



Practice Management Considerations for working with Organic and Alternative Livestock Clients

Continuing education series for veterinarians, veterinary technicians,
extension, and other animal health professionals

Delaine Quaresma

CFSPH

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Learning objectives

- Explain the perspectives of veterinarians and farmers related to organic and alternative (O/A) agriculture
- Describe the various roles of veterinarians on O/A farms
- Recognize the benefits of adding O/A clients to veterinary practices
- Describe potential marketing and outreach efforts to gain new O/A clients
- Identify leadership styles that may help grow practice management and O/A business

This chapter has been designed to help veterinarians add new organic and alternative (O/A) clients into their practices and better engage with existing clients, farmers, and ranchers. This chapter covers reasons to engage with these farmers, addresses their unique needs, and offers suggestions for how to do it successfully. An overview of this topic and other aspects of working with organic and alternative livestock producers is available in the first chapter of this series. Additional chapters in this series cover communication, rules and regulations, prevention, treatments, and practices.

Introduction

Veterinary schools focus on teaching students how to diagnose, treat, and manage animal health problems. When students graduate and enter the workforce, they must adapt those skills to their workplace. Being successful at their jobs and fulfilling their oath as a veterinarian goes beyond the animal directly in front of them and is a large responsibility in and of itself. The learning curve for working with O/A farms may be even steeper, considering most veterinary schools do not have a dedicated curriculum for teaching O/A practices, treatments, and management. This course will help fill those gaps.

Whether you are a practice owner, an associate, or a consultant, expanding your practice management knowledge with O/A clients will benefit your practice, career, and community. As a prosperous and expanding market, O/A farms offer an area of practice expansion that may be considered niche but may quickly grow into a highly sought-after skill set and specialty for veterinarians, veterinary technicians, and veterinary practices. This can create a competitive edge for your resume and your practice's appeal.

Practice management is a broad term encompassing everything from record keeping, product purchasing, employee scheduling, marketing, accounting, waste disposal, licensure, workplace safety, and more. While this arena may call to some, it probably wasn't a reason most veterinarians chose to go into veterinary medicine. Regardless of individual interests, practice management impacts the ability to practice veterinary medicine as it directly affects the health of the veterinary establishment and, thus, the ability to help animals.

This chapter will review aspects of practice management focusing on working with O/A clients. At the end of the chapter, there are links and references to additional resources. The goal is to provide you with knowledge and skills to get your foot in the door to better incorporate these clients and animals into your practice.

1. Veterinary role on O/A farms

Veterinarians wear many hats – in practice and at home in their personal lives. They can be the investigator, the diagnostician, the surgeon, the bearer of bad news, the healer, and on and on. As such, adaptability is one of the core skills of a veterinarian. What, then, is the veterinarian's role on O/A farms? This chapter will first examine current trends of veterinary use on O/A farms to better understand and determine what that could be.



Veterinary use on O/A farms appears to be dichotomous in that they are either used and well-integrated or not used much at all (e.g., only in extreme cases or emergencies (Duval et al., 2016; Steneroden, 2021).

Larger O/A farms that conduct more intensive farming are more likely to work closely with a veterinarian. In addition, O/A farms that reported greater satisfaction with their veterinarian tended to have a veterinarian that works with several O/A clients. For O/A farms that did not work with veterinarians regularly, farmers attributed a lack of respect and understanding of their goals as a reason for not seeking veterinary services. Some report that veterinarians were not the “best-qualified health management advisors” and seek information from other sources such as the internet, social groups, and blogs (Duval et al., 2016; Steneroden, 2021). Not being aware of the farmer's goals and common practices can lead to breakdowns in communication, trust, and, ultimately, the working relationship between veterinarian and client. Failure to meet these clients' needs can lead to missed opportunities for those clients, their animals, and your veterinary practice.

