

DEFINITION OF A 'PRACTICE MANAGER'

The position of a practice manager, hospital manager, business manager, office manager, hospital administrator or a contract practice manager (with or without an administrative assistant) means different things to different veterinary hospitals. To understand how to utilize this individual and define what a 'practice manager' is, you must first decide what **you** need to help make your hospital run efficiently, and what type of culture your hospital will reflect.

A helpful resource used to help define these various titles and roles can be found within the Veterinary Hospital Managers Association (VHMA) definitions of these managerial positions:

Practice Manager – 10 or fewer employees

Hospital Manager – 10-25 employees

Hospital Administrator – 25+ employees

Hospital Administrator

Complete authority over the business and operations of the practice in concert with the owners and/or board members, final authority in fiscal decisions, supervising agent of all facility services, products, personnel, and quality assurance. Coordinating agent for medical protocols short of therapeutic decisions, continuity of care, marketing efforts and public relations, as well as all functions of a practice manager and an office manager.

Practice Manager/Hospital Manager

Managing the business activities and practice internal promotions, possesses all the knowledge of an office manager plus has direct authority and decision-making responsibilities over all business aspects of the practice.

Business Manager

Similar to an office manager with heavier bookkeeping and budget monitoring role, and less staff supervision functions.

Office Manager

Daily accounting, accounts receivables, banking, schedule coordinator, purchasing, accounts payable, training, directing the front office staff, and client relations.

Practice Manager Job Description

Daily responsibilities of a practice manager include the management of the following business areas of operation but not typically to include the actual completion of each individual business task associated with these business areas of operation:

- Management of business operations throughout the business, including creation, implementation, and results facilitation of all hospital functions to maximize efficiencies and maintain budget controls
- Management of business financial/fiscal responsibilities of the hospital, and ancillary services (kennel, grooming, etc.) which may/may not include the tasks associated with these functions
- Management of all staff – may or may not include Associate DVMs
- Management of human resources functions including the recruiting and management of staff, payroll, and benefits administration
- Management of inventory and ordering processes
- Management of business maintenance (i.e. facilities & grounds maintenance, equipment, etc.)
- Quality assurance & control
- Management of marketing and public relations campaigns and protocols