



PRESENTS:

MIGUEL MOURA ESTEVES

DVM, NLP Trainer, ICC Coach

**Thriving in
Veterinary Practice**



> J Am Vet Med Assoc. 2023 Feb 7;261(5):1-8. doi: 10.2460/javma.22.09.0407. Print 2023 May 1.

Prevalence veterinarians

Álvaro
Francis

Affiliat
PMID:



Article
Willi
Veterinarian

> Arch Suicide Res. 2024 Jul 1:1-14. doi: 10.1080/13811118.2024.2363223. Online ahead of print.

Suicide Risk in Veterinary Professionals in Portugal: Prevalence of Psychological Symptoms, Burnout, and Compassion Fatigue

Maria Manuela Peixoto

PMID:

EXERCICE PRO

Résultats de l'enquête sur la santé psychologique des vétérinaires

Les résultats du travail de recherche mené par l'Université de Bourgogne Franche-Comté
sont présentés le 19 mai 2022

Publié le 18 mai 2022

Stress factors in sectional study a practicing vets in

Viktoria Neubauer # 1 2, Afsa
Rachel Dale 3, Christoph Pieh

Affiliations + expand

PMID: 38872798 PMCID: PMC11169866 DOI: 10.3389/fvets.2024.1389042





**SURVEY OF THE
VETERINARY
PROFESSION IN EUROPE
2023**
VETSURVEY

A cross-national study on mental health, psychological distress and suicidal ideation among veterinarians in multiple European countries




Marietta Máté*, Claire Helen Várnai and László Ózsvári

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Article

Veterinarian—Chasing a Dream Job? A Comparative Survey on Wellbeing and Stress Levels among European Veterinarians between 2018 and 2023

Wiebke Jansen ^{1,*}, Lizzie Lockett ², Tricia Colville ³, Mette Uldahl ⁴ and Nancy De Briyne ^{1,*}



Results

- **More than ¼ of vets with symptoms of burnout or depression in most studies**
- **Up to 20% report suicidal ideation in some markets**
- **3,5% (Portugal) and 4,7% (France) report suicide attempt once in their life**
- **More than 90% of vets report being stressed**
- **23% had to take mental health leave in the past 12 months**

Sources:

Federation of Veterinarians of Europe. (2023). *Survey of the veterinary profession in Europe 2023 (VetSurvey)*. <https://fve.org>

González, Á. S. M., *et al* (2023). Prevalence of burnout syndrome among veterinarians in Spain. *Journal of the American Veterinary Medical Association*, 261(5), 1-8. Retrieved Mar 1, 2026, from <https://doi.org/10.2460/javma.22.09.0407>

Jansen, W., Lockett, L., Colville, T., Uldahl, M., & De Briyne, N. (2024). Veterinarian—chasing a dream job? A comparative survey on wellbeing and stress levels among European veterinarians between 2018 and 2023. *Veterinary Sciences*, 11(1), Article 15. <https://doi.org/10.3390/vetsci11010015>

Maté, M., *et al* (2023). A cross-national study on mental health, psychological distress and suicidal ideation among veterinarians in multiple European countries.

Neubauer V, *et al* (2024) Stress factors in veterinary medicine—a cross-sectional study among veterinary students and practicing vets in Austria. *Front. Vet. Sci.* 11:1389042. doi: 10.3389/fvets.2024.1389042

Peixoto, M. M. (2025). Suicide Risk in Veterinary Professionals in Portugal: Prevalence of Psychological Symptoms, Burnout, and Compassion Fatigue. *Archives of Suicide Research*, 29(2), 439–452. <https://doi.org/10.1080/13811118.2024.2363223>

Prato-Previde, E., *et al* (2024). Willing but Unable: Moral Distress and Burnout in Italian Veterinarians Working with Companion and Farm Animals. *Animals*, 14(24), 3691. <https://doi.org/10.3390/ani14243691>

Université de Bourgogne Franche-Comté. (2022, May 18). *Résultats de l'enquête sur la santé psychologique des vétérinaires*.



› [Front Vet Sci.](#) 2022 Feb 25;9:814104. doi: 10.3389/fvets.2022.814104. eCollection 2022.

