

Appendix B

Job Descriptions and the Organizational Structure

Rose City Veterinary Hospital

Organizational Structure

Most veterinary practices can work or function as long as the staff can fulfill their duties. However, there is an important distinction between “working” and “working well.” Clarity is a critical element in the process. The tools used to ensure that job expectations are clearly understood include:

- Letters of Engagement
- Job Descriptions
- Performance Plans
- Organizational Chart

The organizational chart is less about hierarchy and more about the big picture. It clarifies career progression, identifies mentors, and provides an “at glance” view for key areas.

What follows is the summary theory about the different positions in the hospital from the owner all the way to the kennel attendant and what each level needs to thrive and succeed. Understanding these differing styles will be paramount for the future success of our practices.

Owners/Partners

Owners and partners require strong leadership skills, vision, and an ability to foster teams. The challenge is not to solve problems, but to plant ideas and cultivate a problem-solving environment by allowing the team to develop the plan, take ownership, bring it to fruition, and celebrate its success. This is the art of coaching. Leaders need to:

- Provide focus
- Motivate
- Model professionalism and decorum
- Instill enthusiasm for quality service

Owners need to adapt and stay current regarding best business practices. Those who are proactive will weather the storm. Owners need to do one of two things:

1. Hire an appropriately trained manager
2. Develop management skills

Basic management skills include:

- Communication
- Financial management
- Time and stress management
- Problem solving and decision making skills
- Listening skills
- Organizational development
- Strategic planning ability
- Team building

To benefit, owners/partners require:

- Return on Investment (ROI)
- Succession planning
- Partnership agreements
- Practice valuation
- Insurance

New Graduates

New graduates need:

- Written protocols: Protocols take time to compile, but save hours creating quality medical records.
- Communication: Team members must recognize the different “generations” encountered in practice. Understanding differences and finding out what motivates team members is imperative if practices are to prosper.
- Teamwork: Doctors are lauded for being mavericks at school. In practice, they must learn to quickly mesh with their professional environment by doing the following:
 - Trust, learn from, utilize, and respect staff
 - Learn to stay on time and on task
 - Follow up and follow through
 - Measure performance

Learning to listen, share, and manage a caseload can become overwhelming. Creating good medical records that are up to date by the end of each day is difficult even for seasoned professionals. For the benefit of new graduates themselves, consider their needs, as follows:

- Supervisory/Leadership Skills: Graduation changes everything for doctors. Many have never negotiated a contract before, but need to walk in that door on Day 1 as leaders and supervisors.
- Bedside Manner: School does not include a model on decorum, and doctors need to see this skill modeled to acquire it.
- Continuing Education: Develop a plan to encourage learning; share new technologies.

Practice Associate

To benefit the team, doctors need the following qualities:

- Adaptability: Cooperative, responsible doctors who work well on their own will have the best chance of messing with the team.
- Supervisory/Developmental planning: Good supervisors need training, getting people to do their work doesn't just happen.
- Ability to Train the Trainer
- Imparting Skills: There will be skills to teach, but team members may not know necessarily how to impart them.

In turn, the associate doctor requires:

- **Clarity and Long Range Planning:** Doctors expecting to become partners or start their own practice should say so. If the answer to buying in or practice ownership is a resounding YES, then clarify by estimating a need to plan for such.
- **Work/Life Balance:** Juggling home, kids, career, and finances is tough. Harmony at work requires harmony at home as well.

Client Services Specialists/Receptionist

To benefit the team, client service specialists need the following attributes:

- **Interpersonal Skills:** Maturity, good organization, exceptional customer service skills
- **Staying Power:** Hospitals need their key front people to stay put for continuity of care
- **Compassion:** seeing pets in pain and dealing with euthanasia is difficult. They may suffer from compassion fatigue, an occupational hazard that can affect any member of the team.
- **Multitasking Triage:** Ability to juggle many different tasks, switch gears easily, and prioritize what needs to be done first.
- **Patience and Perseverance:** Must be able to run reminders and to handle ringing phones, barking dogs, impatient owners, a printer jam, and a delivery all at the same time and without panicking.

To benefit Client Services staff themselves, the follow are needed:

- Career path clarified
- Job descriptions provided
- Wage expectations met
- Objectives clearly outlined
- Sense of feeling valued and heard
- Compensated for performance – for example, callbacks, reminders, full appointment book, correct scheduling, etc.
- Continuing Education provided.

