PURPOSE OF THE STUDY GUIDE

This study guide is intended to help a candidate prepare for the examination.

Examination Composition, Scoring and Reporting

The guiding principle in constructing the CVPM examination is job relevance – the content of the test is linked through systematic means to a well-defined representation of the profession. A content validity approach to test construction is used. The first step in the process is the practice analysis, which defines the relevant performance dimensions of the occupation. The VHMA regularly conducts practice analysis studies to identify the specific responsibilities required of veterinary practice management professionals and the skills and knowledge needed to perform these responsibilities (the current CVPM Task Analysis Outline is included in this study guide). The test blueprint is developed from the practice analysis and forms the template for the examination (the current CVPM Test Blueprint is available for viewing on the Certification (CVPM) page of the VHMA Web site at: www.vhma.org). Next, item writers are selected and trained. Item writers produce items following the guidelines and content assignments specified by training and the test blueprint. The items are then submitted for review by the CVPM Board and a test development consultant. Items are approved, rejected or modified by the review committee. Accepted items are entered into the item database. Items are then selected for the examination by the test consultant according to the specifications of the test blueprint. The draft examination is reviewed by members of the CVPM Board and modifications made if necessary. The final, approved examination is then administered. Statistical analyses are conducted on each examination to determine the reliability and psychometric properties of the exam.

The examination is composed of true-false and multiple-choice questions about relevant management knowledge in Human Resources, Law and Ethics, Marketing, Organization of the Practice and Finance. The majority of the questions are traditional knowledge-based multiple-choice questions; some will be scenario-based multiple-choice questions. For the scenario-based questions, the question stem will contain a scene or setting along with several possible behavioral responses to the situation.

The questions on the examination, documented from various veterinary management books, surveys and applicable laws are listed on the Recommended Reading List (included in this study guide). They are specifically written to cover the wide range of knowledge necessary to successfully manage the complex businesses of today’s veterinary practices.

Like veterinary practice, the examination changes and evolves as new laws and regulations, as well as, management theories are incorporated. Basic management knowledge which remains constant is also thoroughly tested.

The total number of questions on each examination administration may vary, but the maximum number of questions on any examination will be two hundred (200). Candidates are given three and one-half (3 1/2) hours to complete the examination.

The passing standard is a predetermined standard of knowledge set by a criterion-referenced methodology. Using this methodology there is no curve and candidates do not compete against each other. There is no limit on the number of candidates who may pass or fail the test.

At the conclusion of the examination process candidates will be provided with immediate notice of their score and performance status. The results will be displayed indicating pass or fail. A diagnostic report of how the candidate performed in each of the domain areas will also be provided. A copy of this detail will also be e-mailed to the candidate for their records.
Examination Content

The Certified Veterinary Practice Manager's (CVPM) examination recognizes those veterinary practice managers who through their education, practical experience and accountability to their employers and peers, have achieved a high level of competence in the field of veterinary practice management. The CVPM examination will measure some of the important duties you as a veterinary practice manager perform daily. The examination covers five major areas: (1) human resources, (2) law and ethics, (3) marketing, (4) organizational structure and (5) finance.

The best preparation for taking the examination is the experience you gain as an active practice manager. This is the reason the application requires you have undergone actual time as a practice manager prior to your application being accepted. If your management responsibilities in any one of these areas has been limited, that area should be thoroughly studied prior to taking the examination.

Human Resources
Create and maintain staff manuals. Design an employment manual to recruit, interview, hire, train, evaluate and discharge staff. Train staff to use the computer to its fullest capabilities. Plan and schedule regular staff meetings. Develop a practice Code of Ethics. Maintain staff records. Know applicable labor laws and regulations. Establish and maintain a safety manual in compliance with OSHA and EPA (U.S.) or WYMIS (Canada). Design staff benefit plans such as insurance, personal time, vacation time and retirement.

Law and Ethics
Act as a liaison between the practice and professionals such as accountants, insurance agents, architects, bankers, attorneys and consultants. Establish and maintain a community outreach program.