The Economic Cost of Burnout in Veterinary Medicine

[Clinton L Neill](#)¹, [Charlotte R Hansen](#)², [Matthew Salois](#)²

Affiliations + expand

PMID: 35280150 PMCID: [PMC8913590](#) DOI: [10.3389/fvets.2022.814104](#)

MMM

Almost 4% in lost revenue



Purina Mental Health Research

- **76% of veterinarians feel emotionally overwhelmed by their work once a week or more often**
- **Leaving the practice is a common consideration (71%)**
- **46% described their current mental health status as poor.**
- **The majority of vets wants mental health and wellbeing aid**
- **Most practitioners request emotional management and soft skills training**



Common findings

- **High levels of stress and burnout**
- **Client related stress is higher than animal related stress**
- **Women with worst results in wellbeing**
- **Age and experience inversely correlate with stress and burnout**
- **Reported loss of empathy towards clients and even animals over time**





What can we do?



MMR



Individual



MMS


MMS





EXTERNAL REALITY
CONTEXT | EXTERNAL WORLD


MAM


channels
MODALITIES:

 **Visual**

 **Auditory**

 **Tactile**

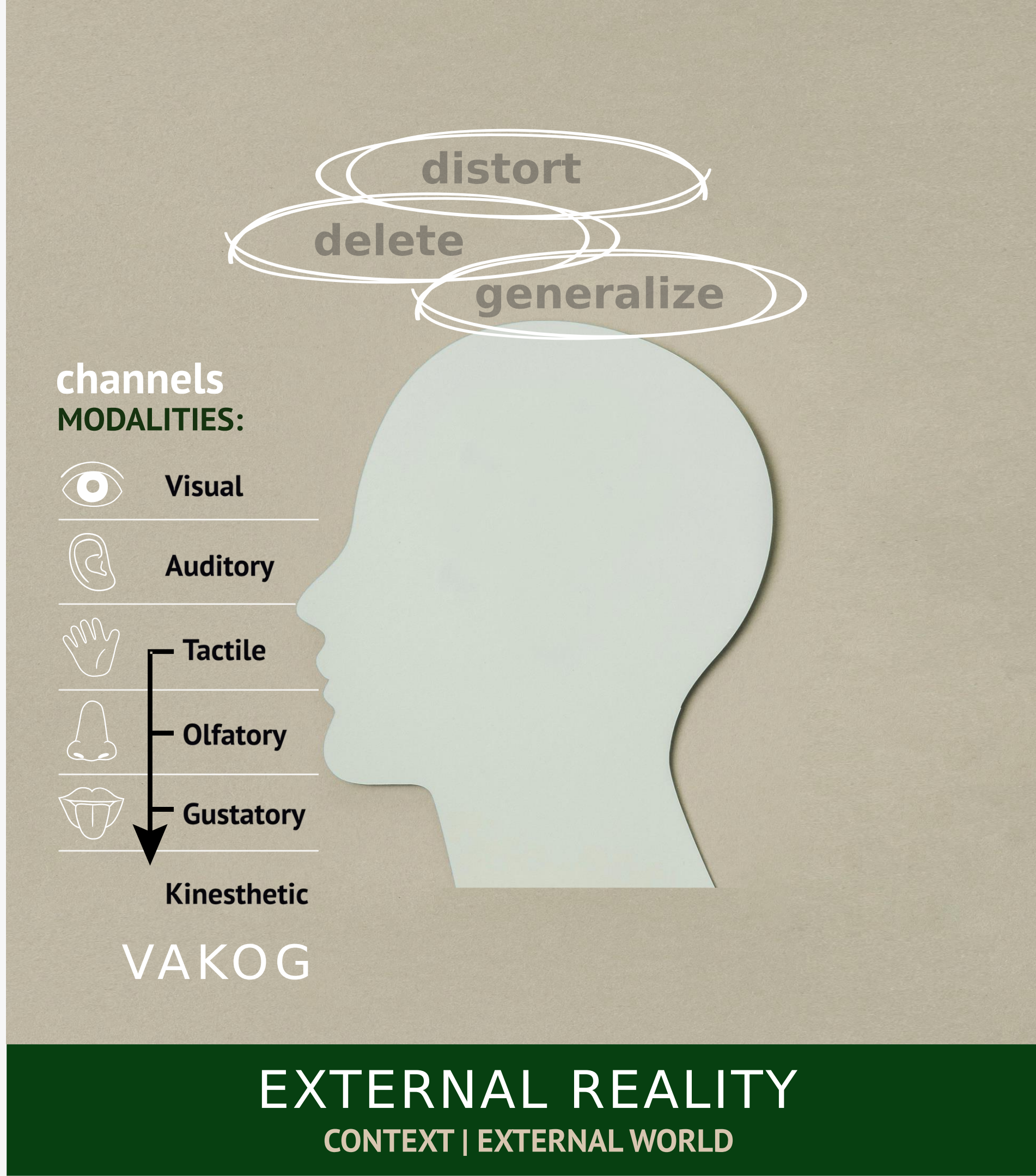
 **Olfactory**

 **Gustatory**


Kinesthetic


VAKOG


EXTERNAL REALITY
CONTEXT | EXTERNAL WORLD





channels
MODALITIES:

 Visual

 Auditory

 Tactile

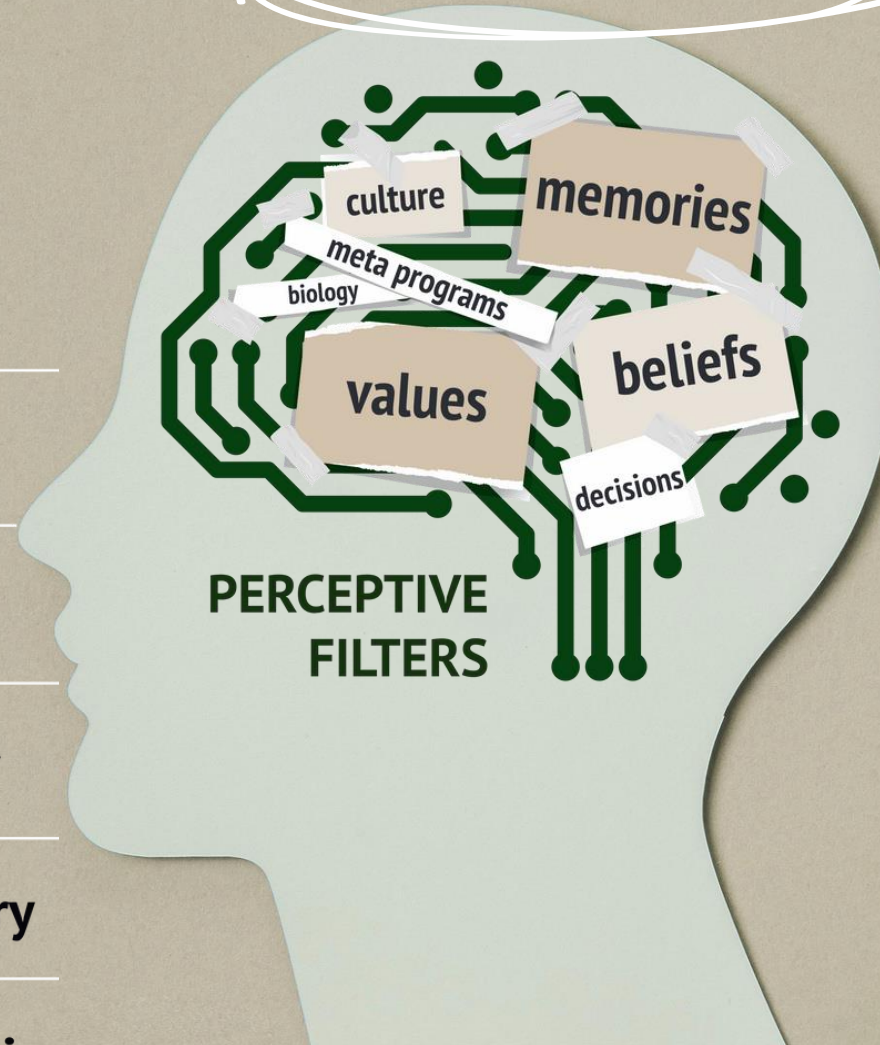
 Olfactory

 Gustatory

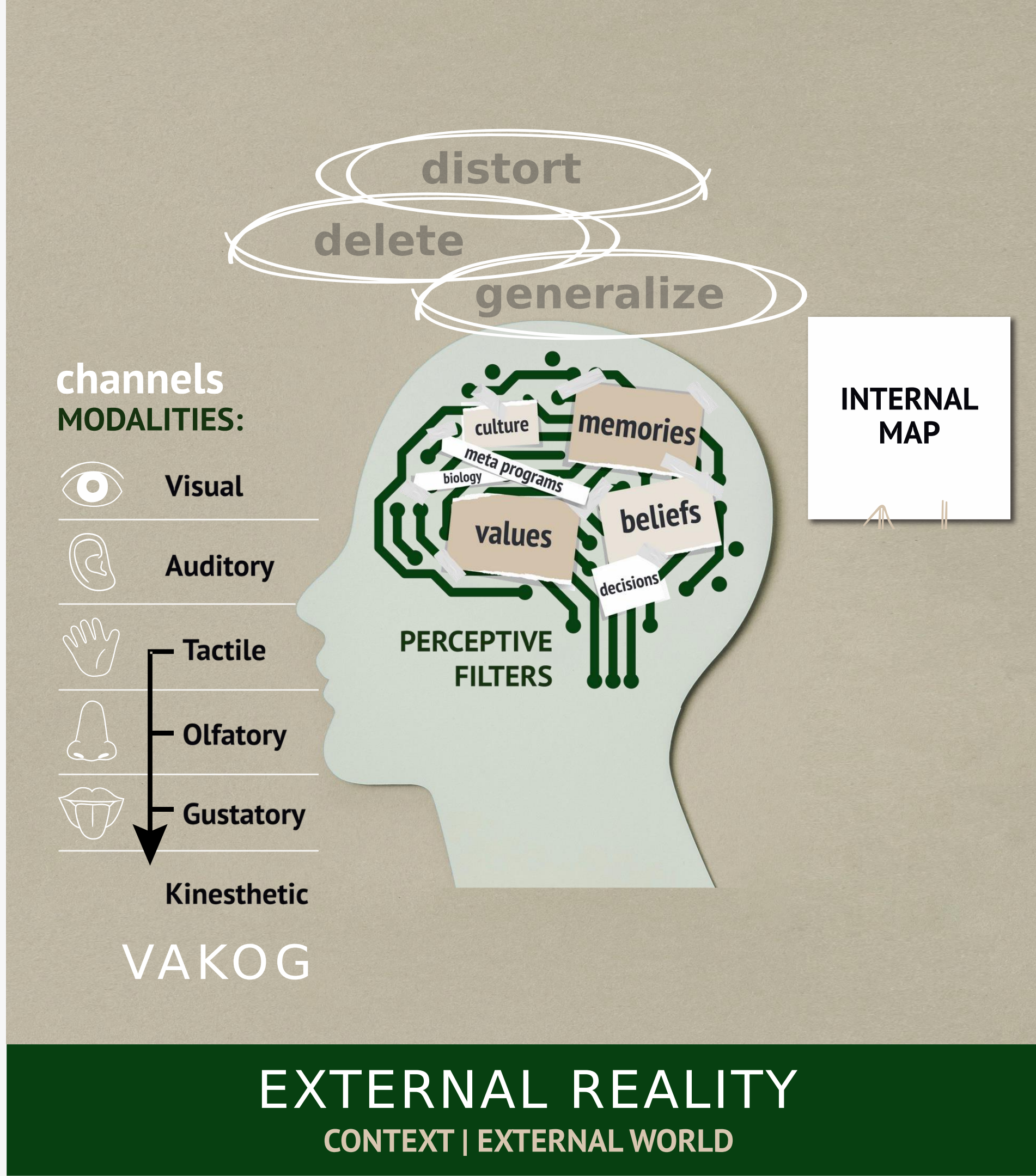
Kinesthetic

VAKOG

distort
delete
generalize



EXTERNAL REALITY
CONTEXT | EXTERNAL WORLD



EXTERNAL REALITY
CONTEXT | EXTERNAL WORLD



MMR

The role of team managers and Leaders

Improving Wellbeing and Mental Health



Merck Animal Health
2023 Veterinary
Wellbeing Study



MME

Healthy work
environment