Technicians and Medical Team Members

To benefit the team, the following are needed for the technical staff:

- Standards of Care
- Leverage of technicians' ability to increase profitability
- Acknowledge skill of technical staff vs. lay staff
- Agree to use those skills in accordance with applicable statutes

For the benefit of the technicians themselves, the following are needed:

- Opportunity to utilize all areas of skill
- Continual challenges
- Pay linked to increasing levels of responsibility and income generated, not tenure
- Career Path
- Continuing Education

- Clearly defined, legally acceptable duties
- Association memberships
- Benefits
- Uniforms

Animal Care Personnel (kennel)

To benefit the team, animal care personnel should:

- Be responsible for the well-being of the pets in the wards
- Understand the link between cleanliness and disease prevention
- Be able to give medications and check bandages
- Understand nutrition for sick and/or well animals, as well as NPO orders
- Understand canine/feline behavior
- Practice safe handling and restraint

In turn animal care personnel require the following:

- Enjoy working with animals
- Be satisfied doing a less demanding job
- Able to work independently
- Enjoy repetitive tasks
- Doesn't mind shift work
- Understand their place in the organization and limits on advancement
- Enjoy the team

Practice/Hospital Manager

To full benefit the team, practice/hospital managers need an environment of cooperation and group learning which encourages team members to fully develop their skills and ideas.

To be fully effective, these individuals require:

- Clearly defined authority
- A business plan, budget, and financial goals
- A long-term vision for facility and team
- Team(s) to lead
- Staff to delegate to
- Support network and resources from local and national associations
- Continuing Education

Essential Skills Required:

- Managing change and conflict
- Hiring, training and mentoring staff
- Rewarding and disciplining skills
- Effective Terminations
- Refining staff objectives
- Delegation, motivation and negotiation skills
- Ability to give feedback effectively

- Project management skills
- Ability to develop the organization

Adapted from: Blackwell's Five-Minute Veterinary Practice Management Consultant

Job Descriptions: Basics of the Organization

Job descriptions are important organizational, educational, and legal tools for veterinary practices. Their primary purpose is to identify the essential functions and tasks associated with each position. The process of writing job descriptions forces the practice manager to clearly define what the job entails, and managers and applicants alike are able to immediately judge if the applicants are a good fit.

The secondary purpose of job descriptions is to clarify your expectations of existing employees and to paint a picture of the practice's organizational structure. A tertiary role of job descriptions is to provide a basis for training and evaluation.

Why Job Descriptions Are Important

Organizational Reasons

Personalized, thorough job descriptions set forth your medical and management philosophies as well as the practice's competencies. By describing in depth the responsibilities of each position, they communicate how each person can support the practice's mission and vision. Job descriptions also articulate how you assign work tasks.

For instance, technicians who are responsible for reporting mechanical problems with equipment can look to their job descriptions to find the chain of command. When receptionists are assigned the job of and given the authority to educate and assuage clients, they learn from the job description how you handle client relations. When the job description for kennel assistants indicates that cages or runs with urine or feces must be cleaned immediately, they understand your standards for cleanliness and patient comfort.

Educational Reasons

The precise wording found in the descriptions in this publication assists managers by identifying the manner in which tasks should be handled. For example, clients should not just be "greeted," they should be "greeted in a friendly and professional manner." Pets should not simply "be restrained," they should "be restrained in a manner that minimizes stress to them and the veterinary staff, while ensuring the safety of pets and people." Carefully worded tasks educate employees and provide the foundation for employee training schedules.

Prospective and existing employees also learn about the practice's equipment and capabilities by reading job descriptions. For example, if technicians are tasked with exposing and processing dental radiographs, they know that the practice provides that service. If assistants are expected to restrain birds, ferrets, pocket pets, and reptiles, they know the practice does not limit care to dogs and cats. When job descriptions include tasks for after-hours emergencies, new hires know the practice accepts emergencies and does not refer them. In this manner, job descriptions build a picture of the practice's equipment, services, and facility.

