % | 0.7 % | 0.3 % | 0.7 % | n a | n a |
| Equipment Rental | 0.6% | 0.9% | 0.7 % | 0.8 % | na | 0.4 % | 0.3 % | 0.9 % | n a | n a |
| Bad Debt | 0.1% | 0.1% | 0.1 % | 0.1 % | na | 0.1 % | na | na | n a | n a |
| Grooming Expense | 0.1% | na | na | na | na | 0.1 % | na | na | n a | n a |
| Continuing Education | 0.5% | 0.7% | 0.1 % | 0.4 % | 0.2 % | 0.5 % | na | 0.9 % | n a | n a |
| Insurance | 0.5% | 0.4% | 0.6 % | 0.3 % | 0.4 % | 0.6 % | 0.7 % | 0.6 % | n a | n a |
| Total Non-DVM Expenses | 67.9 % | 67.5 % | 68.9 % | 66.4 % | 68. 5% | 67. 3% | 67.8 % | 75.2 % | n a | n a |
| Net Income to All DVMs | 32.1 % | 32.5 % | 31.1 % | 33.6 % | 31. 5% | 32. 7% | 32.2 % | 24.8 % | n a | n a |
| Total Expenses (including associate compensation) | 76.8 % | 78.9 % | 80.9 % | 78.7 % | 78. 7% | 77. 2% | 75.2 % | 91.2 % | n a | n a |
| Net Income to Practice Owner(s) | 20.9 % | 21.1 % | 19.1 % | 21.3 % | 21. 3% | 22. 8% | 24.8 % | 8.8 % | n a | n a |

Mixed and Large Animal Hospitals

| | Canada | BC | AB | SK | ON |
|---|---------|---------|---------|---------|---------|
| Small Animal Clients per FTE | 909 | 552 | 900 | 728 | 1,051 |
| Food Animal Clients per FTE | 183 | 522 | 143 | 209 | 75 |
| Equine Clients per FTE | 184 | 371 | 421 | 86 | 56 |
| New Small Animal Clients per FTE | 151 | 169 | na | 167 | 143 |
| New Food Animal Clients per FTE | 17 | 36 | na | 16 | 10 |
| New Equine Clients per FTE | 31 | 43 | 85 | 14 | 12 |
| Annual Visits per Small Animal Client | 3 | 6 | 3 | 4 | 2 |
| Annual Visits per Food Animal Client | 8 | 3 | 3 | 6 | 11 |
| Annual Visits per Equine Client | 7 | 4 | 4 | 2 | 9 |
| Average Revenue per Transaction Small Animal Client | 210 | 216 | 128 | 127 | 239 |
| Average Revenue per Transaction Food Animal and Equine Client | 311 | 245 | 314 | 1,646 | 226 |
| Annual Revenue per Small Animal Client | 735 | 970 | 703 | 562 | 676 |
| Annual Revenue per Food Animal and Equine Client | 5,878 | 2,479 | 6,108 | 6,781 | 6,921 |
| Average Hourly DVM Compensation | 82 | 92 | 65 | 63 | 85 |
| All DVM FTE Compensation | 177,592 | 199,926 | 142,828 | 142,482 | 183,061 |
| Receptionist Hourly Wage | 19 | 22 | 20 | 17 | 18 |
| AHT/RHT Hourly Wage | 22 | 24 | 23 | 20 | 21 |
| Non-registered Technician Hourly Wage | 19 | 17 | 20 | 16 | 19 |
| Kennel Assistant Hourly Wage | 15 | 15 | 17 | 14 | 15 |
| Groomer Hourly Wage | 18 | na | na | na | 18 |
| Student Hourly Wage | 13 | na | 17 | 11 | 16 |
| Other Non-DVM Staff Hourly Wage | 21 | 21 | 22 | 20 | 21 |