Belonging

Trust

Open
Communication

Consult
time

Available resources

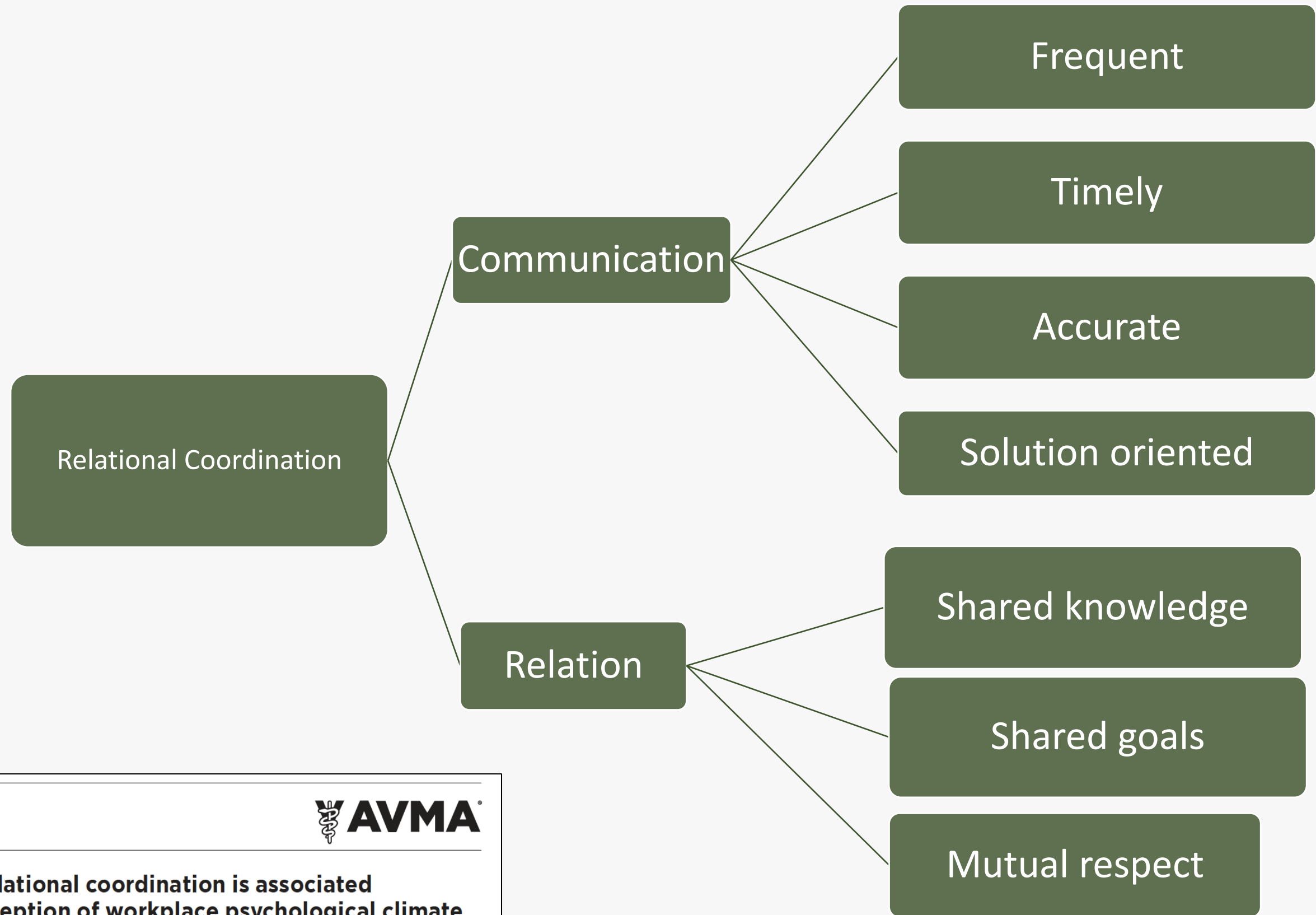
JAVMA



Veterinary team relational coordination is associated with healthier perception of workplace psychological climate, increased job satisfaction, and reduced intention to leave

Kirsten Blokland, PhD ; Natasha Janke, PhD ; Jason B. Coe, DVM, PhD*

Available resources



JAVMA 

Veterinary team relational coordination is associated with healthier perception of workplace psychological climate, increased job satisfaction, and reduced intention to leave

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MMR

Recomendations

- **Space and professionals for support in conflict resolution and Psychotherapy/Counselling**
- **Systemic approach**
- **Recruiting according to team culture**
- **Involving team members in problem solving meetings for practice issues**