Legal Reasons

When applicants are assessed according to their abilities to perform the tasks set forth in the job descriptions, those who can best complete the tasks are more likely to be hired and promoted. If staff members question decisions about hiring or firing, job descriptions serve as references to evaluate whether employees were properly informed of and judged on their ability or inability to adequately perform the specified tasks. When any form of disciplinary action, demotion, or termination occurs, the job descriptions support the rationale for such decisions. For example, employees might be disciplined for failing to maintain client records in the manner outlined in their job descriptions or for failing to complete time cards as directed.

When measured against the job description, unsuccessful applicants or employees with negative performance appraisals and disciplinary actions will have great trouble convincing

judges or arbitrators that they were not hired, denied advancement, or disciplined as a result of discriminatory decisions. Similarly, when lists of employees' accomplishments derived from detailed job descriptions are compared from one staff member to another, managers are able to legally defend their decisions for promotions or raises based on objective, nondiscriminatory assessments.

Understanding the Legal Impact of the ADA

We included specific physical abilities in these job descriptions in order to identify job tasks and support nondiscriminatory personnel policies in accordance with the Americans with Disabilities Act (ADA). Practices with 15 or more part-time and full-time employees who work twenty weeks or more per year must follow the standards set forth in the ADA. Specifically, this act prohibits discriminating against qualified applicants who have disabilities, as long as the disability does not prevent the employee from fulfilling the essential functions of the job. Essential job functions are those that employees must accomplish unaided or with reasonable accommodation. See the Resources section at the end of this book for excellent reference materials on this topic.

Identifying Essential Functions

Case law that interprets the Americans with Disabilities Act confirms that employers who have job descriptions help employees and themselves. This is particularly true when employers include descriptions of what are termed "essential job functions." This term means that the job duties to be performed are fundamental to the job rather than of marginal importance.

Employers use their own judgment as to what is essential, although their opinions are not always presumed to be correct. In other words, applicants who feel they suffered from discrimination can always challenge such assumptions. They would, however, face the legal difficulties inherent in overcoming such presumptions. When creating task lists, employers are not required to eliminate or transfer essential functions, i.e., fundamentally alter the nature of the job, in order to accommodate an employee with a disability.

In making determinations as to what functions are essential, employers should consider:

- whether or not a specific function must be performed by the person who fills that position;
- whether the function is already part of an existing job at that place of business;
- whether the responsibility for performing the function has been shared with others previously or is uniquely a part of the specific job for which this applicant is applying;
- whether written job descriptions were prepared before the job was advertised or applicants were interviewed, rather than after someone was hired;
- whether the terms of a collective bargaining agreement existed and were related to the function (rare in veterinary medicine);
- the amount of time spent performing the essential function relative to the total amount of time worked;
- what would happen to staff members who are currently (or who were formerly) in the position if they were (or had been) unable to perform the function;

- whether special training, a certain level or type of education, or a license is required;
- whether people performing similar work for other businesses perform this function;
- whether removing an essential function from the job fundamentally changes it; and/or what work is performed by incumbent staff members who do this job.

These considerations should be made with regard to each function of the job. No one factor is determinative; rather, all are considered together.

Employee Training

We have grouped the tasks for each job description to make them more understandable and less overwhelming. For example, trainers and managers can point out that, “The tasks in this group are all related to ‘general telephone tasks.’ Although there are many details here, we expect you to learn the ones in this group during your first week on the job.” With that in mind, you can easily assign priority levels to groups of tasks within the training schedule, further customizing this process to fit your practice.

We have provided suggested training schedules for receptionists, technician assistants, technicians, and kennel attendants. These training schedules, which you can modify for each position and/or each employee, give new employees a clear timeline as to when they must be able to perform each task. For example, by the end of the first week, a kennel assistant should have learned to break down cages, including removing bedding to be washed, emptying and disinfecting food and water containers, and cleaning and disinfecting the cages. A receptionist should have learned, within the first month of employment, to answer questions about pricing in a manner that encourages potential clients to visit the practice.

Effective training requires knowledgeable and committed trainers, defined tasks to teach, and realistic time frames for newly hired staff to achieve proficiency. One or more trainers can be selected to teach each group of tasks. For example, a receptionist or office manager may teach a veterinary assistant about client relations and front-office tasks, while a technician will teach the assistant about exam-room and technical procedures. Once you assign trainers or mentors, you can work with them to ensure that they teach the new employee the required skills within the established time frame.