“According to organic farmers, veterinarians were not the best qualified health management advisors, because they perceived that veterinarians lack respect for farmers' goals, most importantly being organic.” (Duval et al., 2016)

Perspectives on the veterinarian's role

The following highlights some perspectives that were disruptive to the O/A producers and veterinary relationships and noted in recent literature and surveys from the U.S. and U.K. Frequently highlighted issues include:

- Veterinarian perspective: Lack of formal education on O/A principles and practices, O/A is not science-based medicine, mixed feelings about being able to meet organic producers' needs, lack of O/A resources to learn from, producer mistrust and reluctance to seek veterinary help, producer waiting too long to call for services and resulting in animal welfare concerns and an inability to help in time.
- O/A client perspective: consider their animals to be healthier and need less veterinary care, consult other sources with knowledge and experience, don't need traditional medicine, perceived negative mindset of vets towards organic agriculture (Duval et al., 2016; Sorge et al., 2019; Steneroden, 2021).

Many O/A farmers do not see or value the role of a veterinarian on their farm because they don't use traditional

or conventional products and medicines (Duval et al., 2016). But veterinarians can offer and are needed for much more than that to promote animal health.

Interestingly, these perspectives have a common thread. They both seek to be seen, understood, and respected for their knowledge, beliefs, and approach. Not surprisingly, seeking help or advice from someone is difficult if one does not feel that the other person sees, understands, or respects their goals. Similarly, it isn't easy to help someone achieve something without seeing, understanding, or respecting their goals.

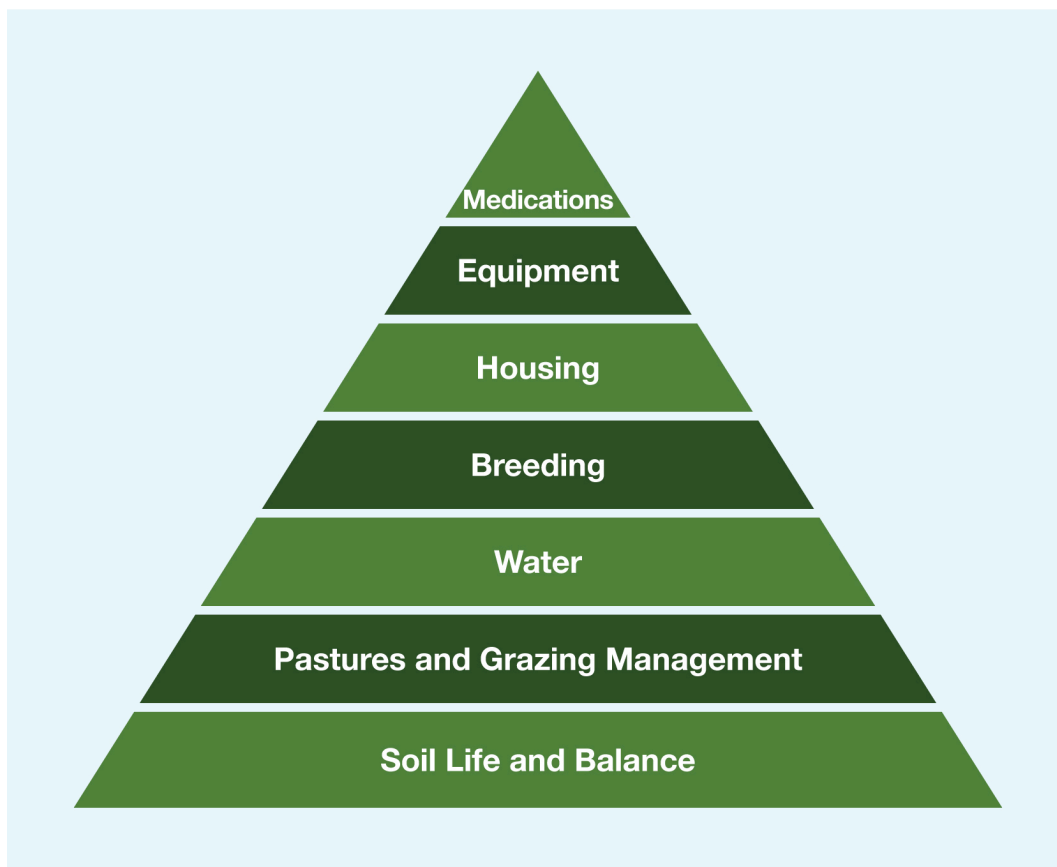
Much of this relates to perspective. Shifting perspective, not necessarily beliefs, can help. As a veterinarian, put yourself in the shoes of O/A farmers. Putting oneself in another's shoes does not mean they will fit well or be liked. What it does mean is that you now have the common experience of understanding the shoes, or rather the goals and practices of the O/A farmer.