MMM

JAVMA



Veterinary team relational coordination is associated with healthier perception of workplace psychological climate, increased job satisfaction, and reduced intention to leave

Kirsten Blokland, PhD ; Natasha Janke, PhD ; Jason B. Coe, DVM, PhD*



COMMUNICATION

Communicare → to put in common

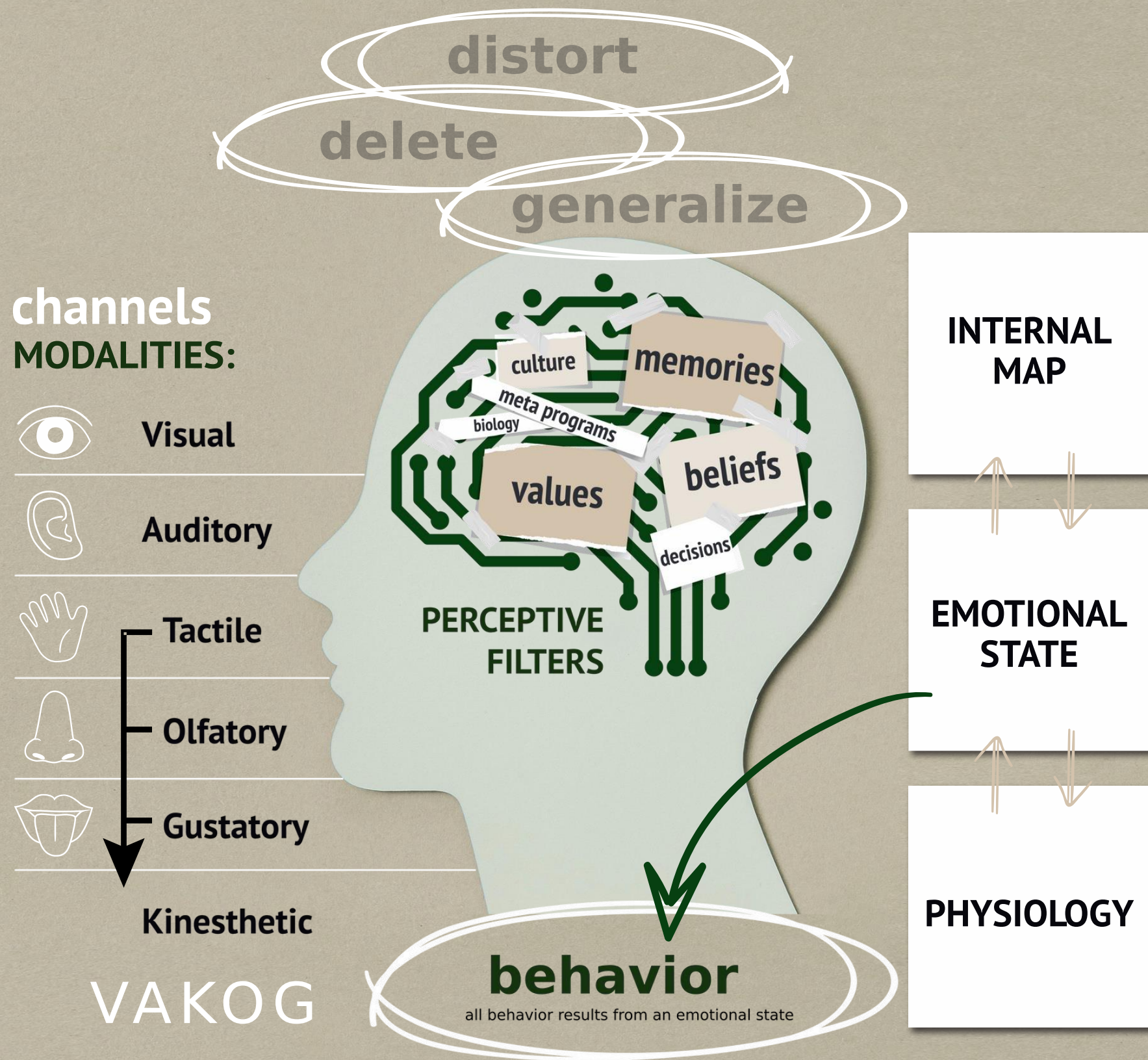
MMR



**Communication happens
somewhere between what I think,
what I want to say, what I do say,
what the other hears, what they
want to hear and what they think
they understood.**