Employee Evaluations

When writing an employee’s performance appraisal, evaluate how well the employee performed specific tasks listed in the job description for that position. You may select tasks that highlight each area of responsibility or only those that reflect a particular focus. For example, if you want to emphasize the development of the staff member’s computer skills, you might evaluate many or all tasks from the computer skills list in a particular job description.

A new emphasis on dentistry might mean a shift in the evaluation to concentrate on related tasks. For example, you could evaluate a receptionist’s skill at promoting this service or a technician’s ability to explain the medical value of the procedure to clients.

When developing and conducting performance evaluations for newly hired staff, you can set goals for the future based on tasks for which the staff has not yet been trained or those they have failed to master. These tasks, in the form of an updated training-schedule checklist, can serve as the basis for setting goals and evaluating performance in subsequent evaluations. You can also use the training schedules to show what training would be required for an employee to be promoted to the next grade or level. Evaluating employees' performance against their job descriptions is also the primary step leading to demotions, disciplinary action, and/or termination.

Employee Compensation

Many of the tasks we've outlined in each job description have different levels of achievement. There is a difference in competency and value between employees with basic computer skills and those with advanced skills; between those who can merely assist with radiographs and those who can independently perform an upper- or lower-GI barium series. Employees who are able to perform a large number of technical tasks completely and efficiently are more valuable and deserving of higher compensation than those who cannot.

Many practices elect to break their job descriptions into different task sets for entry-level, midlevel, and highly skilled employees. Employees rated at higher levels must be proficient at all of the tasks required of lower-level employees as well as at additional, more challenging tasks. Employees at different competency levels are then assigned different pay scales.

Only highly skilled technicians, for example, can induce anesthesia, intubate patients, recognize and record ECG abnormalities, properly adjust radiograph settings to correct for prior faulty exposures, and/or perform ultrasound recordings. These skills clearly add value to the practice, and staff capable of performing these advanced tasks merit wages reflective of them. In the same vein, receptionists who are capable of successfully resolving complaints made by difficult clients merit higher wages than those who cannot.

Some practices use the mastery of new tasks as their principal method of determining eligibility for pay increases. Employees are given lists of tasks from the job description and are advised that learning certain skills precipitates specific and immediate pay raises. Assistants who have learned to set up rooms for ocular exams, accurately perform and evaluate fecal samples for intestinal parasites, and perform basic cytology on ear swabs, for example, might be rewarded with modest hourly pay raises. In these cases, staff members continue to build their pay rates only by gaining additional technical skills.

It is critical, however, that employers value and reward more than just technical skills. Employees with these skills are most valuable when they also have many of emotional intelligence skills that Daniel Goleman writes about in his books *Emotional Intelligence* and *Working with Emotional Intelligence*. These include self-confidence, accurate self-assessment, self-control, adaptability, optimism, a commitment to the goals of the group, political awareness, strong communication skills, an ability to collaborate and cooperate, a strong customer-service orientation, and an ability to understand and empathize with others. The job descriptions in this manual are unique in that they are not merely skill-based, but also attitude-based. These attributes are critical in a customer-service industry such as veterinary

medicine and should always be included when considering an employee's eligibility for pay raises.

Making Job Descriptions SMART

To maximize the benefits of the job descriptions in this manual, we have made them SMART. This acronym means that the job descriptions list *S*pecific, *M*easurable, *A*chievable, *R*elevant, and *T*ime-sensitive job duties. As you modify the existing job descriptions and create new ones, it is important to make them SMART.

Specific

To provide value and encourage employers and employees to refer to their job descriptions repeatedly, these task lists must articulate narrowly defined and clear expectations. Those that are too basic or vague leave employees guessing about your expectations or insisting that the tasks in question are not their responsibility. "Take pet from front desk to kennel," will not help kennel assistants learn or perform their jobs as effectively as, "Walk or carry pets to the appropriate wards. Apply identification bands. Settle pets comfortably in their assigned cages and runs. Provide fresh water, if permitted, and clean bedding. Mark cages and runs with pets' cage cards. Properly label and place or store personal items left behind by owners."

