



PRACTICE MANAGEMENT:

Building a Successful Team

- Importance of hiring** People are an important way you can help more pets, more people, and derive more satisfaction from your work. They can also drive you crazy. Proper employee selection is an important part of the formula. Do you put the same science into your selection as you do into the management of your patient? If you do, you will be rewarded with better employees who fit better with your practice and create more satisfaction and less hassle. All is easier when you select the right employee.
- Job description** Start with a clear job description. Include the vital skills needed to perform the job, minimum qualifications, and the important results from this position. Create the job description by drafting a brief summary of the position and writing a list of tasks the position requires. Once completed, think about results and the position within the bigger picture of your practice. Include information about your hiring process, benefits and typical compensation package to attract applicants. ***See the following page which is an example of the job description/criteria for MVS ER doctors.***
- Recruitment** Recruitment is like dating –think about how to attract others. First, where to find the type of employee you seek? Would it be best to advertise online, in trade publications, at job fairs or seminars, in a local newspaper, through friends and acquaintances, or use a professional recruiter? You can also be working on recruitment through your day-to-day activities. If you have a website, include an employment section or offer employees a referral bonus if you hire on someone they recommended. Put a notice on the receipts you give to your clients. Host volunteers or externs. All help spread the word.
- Screening & selection** First, you screen by reviewing the grammar and spelling in applications/resumes in addition to qualifications and experience. Note in writing the reason for disqualification should you need to discuss this with the applicant. Then move to a phone interview where you can get a first impression, assess the applicant’s language and communication skills, and ask some basic questions to get more information. Third, interview and use Behavior-Based Interviewing (a future Animal Matters tip will discuss this type of interviewing style). This focuses on actual skills a person has proven during past jobs. Depending on your requirements, further evaluation may include drug testing, a credit report, and reference checks that you can use to verify and cross check information provided by the applicant. Finally, it is time to decide who’s best. Assign a numeric value to each part, rate each, and then create a total. Highest score wins the position.
- Assessing your “system”** Once your offer has been made and accepted, it’s time to wrap up the process by assessing your recruitment efforts. You can evaluate which recruitment source provided the most and/or best qualified applicants, the ratio of applicants to positions filled (how attractive was your job description?), and the cost of the hiring process. Assessing your system will help streamline your process for the next time you need to hire someone.
- Expert:**
Brent Calhoun, DVM
Hospital Administrator
- Dr. Calhoun received his DVM degree from Michigan State University. Prior to joining MVS, he provided practice management and computer consultation services and has worked with over 500 hospitals in North America.
- Questions?** If you have any questions about this article, please contact Dr. Calhoun at calhoun@michvet.com or (248) 354-6660.

LOCATIONS

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1425 Michigan St. NE, Suite F
Grand Rapids, MI 49503
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POSITION TITLE: ER Doctor

MANAGER'S POSITION: ER Manager

RESULT STATEMENT: THIS POSITION IS ACCOUNTABLE FOR PRODUCING THE FOLLOWING RESULT: To maximize the acquisition and retention of quality, long-term referring doctors of Veterinary Medicine and pet owners through the development and maintenance of delivery systems that fulfill the company's marketing message, contractual obligations to clients, and financial and strategic objectives.

STRATEGIC WORK:

1. Evaluate, quantify and recommend improvements to the ER/ICU's systems.
2. Create and implement an ER/ICU system to measure the timeliness of patient examinations.

MANAGERIAL WORK:

1. Ensure all ER/ICU activities are performed in alignment with MVS Service Standards.
2. Consistently direct the flow of cases in the ER/ICU to ensure smooth operations.
3. Always be accessible to a referring doctor, including emergencies.
4. Manage all aspects of hospitalized cases you admit.
5. Provide educational lectures to ER/ICU Technicians and Assistants.
6. Attend in the annual ER CE Program and Wet Lab.
7. Participate in Grand Rounds, Cageside Rounds, Roundtable and Radiology Rounds.

TACTICAL WORK:

1. Check in with shift nurse when arriving for your shift and participate in rounds.
2. Direct the flow of cases in the ER/ICU.
3. Perform daily examinations and SOAP.
4. Provide clear explanations and education of disease process to pet owners.
5. Provide care plan and management for each hospitalized patient.
6. Insure timely, accurate, and complete referral letters are sent by the end of your shift.
7. Provide communication by telephone, fax and referral letters.
8. Insure compliance with other parts of the MVS Service Standards.

POSITION-SPECIFIC STANDARDS:

1. All patient care will be consistently provided with high quality.
2. All service to pet owners, referring doctors and their hospitals will be delivered with excellence.
3. All care plans and management will be provided in a timely manner on a flow sheet with the plan.
4. All record documentation will be complete, accurate and provided in a timely manner.
5. All patient progress will be followed up on and updates provided on a regular basis.

GENERAL STANDARDS:

1. All work will be performed in accordance with all government laws, regulations, ordinances, and court rulings in those jurisdictions in which the company operates.
2. All employees will present a caring demeanor, professional appearance and behavior.
3. All employees will embrace supportive and enthusiastic attitudes toward their co-workers.
4. All employees will present a willingness to work and a positive attitude.
5. All employees will provide supportive representation of company policies and standards, facilities and dress codes. If there are questionable issues, the employee will enter into constructive communication for resolution.
6. Client information will be held as *strictly confidential* outside the company.
7. All employees are expected to evaluate situations and make sound decisions. The employee's manager will be notified of any issues to be resolved or deadlines that cannot be met prior to the due date.