Veterinarians can do this with O/A clients by educating themselves and by listening to their O/A clients with an open mind. This is the best way to learn, build relationships, and work towards veterinarians becoming a more valuable resource for all clients.

Using a holistic veterinary approach

Oxford Languages defines holistic medicine as “characterized by the treatment of the whole person, taking into account mental and social factors, rather than just the symptoms of an illness.” This translates easily into veterinary medicine. For example, a farm may be experiencing a higher-than-average rate of retained placentas in their fresh cows. The veterinarian or farmer could just treat the symptoms of a retained placenta or provide care to help expel the placenta. However, a holistic approach by the veterinarian would include looking into why this farm has a higher-than-average rate of retained placentas in their fresh cows. This could include infectious reasons, but looking into the lifestyle and nutrition of the animals is also warranted. These additional considerations to the whole of a person, animal, group, entity, or problem also apply in advisory roles.

A holistic approach to health can bridge the perspective gap with O/A clients. “An advisory-oriented role in herd health management requires a holistic farm approach of advisors and farmers” (Duval et al., 2016). This is especially important given that many O/A producers choose their way of farming for holistic reasons. Using an approach aligned with their philosophies makes reaching common ground and mutual understanding more likely. The pyramid below outlines a holistic approach to farming used by some O/A producers. More specifically, it indicates a layered and building block approach to keeping animals and their environment healthy. Starting with soil life and balance, then pasture and grazing management, water, genetics and breeding considerations, housing, equipment, and medications. Veterinarians can provide input and learn from O/A livestock producers on each level.



“In the days of James Herriot, the role of a veterinarian appeared rather straightforward to their clients. There was an understanding that if an animal were sick or injured, the veterinarian would be called. However, in today’s age, the farmer or herd manager can and will often treat the animal or administer vaccines and other preventatives. From personal experience growing up on a dairy farm, I recall watching our veterinarian perform displaced abomasum (DA) surgeries. As I got older and into vet school, our veterinarian was rarely called out to the farm for that as our herd manager could treat them by roll & toggle technique. In addition, changing nutrition on the farm has significantly reduced the number of DA occurrences and treatments. The role of our vet changed. That role continues to change as the needs of the farm and animals change. Originally our veterinarian played more of a treatment-oriented role, then transitioned into an advisory-oriented role.”

–Delaine Quaresma, DVM, MPH

On O/A farms, veterinarians can play either or both roles depending on the situation. Given the nature and requirements of O/A farming, the veterinarian’s role will likely skew heavily to an advisory-oriented role. Charges for veterinary services provided by the veterinarian or technician must be made according to the time spent or service rendered, whether treatment or consultant based. The [American Veterinary Medical Association \(AVMA\)](#) has resources available to help with pricing strategies and business plans.

Consider integrating common natural or botanical treatments into your practice based on what you learn from your O/A clients or organic and alternative treatment resources and published literature. Use your knowledge of animal health and your veterinary skills to assess animal health and safety. Another way to satisfy the need for scientifically backed practices and holistic approaches is to cross-reference older textbook information and treatments before

conventional therapies with current science-based studies ([AABP](#)). Some additional information and ideas can be found in the Treatments and Modalities chapter in this continuing education series and at the link below:

- [Health Strategies for Organic Dairy Farms](#)

Avenues for veterinary influence on O/A farms



An interactive H5P element has been excluded from this version of the text. You can view it online here:

<https://cardinal.cfsph.iastate.edu/practice-mgt-organic-alternative-animal-health/?p=191#h5p-1>

Use the following examples to learn more about O/A farming, livestock, and care. Understanding the industry and people within it can help veterinarians see where they can contribute to the health and success of those and the animals involved.

