

PRACTICE MANAGER GUIDE



WellHaven
Pet Health

Table of Contents

Frequently Used Links	4
○ Knowledgebase; Paycom; Vetcove; Quill; Relief DVM Link	
Campus Support Quick Links	5
Practice Manager Job Summary	6
○ General Structure	
○ Relationship with the Principal Doctor	
○ Relationship with the Team	
Hiring	7
○ Determining You Need Additional Staff	
○ Posing Openings	
○ Resumes and Interview Process	
○ Applications	
○ Working Interviews	
○ Offer Letters	
○ Additional Notes	
<i>Resource: Illegal Interview Questions and EEO Guidelines</i>	
On-Boarding	8-9
○ On-Boarding Checklist	
○ Background Checks	
First Day for Employee / Adding Employee in Paycom	10-12
○ I9 Information	
<i>Resource: I9 List of Acceptable Documents</i>	
Human Resources Information	13-16
○ Benefits	
○ Scrub Allotment	
○ Employee Care Companion Plan Discounts	
○ Employee Documentation	
○ Personal Action Forms (PAF)	
○ Raises	
○ Leave of Absence (LOA)	
○ Termination	
<i>Resource: Termination Checklist</i>	

Paycom

17

- Payroll
- Expenses
- Changes to Employee Information

Resource: Approving Timecards

Resource: Managing My Employees' Time-Off Requests

Resource: Paycom Quick Guide for Reference Employees

Advertising and Social Media

18

- General Advertising
- Helpful Websites for Social Media
- Updating Website
- Review Management

Reports

19-20

- General Information
- Break Down of Reports

Frequently Used Links

WellHaven Knowledge Base:

<https://wellhavenpethealth.knowledgeowl.com/>

Resources, materials, and training documents for PM/PDs

WellHaven Merchandise Link:

Site: [WellHaven Pet Health](#)

Username: Your **full** WellHaven email address (including ".com")

Password: wellhaven1 (*case sensitive*)

Paycom:

<https://www.paycomonline.com/>

Payroll processing system

Vetcove:

<https://www.vetcove.com/>

Inventory ordering website

Quill:

<https://www.quill.com/>

Office supply ordering

Relief DVM Link in Knowledgebase: Workforce Planning

<https://wellhavenpethealth.knowledgeowl.com/help/workforce-planning>

Accounting & Finance

- Accounts Payable: accountspayable@wellhaven.com
 - Contractor/relief worker invoices and Outside vendors payment set up such as lawn care / repair services
- Payroll: payroll@wellhaven.com
 - Pay related questions, and PTO questions are sent to this email too.
- Expenses: <https://www.paycomonline.net/v4/ee/web.php/auth/two-factor-login>
 - Utilize Paycom employee self-service including reimbursement for: Licenses / CE reimbursement / Travel expenses
- Hospital Reports (Budget, Bonus Information, P&L): <https://wellhavenpethealth.knowledgeowl.com/help>

Facilities & Equipment

- Emergency Facilities & Equipment support: Contact your maintenance service provider or building maintenance
- General Facilities & Equipment support: jessica.geiger@wellhaven.com
- Facilities & Equipment Requests (greater than \$500):
<https://www.cognitofrms.com/WellHavenPetHealth/EquipmentFacilitiesCAPEXRequisitionForm>

Human Resources

- General HR Support & Benefits: hr@wellhaven.com
- Personnel Action Requests (PAF): Submit through Paycom <https://www.paycomonline.net/v4/cl/paf-menu.php>
- Hiring & Referrals - Clear Company (ATS): <https://wellhaven.clearcompany.com>

IT Support

- Computer Hardware, Phones, Email: itsupport@wellhaven.com

Pulse Support

- Chat is available within eVet and are quick to respond: [eVet support contacts](#)
- Campus support related to eVet: evet@wellhaven.com

Medical

- Medicine/Clinical support: medicine@wellhaven.com
- Adverse Event Reporting: adverseEventReporting@wellhaven.com

Marketing

- Website support: [Marketing Support Ticket](#)
- General Marketing support: marketing@wellhaven.com
- Order hospital supplies (business cards, WellHaven items): [Order Marketing Items](#)