MMM

COMMUNICATION MODEL



MAM

EXTERNAL REALITY
CONTEXT | EXTERNAL WORLD



Filters

The Map is not the territory

MMR



Filters

We are communicating at all times

**The goal of communication is the
result it produces**

MMM



Filters

**Every behavior has in its origin a
positive intention**

MAM



Filters

**There are no difficult people, just
inflexible communicators**

MAM



Filters

**Respect other people's model of
the world, and your own**

MMR



Available resources

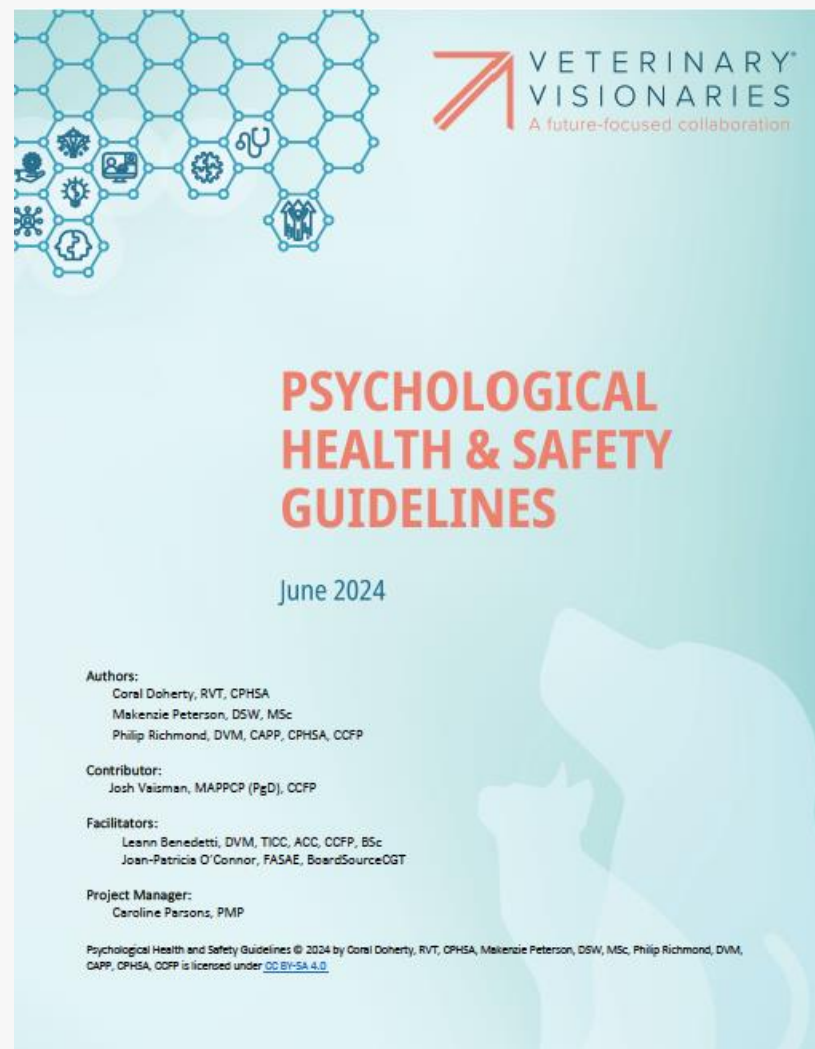
> [J Small Anim Pract.](#) 2024 Jan 5. doi: 10.1111/jsap.13689. Online ahead of print.

WSAVA professional wellness guidelines

M W Paton ¹, E Kalemzaki ², D Stoewen ³, T Hameedunisha ⁴, H Yang ⁵, J Donlin ⁶,
N Endenburg ⁷

Affiliations + expand

PMID: 38179606 DOI: [10.1111/jsap.13689](#)



[AVMA \(https://www.avma.org/resources-tools/wellbeing\)](https://www.avma.org/resources-tools/wellbeing)

[VETLIFE \(https://www.vetlife.org.uk/product/burnout-moral-injury-and-compassion-fatigue-resource-copy/\)](https://www.vetlife.org.uk/product/burnout-moral-injury-and-compassion-fatigue-resource-copy/)

[MINDMATTERS \(https://vetmindmatters.org/resources/understanding-and-managing-stress-in-the-veterinary-workplace/\)](https://vetmindmatters.org/resources/understanding-and-managing-stress-in-the-veterinary-workplace/)

MINDMATTERS



Available resources



animals



Article

Workplace Strategies to Reduce Burnout in Veterinary Nurses and Technicians: A Delphi Study

Angela J. Chapman ^{*}, Pauleen C. Bennett and Vanessa I. Rohlf

Animals 2025, 15, 1257

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Table 4. Proposed solutions and associated actions to address ten workplace burnout risk factors in VN/Ts, ranked in order of effectiveness as rated by Delphi panel members.