- [Health Strategies for Organic Dairy Farms \(AABP\)](#)
- [The Livestock Project](#)
- [Rodale Institute](#)
- [USDA Farmers.gov – Blog Posts](#)
- [California Certified Organic Farmers \(CCOF\)](#)
- [Marbleseed](#)
- [Practical Farmers of Iowa](#)
- [Real Organic](#)
- [ATTRA](#)

2. Benefits of having organic and alternative clients

Why add organic and alternative farms and ranches to a veterinarian's practice? Is investing the time, effort, and resources beneficial to the practice? Including O/A farm services in a veterinary practice can be a fruitful business endeavor. It can lead to practice expansion, financial gain, increased diversity and inclusion, more relationships, etc. This section expands on some financial benefits of adding O/A services to a veterinary practice, which can be a key driver in practice management (Richardson & Osborne, 2006).



Economics of organic production

As presented in the Overview of Organic and Alternative Animal Health Chapter, the organic movement gained traction in the mid-1900s and has continued to grow since that time. Data from the [2019 Certified Organic Survey](#) show that sales of certified organic products continued to increase from 2016. U.S. farms and ranches produced and sold \$9.9 billion in certified organic commodities in 2019, up 31% from 2016. During the same year, the number of organic farms in the country increased by 17% to 16,585, and the number of certified acres increased by 9% to 5.5 million (results include those certified organic and those transitioning to organic).

Economics of livestock veterinary services

It is no secret that there is a large and growing demand for veterinary specialties. Despite agricultural demand, the percentage of livestock veterinarians in practice has decreased over the past century, and new veterinarians are more likely to go into small animal medicine ([AVMA](#), [Covetrus](#)). Numerous factors contribute to this, including student loan debt, location, weather, specialty salaries, etc. As a result, the supply of livestock veterinarians is insufficient to keep up with the demand, and there is a marketable need for services. The supply of veterinarians with O/A education and training is even smaller. The lack of an O/A veterinary curriculum is commonly reported in North America, so most vets with O/A experience are self-taught and have learned from their clients. This creates the potential for a niche practice with a higher demand for livestock veterinarians with O/A training, understanding, and willingness to work with these producers.

Adding services for these clients requires a time investment, but veterinarians are not starting from scratch; they are building on their knowledge and skills and providing value-added veterinary services while filling a gap. The concept of value-added services means increasing the value of the service provided. This can be done in many ways depending on the market sector, for example, by adding a maintenance package to the sale of a car. Another example would be offering brand-name products versus generic products. There is perceived additional value in the brand name, so some customers are willing to pay more. The products are also more recognizable in their associated markets. Examples of this in veterinary medicine include providing clients a monthly newsletter on livestock health topics. Similarly, collecting and reviewing herd health data to discuss management changes with producers provides added value to what veterinarians do for their clients beyond diagnostic and treatment suggestions. A value-added approach can increase revenue and is particularly successful in niche markets.

This chapter has discussed some areas where veterinarians can play a role on O/A farms. Some of these services are likely already provided for current clients. Expanding these services to include the O/A "market" adds value to the

veterinary practice. For example, services like herd health consultations, pregnancy checks, and site visits to review disease prevention strategies are needed on O/A farms, just as on conventional farms.

The co-director of the Missouri Value-Added Development Center provides a list of the 10 key lessons in value-added agriculture. The first lesson highlights, “Value-added businesses are more successful if you identify the customers (or niche market) and find out what they desire. Then produce the products or quality characteristics they want and are willing to pay for” ([Iowa Extension](#)). Veterinarians with O/A knowledge and experience are a niche market. With one foot in the door, finding and speaking with those producers to determine their wants is the next step. Some general products and services O/A producers want and described in recent studies are listed below and in the Additional Resources section at the end of the chapter. Adding and marketing these services to those clients is a good start. However, to provide the most value to your clients, you should speak with them directly to determine their needs in your practice area. Moreover, be upfront and clear with your clients regarding invoicing for your services. Your time is valuable, and transparent communication will help them better understand what they are being billed for and better appreciate your services and skills.