| Practice Manager Hourly Wage | 28 | 23 | 29 | 27 | 30 |
| Non-DVM Combined Hourly Wage | 21 | 19 | 22 | 22 | 21 |
| Receptionist Hours per DVM Hour | 0.6 | 0.8 | 0.4 | 0.7 | 0.5 |
| AHT/RHT Hours per DVM Hour | 0.6 | 0.6 | 0.8 | 0.8 | 0.6 |
| Non-registered Technician Hours per DVM Hour | 0.3 | 0.4 | 0.2 | 0.3 | 0.3 |
| Kennel Assistant Hours per DVM Hour | 0.1 | 0.3 | 0.1 | - | 0.1 |
| Groomer Hours per DVM Hour | - | - | - | - | - |
| Student Hours per DVM Hour | 0.1 | - | - | 0.2 | 0.1 |
| Other Non-DVM Staff Hours per DVM Hour | 0.1 | 0.2 | 0.1 | 0.1 | - |
| Practice Manager Hours per DVM Hour | 0.4 | 0.6 | 0.4 | 0.5 | 0.3 |
| Non-DVM Combined Hours per DVM Hour | 2.2 | 2.9 | 2.0 | 2.6 | 1.9 |
| Revenue per Veterinary Hour | 316 | 286 | 304 | 312 | 331 |
| Revenue per Team Hour | 110 | 81 | 111 | 93 | 122 |

| | Canada | BC | A B | S K | ON |
|--|--------|-------|--------|--------|-------|
| Drugs and Supplies | 35.6% | 26.0% | 39.5% | 33.5% | 37.9% |
| Wages (non-DVM) | 15.2% | 15.7% | 16.7% | 17.4% | 14.4% |
| Wages Other (associate) | 9.2% | 6.6% | 9.7% | 8.1% | 10.1% |
| Specialists | na | na | na | na | na |
| Rent | 3.4% | 3.0% | 3.2% | 4.2% | 3.5% |
| Office | 1.6% | 1.6% | 2.0% | 2.1% | 1.4% |
| Accounting and Legal | 0.7% | 0.9% | 0.8% | 1.0% | 0.6% |
| Bank Charges | 1.5% | 1.4% | 1.7% | 1.5% | 1.4% |
| Depreciation | 1.5% | 0.7% | 2.2% | 1.4% | 1.6% |
| Utilities | 1.2% | 1.9% | 1.5% | 1.7% | 0.8% |
| Repair & Maintenance | 1.0% | 1.1% | 0.7% | 1.2% | 1.1% |
| Laboratory | 1.1% | 1.6% | 1.1% | 1.0% | 1.0% |
| Professional Dues | 0.8% | 1.5% | 0.5% | 0.4% | 0.6% |
| Other Expenses | na | na | na | 2.0% | na |
| Advertising | 0.7% | 0.8% | 0.7% | 2.2% | 0.6% |
| Equipment Rental | 0.3% | 0.3% | 0.4% | 0.3% | 0.2% |
| Bad Debt | 0.2% | na | 0.0% | 0.3% | 0.2% |
| Vehicle | 1.4% | 1.2% | 0.9% | 1.7% | 1.6% |
| Grooming Expense | na | na | na | na | na |
| Continuing Education | 0.6% | 1.0% | 0.4% | 1.2% | 0.5% |
| Insurance | 0.8% | 0.9% | 0.7% | 0.8% | 0.8% |
| Total Expenses (including associate compensation) | 77.0% | 66.6% | 82.9% | 82.0% | 78.5% |
| Total Non-DVM Expenses | 67.8% | 60.0% | 73.2% | 73.9% | 68.4% |
| Net Income to Practice Owner(s) | 23.0% | 33.4% | 17.1% | 18.0% | 21.5% |
| Net Income to all DVMs | 32.2% | 40.0% | 26.8% | 26.1% | 31.6% |
| Food Animal and Equine Professional Services Share of Revenue | 21% | 32% | 21% | 13% | 17% |
| Food Animal and Equine Drug Sales Share of Revenue | 21% | 12% | 25% | 32% | 22% |
