

## **JOB DESCRIPTION: DIRECTOR OF CLINICAL OPERATIONS**

**Functional Title:** Director of Clinical Operations  
**Position:** Full-time exempt  
**Reporting to:** Hospital Director/Chief Operating Officer

**Summary:** The Director of Clinical Operations (DCO) is a mission-critical senior leadership position of Cornell University Veterinary Specialists (CUVS). Reporting directly to the Hospital Director (HD)/Chief Operating Officer (COO), the DCO is responsible for ensuring outstanding service and service-related operations, internally and externally, and is actively involved in CUVS strategy, providing consultation to the HD, Chief Medical Officer (CMO) and other Directors.

This position is responsible for the management and development of the Client Services and the Clinical Operations teams, as integral and collaborative departments - to perform and deliver on our core value of extraordinary service and to ensure attainment of hospital, team and individual goals. This includes quality assessment and monitoring, productivity, staff development and the management of department budgets. The position is also responsible for managing and optimizing relationships with referring veterinarians, donors, and other external partners.

The DCO ensures that CUVS delivers extraordinary service in every interaction – through optimizing systems and processes; establishing, building and maintaining strong relationships with clients, referring veterinarians and others; and maintaining a positive, engaged and high performing culture.

### **Responsibilities**

#### **Operational**

- Plan, coordinate and manage Client Services operations, including front desk and phone operator functions, feedback systems and medical records operations.
- Plan, coordinate and manage Clinical Operations functions, including pharmacy and client liaisons.
- Configure and ensure effective use of practice management software for appointment scheduling, record filing, client and referring veterinarian communication, and billing.
- Ensure accuracy in all front desk functions.
- Assign work schedules to ensure appropriate coverage, completion and approval of time sheets, and fulfillment of all regulatory obligations.
- Manage and enforce scheduling, billing, payment arrangements, and protocols and procedures.
- Actively monitor client service throughout the hospital for consistent quality and responsiveness, assuring that every client receives outstanding service.
- Work with the Nursing Director to ensure appropriate off-hours coverage of front office functions by clinical support staff.
- Plan, coordinate and manage CUVS Pharmacy functions, overseeing pharmacy staff and ensuring accuracy, efficiency and excellent service.
- Oversee client experience issues, overseeing the client experience specialist and handling escalated complaints with sensitivity, compassion and professionalism, while protecting the interests of CUVS. Work with the CMO, doctors or Nursing Director, as appropriate, to research

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and adequately address client complaints and concerns.

- Manage CUVS's online reputation, working with the Client Experience Specialist and Marketing Manager to address online reviews and appropriate responses.
- Work with veterinarians, technicians and management to proactively and effectively address/resolve customer satisfaction and billing issues.
- Work with Finance to minimize accounts receivable and uncollected accounts.
- Manage and oversee referring veterinarian service, optimizing and building relationships with veterinarians.
- Work with the CMO, Hospital Director or doctors regarding referring veterinarian complaints/concerns to address, identify trends, issues and opportunities for improvement.
- Participate in CUVS's philanthropic activities through managing VIP and donor relationships, working closely with the CMO, HD and Alumni Affairs and Development at Cornell University's College of Veterinary Medicine.
- Manage the CUVS Cares Patient Assistance Fund, overseeing fund availability, determining eligibility and assigning grants.
- Design, contribute to and evolve onboarding and in-service training materials for Client Services and Clinical Operations, and lead onboarding and training programs.
- Maintain effective, respectful working relationships and customer satisfaction with all stakeholders, including department staff, medical staff, support staff, clients, referring veterinarians, and faculty and staff of Cornell's College of Veterinary Medicine.
- Hold meetings to inform staff of CUVS updates, discuss procedures, challenges, and issues that require attention.

## **Leadership**

- Actively exemplify and promote the mission, vision and core values of CUVS.
- Design, implement, manage and monitor initiatives to optimize client service functions of CUVS.
- Cultivate and motivate a high-performing, highly communicative culture in which a service- oriented approach, continuous improvement and team-orientation are valued.
- Collaborate closely with the CMO, HD and other members of leadership to develop, continuously improve and promote policies, processes and standards related to customer service and service-related operations.
- Act as a liaison between the clinical staff and the Client Services and Clinical Operations staff to assure optimal communication and efficient operations; discuss issues with appropriate individuals with the goal of continuous improvement of service and communications.
- Conduct ongoing customer and market research with frequent customer and prospect dialogue.
- Research and analyze best-practice budgetary, organizational and work process designs for Client Services and Clinical Operations.
- Design, collect, analyze and disseminate data regarding client satisfaction on a frequent basis, and work to address issues and opportunities.
- Design, collect, analyze and disseminate data regarding referring veterinarian satisfaction on a frequent basis, and work to address issues and opportunities.