“Value-added businesses are more successful if you identify the customers (or niche market) and find out what they desire. Then produce the products or quality characteristics they want and are willing to pay for” ([Iowa Extension](#)).

For more ideas on services needed, visit the following:

- [Organic Livestock Systems: Views of Veterinarians and Organic Producers](#)
- [How can veterinarians be interesting partners for organic dairy farmers?](#)
- [Farm Progress value-added veterinary services](#)

3. Marketing & outreach

Now that we've identified a veterinarian role and a market, how does a veterinarian find these clients? Several strategies can improve your ability to reach these producers wherever you are in this process.

There are two ways to grow a client base. Find the client, or the client finds you. The following suggestions offer ways to find and reach out to O/A producers in your area and ways in which O/A producers may be more likely to find you and your services. A number of these strategies go hand-in-hand.

Finding the client

Many O/A farmers seek other O/A farmers for animal health and farming information. This creates a tight-knit community but also means they likely gather information from common sources. You can find O/A producers in your area by working to find these common sources. These producers also market themselves and their products to consumers, making them easier to find. The following examples of resources may be helpful. Be sure to search your state and region for additional opportunities and ideas.



- National, State, and School Databases
 - [USDA Organic Integrity Database](#)
 - [Iowa Certified Organic Farms](#)
 - [Minnesota Grown Program](#)
 - [College of Integrative Veterinary Therapies](#)
- Extension Branches and Offices
- Organic Animal Conferences and Meetings
 - [Organic Trade Association \(OTA\)](#)
- Online Organic Webpages and Blogs
 - [The Livestock Project](#)
 - [Rodale Institute](#)
 - [Farmers.gov Blogs](#)
 - [California Certified Organic Farmers \(CCOF\)](#)
 - [Practical Farmers of Iowa \(PFI\)](#)
- Social Media
 - Facebook
 - Instagram
- Organic and Livestock Industry personnel
 - People in various animal health and food production industries, such as state veterinarians, veterinary school faculty, nutrition specialists, extension services, organic farm auditors, organic livestock processing personnel etc.
- Word of Mouth

- Networking is always applicable – let people know you are looking for O/A clients!

Helpful search terms on these sites include: “organic farming” “alternative farming” “organic livestock” “holistic farming”

Marketing to the client

You have the skills and the knowledge, and you know people who may benefit from your services. Now is the time to show and tell. Expanding O/A services in your practice requires letting people know you offer them and why. While fairly obvious, several ways exist to increase the effectiveness of advertising your services to this population. Think about what to say and where to say it.

What to do (be discoverable and easy to find)

- Be listed
 - Your state veterinary medical association
 - [American Holistic Veterinary Medical Association](#)
 - [American Association of Bovine Practitioners](#)
 - [American Association of Small Ruminant Practitioners](#)
 - Other veterinary organizations
- Be transparent
 - List what O/A services you provide
 - Advertise that you took this course series or other specialized education
- Be “Google-able”
 - Consider Google Analytics and Search Engine Optimization ([SEO](#))
- Be Shareable – [Social Media](#)
 - Facebook
 - Instagram
 - Word of mouth
- Be Inclusive
 - Make attempts to engage with their community
 - Hold mini-education sessions for producers
 - Attend O/A meetings in your area and conferences
 - Engage on O/A blogs and social media
 - Demonstrate your willingness to learn and help others
 - Engaging with a variety of audiences improves diversity, equity and inclusion
 - AVMA [Journey for Teams](#)

What to say

- Advertise your services
 - Indicate what you offer and how you can help
- Advertise your education and special training (taking these courses, etc.)
 - Indicates a willingness to learn and engage in O/A medicine

- Advertise why you do what you do, – before advertising what you do
 - Add [“Why” to “What”](#) you do
- Provide client education materials
 - Demonstrates some of your skills, knowledge, and usefulness as a resource
 - Assist in helping clients reach and maintain O/A status

4. Leadership & managing relationships

Successful practice management relies a great deal on leadership. This is the same when adding and managing O/A services in your practice. Whether you are an associate, director, or practice owner, attention to and application of various leadership styles and techniques is necessary for veterinary medicine. Veterinarians are leaders of their teams, animal health and wellness, and much more. This section will highlight leadership areas to help build and manage O/A services in your practice.