Measurable

Assigned tasks must be written in a manner that allows employees to determine whether they have completed their tasks and whether the quality and quantity of effort met their employer's expectations. For example, "Answer the phone by the third ring," provides a quantified expectation, as opposed to "Answer phone," which gives no direction. If you use the job descriptions in conjunction with the corresponding training schedules, you can assess the employee's achievement of tasks within the given time frames.

For existing employees, supervisors should complete unbiased evaluations that measure each staff member's performance against the job description. In well-managed practices, managers may create additional performance measurement devices in the form of client surveys and audits of computer or medical-record entries. When these methods are used, they reduce the likelihood of biases, errors, or misinterpretations by the supervisors who are evaluating employees' performance.

Achievable

The tasks set forth in this manual are achievable so that newly hired personnel can be as successful as possible. For example, asking a veterinary assistant to "Discuss administration or application of products and potential side effects with owners as instructed by doctors or technicians," is an achievable task. Asking a veterinary assistant to, "Learn the therapeutic uses of every drug dispensed from the practice," is probably not achievable. Achievable tasks accelerate the training process and reduce the need for retraining because employees can get it right the first time.

Relevant

To ensure relevance, job descriptions should be customized to fit each position and the expectations for individual employees at the inception of their employment. Subsequently,

they should be reviewed and contemporized no less than annually, preferably in conjunction with routine performance appraisals.

For example, changes to the equipment, pharmaceuticals, or medical or surgical protocols or procedures usually necessitate changes in job descriptions. New computer systems with additional features may precipitate adding reports to the receptionists' task list and omitting others. The addition of an automated CBC machine would require adding tasks for technicians. For example: "Each morning, run appropriate controls on the automated CBC equipment as directed in the manufacturer's operating manual (attached by a cord to the back of the machine). Perform automated CBCs as outlined in the operations manual by 9:00 am each day or as requested by attending veterinarians." Routinely updating job descriptions keeps employees abreast of your expectations and offers the added benefit of protection from employment-related lawsuits.

Time-Sensitive

The tasks listed in job descriptions are time-sensitive when they are transcribed into training schedules and assimilated into performance appraisals. Training schedules provide timelines for the performance of specific tasks. To be deemed acceptable, the employee must be able to perform the tasks within a given number of weeks or months as set forth in the training schedule. The following section is dedicated to the various jobs offered at Rose City Veterinary Hospital. What follows is essentially the entire layout of the organization in job description format. Located at the end of the job descriptions summary is the organizational diagram. This is the layout of the various divisions of staff and management. This also dictates who takes complaints and concerns at the various aspects of management. The various sections are as follows: Administrative Services, Client Services, Medical Services, Special Services and Supplemental Education.

Adapted from: Job Descriptions and Training Schedules for the Veterinary Team

Job Descriptions: Summaries

This section of the manual is dedicated to the various jobs offered at Rose City Veterinary Hospital. What follows is essentially the entire layout of the organization in job description format. Located at the end of the job descriptions is the organizational diagram. This is the layout of the various divisions of staff and management. This also dictates who takes complaints and concerns at the various aspects of management.

The various sections are as follows: Administrative Services, Client Services, Medical Services, Special Services and Supplemental Education.

Job Descriptions: Administrative Services

Job Title: Hospital Manager

General Description of Position:

The Hospital Manager position is the last level of management before ownership. This position requires previous management experience and deals with all aspects of the hospital. The Hospital Manager oversees all aspects of production, purchasing, the medical and financial systems, regulatory guidelines and compliance.

Under the direction and supervision of the practice owner(s), the hospital manager will make many or most of the day-to-day veterinary-practice management decisions. These decisions include financial, budgeting, drug and supplies inventory, marketing, personnel, and facility-management decisions. Because of this the applicant must have a BA in or 18 semester units of management courses, or the equivalent experience. The applicant should expect to spend the majority of the time multitasking a multitude of situations that make up the veterinary clinic on a day-to-day basis. This includes becoming a mobile manger. This position requires the applicant to visually inspect the various departments, processes, systems, and equipment to ensure that the production of the business remains at full capacity.