Wellness Plans

- Wellness Plan support (including plan administration in eVet): wellnessplans@wellhaven.com

WellHaven Knowledge Base

- [Home page](#)

Organizational Chart and Contact List

- <https://wellhavenpethealth.knowledgeowl.com/help/org-chart>

Practice Manager Job Summary

With guidance from the Principal Doctor, the Practice Manager leads the hospital to ensure the highest quality veterinary care, exceptional client service, and an engaged, productive team. They will partner with the Principal Doctor to maximize profitability and hospital productivity while leading in a way that is relationship-focused with the Principal Doctor and the entire team. Our practice managers ensure the hospital meets DEA and OSHA safety regulations, adheres to the veterinary medical board requirements per their state and utilizes AAHA to guide medial standards. Additionally, Practice Managers with support and collaboration of the Principal Doctor are responsible for morale, engagement and practice culture within their own hospital.

Please use the link below to access Practice Manager Job Summary.

<https://dyzz9obi78pm5.cloudfront.net/app/image/id/652063837901191c6257cc72/n/job-description-practice-manager.pdf>

General Structure

The Principal Doctor oversees the doctors and the medicine within the hospital while the Practice Manager oversees the people (the team and clients) and the Cost of Goods (COGs). While you may have different things to oversee both roles have goals when it comes to the business. Yearly you will receive a Hospital Budget which can be found in the WellHaven Knowledge Base in the Hospital Reports. This will break down goals per month by category (Revenue, Cost of Goods, Wages, and Profits) based on how the hospital did the year prior. Newly acquired hospitals will receive this at the start of the new year or after acquisition. The Practice Manager bonus structure is based off 1) Hospital Profit and 2) Revenue Growth. The best way to focus your efforts to achieve those goals is to focus on the three things you have true control over: 1) Revenue, 2) Cost of Goods, and 3) Payroll. Focus on nailing these three areas and you will find success in the hospital.

Relationship with the Principal Doctor

Your relationship with the Principal Doctor will be the key to success as you partner together to work towards a successful business. Consistent communication between the Practice Manager and the Principal Doctor is needed from day 1. While the Practice Manager does have the ability to make decisions within the clinic, your partner in decision making is the Principal Doctor, and it is best to discuss all business decisions together.

Recommendation – Have at least one monthly business meeting where you're able to discuss upcoming changes, staff updates, goals, and overview of how the hospital is doing. Block off time on your eVet calendar monthly and make it a priority to step away from the hospital and get time one-on-one.

Relationship with the Team

Being one of the main influences within the hospital, your job is to be the best example for the team. Leading by example with patient care, hospital cleanliness, co-worker interaction and client interaction is paramount.

In addition to communicating with your Principal Doctor, you should be communicating with your team. Find the best way to communicate with them: a communication board, an ongoing text chain. Figure out what works best for both you and the team and be consistent with communicating. If there are changes that will affect the team, like updates in eVet. Be sure to have a solid plan to roll out the change with time for question and response, ahead of the change being "live".

As a leader in practice, you're likely to be expected to have the most knowledge. This knowledge will grow with time and experience. When you don't know the answer to something reach out to a peer practice manager nearby, consult with a member from Campus, and let the team members know that you will get back to them with an answer. It is important to be kind and generous with training.

Hiring

Determining You Need Additional Staff

Before advertising for a new position within the hospital, you will want to make sure that adding this team member will be financially viable for the practice. The first step is looking at your profit and loss statements to confirm you will be within budget for adding an additional team member. If you need help with this, please contact your MedOps manager.

Utilize scheduling tools, labor calculator and the WellHaven KPI calculator for assistance in managing the weekly / monthly labor budget. These resources will help you understand your current labor percentage and what opportunities are open.

<https://wellhavenpethealth.knowledgeowl.com/help/q4-ce-2024>

To hire for support/para staff members, please see the guidance below. It is critical to discuss any DVM hiring needs or upcoming DVM changes with your MedOps manager, utilizing the Talent Team for support.