| Companion Animal Professional Services Share of Revenue | 38% | 38% | 38% | 29% | 38% |
| Companion Animal Food Sales Share of Revenue | 7% | 9% | 6% | 9% | 7% |
| Companion Animal Drug Sales Share of Revenue | 17% | 20% | 13% | 16% | 17% |

| | Canada | B C | AB | SK | O N |
|--|--------|--------|------------|------------|------------|
| Companion Animal Fees | | | | | |
| Duration of Examination (minutes) | 2 3 | 2 1 | 26 | 22 | 2 3 |
| Consultation | 80.69 | 79.19 | 79. 11 | 79. 07 | 81.81 |
| Canine Vaccine | 111.59 | 104.35 | 111 .12 | 93. 29 | 115.7 2 |
| Feline Vaccine | 111.58 | 111.96 | 110 .96 | 93. 97 | 113.0 5 |
| Canine Spay | 376.62 | 320.72 | 329 .04 | 314 .84 | 415.3 3 |
| Canine Neuter | 324.31 | 278.50 | 272 .70 | 266 .05 | 360.4 2 |
| Feline Spay | 292.87 | 235.16 | 256 .60 | 270 .35 | 325.6 5 |
| Feline Neuter | 182.25 | 141.56 | 136 .20 | 153 .71 | 212.5 2 |
| Radiograph Set-up and Two Views | 197.98 | 210.17 | 177 .68 | 152 .42 | 203.4 8 |
| CBC | 61.52 | 67.88 | 55. 75 | 57. 34 | 61.37 |
| Heartworm Test | 55.96 | n a | 46. 15 | 80. 86 | 56.90 |
| Blood Collection Fee | 26.97 | 30.26 | 24. 96 | 20. 98 | 26.90 |
| Complete Urinalysis | 65.62 | 66.32 | 60. 18 | 57. 43 | 67.66 |
| Anaesthetic Induction and 30 Min. Maintenance | 198.58 | 207.08 | 144 .34 | 127 .87 | 217.5 7 |
| Local Anesthetic | 36.17 | 39.50 | 30. 94 | 32. 69 | 36.85 |
| Surgery per Ten Minutes | 92.45 | 83.90 | 78. 85 | 80. 53 | 100.4 6 |
| Feline Comprehensive Oral Health Assessment and Treatment (Routine) | 460.52 | 519.00 | 418 .92 | 361 .73 | 460.5 7 |
| Cystocentesis | 40.90 | 43.01 | 38. 61 | 26. 87 | 41.98 |
| IV Catheterization | 139.73 | 164.22 | 140 .56 | 140 .48 | 130.9 0 |
| Euthanasia (Feline) | 139.37 | 133.89 | 120 .95 | 117 .94 | 148.5 2 |
| Hospitalization | 63.52 | 93.76 | 46. 45 | 56. 28 | 58.68 |
| Dispensing Fee | 11.50 | 11.02 | 10. 76 | 9.7 2 | 12.04 |
| Pet Food Markup | 1.39 | 1.39 | 1.4 0 | 1.4 0 | 1.39 |
| Pharmacy Markup | 1.81 | 1.87 | 1.7 9 | 1.8 4 | 1.80 |
| Laboratory Markup | 1.75 | 1.79 | 1.6 6 | 1.5 7 | 1.77 |

| | Canada | BC | AB | SK | ON |
|---|--------------------|--------|--------|--------|--------|
| | Bovine Fees | | | | |
| Call Fee | 68.28 | 75.33 | na | na | 65.82 |
| Exam Fee | 87.37 | 87.47 | 92.57 | 82.14 | 86.20 |
| After Hours A | 91.93 | 93.12 | 91.42 | 85.26 | 92.21 |
| After Hours B | 115.10 | 119.50 | 114.87 | 91.00 | 115.58 |
| After Hours C | 86.26 | na | 119.32 | 94.63 | 75.67 |
| Mileage per Km | 2.47 | na | 2.59 | 2.83 | 2.40 |
