

Job Descriptions

	Office Manager	Practice Manager	Hospital Administrator
Human Resources			
Training reception staff	✓		
Hiring, discipline and firing of reception staff	✓		
Evaluate performance of reception staff	✓		
Schedule for reception staff	✓		
Train and supervise Office Manager		✓	
Participate in the hiring, discipline & firing of office manager & technician supervisor		✓	
Evaluate performance of the office manager and technician supervisor		✓	
Plan, schedule and conduct staff meetings		✓	
Mediate personnel grievances and disputes	✓	✓	
Maintain employee records	✓	✓	
Assure compliance with applicable labor laws and regulations	✓	✓	
Establish and implement safety programs and protocols		✓	
Develop and update job descriptions	✓	✓	
Responsible for the hiring, discipline and firing of practice manager			✓
Participate in the hiring, discipline and firing of associate veterinarians			✓
Train, supervise & evaluate the performance of the practice manager & area manager			✓
Develop and maintain personnel handbooks, policies and procedures		✓	✓
Serve as the final arbiter of personnel grievances and disputes			✓
Develop and implement employee benefit program			✓
Finance			
Supervise reconciliation of daily receipts, day sheets & income reports	✓		
Make deposits and reconcile petty cash	✓		
Assure compliance with credit policies	✓	✓	✓
Manage accounts receivable, send monthly bills, handle collections of overdue accounts and returned checks	✓		
Set credit policies and assure compliance		✓	✓
Manage accounts payable, including verifying the accuracy of statements and preparation of checks for signature		✓	✓
Compute and prepare payroll		✓	
Maintain drug and supply inventory at appropriate levels		✓	
Research and compare major purchases such as new equipment and service contracts		✓	✓
Approve major purchases such as new equipment and service contracts		✓	✓
Sign payroll and other cash disbursement checks			✓
Act as the liaison between the practice accountant and the hospital		✓	✓
Prepare financial statements and maintain cash flow projections		✓	✓
Develop both capital and income & expense budgets for review & approval		✓	✓
Set fees for the practice			✓
Negotiate contracts with service or equipment providers			✓
Evaluate and select insurance carriers, banking & investment institutions, etc.			✓

AVMA 2004 Convention Notes

Marketing

Maintain reminder system	✓		
Train reception staff as a "sales force" for suggesting client product purchases	✓		
Assure that protocols for client communication are followed, e.g. new client letters, thank you for referrals and sympathy cards	✓		
Develop referral relationship with organizations in the companion animal service community		✓	
Train technician supervisor and staff relative to their role in the hospital's external marketing program		✓	
Develop and recommend client communication strategies e.g. target marketing, newspaper column, follow-up phone call protocols		✓	
Suggest new services and/or programs designed to meet client needs and community interest	✓	✓	
Develop hospital's long-range marketing plan			✓
Evaluate the success of the marketing plan and make modifications to meet changes in the competitive environment		✓	✓
Manage media contacts & contracts			✓
Develop practice brochures, newsletters and client surveys and focus groups			✓

Operations

Act as liaison between reception staff, practice manager and technician supervisor	✓		
Assure that medical records are maintained in compliance with hospital policy	✓	✓	
Handle dissatisfied clients and clients with special problems	✓		
Act as liaison between office manager, technician supervisor, the hospital administrator and the veterinarians		✓	
Develop veterinary health programs, e.g. puppy and kitten programs, dental health, pet loss support groups		✓	
Assure the maintenance of the physical plant and equipment that enforce standards of safety and cleanliness		✓	
Assure maintenance of controlled drug, anesthesia, surgery & radiology logs		✓	
Maintain and update computer systems and train employees in their utilization		✓	
Serve as liaison between the practice and affiliated professionals e.g. attorney, consultant, relief veterinarians			✓
Assure compliance with all local and state regulations regarding the practice of veterinary medicine			✓
Assure compliance with any voluntary guidelines the practice chooses to follow e.g. AAHA			✓
Develop a strategic plan for the long range growth and success of the practice			✓