Posting Openings

Please use the following link for step-by-step instructions:

<https://wellhavenpethealth.knowledgeowl.com/help/ats-job-requisitions>

- **How To Create & Post Job Requisitions**
- **How To Manage Candidates**
- **How To Schedule an Interview**
- **How To Generate & Complete Scorecards**
- **Recorded Training Session - Job Requisitions and Candidate Management ("Recruiting")**

Please utilize our ATS system for posting / managing support staff requisitions / hiring / background check: <https://wellhaven.clearcompany.com/>

For assistance posting, please contact: jen.koscheka@wellhaven.com

Info Needed:

- Position Titles – Licensed/Certified Veterinary Technician, Veterinary Assistant, Receptionist, Kennel Attendant, etc.
- Pay Range – Should align with average for your area and not exceed the highest current wage in hospital for corresponding role. If you need assistance contact your operations manager.
- Schedule – Full Time (FT) or Part Time (PT) and any specific times/days you will need them.
- Required Skills – ex: specifically looking for someone with a designated minimum year of experience, who can monitor anesthesia, is cross-trained, or has experience with exotics, etc.

Resumes and Interviewing Process

Ideally, you'll want to contact that candidate within 24 hours of receiving the resume and setting up time as soon as you can for that in person interview. We know that candidates are applying to other openings within and outside of the veterinary Industry. Our industry is very competitive! It is ideal that you contact them directly through the ATS system or by phone. We suggest an Initial phone screening followed by an in-person Interview. Any candidates applying in person, should be uploaded Into the ATS system as an applicant.

Contact Candidate → Schedule Phone Screen → Schedule In-Person Interview (verbal offer)

Management of applicants (management of interview process: rejection notification: written offer letter: background check) will all be completed through the ATS.

Please utilize the following link for updated and recommended interview questions. If you have any concerns, please contact HR directly.

<https://hireology.com/guides/common-illegal-interview-questions/>

Background Checks

Background checks are completed directly through the ATS (ClearCompany)

Please utilize the following link, providing step by step instructions for:

- How To Check Background Status
- How To Resend Background Check
- How To Assist Applicant with Background Check
- Recorded Training Session: Background Check

<https://wellhavenpethealth.knowledgeowl.com/help/ats-background-checks>

Some flags to watch for when reviewing resumes: many jobs in a small amount of time, and grammatical errors. Frequent job changes may reflect that a candidate is not interested in a long-term position or may have issues maintaining employment. Grammatical errors are a general issue as one of our main roles in this industry is properly communicating with clients in both verbal and written forms. Gaps In employment history are not always a poor Indicator of a candidate's stability -- these gaps may be related to returning to school for advanced education, growing a family, relocating to a new area, or taking a career break. These are healthy and valuable reasons for a career gap. It Is Important to understand that career gaps are often areas of sensitivity for candidates, they may be embarrassed by this reflection on their resume, if this becomes a conversation, handle It with care.

Working Interviews

WellHaven does not allow working interviews. Candidates can be scheduled for an observation day if you see fit. The candidate is not allowed to touch any patients during their time at the hospital. Instead, review the expected skill set, and ask questions Identifying candidate response / action related to a specific hospital scenario. (e.g. – how to set up a dental table; how to maintain surgical sterility; appropriate way to handle a difficult client interaction.) Observation days are also a time for them to shadow or interact with your team. Be sure you're aligning them with solid team members. Selecting someone you trust will represent your practice and WellHaven well and be honest with their general assessment of the candidate. This part of observation is commonly known as 'Culture Check'.

Things to Note

It is easy to assume that if you just wait, the perfect candidate will come around. However, if you pass up on a candidate that has 75% of the skills you are looking for, you may never get that 100% candidate. All new hires will need training on your practice specifically, including the systems and workflows that work best for your location. Finding someone who fits most of your requirements and establish a training plan to support that team members' success and growth. We recommend building relationships with local schools offering veterinary technician and veterinary assistant training. When considering a candidate, ask yourself, "Does this team member have the *will* to learn a new *skill*? If the answer is yes, this is likely a team member that you will have an easier time training and ramping onto your team. WellHaven does accept externships and preceptorships. If you are approached by a candidate for a preceptor or externship, please be sure to reach out to our [Student Jobs Program](#) for support and engagement!

