



Veterinary Hospital  
Managers Association



VETERINARY EMERGENCY AND CRITICAL CARE SOCIETY

# 2019 Survey of Compensation and Benefits for Hospital Managers

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# 2019 VHMA

## Survey of Compensation and Benefits for Veterinary Managers

### **Introduction:**

For 2019, the VHMA is conducting a detailed survey of compensation and benefits for veterinary managers. The survey is being conducted by Darren Osborne, an economist currently working with several VMA's. This survey investigates all aspects of responsibilities, compensation and benefits for hospital managers.

### **Format:**

A detailed analysis of compensation and benefits will be presented based on various characteristics identified in the survey (e.g., salary and benefits by responsibilities, area, year's experience, type of practice, etc.). To provide you with a detailed format, it is important that you answer every question.

### **Instructions:**

Please complete the questionnaire based on your compensation in 2019 (**THIS YEAR**). You are encouraged to use information from your latest pay-stub and scheduling information in your hospital to make estimates for the year. If necessary, please average weekly or daily information to get an accurate representation. Remember the adage, GARBAGE IN - GARBAGE OUT.

If you are paid based on performance incentive, please provide your compensation for the last 12 months (e.g., March 1, 2018 to February 28, 2019).

### **PLEASE ANSWER ALL QUESTIONS**

*Incomplete questionnaires cannot be utilized.*

### **Confidentiality:**

To ensure the strictest confidentiality, all the information is anonymous and the final report will only present aggregated information. No individual can be identified.

### **Questions:**

Contact Darren Osborne at 800.670.1702 ext. 214 or E-mail: dosborne@ovma.org.

*Thank you in advance for your participation in this important research.*

**The deadline for completing the survey is Monday, August 5, 2019.  
Please send back your completed survey in the postage paid envelope provided or  
fax to 877.482.5941.**

2019 VHMA  
Survey of Compensation and Benefits for  
Veterinary Managers

1. Which of the following types best describes your practice (check one)?

- |                          |                            |                          |                             |
|--------------------------|----------------------------|--------------------------|-----------------------------|
| Exclusively small animal | 1 <input type="checkbox"/> | Exclusively large animal | <input type="checkbox"/> 6  |
| Mixed animal practice    | 2 <input type="checkbox"/> | Bovine only              | <input type="checkbox"/> 7  |
| Equine only              | 3 <input type="checkbox"/> | Specialty practice       | <input type="checkbox"/> 8  |
| Exotic only              | 4 <input type="checkbox"/> | Emergency hospital       | <input type="checkbox"/> 9  |
| Feline only              | 5 <input type="checkbox"/> | Emergency + Specialty    | <input type="checkbox"/> 10 |
| Other _____              |                            |                          |                             |

2. In what State or Province is your practice located? \_\_\_\_\_

3. How many full years have you been a practice manager? \_\_\_\_\_ years

4. How many full years have you been in your current position? \_\_\_\_\_ years

5. How many years have you been in the veterinary industry? \_\_\_\_\_ years

6. Which of the following certifications or qualifications do you have (check all that apply)?

- 1  Certified Practice Manager (CVPM)
- 2  College Degree (Associate)
- 3  University Degree (Bachelor)
- 4  Post Graduate Degree – not including DVM (e.g., MBA)
- 5  Veterinarian
- 6  Credentialed Technician
- 7  Non-credentialed Technician
- 8  Specialized Credentialed Technician
- 9  PHR / SPHR
- Other \_\_\_\_\_

7. What is the approximate population for where your practice is located? (check one)

less than 10,000

10,001-50,000

50,001 +

8. Which of the [VHMA job descriptions](#) best describes your role (see attached job descriptions)?

1  Veterinary Office Manager

2  Veterinary Practice Manager

3  Veterinary Hospital Administrator

Other \_\_\_\_\_

9. How many minutes would you spend on the following tasks and duties during a typical week? If you are not responsible for a specific task or duty, please record "na" for your response.