Marketing
Develop staff training for exceptional customer service which includes practice goals; the Mission Statement; and protocols for surveys, focus groups, services and the marketing plan for services. Design staff training for client communications which may include new client letters, referral thank yous, vaccine reminders, sympathy cards or protocols for communicating effectively with clients. Maintain a protocol and staff training for interaction with a grieving client. Create a hospital brochure and educational packets specific to your practice. Plan veterinary health education programs for clients. Establish a standard for cleanliness and facility maintenance which includes a written schedule for regular housekeeping.

Organization of the Practice
Oversee a legally defensible patient medical record system. Have a working knowledge of medical terminology for reviewing medical records. Establish and/or maintain logs for controlled drugs, anesthesia, surgery, radiology, laboratory and anesthesia/surgery mortality.

Finance
Compute hours or salaries and benefits for staff payroll. Maintain adequate bank balance for payroll, and make timely payments of required payroll taxes and insurance. Develop protocols for accounts receivable. Reconcile daily receipts to the daysheets or computer reports, make daily deposits and reconcile imprest petty cash account. Set and enforce credit policies. Verify accuracy of invoices, make timely payments of reconciled statements, pay all business taxes and licenses, reconcile monthly bank statements and maintain cash flow. Maintain diet, OTC products, hospital and office inventory at optimum levels. Maintain Accounts Payable, Accounts Receivable and General Ledger records. Produce monthly Balance Sheet, Income Statement (Profit and Loss) and Management Statement. Prepare a written budget, including projection for income and expense based on past financial reports. Plan major purchases of equipment by researching the product and proving financial and projected use data to make informed decisions. Determine appropriate fee schedule from data in practice financial reports.
CVPM TASK ANALYSIS OUTLINE

The VHMA regularly conducts practice analysis studies to identify the specific responsibilities required of veterinary practice management professionals and the skills and knowledge needed to perform these responsibilities. The current CVPM Task Analysis Outline below is the result of the most recent practice analysis study which serves as the basis for the test blueprint.

I. Human Resources
  1. recruit, interview and hire
  2. manage training and development (including safety training)
  3. scheduling
  4. manage daily work assignments
  5. conduct staff meetings
  6. conduct employee performance reviews
  7. mediate internal disputes
  8. discipline/discharge employees
  9. manage employee benefit programs
  10. maintaining confidential employee records
  11. create/update job descriptions/manuals
  12. manage staff continuing education and licensure/certification

II. Law & Ethics
A Regulatory Agencies
  1. OSHA/ OSHA Right To Know
  2. DEA
  3. FDA
  4. Familiarity with state, local agencies
  5. monitor hospital violations/dangerous situations
  6. familiarity of state safety regulations
  7. document/report accidents, file appropriate reports

B Ethics
  1. AVMA code of ethics
  2. CVPM code of ethics

C Contract Law
  1. associate / staff
  2. client

D Employment/Labor Law
  1. Fair Labor Standards Act
  2. Civil Rights Act of 1964
    a. Sexual Harassment
    b. Pregnancy Discrimination Act
    c. Americans with Disabilities Act
    d. Age Discrimination in Employment Act
  3. Family and Medical Leave
  4. Worker's Compensation
  5. Federal Unemployment Tax Act
  6. Employment Retirement Income Security Act
  7. Consolidated Omnibus Budget Reconciliation Act-COBRA
  8. Health Insurance Portability and Accountability Act (HIPPA)
  9. Mental Health Parity Act
  10. Employee Polygraph Protection Act
  11. Required Department of Labor posters

E Confidentiality
  1. staff
  2. client
  3. patient

III. Marketing
A Internal/External Marketing and Public Relations
  1. manage practice promotional items (brochures, etc)
  2. develop and manage advertising
  3. website management
  4. manage social media
  5. manage community outreach

B Client Services
  1. monitor client retention
  2. develop and manage new client programs
  3. handle client complaints
  4. obtain/report client feedback on service
  5. respond to client questions
  6. develop and manage client reminder system

C Client Education
  1. manage client education

IV. Organization of Practice
A Inventory
  1. maintain appropriate inventory system including controlled substance ordering, tracking, security, destruction
  2. place and track purchase orders for drugs, uniforms, equipment