First Day for New Employee

You need to set your employees up for success on their first day. We recommend also contacting the employee by either calling them or emailing them with all the information they need. This should include:

- Time they should arrive
- Where to park
- Attire to wear – they should wear scrubs
- Reminder to bring IDs for their I9 Verification (they must be original and not expired)
- Ideally their schedule for the next week

Adding an Employee into Paycom

Once your new employee has accepted their offer. Please utilize the following link, providing step by step instructions for:

- How To Add Employee to Paycom
- How To Resend Self - Onboarding Invitation and Status
- How To activate Employee in Paycom
- How To Complete New Hires First Day
- Recorded Training Session: Onboarding In Paycom

<https://wellhavenpethealth.knowledgeowl.com/help/paycom-onboarding>

First Day Information for New Hires

Utilize the following link, providing step by step instructions for:

- How To Complete Employees First Day
<https://wellhavenpethealth.knowledgeowl.com/help/paycom-onboarding>

Outside of Paycom, there are additional items you need to complete.

- Order welcome pack (WellHaven gift): <https://wellhaven.liftoff.shop>
- Demonstrate how to clock In and out: review lunch / break expectations
- Create personal employee file
- Add employee to eVet:
 - Review self-training guide (bottom right) / set expectations for completion
- Review Hospital Training SOP: Identify trainer(s) - outline training process / schedule
- Add employees to Cubex / VetScan (If applicable)
- Identify and introduce them to their department lead / direct supervisor If they haven't already met In the Interview process
- Provide locker / space for personal Items
- Take them on a more extensive hospital tour and provide them with a hospital Welcome Packet (If applicable)
- Add employees to security system: provide code, review utilization
- Provide weekly / monthly schedule: access to hospital scheduling platform
- Provide access to team communication platforms (e.g. slack; group text; Guru; etc.)
- Provide copy of Hospital Manual (If applicable)
- Review Radiation / safety SOP; have employee read handbook and sign
- Re-Introduction to all staff / current role in hospital
- Upload ALL documents Including signed offer letter to Paycom document in employee personal file

I9 Verification

An I9 Verification is used for verifying the identity and authorization of individuals hired for employment in the United States. Collection of Form I-9 is a federal requirement that all businesses must complete with each hire. The Form I-9 consists of two sections – the employee section and the employer section. The employee fills their section out online in the Paycom Self-Service On-Boarding. Following their completion, the Practice Manager or Primary Doctor will need to complete the employer section, this is critical and needs to be completed timely. Federal law requires the employee to fill out Section 1 by their first working day and the employer must fill out Section 2 within 3 days of the first day of employment (Pro Tip! It is best practice to complete all sections no later than the end of Day 1). The employee is required to bring in their forms of ID to their first working day (see I-9 Document Information attachment). You may not be specific to the employee exactly which Item to bring in from the list, but rather, It is best practice to provide the employee which forms of ID's are accepted by the Form I-9 and for them to bring the original documents. (Pro Tip! The form I-9 ID documents must be the originals; a picture or photocopy of the ID is not allowed. Additionally, the documents must be current, they cannot be expired.) On their first day, you will need to make copies and keep this in an HR folder that should be in a locked drawer at the hospital. Additionally – if the Form I-9 is not completed and WellHaven were to go through an USCIS Form I-9 audit, each Form I-9 that is incorrectly completed and/or not completed may result in a fine ranging from \$216-\$2156 per violation per day.

LISTS OF ACCEPTABLE DOCUMENTS

All documents must be UNEXPIRED

Employees may present one selection from List A
or a combination of one selection from List B and one selection from List C.

LIST A Documents that Establish Both Identity and Employment Authorization	OR	LIST B Documents that Establish Identity	AND	LIST C Documents that Establish Employment Authorization
1. U.S. Passport or U.S. Passport Card		1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address		1. A Social Security Account Number card, unless the card includes one of the following restrictions: (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)		2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address		2. Certification of report of birth issued by the Department of State (Forms DS-1350, FS-545, FS-240)
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa		3. School ID card with a photograph		3. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal
4. Employment Authorization Document that contains a photograph (Form I-766)		4. Voter's registration card		4. Native American tribal document
5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status: a. Foreign passport; and b. Form I-94 or Form I-94A that has the following: (1) The same name as the passport; and (2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form.		5. U.S. Military card or draft record		5. U.S. Citizen ID Card (Form I-197)
		6. Military dependent's ID card		6. Identification Card for Use of Resident Citizen in the United States (Form I-179)
		7. U.S. Coast Guard Merchant Mariner Card		7. Employment authorization document issued by the Department of Homeland Security
		8. Native American tribal document		
		9. Driver's license issued by a Canadian government authority		
		For persons under age 18 who are unable to present a document listed above:		
		10. School record or report card		
		11. Clinic, doctor, or hospital record		
		12. Day-care or nursery school record		
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI				