| Regular Hourly Rate | 212.27 | 200.88 | 238.85 | 242.54 | 205.83 |
| After Hours Hourly Rate | 229.27 | na | 261.27 | 269.22 | 216.46 |
| Surgery Rate | 299.66 | na | 323.53 | 334.85 | 289.67 |
| Culture | 43.40 | 68.64 | 78.64 | 92.02 | 20.13 |
| Fecal | 30.80 | 32.12 | 33.44 | 34.12 | 29.28 |
| Blood Collection | 22.45 | 17.50 | 23.09 | 20.98 | 24.10 |
| LDA | 386.31 | 392.68 | na | na | 384.09 |
| Calf Laparotomy | 314.51 | na | 338.73 | 301.55 | 308.29 |
| Caesarean | 505.89 | 525.86 | 482.31 | 470.08 | 508.88 |
| Caudal Urethrostomy | 262.14 | na | 263.67 | 256.44 | na |
| Single Semen Test | 89.32 | na | 90.20 | 86.05 | na |
| Per Semen Test (Five Tests) | 73.80 | na | 73.05 | 76.58 | na |
| Per Semen Test (Ten Tests) | 71.64 | na | 71.24 | 73.15 | na |
| Per Semen Test (Sixty Tests) | 60.57 | na | 59.36 | 65.08 | na |
| Single Pregnancy Test | 19.40 | 13.93 | 25.53 | 13.19 | 19.97 |
| Per Pregnancy Test (Ten Tests) | 13.18 | na | 14.25 | 9.18 | na |
| Per Pregnancy Test (Sixty Tests) | 4.92 | na | 4.81 | 5.34 | na |
| Per Pregnancy Test (One-Hundred Tests) | 4.73 | na | 4.66 | 4.98 | na |
| Per Pregnancy Test (Two-Hundred Tests) | 4.54 | na | 4.51 | 4.67 | na |
| Hourly Pregnancy Testing | 212.85 | 235.17 | na | na | 205.08 |
| Uterus Infusion | 74.68 | na | na | na | 74.68 |
| Dystocia (Basic) | 207.94 | 218.38 | 212.77 | 205.50 | 203.06 |
| Dystocia (Difficult) | 250.99 | na | 254.59 | 237.56 | na |
| Dystocia (Very Difficult) | 338.95 | na | 333.40 | 359.63 | na |
| IV Injection | 41.41 | 21.15 | 23.33 | 18.53 | 55.73 |
| Ration Formulation | 144.20 | na | 55.00 | na | 170.94 |
| Herd Production Monitoring | 215.38 | na | 250.02 | 231.07 | 203.73 |
| Adult Post Mortem | 158.61 | 139.57 | 144.00 | 132.73 | 171.70 |
| Calf Scours | 151.21 | 141.38 | na | na | 154.64 |
| Lutalyse 30mL | 1.47 | 1.45 | na | na | 1.48 |

| | | | | | |
|---|------|------|------|------|------|
| Cefa Lak Syr 12 - 10 mL syringes | 1.48 | 1.49 | 1.43 | 1.55 | 1.48 |
| Micotil - 100mL | 1.48 | 1.40 | 1.34 | 1.51 | 1.55 |
| Trimethoprim Sulpha - 100mL | 1.46 | 1.32 | 1.48 | 1.54 | 1.50 |
| IBR, PL3, BVD, BRSV - 10 Dose | 1.47 | 1.41 | 1.40 | 1.52 | 1.51 |
| Oxytetracycline LA 250mL | 1.45 | 1.41 | 1.43 | 1.40 | 1.47 |
| Draxxin 100mL | 1.23 | na | 1.19 | 1.36 | na |
| Calcium Borogluconate - 500mL | 1.56 | 1.59 | na | na | 1.55 |

| | Canada | BC | AB | SK | ON |
|-------------------------------|--------|------|-------|-------|------|
