

Cornell University Veterinary Specialists

JOB DESCRIPTION: PRACTICE MANAGER

Functional Title:	Practice Manager
Position:	Full-time exempt
Reporting to:	Hospital Director/Chief Operating Officer (COO)
Location:	Stamford, CT

Summary: The Practice Manager (PM) focuses on the day-to-day operations of the 24/7 veterinary specialty and emergency hospital, possessing a strong working knowledge of all segments of practice management. The PM is primarily responsible for the client experience and clinical operations, and partners with and supports leadership with respect to finance and productivity, procurement, marketing, human resources, facilities, information technology, and law & ethics. The PM serves as the hub of the hospital, supporting leadership in uniting the team in their shared purpose. This role requires the ability to develop and leverage people and processes to maximize productivity while cultivating an employer-of-choice culture and a client, patient and referring community experience consistent with CUVS's Mission, Vision, and Core Values.

Responsibilities:

The PM will be expected to perform all roles and responsibilities described below, as well as any that are reasonably requested.

Client Service & Experience

- Lead and support the Client Service Manager (CSM) in the evolution and development of client service team development and performance strategies, delivering healthy engagement and retention rates (to be determined by leadership).
- Lead strategic processes and workflows to optimize client service operations, including the call center, referral processes, appointment scheduling and management, admissions, discharges, medical records, and feedback.
- Lead and support the CSM and team in development and implementation of client experience strategies, delivering an excellent client experience rating (to be determined by leadership).
- Support the CSM and Client Experience Specialist on appropriate triage, resolution, and documentation of client concerns, and implement resulting process improvements with leadership team.
- Manage escalated client and referring community concerns, partnering as needed with clinical and administrative team members.
- Support the CSM in establishing and enforcing safety and security processes related to clients and other third parties entering the hospital.
- Lead the entire CUVS team, and primarily the CSM, client service team and Veterinary Community Liaison in refining and implementing the CUVS Service Model, differentiating the hospital's level of service, quality and communication aligned with the CUVS core values.
- Serve as the primary point of contact for Cornell University's College of Veterinary Medicine related to client relationships and appointments.
- Inspire the team to take pride in the client experience through shared client testimonials, online reviews, and other client and referring community feedback.

Clinical Operations, Medical Quality & Safety

- Define, implement, and optimize clinical flow through policies and procedures that are efficient, accurate and reproducible.
- Connect front and back of house through active communication and feedback with client service and clinical teams.
- Leverage and optimize the use of technology and software.

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- Lead and support the Operations Supervisor, Clinical Liaisons, and Pharmacy Coordinator/s.
- Manage and support the Veterinary Social Worker in client and employee-facing functions and programs.
- Proactively identify issues and deficits and work with appropriate parties to troubleshoot and implement solutions.
- Partner with the Chief Medical Officer (CMO), doctors and nursing leadership to continually improve quality of care, service, efficiencies and resource utilization.
- Create, implement, and maintain a safety program in accordance with OSHA and other federal and state guidelines.

Finance and Productivity

- Manage and support the Billing & Auditing team in charge capture, discounting processes, 3rd party payment vendor processes and relationships, insurance claim management, financial audits, accounts receivables, and all other responsibilities.
- Generate and evaluate productivity and KPI reports.
- Partner with Finance and Procurement to support:
 - Payroll and PTO processes and audits
 - Financial chart of accounts analysis and adjustments
 - Healthy vendor/Accounts Payable relationships
 - Inventory and equipment management
- Read and interpret the hospital's financial reports and create financial impact plans for operational KPIs established by the COO/Hospital Director/CMO, in partnership with Finance, as needed.
- Support the COO/Hospital Director with fee analysis and adjustments.
- Coach department managers/supervisors on optimized labor planning and supporting audits.
- Support the COO/Hospital Director and/or CMO on clinician productivity and optimized scheduling strategies.
- Lead the entire CUVS team on defining and conveying the value in CUVS' pricing strategy, aligned with the CUVS Core Values.