Examples of many of these documents appear in Part 13 of the Handbook for Employers (M-274).

Refer to the instructions for more information about acceptable receipts.

Human Resource Information

Benefits

Full-time team members are those who are working 30+ hours per week on average. This classification of team members is benefit eligible the 1st of the month following 30 days of employment. For example, the new team member starts on September 13th, their benefits will become effective starting on November 1st). The employees will be notified via email when they're able to sign up for benefits and they may reach out to HR@wellhaven.com if they have any questions about the enrollment process. Employees should receive the first email within 2 weeks of their start date. Even if the employee is declining the benefits, they must go through the benefits enrollment process in Paycom to waive their coverage. All team members can update their benefit options annually. This period is known as Open Enrollment and generally occurs in the fall. Practice leadership will be provided with ample information prior to the yearly event and will confirm all team members have completed this process.

In the event a team member experiences a Qualifying Life Event (QLE), this is an opportunity they may leverage to make changes to their benefits. Outside of Annual Open Enrollment, it is only due to a QLE that a team member will be eligible to change their elected annual benefits. If a QLE occurs, the team member must notify HR within 30 days of the event. Practice managers should notify HR immediately to best support the team member and HR whenever possible.

- Full-time Employees are invited to a Live Benefits Webinar on the 2nd Thursday of each month. Invites will be sent from the HR group. Please plan to schedule your employees to attend. After this webinar, employees will receive instructions on how to enroll in Paycom for most of their benefits and how to enroll in Voya for their 401k plan election.

Scrubs

WellHaven provides scrubs to all hospital employees, regardless of their full time or part time status.

Scrubs Benefit Allotment Amount:

- Para Full-Time Allotment - \$120
- Para Part-Time Allotment - \$60
- Doctor Full Time Allotment - \$170
- Doctor Part Time Allotment - \$110

New Hires: The allotted amount will be added to the paycheck following 60 days of employment.

Annual allotment: The amount will be included in the January 25th paycheck for that year's scrub purchases.

Usage: The scrub allotment is a taxable benefit and is included in the employee's paychecks to make scrub purchases for the calendar year. Please adhere to your hospital's uniform guidelines when purchasing your scrubs.

Eligibility: Employees must meet the full-time or part-time status criteria as of the annual allotment distribution date. This benefit cannot be rolled over to the following year, and employees leaving the organization before the annual distribution date are not eligible for the annual allotment.

Name Tag: When it comes to the title, please use consistency within your hospital. For example, use the same job title for all team members within that role. This helps clients and new team members identify the qualifications of the team member(s) they're working with. If you reside in a state with protective status for veterinary technicians, ONLY credentialed veterinary technicians are allowed to use such titles (VT, tech, technician, veterinary technician etc.) For all other team members, please refer to as VA, veterinary assistant, assistant, etc.

For business cards, name tags and additional marketing material, you may order from:

[WellHaven Merchandise Store](#)

Employee Care Companion Plan and Discounts

Part of the benefits for team members at WellHaven (both FT and PT employees) include Care Companion Plans. In addition to 20% off services and products not covered under the plan. Just as with Health and Welfare benefits, outlined above, CCP benefits become effective on the first of the month following 30 days of employment. These Care Companion Plans can be used on personal pets only, and cannot be shared with co-workers, family and friends. The team members can select their CCP plan, but the Dental CCP is recommended. Flea/Tick/Heartworm prevention is **NOT** included in these plans but is eligible for the employee 20% discount. If an employee separates from WellHaven, whether voluntary or involuntary, the no-cost Wellness Plan(s) will be cancelled on the last day of the termination month and team member discounts no longer apply. For team members who may go out on a leave of absence during their employment, CCP continue, however any services or retail items must be paid for at time of service.