These chapters on O/A continuing education provide a solid foundation of O/A knowledge for you to practice and implement into your veterinary services. Now you must consider how to share what you have learned with your staff and your clients.



Veterinary technicians on O/A farms

Veterinary Technicians have many roles, both inside and outside of the clinic. Vet techs often travel with veterinarians to farms and ranches in mixed and large animal rural practices. They provide useful skills and support to veterinarians and clients. Skillful vet techs offer a second set of eyes for the veterinarian. The vet tech's role includes giving drugs and vaccines, collecting samples, assisting in field surgery, and explaining procedures, including disease prevention actions such as cleaning and disinfection. The skill set that vet techs bring to O/A farms and ranches is no different. On O/A farms, vet techs can bring new skills and knowledge to assist veterinarians and help producers manage and care for their organic and alternative livestock. Additional information and resources for working with veterinary technicians can be found at:

- [AgHires-Veterinary Technician](#)
- [Becoming a veterinary technician](#)
- [Veterinary Technicians and the Large Animal Ranching Sector](#)

Extension services on O/A farms

Agricultural Extension, a part of the state's Land-Grant University, is a method for non-formal education and practical application of science on farms. Extension agents and specialists help producers assess their needs and have resources and programs that farms can use to fit them. Extension provides resources to increase production in addition to safety classes, youth development, nutrition education, and mental health resources. These resources are important and provide for farmers' welfare and personal development and help build future generations of farmers. O/A farming is a prospect for growth for extension programs (Alotaibi et al., 2021). O/A knowledgeable extension agents can help connect valuable practices and applicable research with farmers and ranchers needing assistance and increase the benefit to those they serve. Additional information and resources for working with extension services can be found at:

- [Organic Livestock Systems: Views of Veterinarians and Organic Producers](#)
- [NIFA-Extension](#)
- [Chapter 1: Overview & Importance of Agricultural Extension](#)
- [Perception of organic farmers toward organic agriculture and role of extension](#)

Leadership skills for working with staff and clients

You may feel comfortable contacting O/A clients, providing alternative therapies, etc. However, the groups you are working with may feel differently or not be on the same page. You may already offer O/A services and work with O/A clients, or you may want to add them to your practice after taking this course. Wherever you are in this journey, you and your practice will likely experience change. This may be by offering entirely new services, adapting existing client informational handouts to include O/A, or educating staff on O/A requirements. However, while change can be a very positive thing, change is commonly resisted by staff and clients. Common reasons for this are fear, timing, loss of control, lack of reward, and prior negative experience with change. The following leadership tips and discussion of leadership styles will help you navigate change with your staff and clients.

Successfully managing and leading a veterinary practice or team requires emotional intelligence. Defined as the ability to identify and manage ourselves and our relationships, [emotional intelligence](#) is a skill that can be developed and improved upon over time. It relates to how one can successfully navigate intrapersonal and interpersonal emotions and behaviors. The awareness, management, and regulation of empathy, motivation, and social skills influence understanding and communication of oneself and others. Leaders with higher emotional intelligence, meaning a higher aptitude for understanding and incorporating these described elements, are more likely to achieve successful outcomes with their teams and in their relationships. In addition, these skills facilitate working through change. This change could be getting your staff on board with offering services to O/A clients or working with an O/A farmer who wants to add a vaccine protocol to their standard operating procedures. One must consider self-awareness, self-management, social awareness, and social skills to work on emotional intelligence. A leader's growth in these areas is important because they influence the workplace and social environments. These environments are the foundation for a team or relationship to navigate, adapt and grow. The personal capabilities mentioned in this section are expanded upon in Goleman's texts and linked at the end of this section.