B Equipment & Maintenance
  1. assure insurance coverage of hospital and equipment
  2. contract for repair/maintenance of equipment, building, grounds
  3. protocols for daily facility maintenance
  4. other

C Medical Record Standards and Compliance

D Technology Systems and Policies

E Liaison to Professional Services

F Hospital policies/procedures/Risk Management

V. Financial
  1. analyze practice and financial reports
  2. manage payroll
  3. A/R and A/P
  4. budgeting and long-range planning
  5. establish and enforce client credit policies
  6. fee analysis
  7. oversee daily and monthly banking procedures
  8. maintain chart of accounts
  9. maintain imprest petty cash account

Updated June 2012
# CVPM Test Blueprint

<table>
<thead>
<tr>
<th>CVPM DOMAIN</th>
<th>OVERALL WEIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Human Resources</td>
<td>24%</td>
</tr>
<tr>
<td>II. Law &amp; Ethics</td>
<td>22%</td>
</tr>
<tr>
<td>A. Law</td>
<td>16%</td>
</tr>
<tr>
<td>B. Ethics</td>
<td>6%</td>
</tr>
<tr>
<td>III. Marketing</td>
<td>16%</td>
</tr>
<tr>
<td>A. Marketing/PR</td>
<td>6%</td>
</tr>
<tr>
<td>B. Client Services/Education</td>
<td>10%</td>
</tr>
<tr>
<td>IV. Organization of Practice</td>
<td>18%</td>
</tr>
<tr>
<td>A. Inventory</td>
<td>3%</td>
</tr>
<tr>
<td>B. Equipment/Maintenance</td>
<td>3%</td>
</tr>
<tr>
<td>C. Medical Records</td>
<td>3%</td>
</tr>
<tr>
<td>D. Technology</td>
<td>3%</td>
</tr>
<tr>
<td>E. Professional Services</td>
<td>3%</td>
</tr>
<tr>
<td>F. Hospital Policies/Procedures</td>
<td>3%</td>
</tr>
<tr>
<td>V. Financial</td>
<td>20%</td>
</tr>
</tbody>
</table>

*Updated June 2012*
CVPM RECOMMENDED READING LIST

The following publications are used in the development of the written examination. These are valuable resources for the veterinary practice manager. Their usefulness goes far beyond preparation for the test. Successful managers use these materials while performing their responsibilities. We will update this list as new management materials become available.

Blackwell's Five-Minute Veterinary Practice Management Consult
Author: Lowell Ackerman
Publisher: Wiley

The Complete Veterinary Practice Regulatory Compliance Manual
Author: Phillip Seibert, CVT
Publisher: SafetyVet

Contracts, Benefits, and Practice Management For The Veterinary Profession
Authors: James Wilson, DVM, JD; Jeffrey D. Nemoy, DVM; and Alan J. Fishman, CLU, CFP
Publisher: Priority Press Ltd.

The Effective Marketing Manual - Attracting, Creating and Retaining Loyal Customers
Author: J.D. Stowe, DVM
Publisher: Lifelearn*
* To receive 10% off, VHMA Members call 1-800-375-7994 (mention VHMA).

Financial Management of the Veterinary Practice
Authors: Justin Chamblee, CPA, MAcc and Max Reiboldt, CPA
Publisher: AAHA Press

Front Office Management for the Veterinary Team
Author: Heather Prendergast, BS, AS, RVT, CVPM
Publisher: Elsevier

Law & Ethics of the Veterinary Profession
Author: James Wilson, DVM, JD
Publisher: Priority Press Ltd.

Practice made Perfect: A Guide to Veterinary Practice Management
Authors: Marsha Heinke, DVM, EA, CPA, CVPM and John B. McCarthy, DVM, MBA
Publisher: AAHA Press

Standards for AAHA Hospitals
Publisher: American Animal Hospital Association (AAHA)

Standard Abbreviations for Veterinary Medical Records
Publisher: AAHA Press

VHMA Code of Ethics
Publisher: Veterinary Hospital Managers Association (VHMA)

Principles of Veterinary Medical Ethics, AVMA
Publisher: American Veterinary Medical Association (AVMA)