Tasks and Duties	Minutes Spent per Week
1 Preparing and performing bank deposits	_____
2 Bookkeeping	_____
3 Accounts payable	_____
4 Accounts receivable	_____
5 Preparing or supervising hospital accounting	_____
6 Preparing hospital budgets	_____
7 Audit company preparing financial information	_____
8 Scheduling staff	_____
9 Mediating personnel issues	_____
10 Conduct staff meetings	_____
11 Manage daily work assignments	_____
12 Serving as a liaison to clients concerning complaints	_____
13 Taking direct action to deal with complaints	_____
14 Overseeing building and equipment maintenance	_____
15 Purchasing or supervising supplies purchases	_____
16 Purchasing or supervising equipment purchases	_____
17 Ensuring practice compliance with laws & regulations	_____
18 Manage the practice's marketing plan	_____
20 Manage practice IT	_____

10. What will be your total cash compensation (before taxes) for veterinary management work in 2019. Please do not include employer benefits (e.g., health or dental insurance, vacation pay, license, continuing education benefits, etc.).

***If you are paid based on performance, please provide your compensation for the last 12 months (e.g., March 1, 2018 to February 28, 2019).***

\$ 

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11. How will you be paid? (check one)

***If you held more than one position in 2019, please choose predominant pay structure.***

1  Hourly \$\_\_\_\_\_ per hour

2  Annual Base Salary \$\_\_\_\_\_ per year

3  Annual Base Salary + Profit Sharing \$\_\_\_\_\_ salary + \$\_\_\_\_\_ profit share

Describe Profit Share Arrangement \_\_\_\_\_

Other \_\_\_\_\_

12. Please indicate if your employer provides the following professional benefits. Check all that apply and indicate the specific value of each benefit.

- Continuing education (fees) \$ \_\_\_\_\_ in 2019 (Include travel expenses)
- Continuing education (paid time off) \_\_\_\_\_ days in 2019
- Vehicle allowance \$ \_\_\_\_\_ per \_\_\_\_\_

Please indicate if your employer provides the following personal benefits. Check all that apply and indicate how the cost is shared.

Not Provided	Provided	Hospital	Staff Share
<input type="checkbox"/>	<input type="checkbox"/> Health Insurance	_____ %	_____ %
<input type="checkbox"/>	<input type="checkbox"/> Unreimbursed Medical	_____ %	_____ %
<input type="checkbox"/>	<input type="checkbox"/> Dental Insurance	_____ %	_____ %
<input type="checkbox"/>	<input type="checkbox"/> Child Care	_____ %	_____ %

<input type="checkbox"/>	<input type="checkbox"/> Pet Insurance		
<input type="checkbox"/>	<input type="checkbox"/> Veterinary Care Discounts	_____ % off full price	
<input type="checkbox"/>	<input type="checkbox"/> Veterinary Products Discounts	Cost plus _____ %	

<input type="checkbox"/>	<input type="checkbox"/> Dues (voluntary association)		
<input type="checkbox"/>	<input type="checkbox"/> License/Certification		
<input type="checkbox"/>	<input type="checkbox"/> Malpractice Insurance		
<input type="checkbox"/>	<input type="checkbox"/> Disability Insurance		
<input type="checkbox"/>	<input type="checkbox"/> Employee Pension Plan	_____ % of gross pay	
<input type="checkbox"/>	<input type="checkbox"/> Uniform/Clothing Allowance		
<input type="checkbox"/>	<input type="checkbox"/> Cell Phone		
	<input type="checkbox"/> other _____		

<input type="checkbox"/>	<input type="checkbox"/> Paid Sick / Personal Days	Full Time	Part Time
	<input type="checkbox"/> prorated or	_____ days	_____

13. What will be your vacation allotment for 2019?

a) \_\_\_\_\_ weeks per year

b) \_\_\_\_\_ days off for statutory holidays and seasonal closings

c) Will your vacation time be restricted to certain times of the year?

Yes  No

d) Will you be able to take your vacation allotment in one period (e.g., two consecutive weeks verses two, one week periods)?