If you have any questions on the Employee Care Companion Plan, please contact wellnessplans@wellhaven.com

- Employees classified as Full Time (working 30+ hours per week) are eligible for up to two (2) plans.
- Employees classified as Part Time (regularly scheduled, not temp or per diem) are eligible for one (1) plan.

Employee Documentation

Team member documentation is an important part of any business operation. It is imperative that we retain copies of anything that pertains to the team including but not limited to – offer letter, ID's, reviews, etc. It is critical that these files be in a secure locking cabinet or drawer that is accessible by hospital leadership only. Any HR documentation must be kept at the hospital for 7 years beyond the employee's termination/separation date. If you have any questions regarding employee documentation, please contact HR@wellhaven.com

Note – Employee documentation also includes all verbal or written warnings to employees. If you give an employee a verbal warning (ex: the employee has showed up late and you discuss reliability, promptness, and next steps if behavior is not improved). The recommended plan of action is to email your PD (If one in place) and notify them of the discussion. Once emailed, you can print and file that email as a source of documentation, please be sure to place in the secured employee file.

Personnel Action Request Form (PAF)

To help streamline notification of employee changes, Paycom leverages the PAF. This can be found at [Personnel Actions Forms \(PAF\) | WellHaven Knowledge Base](#)

PAFs should be used for all:

- Job Changes (Position change or hospital transfer)
- Classification changes (ex PT to FT)
- Status Changes (rehire activation, voluntary termination, Leave of Absence activation)
- Employee Data Changes (legal name change, Paycom data corrections)
- Compensation Changes (annual increase, retention bonus)
- Other (DVM Internal Relief requests, Bonus PTO day requests)

Please do not use the PAF for new hire activation notice, involuntary termination notice, DVM or PM position hire, transfer, or Leave of Absence initiation requests/approvals.

Raises

Annual WellHaven hospital raises are reviewed and completed in April. You will be provided Instructions and documentation needed to review your entire hospital team and submittal for those Increases. Any compensation Increases / retention bonuses outside of April must be discussed with your MedOps Manager, prior to submission. Those will be evaluated on an Individual basis and are not guaranteed approval. It is imperative that Practice leadership have a conversation and approval prior to change in compensation or verbal commitment to a team member.

Doctor (DVM) base salary Increases are evaluated and communicated directly through our finance team and are not handled at the hospital level.

Leave of Absence (LOA)

When an employee notifies their Practice Manager or Principal Doctor of their need for a Leave of Absence, please provide the team member with the [WH Leave of Absence Request Form](#). The team member will need to complete the form and submit it via email to HR@wellhaven.com.

Once the Practice Manager or Principal Doctor receives the signed approval from HR, they will need to coordinate with their team to accommodate the approved time off.

LOA forms are to be kept separate from the employee file and kept secure to comply with legal requirements. These are also private and protected so please keep the details surrounding any leave of absence confidential between the hospital leadership, individual team member requested LOA, and HR.

If an employee has any questions regarding the time off, or their situation is of a sensitive nature, please direct the employee to HR at the email above at HR@wellhaven.com

Workers' Compensation

<https://wellhavenpethealth.knowledgeowl.com/help/workers-compensation>

If a worker is injured on the job during a work shift or a volunteer event, and the injury requires more than first aid, please send them to an urgent care/emergency room immediately. It is important to instruct team members that they are required to bring back all the forms provided to them at time of care.

You will find the correct form from the above link – Workers Compensation filings are determined by state, be sure to select the appropriate state to avoid a delay or incomplete filing. The team members will fill out the top section of the Workers Compensation form and the Practice Manager will complete

the Employer section. The hiring date will be in Paycom: find the employee file, and under Form 3; view their hire date. For the Worker's Weekly Wage - you can take the employee's pay (found in Form 1) and multiple by the average weekly hours. For example: \$12/hour X 36 average hours = \$432.

