

**STATE UNIVERSITY OF NEW YORK  
COLLEGE OF TECHNOLOGY  
CANTON, NEW YORK**



**COURSE OUTLINE**

**VSAD 301 – VETERINARY PRACTICE MANAGEMENT**

**Prepared By: Sophia C. Theodore, DVM**

**SCHOOL OF SCIENCE, HEALTH & CRIMINAL JUSTICE  
VETERINARY SERVICE ADMINISTRATION  
MAY 2015**

- A. **TITLE:** Veterinary Practice Management
- B. **COURSE NUMBER:** VSAD 301
- C. **CREDIT HOURS:** 3
- D. **WRITING INTENSIVE COURSE:** No
- E. **COURSE LENGTH:** 15 weeks
- F. **SEMESTER(S) OFFERED:** Spring
- G. **HOURS OF LECTURE, LABORATORY, RECITATION, TUTORIAL, ACTIVITY:**  
3 hours of lecture per week
- H. **CATALOG DESCRIPTION:**

The purpose of this course is to provide students with current information in veterinary practice management. Students apply concepts, principles and skills they have learned in previous coursework to situations specific to veterinary practice management. Topics include: veterinary hospital human resource management, management of reception and front desk procedures, telecommunications and information technology management in veterinary practice, veterinary hospital revenue and financial control, management of veterinary medical records, veterinary inventory control, veterinary facilities management, and marketing a veterinary practice.

I. **PRE-REQUISITES/CO-COURSES:**

Pre-requisites: Enrollment in or completion of a degree in Veterinary Technology, Veterinary Science Technology, Business, Management, or Accounting and at least 45 credits earned overall, or permission of instructor. It is strongly recommended that students take ACCT 101, Foundations of Financial Accounting and BSAD 310, Human Resource Management prior to taking this course.

J. **GOALS (STUDENT LEARNING OUTCOMES):**

By the end of this course, the student will be able to:

<b><i>Course Objective</i></b>	<b><i>Institutional SLO</i></b>
List the certification requirements, responsibilities, and qualities of a successful veterinary hospital manager.	2. Critical Thinking 3. Prof. Competence
Oversee human resources in a veterinary practice.	3. Prof. Competence 4. Inter-Intrapersonal
Plan and supervise reception and front desk procedures that are efficient, thorough, and attentive to clients' needs and concerns.	1. Communication 2. Critical Thinking 3. Prof. Competence 4. Inter-Intrapersonal
Plan and supervise the acquisition of inventory and equipment appropriate for a veterinary practice.	1. Communication 2. Critical Thinking 3. Prof. Competence 4. Inter-Intrapersonal

Apply marketing concepts to create a marketing plan and marketing materials for a veterinary hospital.	2. Critical Thinking 3. Prof. Competence 4. Inter-Intrapersonal
Create and maintain all appropriate facility and medical records and logs in compliance with medical/veterinary regulatory agencies.	2. Critical Thinking 3. Prof. Competence
Discuss methods of payment commonly used in veterinary practices. Assist clients in securing pet insurance plans and health care credit and process payments	1. Communication 3. Prof. Competence 4. Inter-Intrapersonal
Contract for repair and/or maintenance of veterinary practice facilities and infrastructure, adhere to preventive maintenance schedules, and arrange for servicing of veterinary medical and office equipment as needed	1. Communication 2. Critical Thinking 3. Prof. Competence
Explain the benefits of organized veterinary medicine and hospital accreditation	2. Critical Thinking 3. Prof. Competence 4. Inter-Intrapersonal

**K. TEXTS:** All necessary reading materials are posted in this course or linked within it.

**L. REFERENCES:**

- <https://canton.sln.suny.edu/>
- *Veterinary Economics* Journal, online at:  
<http://veterinarybusiness.dvm360.com/vetec/issue/issueList.jsp?id=371>

**M. EQUIPMENT:** NA

**N. GRADING METHOD:** A - F

**O. MEASUREMENT CRITERIA / METHODS:**

- Quizzes/Assessments
- Hourly exams
- Final Exam/Project

**P. DETAILED TOPICAL OUTLINE:**

- I. Introduction to Veterinary Practice Management
  - A. Responsibilities of veterinary practice managers
  - B. Qualities of good veterinary hospital managers
  - C. Fulfilling the mission and vision of hospital owners
  - D. Sample Practice Manager job description
  - E. Certified Veterinary Practice Managers - CVPM
  - F. Veterinary Hospital Managers Association (VHMA)
  
- II. Personnel, distribution of labor, and chain of command in veterinary practice
  - A. Job titles, credentials, & responsibilities of personnel in veterinary practice:
    1. Veterinarians: owners, partners, managing partners, associates
    2. Veterinary Technicians
    3. Veterinary Assistants/Kennel Staff
    4. Receptionists, bookkeepers, cashiers
  - B. Chain of command/Organizational chart