Yes  No

14. Please estimate your hours to be worked in 2019 using the following table. If your schedule changes from day-to-day or week-to-week, please use a figure that represents the average. For example, if you work 3 days one week then 4 the next, use a figure of 3.5 to represent the number of days per week.

a) hours per day \_\_\_\_\_ hours (do not include lunch hour)

b) days per week \_\_\_\_\_ days

15. Will you work any split shifts? A *split shift* is a shift that is divided into two or more parts the same day. The interval between the splits must be 2 or more hours. For example, working from 8:00 a.m. to 12:00 noon and then from 4:00 p.m. to 8:00 p.m. the same day.

Yes, \_\_\_\_\_ % of my days are split shifts

No, I do not work any split shifts

16. Do you have an employment contract?

Yes

No

17. How many facilities/hospitals do you manage? \_\_\_\_\_

18. How many staff do you manage? \_\_\_\_\_

19. Do you have a job description outlining your responsibilities and obligations?

- Yes
- No

20. How long has it been since your last performance reviews?

- 1  Within the last year
- 2  About two years
- 3  It has been more than two years
- 4  I have never had a performance review

21. How long has it been since your last compensation adjustment (raise)?

- 1  Within the last year
- 2  About two years
- 3  It has been more than two years
- 4  It has been more than five years

22. What is your personal level of job satisfaction?

	Strongly disagree					Strongly agree
All in all, I am satisfied with my job	<input type="checkbox"/>					
In general, I like working here	<input type="checkbox"/>					
In general, I do not like my job	<input type="checkbox"/>					

Comments? \_\_\_\_\_

\_\_\_\_\_

# **Veterinary Hospital Managers Association, Inc's. Job Descriptions**

The Veterinary Hospital Managers Association was formed in 1981. Since its inception, the VHMA has strived to support and advance the profession of veterinary hospital management. The phenomenal growth this association has experienced in such a short time attests to its viability as the leader in veterinary practice management and its definite need by practice managers. The VHMA's commitment to the field of practice management has led it to develop general descriptions of the various levels of management within a veterinary hospital. No two individuals are the same and no two veterinary practices are the same; therefore, it follows that these are very general descriptions and are proposed only as guidelines to assist in identifying the level of knowledge needed by veterinary practices or desired by those pursuing this career.

It is extremely difficult to separate each specific level of management from the others because each level builds upon the knowledge and skills of others. Therefore, we will look at three differing levels simultaneously:

- 1) Veterinary Hospital Office Manager
  
- 2) Veterinary Practice Manager
  
- 3) Veterinary Hospital Administrator

# Veterinary Hospital Office Manager

The veterinary hospital office manager is responsible for seeing that administrative policies and decisions are accomplished. An office manager's realm of authority and decision-making may be very broad or very limited depending on the administrative needs and criteria established.

Generally, the office manager may be responsible for the daily accounting transactions with clients, banks, suppliers, and personnel. Office managers may coordinate scheduling, training, purchasing, and bookkeeping for a veterinary practice. Some office managers may be the liaison between the administrator and support staff personnel.

*A typical Veterinary Hospital Office Manager may be responsible for the following:*

## **Personnel**

- The supervision of receptionists and/or front office support staff.
- The office manager may be responsible for the initial reviewing of receptionists' applications, receptionists' interviews, their training, and may perform their employment reviews.

## **Production**

- The office manager functions as the liaison with clients concerning complaints or problems the client is experiencing with the hospital.
- The office manager may direct the front office support staff through structuring, scheduling, motivation, and education to produce the highest level of client satisfaction possible from the services the reception staff provides.

## **Accounting**

- Daily bank deposit preparation and performance.
- Accounts receivable statements, collections, and policies.

# Veterinary Practice Manager

A veterinary practice manager is charged with the responsibilities of managing the business activities of a veterinary hospital. A practice manager may have extremely different responsibilities and authority depending upon the size of the hospital and the ownership or administrator's delegation. Practice managers will have knowledge of all the responsibilities of a veterinary office manager and have the ability to further the management of a veterinary hospital by having direct authority and decision-making responsibilities over all business aspects of the veterinary practice.