The Hospital Manager must possess and exhibit maturity and a high level of integrity; have strong communication, organizational, and financial skills; and be eager and able to train and supervise the support staff. Practice managers or hospital administrators should know how to perform all of the hospital duties and teach delegable duties to staff members

Job Title: Bookkeeper**General Description of Position:**

The Bookkeeper position is the only position that is autonomous from the day-to-day production of the hospital. The anonymity is required to maintain strict devotion to the financial concerns, goals and requirements of the business. The bookkeeper must relay critical financial information to the Hospital Manager upon request, but is managed solely by ownership.

The Bookkeeper's responsibility is to maintain the general ledger, accurate profit and loss statements, accurate vendor files, lease agreements, loan and financial information from banking institutions. This position also requires the applicant to report directly to the CPA, the following; compiled financial reports, data, records, or anything else that is pertinent to the financial requirements of the business.

The Bookkeeper should expect to spend nearly all of their workdays in the back offices. The position requires the completion of a high-school degree and further education, competence in the English language, patience, and a pleasant manner. There is a requirement of two years experience as a staff/contracted bookkeeper, completion of 18 semester units of accounting and understanding of computerized accounting software.

Job Descriptions: Client Services

Job Title: Client Care Team Leader (Receptionist Manager)

General Description of Position:

The Client Care Team Leader is also called the Receptionist Manager. This person is responsible for the entire Client Care Specialist Team and, when items of office or client policy are concerned, the Exam Room Technician as well.

The Receptionist Manager is responsible for overseeing the following aspects of production; team members abilities to differentiating routine cases from emergency cases; how they are scheduling appointments; entering client, patient, and financial data into the computer; generating invoices and explaining them to clients; ensuring the quality control of processing payments; and managing the retrieval and storage of medical records.

The Receptionist Manager should expect to spend nearly all of their workdays at the front desk. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. Ideally, the candidate has exhibited competency in all aspects of the front office day-to-day routine and should be able to execute any of the tasks held by the care team. The Receptionist Manager is also responsible for coverage of vacant shifts or filling those shifts personally.

This position is considered a management position above the Client Care Specialist 1, 2 and 3. The minimum required amount of time employed for this position is one year at the Client Service Specialist Level 3 and there are specialized tasks that need to be mastered before promotion to this position. The tasks that are listed for Care Specialist 1, 2 and 3 should also be mastered before consideration of advancement to a management position occurs.

Job Title: Client Care Specialist 1 (Receptionist Level 1)

General Description of Position:

The Client Care Specialist (who is also called receptionist) is the customer-relations expert in the veterinary practice. They are the clients' first impression of the practice, on the phone or in person. Receptionists must possess strong organizational skills, excellent telephone and in-person communication skills, and the ability to remain calm under pressure. Receptionists must have compassion for animals and their owners and understand the stress that patients and clients endure.

Receptionists are responsible for greeting clients; differentiating routine cases from emergency cases; scheduling appointments; entering client, patient, and financial data into the computer; generating invoices and explaining them to clients; processing payments; and managing the retrieval and storage of medical records.

Receptionists should expect to spend nearly all of their workdays at the front desk. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. Ideally, newly hired receptionists will possess computer skills and have cashier and related front office work experience.

Differentiation Between Levels

Job Title: Client Care Specialist 2 (Receptionist Level 2)

This position is considered the intermediate level position between the Client Care Specialist 1 and 3. The minimum required amount of time employed for this position is six months and there are specialized tasks that need to be mastered before promotion to this position. The tasks that are listed for Care Specialist 1 should also be mastered before consideration of advancement to the next position occurs.

Job Title: Client Care Specialist 3 (Receptionist Level 3)

This position is considered the senior level position above the Client Care Specialist 1 and 2. The minimum required amount of time employed for this position is one year and there are specialized tasks that need to be mastered before promotion to this position. The tasks that are listed for Care Specialist 1 and 2 should also be mastered before consideration of advancement to the next position occurs.

Job Descriptions: Medical Services

Job Title: Medical Team Leader (Technical Supervisor)

General Description of Position:

The Medical Team Leaders' position requires advanced understanding of the Medical operations of a Veterinary Hospital, which includes both clerical and medical procedures, as well as management abilities. The Technical Supervisor is responsible for all of the various team members of the various departments. The Technical supervisor is responsible for engaging team members on a daily basis, training and scheduling.

The Technician Supervisor is responsible for establishing and enforcing the hospitals' standards of client and patient care. The position enlists skills from all the various technical positions and the applicant should have the ability to train every aspect of the various positions.