| Procaine G Pen - 250mL | 1.52 | 1.50 | 1.43 | 1.51 | 1.55 |
| Ivomec 2.5L Pour On | 1.39 | 1.40 | na | na | 1.39 |
| Endectocide 5L Pour On | 1.30 | na | 1.33 | 1.21 | na |
| Semen Test Count | 362 | na | 363 | 356 | na |
| Pregnancy Test Count | 4,031 | na | 4,242 | 3,242 | na |
| Dystocia Count | 14 | na | 13 | 18 | na |
| Caesarean Count | 16 | na | 15 | 19 | na |
| Export Test Count | 428 | na | 45 | 1,860 | na |
| Hours Billed | 54 | na | 49 | 72 | na |

| | Canada | BC | AB | SK | ON |
|--|--------|------------|------------|------------|--------|
| Equine Fees | | | | | |
| Call Fee - Day <35Km | 77.39 | 71.5 8 | 70.3 4 | 88. 04 | 80.67 |
| Call Fee - Day 34-50Km | 92.59 | 98.7 5 | 94.8 1 | 92. 04 | 89.83 |
| Call Fee - Day >50Km | 109.63 | 154. 38 | 80.9 8 | 100. 42 | 103.38 |
| Emergency Call Fee (Working Hours) | 103.22 | 121. 33 | 80.0 6 | 88. 08 | 105.07 |
| After Hours Call Fee (8 p.m.) | 138.44 | 179. 83 | 125. 28 | 129. 05 | 128.73 |
| After Hours Call Fee (3 a.m.) | 146.44 | 185. 50 | 136. 42 | 128. 23 | 137.30 |
| Mileage per Km | 2.49 | 3.43 | 2.56 | 2.8 3 | 2.11 |
| Weekend Call Fee | 135.61 | 162. 30 | 123. 24 | 132. 47 | 130.28 |
| Professional Fee per Hour | 224.33 | 225. 58 | 251. 58 | 235. 12 | 214.86 |
| Telephone Consultation | 57.77 | 58.4 2 | 48.2 5 | 37. 87 | 62.00 |
| Euthanasia | 167.17 | 211. 94 | 135. 53 | 113. 07 | 165.41 |
| Referral Consultation | 69.05 | 59.3 3 | 78.4 1 | 76. 29 | na |
| Pre-Purchase Examination (12 Radiographs) | 231.58 | 251. 81 | 224. 10 | 149. 19 | 233.41 |
| Endoscopic Examination | 131.89 | 186. 83 | 143. 56 | na | 109.26 |
| Ophthalmic Examination | 95.69 | 89.0 0 | 124. 82 | 90. 14 | 89.74 |
| General Physical Examination | 92.07 | 91.7 1 | 91.0 6 | 92. 54 | 92.46 |
| Insurance Examination | 116.68 | 96.5 0 | 113. 49 | 134. 49 | 123.24 |
| General Anesthesia (IV Xylazine + Ketamine, 1,000lb Horse) | 114.84 | 144. 92 | 98.6 9 | 82. 51 | 111.81 |
| Four View Radiographs | 249.06 | 273. 20 | 214. 28 | 206. 88 | 254.47 |
| Additional Radiograph Plate | 61.04 | 54.9 0 | 60.7 9 | 49. 21 | 64.21 |
| Castration (700lb Yearling) | 245.25 | 249. 38 | 171. 85 | 101. 57 | 277.38 |
| Ultrasound Tendon | 124.53 | 174. 83 | 111. 11 | 64. 01 | 115.91 |
| Castration (1,200lb Mature Quarter Horse) | 305.75 | 330. 10 | 244. 21 | 114. 26 | 331.12 |
| Health Papers | 95.47 | 93.1 1 | 90.3 8 | 84. 83 | 98.68 |
| IV Xylazine | 32.29 | 33.5 0 | 37.7 9 | 31. 47 | 30.29 |
| IV Flunixin Meglumine (10mL) | 22.12 | 34.4 6 | 23.1 5 | 15. 63 | 18.04 |