*A typical veterinary practice manager may have the following responsibilities:*

## **Personnel**

- Plans for optimal staffing to assure maximum productivity and service.
- Directly recruits, interviews, and hires support staff personnel.
- Supervises support staff personnel and acts as the direct authority regarding disciplinary procedures, discharging, and all the legal responsibilities of employment.
- Schedules personnel and is responsible for support staff personnel employment benefits.
- Assures that personnel are properly trained for their position.
- Maintains a thorough set of employment policies and employee manual.
- Mediates all personnel problems, maintains employee motivation, and structures continuing education for support staff personnel.

## **Patient/Client Production**

- The veterinary hospital manager is responsible for seeing that success is achieved with each client interaction with the veterinary hospital staff.
- The hospital manager will use the tools of education, motivation, structuring, scheduling, coordinating, evaluation, and analysis to achieve optimal client satisfaction from the veterinary hospital services and staff.
- Developing and accomplishing a hospital marketing program.
- Oversees the building and equipment maintenance and housekeeping standards.

## **Accounting**

- Either directly prepares or supervises preparation of all business accounting reports and transactions. Audit both the preparer and hospital personnel performance to assure that proper methods and techniques are being used.
- Review and/or prepare all accounts payable and receivables to confirm that each is handled correctly and timely.
- Periodically reviews fee schedule for services, products, and increases or changes as necessary.
- Establishes hospital budgets and projections for growth.
- Reviews and/or purchases supplies and equipment assuring that a periodic review is made to assure that optimal prices are obtained.

# Veterinary Hospital Administrator

The function of a veterinary hospital administrator is unique from all other positions in a veterinary hospital because the administrator has complete authority over the operation of the business and practice in concert with the practice owner(s) or board of directors.

The administrator will be the coordinator and final authority of all business functions and the supervising agent of all hospital services and personnel.

A veterinary hospital administrator will be responsible for all of the functions described for office and hospital managers with the additions of being responsible for professional staffing and supervision. While the administrator may not have the knowledge of a veterinarian regarding medicine, the administrator should have a general knowledge of quality assurance and performance in veterinary medicine and may act in an advisory role in helping establish and supervise medical protocols of the practice.

**A typical veterinary hospital administrator's responsibilities will include all of those listed for the office manager and practice manager with the addition of a fourth area of responsibility:**

## **Administration**

- Either directly or in conjunction with the business owner(s) or board of directors: recruits, interviews, and hires professional staff. Mediates professional staff personnel problems, maintains their employment policies and contracts, and may act to help maintain and supervise a medical protocol.
- The purpose of a hospital administrator is to serve the owner(s) or board of directors of the practice in establishing and reaching the goals and policies they desire. The administrator combines the elements of business and veterinary medicine to succeed in maintaining excellence and quality of care to clients and their pets.

There are obviously degrees of veterinary practice management requiring increasingly higher levels of knowledge, skill, and expertise. Most veterinary practices employing a full-time person appointed to manage the business affairs of the practice can expect that administrator to have general knowledge and skills in four very general areas. Each practice will customize the hospital administrator's role to meet their individual needs and requirements.

## **Personnel**

- The veterinary hospital administrator uses their skills and authority to accomplish optimal staffing to assure maximum productivity and service.

## **Production**

- The veterinary hospital administrator uses the tools of education, motivation, coordination, evaluation, and analysis to achieve optimal client satisfaction from the veterinary practice services and staff.

## **Financial:**

- The veterinary hospital administrator directly or through supervision performs financial functions of the business ranging from fee structuring and application to tax preparation and debt/asset management. The common goal of all veterinary hospital administrators is their desire to achieve the best financial success possible for their businesses.

## **Administrative**

- The veterinary hospital administrator may be charged with a range of administrative responsibilities from daily directing the business affairs of the practice to establishing the short and long term direction, goals, budgets, and protocols of the business and practice.