Emotional intelligence is typically broken down into four core competencies:

- Self-awareness
- Self-management
- Social awareness

- Relationship management





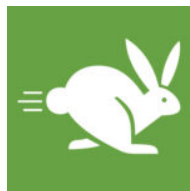

According to psychologists and researchers, the workplace and social environment are impacted by six key factors or drivers:

1. their **flexibility**—that is, how free people feel to innovate unencumbered by red tape
2. their sense of **responsibility** to the organization
3. the level of **standards** that people set
4. the sense of accuracy about performance feedback and aptness of **rewards**
5. the **clarity** people have about mission and values
6. the level of **commitment** to a common purpose

The emotional intelligence and leadership style of an entity's leader influences these factors and the surrounding environment of the team and its relationships. In other words, leadership styles impact the factors or drivers of the workplace environment. Why is this particularly important for you? As someone taking this course in O/A veterinary medicine, you are at some stage of considering or implementing O/A services in your practice and will likely need to lead others in doing so as well. These other individuals or groups may be your staff, or they may be your clients. Regardless, the factors highlighted above affect the productivity and satisfaction of all involved.

We will now delve into leadership styles that incorporate these factors differently. As we go through them, think about how you can apply these styles in your practice and with your clients to improve outcomes in the respective working environments. For this chapter, we will be utilizing Goleman's six leadership styles. He describes these styles and situations in which one may be preferred. He also reports that leaders with multiple leadership styles are more likely to have successful organizational outcomes. The degree to which an emotional intelligence competency or key environmental factor is used varies between the styles. Employing multiple styles is likely to lead to a more successful practice.

Goleman's Leadership Styles at a Glance¹

Leadership Style						
	Coercive	Authoritative	Affiliative	Democratic	Pacesetter	Coaching
Leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
Style in a phrase	"Do what I tell you."	"Come with me."	"People come first"	"What do you think?"	"Do as I do, now."	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When change requires a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Printable handout of [Goleman's Leadership Styles at a Glance](#).



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<https://cardinal.cfsph.iastate.edu/practice-mgt-organic-alternative-animal-health/?p=200#h5p-2>

Remember that one style is not good or bad, but depending on the situation, a specific style may result in more effective outcomes. More in-depth information on these styles and effective leadership strategies can be found at:

- Goleman – [Leadership That Gets Results](#)
- Simon Sinek – [How Great Leaders Inspire Action](#)

1. Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-82.

5. Key take-aways and resources

Key take-aways

There is no one-size-fits-all for managing a veterinary practice; the same goes for O/A practice management. However, utilizing techniques described in this chapter can help you expand your practice to include O/A services. Key drivers for making this part of your practice successful include

- Keep an open mind.
- Learn from multiple resources.
- Advertise your services.
- Market your strengths.
- Improve your leadership skills to navigate change with your staff and clients.

More information on these topics from sources used within this chapter can be found in the Additional Resources section.

Additional resources

Courses

For in-depth information on prevention measures, rules and regulations, communication tips, and management tools used in organic and alternative production, continue reading the following chapters:

- Prevention and organic/alternative animal health
- Rules and regulations associated with organic and alternative livestock
- Communication considerations for working with organic and alternative livestock clients
- Treatments and practices for organic and alternative livestock

Additional Continuing Education and Certification Opportunities

- [American Holistic Veterinary Medical Association](#)
- [College of Integrative Veterinary Therapies](#)
- [American College of Veterinary Botanical Medicine](#)
- [CuraCore Integrative Medicine](#)
- [International Veterinary Acupuncture Society](#)
- [CHI University](#)
- [Options for Animals – College of Animal Chiropractic](#)

Websites

[AgHires-Veterinary Technician](#)

[American Association of Bovine Practitioners](#)

[American Association of Small Ruminant Practitioners](#)

[American Holistic Veterinary Medical Association](#)

[American Veterinary Medical Association \(AVMA\)](#)

[Appropriate Technology Transfer for Rural Areas](#)