The Technician Supervisor should expect to spend nearly all of their workday in the back offices. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. The minimum required amount of time employed for this position is one year at the Technician Level 3 position and advanced understanding of the Medical and Technical processes of the Veterinary Hospital.

The Medical and Technical process consists of, but is not limited to, having a broad knowledge of animal science, medicine, and husbandry, including a advanced knowledge of pharmacology and sufficient mathematical skills to ensure the administration of accurate drug and fluid doses. They must be able to successfully restrain animals, understand the processes and benefits of clinical laboratory tests, the processes and benefits of radiology techniques, the processes of anesthesia, and the surgical and dental processes of the hospital. The Technician must understand the processes and benefits of compassionate nursing care and maintain hospital standards of medicine at all times.

Job Title: Technician Level 1 (Entry Level Technician)

General Description of Position:

The Technician Level 1 position requires basic understanding of the Medical operations of a Veterinary Hospital, which includes both clerical and medical procedures. The knowledge of clerical operations applies to medical record entries, policies and procedures that detail the medical record and understanding of chart flow. The knowledge of medical operations is the key feature of the position.

The Technician is responsible for maintaining the hospitals' standards of client and patient care first and foremost. The position enlists skills of patient nursing care, technical skill, competency in articulating medical treatment philosophies and knowledge of applied medicine. Competency of laboratory processes, techniques and articulation of results and a firm understanding of the Medical and Technical process is mandatory.

The Technician should expect to spend nearly all of their workdays in the back offices. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. This position requires a minimum of one year of Veterinary Kennel experience and basic understanding of the Medical and Technical processes of the Veterinary Hospital.

Differentiation Between Levels

Job Title: Technician Level 2 (Intermediate Technician)

The minimum required amount of time employed for this position is six months at the Technician Level 1 position and basic understanding of the Medical and Technical processes of the Veterinary Hospital.

Job Title: Technician Level 3 (Senior Technician)

The minimum required amount of time employed for this position is six months at the Technician Level 2 position and advanced understanding of the Medical and Technical processes of the Veterinary Hospital.

Job Title: Kennel Attendant

General Description of Position:

The Kennel Attendant position requires basic understanding of the Medical operations of a Veterinary Hospital, which includes both clerical and medical procedures. The knowledge of clerical operations applies to medical record entries, policies and procedures that detail the medical record and understanding of chart flow. The knowledge of medical operations applies to medication and special needs of hospitalized and boarding patients.

The Kennel Attendant is responsible for maintaining the hospitals' standards of client and patient care first and foremost. The position consists of monitoring the boarding patients, assisting in janitorial duties, walking and feeding the boarding animals, ensuring that all animals are provided with optimum care, bathing animals, caring for and ensuring the return of the animal's personal belongings, laundry duties and assisting technicians and staff when needed.

The Kennel Attendant should expect to spend nearly all of their workdays in the back offices, with the understanding that they can be solicited in any department. The position requires the completion of a high-school degree or attendance in a high school program, competence in the English language, patience, and a pleasant manner. This position is an entry-level position that requires no previous experience.

Job Descriptions: Special Services

Job Title: Client Care Liaison (Exam Room Technician)

General Description of Position:

The Client Care Liaison (who is also called Exam Room Technician) is a hybrid between a Receptionist and a Technician. Ideally this candidate will have a strong sense of both job descriptions, equal to a Client Care Specialist 3 and a Technician 1.

The Exam Room Technician is responsible for greeting clients; reviewing client charts before placing clients into the exam room, educating owners about our products and services, basic triage, relaying medical information from the Doctor to the client when necessary, ensuring medical records are complete and accurate.

The Exam Room Technician should expect to spend nearly all of their workdays going between the front and back offices. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. This position requires a minimum of one year of Veterinary Reception experience and basic understanding of the Medical and Technical processes of the Veterinary Hospital.

The Medical and Technical process consists of, but is not limited to, having a broad knowledge of animal science, medicine, and husbandry, including a basic knowledge of pharmacology and sufficient mathematical skills to ensure the administration of accurate drug and fluid doses. They must be able to successfully restrain animals, understand the

processes and benefits of clinical laboratory tests, understand the processes and benefits of radiology techniques, understand the processes of anesthesia, and understand the surgical and dental processes of the hospital. The Exam Room Technician must understand the processes and benefits of compassionate nursing care.