- III. The Employment Cycle Part I – Employee acquisition in veterinary practice
  - A. Planning for employee acquisition
    - 1. Analyzing the need
    - 2. Predicting the revenue that will be available and that will be generated
    - 3. Budgeting and setting salaries for veterinary practice employees
    - 4. Utilization of Bureau of Labor Statistics data applicable to veterinary hospital positions
    - 5. Compensation for emergency duty
    - 6. Ancillary benefits:
      - a. Insurance
      - b. Uniform allowances
      - c. Professional dues
      - d. Continuing education
      - e. Veterinary care for employee-owned animals
    - 7. Creating job descriptions for veterinarians and veterinary support staff
  - B. Recruiting veterinary practice employees
    - 1. Placement services (AVMA, NAVTA, VCN)
    - 2. Veterinary & veterinary technician programs
    - 3. Professional networking
    - 4. Interviewing & the working interview
- IV. The Employment Cycle Part II –Employee Training, Supervision, Evaluation, Promotion, & Termination in Veterinary Practice
  - A. Employee training in veterinary practice
    - 1. Introduction & Practice orientation
    - 2. Position orientation & training
    - 3. Probationary period
  - B. Performance evaluations
    - 1. Benefits to the practice
    - 2. Benefits to the employee
  - C. Promotions & raises
  - D. Termination of employment
  - E. Personnel records
  - F. Employment laws
- V. Management and supervision of reception & front-desk procedures in veterinary practice, client relations
  - A. Supervision of veterinary office staff
  - B. Telephone etiquette to maintain
  - C. Scheduling veterinary appointments
    - 1. Surgery scheduling
    - 2. Scheduling office visits
    - 3. Other scheduling considerations
  - D. Supervision of reception
  - E. Handling delays
  - F. Clients without an appointment
  - G. Other visitors
  - H. Client checkout
    - 1. Discharging patients
    - 2. Collecting payment

- I. Client communications
  - 1. Telephone communication
  - 2. Client confidentiality
  - 3. Client complaints
  - 4. Newsletters & brochures
  - 5. Communicating hospital policies & procedures
  
- VI. Information Technology & Telecommunications Systems Management for the Veterinary Practice
  - A. Telecommunications systems useful for the veterinary practice
  - B. Information technology needs for the veterinary practice
    - 1. Cost savings and other benefits of automation
    - 2. Analyzing information management needs
  - C. Working with information technology vendors
  - D. Commonly used veterinary practice management software systems
  - E. Evaluation, planning, and implementation of new veterinary software systems
  
- VII. Marketing a veterinary practice
  - A. Advertising, marketing, public relations, and ethics in veterinary practice
  - B. Marketing, the human-animal bond, and the veterinary-client-patient relationship
  - C. Marketing types in veterinary practice:
    - 1. Direct vs. indirect
    - 2. Internal vs. external
  - D. Price as a factor in marketing a veterinary practice
  - E. Creating a marketing plan for a veterinary practice
    - 1. Discussions with practice owners
    - 2. Practice analysis
    - 3. Market analysis
    - 4. Present recommendations to practice owners
  
- VIII. Veterinary medical records management
  - A. Purposes of medical records
  - B. Importance of good records
  - C. Data to be included in records
  - D. Ways of organizing individual records
  - E. Ways of filing records
  - F. Consent and release forms
  - G. Ownership of records
  - H. Release of medical information
  - I. Paperless records
  - J. Medical logs commonly used in veterinary practice
  
- IX. Veterinary hospital revenue & financial control
  - A. Collecting adequate fees in veterinary medical practice vs. human medicine
  - B. Communicating payment policies to clients
    - 1. Wall displays
    - 2. Medical record forms
    - 3. Estimates
  - C. Transaction recording methodologies
    - 1. Manual recording
    - 2. Computerized recording

- D. Payment methods
    - 1. Currency
    - 2. Personal checks
    - 3. Credit cards
    - 4. Animal health insurance
      - a. Pet health insurance
      - b. Equine health insurance
      - c. Processing animal health insurance claims
    - 5. CareCredit
    - 6. Client assistance funds
  - E. Patient service trackers (inpatient vs. outpatient)
  - F. Credit applications
- X. Accounting & Bookkeeping in Veterinary Practice
- A. Definitions
  - B. Importance of practice financial health & accurate financial recording & reporting
    - 1. To outside entities
    - 2. To employees
    - 3. To managers
    - 4. To owners
  - C. Bookkeeping in a veterinary practice
    - 1. Check-writing or accounting software
    - 2. The AAHA Chart of Accounts
    - 3. Bookkeeping duties:
      - a. Payroll functions
      - b. Revenue bookkeeping
      - c. Accounts receivable
      - d. Accounts payable
      - e. Monitoring bank accounts
      - f. Maintaining journals & ledgers
      - g. Preparation of financial reports
  - D. Billing and collections
    - 1. Collection policies and procedures that should be stated in writing
    - 2. Billing and collection process
    - 3. Delinquent accounts
    - 4. Collection agencies
    - 5. Legal action
  - E. Safeguarding hospital revenue
    - 1. Internal control
    - 2. Detecting & addressing employee embezzlement
  - F. Outsourced services
    - 1. Bookkeeping services
    - 2. Payroll services
  - G. The hospital accountant
  - H. Accounting methods
- XI. Veterinary hospital inventory control & management
- A. Definitions & types of inventory in veterinary practice
  - B. Goals of inventory control & management
  - C. Costs of inventory

1. Unit cost
  2. Ordering cost
  3. Holding cost
  - D. Inventory systems
  - E. Controlled substance regulations
- XII. Veterinary facilities management
- A. Infrastructure maintenance
    1. Utilities
    2. Warranties
    3. Preventive maintenance and repair contracts
  - B. Custodial services necessary for the veterinary practice
  - C. Groundskeeping
  - D. Waste management
    1. Regular day-to-day waste
    2. Regulated medical waste
    3. Hazardous wastes generated in veterinary facilities
  - E. Security for the veterinary practice
- XIII. Organized veterinary medicine and veterinary hospital accreditation programs
- A. American Veterinary Medical Association (AVMA)
  - B. American Animal Hospital Association (AAHA) accreditation
  - C. New York State Veterinary Medical Society (NYSVMS)
    1. Veterinary Facility Accreditation Program (VFAP)
- Q. LABORATORY OUTLINE: NA**