



STAR DIAGNOSTIC HEALTH CHECK

A practical leadership & operational health assessment for veterinary hospitals

S.T.A.R. = Standards • Training • Accountability • Resiliency

Use this health check to identify where your hospital is strong, where inconsistency is creating friction, and where focused leadership attention could create the greatest impact.

How to use this assessment

Rate each statement from 1–5 based on what is consistently true in your hospital today—not what is intended, written in a manual, or true only on the best days.

1	2	3	4	5
Rarely true	Sometimes true	Inconsistent	Usually true	Consistently true



S — STANDARDS

Are expectations clear, practical, and consistently reinforced?

Assessment statement	Score	Notes
Team members understand the hospital’s core standards for patient care, client experience, communication, and professionalism.	—	_____
Policies and workflows reflect how the hospital actually operates and are easy for the team to access.	—	_____
Leaders model the same standards they expect from the team.	—	_____
Different shifts, departments, and leaders apply expectations consistently.	—	_____
When a standard is missed, leaders address the gap promptly rather than allowing a new norm to form.	—	_____

S SUBTOTAL: ____ / 25



T — TRAINING

Are people equipped to succeed, not simply expected to figure it out?

Assessment statement	Score	Notes
New team members receive a structured onboarding plan with clear milestones.	—	_____
Training includes both technical skills and expectations for communication, teamwork, and service.	—	_____
Team members know who is responsible for teaching, coaching, and validating competencies.	—	_____
Leaders provide ongoing development instead of limiting training to orientation or corrective action.	—	_____
Employees can identify a realistic path for growth, increased responsibility, or leadership development.	—	_____

T SUBTOTAL: ____ / 25



A — ACCOUNTABILITY

Do expectations lead to ownership, follow-through, and measurable action?

Assessment statement	Score	Notes
Roles, responsibilities, and decision-making authority are clearly defined.	—	_____
Leaders follow through on commitments and expect the same from others.	—	_____
Performance concerns are addressed early, directly, and respectfully.	—	_____
Hospital goals are translated into measurable priorities that teams can influence.	—	_____
Successes are recognized, while missed commitments lead to coaching, problem-solving, and clear next steps.	—	_____

A SUBTOTAL: ____ / 25



R — RESILIENCY

Can the hospital sustain performance through pressure, change, and uncertainty?

Assessment statement	Score	Notes
Leaders recognize signs of overload and respond before chronic stress becomes a crisis.	—	_____
Workflows and staffing practices reduce unnecessary friction, rework, and preventable pressure.	—	_____
Team members can raise concerns, ask for help, and discuss mistakes without fear of humiliation or retaliation.	—	_____
During change or high-demand periods, leaders communicate priorities clearly and help the team adapt.	—	_____
The hospital actively protects connection, purpose, recovery, and sustainable performance—not just short-term productivity.	—	_____

R SUBTOTAL: ____ / 25



Your STAR Scorecard

Transfer each section subtotal below. Your overall score is a directional indicator—not a grade. The pattern across the four areas is often more useful than the total.

Dimension	Your score	Maximum
S — Standards	_____	25
T — Training	_____	25
A — Accountability	_____	25
R — Resiliency	_____	25

TOTAL STAR HEALTH SCORE: _____ / 100

Interpreting your score

85–100 | Strong foundation — Your systems and leadership practices appear well established. Focus on protecting consistency, developing future leaders, and preventing complacency.

70–84 | Healthy with pressure points — The hospital has meaningful strengths, but one or two areas may be creating recurring friction. Target the lowest-scoring dimension first.

55–69 | Inconsistent foundation — Important practices are present but may depend too heavily on individual leaders, shifts, or circumstances. Prioritize structure and follow-through.

Below 55 | Leadership attention needed — Multiple gaps may be compounding one another. Choose a small number of high-impact changes and establish ownership, measures, and a review rhythm.

Look beyond the total

A hospital can earn a respectable overall score while still carrying significant risk in one dimension. Any STAR category scoring below 15/25 deserves focused attention. A difference of 6 or more points between your highest and lowest categories may also signal an imbalance—for example, strong standards without training, or strong accountability without resiliency.



A healthier hospital is not built by fixing everything at once. It is built by creating clarity, developing people, following through, and strengthening the team's capacity to adapt.

Your STAR Next Step

Your STAR score is a starting point. Use these three questions to identify where a focused conversation may be most valuable - without trying to solve the entire challenge on your own.

1. Which STAR area scored lowest?

2. What is one issue you believe is contributing to that score?

3. What would be different in your hospital if this area improved over the next 90 days?

YOUR SCORE TELLS YOU WHERE TO LOOK.

The VSP 90-Day Quick Turnaround helps you determine what to do next.

In a focused 90-day engagement, Vantage Strategic Partnerships works alongside hospital leadership to identify root causes, establish priorities, create measurable action plans, and build the accountability needed to turn insight into sustainable change.

Ready to turn your STAR results into action?

Bring your completed STAR Health Check to a VSP conversation and use it as the starting point for a focused 90-Day Quick Turnaround engagement.

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