[Becoming a veterinary technician](#)

[California Certified Organic Farmers \(CCOF\)](#)

[Chapter 1: Overview & Importance of Agricultural Extension](#)

[College of Integrative Veterinary Therapies](#)

[Farm Progress value-added veterinary services](#)

[Health Strategies for Organic Dairy Farms \(AABP\)](#)

[How can veterinarians be interesting partners for organic dairy farmers?](#)

[How Great Leaders Inspire Action](#)

[Iowa Certified Organic Farms](#)

[Iowa Extension](#)

[Journey for Teams](#)

[Leadership That Gets Results](#)

[Marbleseed](#)

[Minnesota Grown Program](#)

[NIFA-Extension](#)

[Organic Livestock Systems: Views of Veterinarians and Organic Producers](#)

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[Perception of organic farmers toward organic agriculture and role of extension](#)

[Practical Farmers of Iowa](#)

[Real Organic](#)

[Rodale Institute](#)

[The Livestock Project](#)

[USDA Farmers.gov – Blog Posts](#)

[USDA Organic Integrity Database](#)

[Veterinary Technicians and the Large Animal Ranching Sector](#)

Thank you!

Remember to return to the course home page to complete this chapter's quiz. After successfully passing the 5-question multiple-choice quiz, you can collect your Certificate of Completion to earn 1.0 RACE-approved CE credit.

Acknowledgements

Authors

Delaine Quaresma, DVM, MPH

Contributors

Irene Nielsen

Reviewers

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Glossary

ACA

Accredited Certification Agency

AGA

American Grassfed Association

alternative

when a non-mainstream approach is used in place of conventional medicine

AMDUCA

Animal Medicinal Drug Use Clarification Act of 1994

APHIS

Animal and Plant Health Inspection Service

ATTRA

Appropriate Technology Transfer for Rural Areas

AVMA

American Veterinary Medicine Association

CAVM

Complementary and Alternative Veterinary Medicine

CE

continuing education

CFSPH

Center for Food Security and Public Health

complementary

when a non-mainstream approach is used together with conventional medicine

CRP

Conservation Reserve Program

DMI

Dry Matter Intake

EPA

Environmental Protection Agency

EU

European Union

FAD

Foreign Animal Disease

FAMACHA

a system for estimating the level of barber's pole worm among small ruminants

FDA

Food and Drug Administration

G.I.

Gastrointestinal

GAP

Global Animal Partnership

GMO

Genetically Modified Organism

GMOs**integrative**

when conventional and complementary approaches are used together to care for the whole individual in a coordinated way

IOIA

International Organic Inspectors Association

Materials List

A list included in the Organic System Plan of each substance that might be used as a production input (e.g., fertilizers, health care products, feed).

NCAT

National Center for Appropriate Technology

NCCIH

National Center for Complementary and Integrative Health

NIH

National Institute of Health

NOP

United State Department of Agriculture's National Organic Program

NOSB

National Organic Standards Board

O/A

Organic and/or Alternative

OFPA

Organic Foods Production Act

OMRI

Organic Materials Review Institute

Organic Livestock

Certified by the USDA to carry the organic label

OSP

Organic System Plan

Permaculture

A system that develops agricultural systems modeled from natural ecosystems (per USDA).

plain community

Amish and conservative Mennonites

PMO

Pasteurized Milk Order

Regenerative agriculture

An alternative decision-making framework that offers a set of principles and practices to grow food in harmony with nature and heal the land from degradation (per NRDC).

Split operation

An operation that produces or handles both organic and nonorganic agricultural products (per USDA).

split operations

An operation that produces or handles both organic and nonorganic agricultural products (per USDA).

Sustainable agriculture

An integrated system of plant and animal production practices having a site-specific application that will, over the long-term satisfy human needs, enhance environmental quality, make the most efficient use of nonrenewable resources, sustain the economic viability of farm operations, and enhance the quality of life for farmers and society as a whole (abbreviated per USDA).

USDA

United States Department of Agriculture

VCPR

Veterinarian-Client-Patient Relationship