We recommend having an emergency outline posted in hospital which includes:

- Information for the nearest urgent care / ER facility
- hours of operation; directions to facility; phone number
- Forms / information needed at time of visit
- Steps required by employees

Termination

Prior to considering termination of a team member, it is expected that we have exhausted all opportunities to retain the team member. You play the most critical role in team member retention as the leader of culture and engagement within your hospital environment.

Please provide team members with the tools and support needed for their success. Any communication (verbal warning, written warning, additional support / training opportunities provided) must be documented. A time-line outlining concerns, communication and opportunities for improvement must be documented. Only after these steps have been taken can the termination of an employee take place.

If guidance is needed, please contact HR@wellhaven.com

If the employee resigns from their position, please fill out a Personal Action Form [Personnel Actions Forms \(PAF\) | WellHaven Knowledge Base](#)

The PAF will require you to upload the employees' written notice. If the employee fails to show for their remaining shift(s) after notice is given, please notify Daniel at payroll@wellhaven.com and kathy.klein@wellhaven.com

Off Boarding Employees

Please utilize the following link providing step by step instructions for off boarding an employee:

<https://wellhavenpethealth.knowledgeowl.com/help/offboarding-resources>

- Practice Manager Checklist: Employee Separation
- Exit Letter - DVM
- Exit Letter - Para Team Member

Paycom

Payroll

All W2 paid team members at WellHaven are paid bi-monthly – on the 10th and 25th. Our pay periods are the 1st-15th with pay day on the 25th, and the 16th – 31st with pay day on the 10th of the following month. When in doubt, you can always find the payroll calendar on Knowledgebase [HR & Payroll Dates Calendar | WellHaven Knowledge Base \(knowledgeowl.com\)](#)

When do you approve timecards: Each pay period you will be sent an email reminder from Payroll when it is time to approve timecards, but it is also best to give yourself a calendar reminder every month. Payroll must be approved by you and any corrections or edits made before payroll processes. It is best practice to assume you need to approve timecards on or before the 1st and the 16th monthly. at [Payroll - Timelines, Requirements, and Resources | WellHaven Knowledge Base](#)

Expenses

Expenses are due on the 13th and 28th of each month. [Expense & Travel Reimbursement Policy & Instructions for Hospital Employees | WellHaven Knowledge Base \(knowledgeowl.com\)](#)

Changes to Employee Information

Please follow the above link to complete the needed information. If you have any questions on expenses, please contact expenses@wellhaven.com. Personal expenses for DVM / PM (mileage; CE reimbursement; license reimbursement, etc.) will be submitted through your personal Paycom account.

Timecards need to be approved as close to the 1st and 16th as possible!

Please utilize the following link providing step by step instructions for the following:

- Time Off Request Approval / Decline
- Punch Change Request
- Timecard Approval

<https://wellhavenpethealth.knowledgeowl.com/help/payroll-approval-processing-and-timelines>

Advertising and Social Media

Social Media:

You can find a great guide on the Knowledge base for [Social Media Best Practices](#) which will talk you through when you should be posting on social media, how, and how to engage clients. Each hospital is empowered and responsible to manage their hospital Facebook / Instagram. As Practice Manager you may manage this directly or designate a social media champion on your hospital team.

Helpful Websites for Social Media:

Support for content, pictures and information to post can be found on Knowledgebase here: <https://wellhavenpethealth.knowledgeowl.com/help/websites-for-social-media>

Updating Website:

For Team Member Bio or Headshot updates: please contact HR@wellhaven.com. Please use *Team Member Bio or Headshot* as the subject line for your email. Our People team will be managing these as part of our DVM onboarding and offboarding process moving forward.

For Hospital Website Operational Updates: (such as Hours of Operation, Care Companion Plans, or service offerings) please submit a [Marketing Support Ticket](#).

- This ticket will be directed to our marketing agency and is the fastest method to support. We have a dedicated representative who will be supporting the escalation and management of marketing support tickets. Submitting a ticket is the fastest way to receive support and a resolution. Please allow 4 business days before following up.