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- Work with the CMO and HD to design and organize outreach and marketing programs to referring veterinarians and the local community, including practice visits and CE events.
- Promote a positive, service-oriented and client-focused atmosphere within the Client Service and Clinical Operations areas and throughout the hospital.
- Work with the Financial Controller to develop and implement policies and processes related to billing, collections and cash handling.
- Analyze data, including client visits, call volumes, call times and responsiveness, to plan staff coverage and infrastructure.
- Proactively plan work force and recruiting efforts.
- Work with Human Resources and with other Directors to constantly source and pipeline Client Services and Clinical Operations staff, develop job descriptions and interview questions, and analyze market-relevant compensation ranges.
- Work with the Marketing Manager and HD to plan, implement and monitor marketing initiative and projects.
- Manage personnel and disciplinary issues amongst reports and inform and escalate to HR as appropriate.
- Work with the HD and CMO to manage resources, develop policies and processes, determine projections, and establish and maintain policies.
- Partner with the CMO, HD and the veterinary specialists to provide appropriate support for clinical services, while ensuring that clinical services are responsive in client communications and delivering outstanding customer service.
- Participate in the onboarding, training and ongoing coaching of staff with respect to service.
- Collaborate with the CMO and HD to develop and implement organization structure and systems to optimize clinical operations, communications and client service so that the hospital can deliver on its goal of delivering extraordinary medical care.
- Provide short- and long-range planning support and advice to the leadership team with respect to client services and external relations.
- Provide strategic input for effective and efficient hospital functions.
- Implement strategic initiatives, policies and quality standards.

## **Supervision**

- Supervise and oversee the Client Services and Clinical Operations teams, including client service coordinators, telephone operators, client liaisons, client experience specialist, veterinary social worker, referral coordinator, pharmacy coordinator/s and medical records staff.
- Identify and communicate performance expectations, and manage performance.
- Provide formal and regular feedback in a highly constructive fashion.
- Provide for regular and timely performance reviews of Client Services and Clinical Operations staff to acknowledge completion of performance goals, identify opportunities for improvement, address performance issues, develop action plans and implement follow through. Recommend promotions, raises and disciplinary actions.

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- Lead employee matters within the Client Services and Clinical Operations departments, in close collaboration with the HD and HR, including evaluating staffing needs, recruitment and hiring of staff, identifying training and professional development needs, and conflict resolution.
- Develop and refine a supervisory organizational structure and leadership training for team leaders within the Client Services and Clinical Operations departments.
- Support and uphold functional reporting and teamwork. Effectively address quality and personnel issues.
- Promote and exemplify the vision, core values and culture of CUVS.
- Maintain and exemplify a culture of close collaboration and partnership between client services and clinical operations staff and doctors/clinical staff.
- Serve as a role model and mentor for helping the entire organization succeed.

## **Qualifications and Skills**

- At least five years' experience in an administrative position in a veterinary specialty hospital(s).
- Bachelor's degree in relevant field and/or Veterinary Practice Management certification preferred.
- Experience in a client service field.
- Knowledge of, and experience with, electronic medical record systems and related software.
- The ability to comfortably and effectively communicate with all levels of the organization as well as with clients, referring veterinarians and other customers.
- The ability to handle complaints in a professional, compassionate and problem-solving manner.
- The ability to identify and investigate service and operational anomalies and trends.
- The ability to strategize, plan and implement programs and systems to improve operations and efficiencies.
- Demonstrated strong leadership skills with the ability to motivate a team to deliver outstanding results, manage performance, and deliver constructive feedback.
- The ability to establish strong and appropriate supervisor and mentoring relationships.
- The ability to develop smooth, respectful and constructive relationships with doctors and other individuals, colleagues, vendors, clients, donors and outside agencies and organizations.
- The ability to work well in a team environment, collaborating with leaders, managers and clinicians.
- Highly motivated, enthusiastic, forward thinking and self-driven to excel in a dynamic, demanding and high-performance culture.
- Superior analytical and problem-solving skills; strong organizational, time management and administrative skills – ability to meet deadlines, and to achieve and maintain high productivity levels.
- The ability to maintain a flexible work schedule to meet various demands of executive management in the hospital.
- Alignment with the mission and values of CUVS, and the ability to positively contribute to its culture and strategic growth.
- A commitment to lifelong learning and to continual improvement.
- Exemplary ethical standards and integrity in all dealings.

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## **Work Schedule**

The DCO is a full-time position. Work schedule is based on department needs and may vary from time to time, to include weekends and evenings. Specific needs pursuant to the role, including meetings, special projects and urgent matters, may significantly increase the amount of time required to fulfill responsibilities. In addition, the DCO is expected to participate in a manager-on-call rotation, to be shared equally with others.

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## **Acceptance**

This job description has been reviewed with me by the CMO/COO. I understand my role and responsibilities as Director of Clinical Operations and agree to assume these responsibilities. I further understand that I report directly to the HD, and that the CUVS Officers and Directors are resources for me should I need clarification and support in this role.

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

I have completely reviewed this job description with the employee.

Reviewer Signature \_\_\_\_\_ Date \_\_\_\_\_