Job Title: Data Integrity Specialist

General Description of Position:

The Data Integrity Specialist is a supplemental position that is dedicated to ensuring all of the medical data for the hospital is correct and updated.

The Data Integrity Specialist is responsible for ensuring that all of the services are reflected on circle sheets, the circle sheets match computer entries and that the medical records are complete and follow established standards. This position may also be recruited by the bookkeeper to assist in clerical needs, data research and quality control of ledgers.

The Data Integrity Specialist should expect to spend a portion of their workday ensuring the previous days' charges are accurate. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. The positions minimum requirements are basic computer skills and the ability to type 25 words per minute.

The process of quality control is as follows; ensuring circle sheets are completed and placed in designated area, sheets are collected and checked against entries in the computer, adjustments are made as needed, sheets are checked against medical entries ensuring all discrepancies are settled between the various systems and then the notification of the appropriate personnel to ensure resolution occurs.

Job Title: Inventory Control Specialist

General Description of Position:

The Inventory Control Specialist is a supplemental position that requires specialized training. This training includes understanding of the inventory system, cost calculations, and theft management, understanding inventory minimums, reorder points and mark-up calculations.

There are three areas of inventory within the hospital: office/janitorial supplies, medical supplies and pet food/nutritional supplements. Each section will be controlled by a different team member and overseen by the hospital manager and/or team leader.

Job Title: Safety Manager

General Description of Position:

The Safety Manager is a supplemental position that requires specialized training. This training includes understanding of OSHA regulations, PPE program, AAHA Standards of Health and Safety, and the standards established by the State of California.

The job of Safety Manager enlists the employer to provide guidelines to follow, establishment of the Hazard Communication Program, maintenance of the MSDS sheets and knowledge of their location.

This position also enlists the employee in following the set guidelines for safety in the work place, understanding and compliance with OSHA and State guidelines, knowledge of the AAHA Right To Know standard of communication regarding hospital hazards and safety requirements.

Job Descriptions: Supplemental Education

Job Title: Surgical Technician Level 1-3

General Description of Position:

The Surgical Technician Level 1 is a supplemental position that requires specialized training; this is the beginning of the surgical tract and is designed to promote the technician to a higher level of veterinary surgical care.

Through this track the veterinary technician will study the following systems of surgery and endeavor to master them. The success of this track is shown in the completion of Surgical Technician Level 3, when the applicant becomes a senior surgery tech.

The surgical systems include, but are not limited to; circulation, oxygenation, ventilation, the anesthetic record and personnel development.

Job Title: Dental Technician Level 1-3

General Description of Position:

The Dental Technician Level 1 is a supplemental position that requires specialized training; this is the beginning of the surgical tract and is designed to promote the technician to a higher level of veterinary surgical care.

Through this track the veterinary technician will study the following systems of dentistry and endeavor to master them. The success of this track is shown in the completion of Dental Technician Level 3, when the applicant becomes a senior dental tech.

The dentistry system includes, but are not limited to; understanding companion dentistry, the anatomical structure of the oral cavity, the dental vocabulary, periodontal disease, dentistry as a profit center and client education.

Job Title: Reproduction Technician

General Description of Position:

The Reproduction Technician position is designed for those who wish to specialize in the fertility aspect of the hospital. There are three main aspects of knowledge required to be regarded as a Reproduction Technician, these are; understanding various clerical systems, semen collection and evaluation, and cervical evaluation and insemination. It should be understood that client education is involved in almost every aspect of the fertility process.

The Reproduction Technician is responsible for maintaining the hospitals' standards of client and patient care first and foremost. The position enlists skills of a specialized nature, such as; ability to use the endoscope, cleaning the endoscope, microscopic evaluations of seminal and vaginal fluids, etc. The processes of fertilization require, at minimum, basic understanding of animal anatomy and physiology.

The Reproduction Technician should expect to spend nearly all of their workdays in the back offices. The position requires the completion of a high-school degree or further education, competence in the English language, patience, and a pleasant manner. This position requires a minimum of one year of Veterinary Technical experience and basic understanding of the Medical and Technical processes of the Veterinary Hospital.

Organizational Diagram