Reviews:

It is best practice to review and respond to all reviews you receive as soon as possible. If you need access to your Yelp or Google Business page, you can contact marketing@wellhaven.com. If you receive a negative review, the best course of action is to call the client directly and try to take the conversation offline. These situations are often able to be diffused, and reviews can be amended or removed once a resolution has come to fruition. Most of the time, the client is thankful for you contacting them directly. If you are not able to get ahold of them, you can respond to the review asking for the client to reach out to you directly. For all 4–5-star reviews on Google, WellHaven manages these with an automated response. Our goal is to have you focus on the reviews that need direct response from your hospital.

Reporting and Hospital Budget

General Report Information

Every hospital is provided with a full financial overview and the next year's goals. You will meet with your MedOps manager monthly, to review previous hospital goals, future goals, successes and support needed.

You will receive training with our Wellhaven finance team. This will outline an understanding of this weekly, monthly and annual Key Performance Indicator (KPI) reporting.

To access your hospital reporting, you will go to the [Knowledge Base](#) and select Hospital Reports on the top right. If you do not know your log in information, please contact your MedOps manager.

Breakdown of the Reports

Archive – All reports from prior years are archived but are still available to pull if needed. You will see them categorized by year in your Knowledgebase account. This is great Information for reviewing your hospital growth and changes year over year for all KPI's.

Good Week Reports / Scorecards – You will receive these weekly via email and they are also available in Knowledgebase. This provides a KPI overview of your previous week based on reporting that is pulled directly from eVet. This will compare how the week went vs the expected week, from the Hospital Budget. You will also see your trailing 4-week average for all areas (DVMD, pets per DVMD, revenue per DVMD, tech appointments, labor costs, para hrs. per DVMD, etc.). This report helps to identify trends and helps hospital leadership direct small changes at the hospital level.

Reminder - As the Practice Manager you have direct influence on para labor and COG's.

Hospital Budget – As mentioned above, you will receive an annual Hospital Budget. The Budget is broken down by month and category – revenue, COGS, wages, and profit. The goal that is set is an attainable goal and is based on Items Including your previous hospital performance, expected Industry growth and Inflation.

You should utilize this report to set your monthly baseline and to develop goals for each week / month. Your personal practice manager's bonus plan is based off the overall profit of the hospital and growth and will be outlined in this report.

Profit and Loss Statements – While the Good Week Reports are based on reporting through eVet, the Profit and Loss Statement (P&L) are actual numbers that are directly from our internal accounting team. The P&L is the health card report for your individual hospital. It shows the results of financial and operational decisions over time. It shows your hospital's ability to generate services and manage expenses. This is your best tool for making decisions in the future. For an in-depth overview on how to read a P&L, you can find a breakdown here:

<https://wellhavenpethealth.knowledgeowl.com/help/pl-overview>

Production – Every quarter you will receive a Production Report. Full time and Part Time salaried exempt DVMs are eligible to be on a production plan. Payments are made within 60 days following the end of the calendar quarter. The Production Report will show you how much each doctor produced during that quarter vs what they were expected to make. Production that is higher than was expected would result in a production bonus. In general, the Principal Doctor should be going over the

production reports with the Associate Doctors monthly upon receipt of the reports. It is best practice to have these as scheduled quarterly check-ins with the doctor's team. For an in-depth overview on the production report, you can find a breakdown here:

<https://dyzz9obi78pm5.cloudfront.net/app/image/id/68092172c0fe0310170a0e74/n/dvm-production-incentive-plan-fy-2025-aebe82.pdf>

2025 Hospital Team Incentive Plan

WellHaven is committed to providing the best quality of care to our patients, clients and communities. Our hospital teams play an important role in providing access to and delivering this care, and WellHaven wants to reward these team members for their great work. Participation – this incentive plan was designed to reward the hospital team that supports our Veterinarians and Practice Managers every day. Every team member that was actively employed during the full quarter is eligible to participate in this incentive plan. This incentive plan does not include Principal Doctors, Associate Doctors or Practice Managers. Work with your MedOps manager to meet and exceed your individual hospital metrics for this plan.

Knowledgebase: Tools / Coding / Incentive Plans

<https://wellhavenpethealth.knowledgeowl.com/help/q4-ce-2024>

We are excited you have chosen to join our WellHaven team. We look forward to supporting our new partnership and your future success.

If you have any questions, please contact your MedOps manager or department support directly. Contact Information is listed in your campus support quick links.