| Total Colic Fee | 267.07 | 199. 86 | 353. 52 | 258. 40 | 265.26 |
| Intubation | 66.97 | 51.7 9 | 51.6 2 | 47. 65 | 78.42 |
| Colic Examination | 127.47 | 92.2 5 | 102. 68 | 84. 98 | 150.58 |
| Basic Hand Float | 106.79 | 122. | 142. | 91. | 91.72 |

| | | | | | |
|---|--------|------------|------------|------------|--------|
| | | 50 | 95 | 33 | |
| Basic Power Float | 139.62 | 145. 50 | 177. 05 | 111. 57 | 128.61 |
| Wolf Tooth Extraction (per two) | 74.76 | 62.7 1 | 48.6 0 | 48. 24 | 88.93 |
| Hook Removal (per hook) | 53.07 | 71.0 8 | 37.6 7 | 35. 49 | 52.83 |
| Pre-Breeding Ultrasound/Rectal Palpation | 87.76 | 97.1 0 | 82.7 9 | 67. 48 | 87.63 |
| Rectal Pregnancy Check | 58.19 | 65.8 8 | 70.6 1 | 38. 09 | 53.40 |
| Caslicks (Including Local Anesthetic) | 118.88 | 134. 14 | 136. 22 | 125. 50 | 107.83 |
| Ultrasound Pregnancy | 89.99 | 94.3 0 | 84.1 7 | 70. 65 | 91.79 |
| A.I. Fresh Semen | 120.31 | 113. 26 | 212. 08 | 110. 13 | 96.07 |
| Nerve Block | 47.89 | 47.3 6 | 46.1 8 | 38. 27 | 49.36 |
| Joint Block Including Anesthetic | 77.10 | 72.3 3 | 74.9 6 | 85. 88 | 78.69 |
| Joint Block Not Including Anesthetic | 79.82 | 113. 70 | 89.7 8 | 60. 74 | 66.56 |
| Lameness Examination | 132.09 | 118. 42 | 143. 94 | 104. 72 | 135.50 |
| Coggins EM Test | 70.36 | 87.8 3 | 86.2 1 | 54. 17 | 60.82 |

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|--------------------------------------|--------|--------|--------|--------|--------|
| CBC | 55.30 | 66.40 | 51.31 | 60.01 | 52.26 |
| CBC and Chemistry | 139.59 | 140.49 | 131.85 | 149.73 | 140.78 |
| Fecal Float | 33.35 | 38.24 | 33.88 | 31.51 | 31.63 |
| CK/AST | 53.20 | na | 61.41 | na | 50.74 |
| Progesterone | 80.83 | 92.48 | 81.56 | na | 76.55 |
| IM Injection | 16.91 | 18.24 | 18.22 | 12.89 | 16.38 |
| SQ Injection | 17.28 | 17.94 | 19.22 | 12.89 | 16.82 |
| IV Catheterization | 51.43 | 63.51 | 64.60 | 6.33 | 46.90 |
| IV Injection | 22.07 | 22.21 | 24.14 | 20.41 | 21.53 |
| Markup on Medications | 1.63 | 1.69 | 1.60 | 1.60 | 1.62 |
| External Lab Markup | 1.72 | 1.76 | 1.73 | 1.54 | 1.72 |
| Markup on OTC | 1.62 | 1.63 | 1.55 | 1.52 | 1.64 |
| Markup on Prescriptions | 2.36 | 1.72 | 4.84 | 4.19 | 1.70 |
| Biohazardous Waste Fee | 8.68 | na | na | na | 15.00 |
| Fee for Referral | 138.98 | na | 138.98 | na | na |
| Sterile Joint Prep Fee | 33.60 | 57.33 | na | na | 25.33 |
| Blood Collection Fee | 24.22 | 27.33 | 26.49 | 21.84 | 22.65 |
| Laboratory Interpretation Fee | na | na | na | na | na |