Marketing

- Partner with Marketing to support:
 - Social media presence and online brand reputation
 - Website content
 - Continuing Education and community events
 - Veterinary Community Liaison outreach
 - Internal communications

Human Resource Management

- Partner with Humans Resources (HR) to support:
 - Talent acquisition, supervision, and leadership
 - Onboarding and training
 - Employee engagement and retention
 - Employee recognition and incentive programs

Facilities and Information Technology

- Partner with Facilities and IT staff to:
 - Proactively identify issues and deficits and redirect appropriately to ensure facilities are operating in accordance with CUVS standards.
 - Ensure IT systems support efficient hospital operations.

Veterinary Law & Ethics

- Maintain a working knowledge of applicable law & ethics including, but not limited to:
 - Regulatory Agencies: OSHA, DEA, FDA, DEP

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- Law & Ethics: Staff & client contract law & confidentiality; AVMA & CVPM Codes of Ethics
- Employment Law: In partnership with Human Resources

Supervision & Leadership

- Manage and oversee multiple functional leaders and individual contributors, including talent acquisition and identifying, managing and measuring performance expectations, guiding development and career pathing opportunities, and providing regular, constructive feedback and timely performance reviews.
- Create and update client service job descriptions, levels, training and development plans and corresponding pay rates in partnership with Human Resources and the COO/Hospital Director.
- Conduct effective meetings and participate in cross-functional meetings as needed.
- Serve as a trusted resource, building a psychologically safe, employee-centric environment.
- Serve as a culture champion and drive discussions around how to create an environment in which employees are engaged in doing their best work to deliver optimal results.
- Develop, maintain and support partnerships with managers and the leadership team, serving as an employee advocate, cultural ambassador, subject matter expert, innovator, and consultant.
- Develop, maintain and support external relationships, serving as an ambassador, subject matter expert and consultant.

Professional Development

- Maintain industry association subscriptions and memberships to stay current on veterinary practice management and trends in veterinary specialty and emergency medicine.
- Maintain professional working relationships with referring and peer practice administration.
- Attend continuing education courses to maintain applicable licensing requirements.

Requirements and Qualifications

Education & Experience

- A minimum of five years' of management and leadership experience, preferably in veterinary or human healthcare
- Bachelor's Degree with emphasis in business, animal science or related field
- CVPM preferred
- Knowledge of standard business and hospital operations, veterinary specialty practice and emergency practices, or other multi-group clinical systems
- Proven expertise in managing and maximizing business productivity
- Demonstrated ability to lead others, including other people leaders
- Demonstrated ability to building successful teams and engaging cultures
- Demonstrated ability to create and maintain a stellar client experience through a top-performing client service team
- Demonstrated ability to develop and maintain solid referring community relationships
- Computer literacy with proven expertise in MS Office Suite and veterinary practice software

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Competencies

- Communication: able to listen and communicate effectively with leadership, doctors, hospital personnel, vendors, consulting professionals and clients, especially when conveying sensitive information
- Interpersonal Relationships: able to demonstrate approachability, collaboration, negotiation and build trust and psychological safety while balancing stakeholder needs
- Mediation: able to coach and counsel staff and mediate conflict to resolution
- Organization: able to set and attain goals with attention to detail while managing ambiguity and appropriately delegating
- Time/Project Management: able to set, prioritize and meet measurable outcomes and timelines
- Leadership: able to build, unite and lead diverse teams toward a common goal and promote and maintain positive interpersonal relationships to keep teams engaged in a healthy culture

Physical Requirements

- Working conditions are within a normal hospital environment
- Must be able to access and navigate each department within the hospital facility
- Prolonged sitting at a desk, working on a computer; some bending, stooping, stretching and light lifting
- Good eye-hand coordination and manual dexterity sufficient to operate a computer, telephone, and other office equipment as needed
- Eyesight and hearing sufficient to fulfill job requirements

Acknowledgement

I have reviewed this job description and understand and agree to the outlined responsibilities. I am able to perform the essential functions of this job description, or have requested reasonable accommodations from the Human Resources Department. I agree that CUVS retains the right to amend this job description at any time. This job description is not, nor intended as a contract for employment, nor does it guarantee employment for any period of time. I understand that future evaluations of my performance are based on my ability to perform the duties outlined in this job description. I further agree to adhere to CUVS Core Values and to the policies, procedures, and code of conduct outlined in the CUVS Employee Handbook. If I have any questions regarding this job description, I will contact my supervisor or the Human Resources Department.

Employee: _____

Date: _____