Risk factor 1: The workload is too high		
Proposed solutions	Effectiveness rating (mean/5.00 (SD))	Examples of actions that may be implemented include
Improve staff retention	Very high (4.57/5.00 (±0.74))	<p>Short term: Implement clear job goal and progression tracking; improve leader-staff communication; implement exit and stay interviews</p> <p>Medium term: Improve workplace wellbeing; improve leader responsiveness; empower staff to have a voice; provide leadership and team training on psychosocial hazards and occupational health and safety (OHS) responsibilities</p> <p>Long term: Improve workplace culture; provide training and support to improve leadership skills; provide staff training and increase VN/T utilisation</p>
Implement workload management systems to enhance efficiency and communications around workload issues	Very high (4.18/5.00 (±0.55))	<p>Short term: Develop clear policies and standard operating procedures (SOPs) to provide guidance on caseload and booking protocols; hold regular team meetings; review current systems to improve workflow</p>
Hire more staff	High (3.86/5.00 (±0.85))	<p>Short term: Determine skill gaps and capacity to support training of unskilled VN/Ts; hire more VN/Ts and/or non-VN/T support staff to reduce non-clinical workload—level of experience should be determined by needs assessment</p> <p>Medium term: Implement robust induction and training processes</p>
Risk factor 2: There is a lack of opportunities to utilise skills and knowledge for which veterinary nurses/technicians are trained and qualified		
Proposed solutions	Effectiveness rating (mean/5.00 (SD))	Examples of actions that may be implemented include:
Create opportunities for skill utilisation by reducing non-clinical workload and increasing clinical work opportunities	Very high (4.39/5.00 (±0.74))	<p>Short term: Introduce VN/T clinics</p> <p>Medium term: Utilise technology to manage non-clinical workload—ensuring support is provided; implement progression pathways for VN/Ts</p>
Implement systems to support delegation	Very high (4.29/5.00 (±0.71))	<p>Short term: Implement VN/T-to-patient and veterinarian ratios; develop clear SOPs for clinical tasks; introduce team rounds to promote collaboration and increase veterinarian awareness and trust of VN/T capabilities</p> <p>Medium term: Implement mentoring programs; hire/utilise non-VN/T support staff for non-clinical tasks</p>
Support veterinarians to delegate tasks to VN/Ts	Very high (4.25/5.00 (±0.70))	<p>Short term: Provide support from leadership</p> <p>Medium term: Provide veterinarian training on VN/T education and relevant legislation/regulations; provide delegation training</p>
Provide role clarity on skill level and task expectations of VN/Ts and veterinarians	Very high (4.21/5.00 (±0.57))	<p>Short term: Develop clear SOPs outlining veterinary and VN/T tasks and responsibilities—specific to experience/specialisation</p> <p>Medium term: Introduce VN/T levelling system based on education and experience</p>





Recommendations / Best Practices

- **Resiliency training - Communication, mental health and emotional management in university curriculum**
- **Soft skills training for practicing Vets**
- **Leadership training (coaching skills)**
- **Mentoring programs for younger professional**
- **Workload management – Reduce Cx hours, harder cases in the beginning of shift**
- **Ensuring breaks are respected (rest, eating)**
- **Regular team meetings**
- **Mental health services access (in house or ext. providers)**
- **Compensation and recognition of the professionals**





Final Reflection

- **What word would I use to describe me as a professional?**
- **From 0 to 10, how do I grade my communication skills?**
- **How would I grade my teaching/coaching skills?**
- **What are my pain points when dealing with students/colleagues/owners?**
- **Of all those points, which aspect do I want to act on first?**
- **What could be my first step?**
- **When am I going to start?**









THANK YOU



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*Thank
you* 
VET
PROFESSIONALS