The examination also covers applicable Federal Laws and Regulations. Basic accounting knowledge at a college level is also recommended. A suggested list of laws (U.S. and Canadian) that you should be familiar with are provided. Two versions of the examination (U.S. and Canadian) are currently offered. You will be given the appropriate examination version based on your citizenship. You will not be tested on laws that are not applicable to you. You will be tested on FEDERAL laws and regulations only. Questions of law will NOT be specific to any one State or Province.
FEDERAL LAWS AND REGULATIONS YOU SHOULD BE FAMILIAR WITH

The principle focus of the Law and Ethics section is based upon Federal law – United States or Canadian depending on the version you are taking. It is the responsibility of the candidate to be familiar with and be responsible to their state/province and local laws as they pertain to their day-to-day jobs; however, the examination focuses on Federal laws only.

U.S. Candidates

LAWS and REGULATIONS
Americans with Disabilities Act (ADA);
Age Discrimination in Employment Act (ADEA);
Consolidated Omnibus Budget Reconciliation Act (COBRA);
Consumer Credit Protection Act;
Employee Retirement Income Security Act (ERISA);
Equal Pay Act;
Fair and Accurate Credit Transactions Act (FACTA);
Federal Insurance Contributions Act of 1935;
Fair Labor Standards Act (FLSA);
Family and Medical Leave Act (FMLA);
Federal Insurance Contributions Act (FICA);
Health Insurance Portability and Accountability Act (HIPAA);
Immigration Reform and Control Act;
National Labor Relations Act (NLRA);
Occupational Safety and Health Act (OSHA);
Title VII (a provision of the Civil Rights Act of 1964, includes but not limited to sexual harassment);
Uniform Guidelines on Employee Selection Procedures (UGESP);
Uniformed Service Employment and Reemployment Rights Act (USERRA).

REGULATORY AGENCIES
Drug Enforcement Agency (DEA);
Environmental Protection Agency (EPA);
Equal Employment Opportunity Commission (EEOC);
Federal Deposit Insurance Corporation (FDIC);
Federal Trade Commission (FTC);
Food and Drug Administration (FDA);
United States Department of Agriculture (USDA);
United States Department of Labor (USDL).
FEDERAL LAWS AND REGULATIONS YOU SHOULD BE FAMILIAR WITH

The principle focus of the Law and Ethics section is based upon Federal law – United States or Canadian depending on the version you are taking. It is the responsibility of the candidate to be familiar with and be responsible to their state/province and local laws as they pertain to their day-to-day jobs; however, the examination focuses on Federal laws only.

Canadian Candidates

LAW and REGULATIONS
Canada Business Corporations Act;
Canada Elections Act;
Canadian Charter of Rights and Freedoms;
Canadian Environmental Protection Act (CEPA);
Canadian Human Rights Act;
Canada Pension Act (CCP);
Competition Act;
Consumer Packaging and Labeling Act;
Controlled Drugs and Substances Act Schedule I-4 Drugs - Federal Act;
Controlled Products Regulations (Hazardous Products Act) (CPR);
Criminal Code of Canada;
Employment Equity Act;
Employment Insurance Act (EI);
Federal Food and Drugs Act;
Hazardous Product Act (included in the CPA) (HPA);
Health of Animal Act;
Immigration and Refugee Protection Act (IRPA);
Old Age Security Act (OASA);
Personal Information Protections and Electronic Documents Act (PIPEDA);
Privacy Act.

REGULATORY AGENCIES
Health Canada Radiation Protection Bureau
   (Consumer & Clinical Radiation Protection Bureau) (CCRPA);
Canadian Food Inspection Agency (CFIA);
SAMPLE QUESTIONS

The sample questions in this study guide are designed to provide you with information concerning the format of questions on the examination, these are not actual test questions.

1. A good management protocol for cash control would include all of the following EXCEPT:

A. Daily deposits
B. Receptionists responsible for cash
C. Cash payments under $25.00 from cash drawer
D. Imprest petty cash account
E. Numbered client receipts

2. The computer indicates the price of one Acepromazine 25 mg tablet is $.35 with the markup and rounding unit. The dispensing fee is $5.00 and the minimum prescription fee is $7.75. What is the charge to the client for two tablets?

A. $5.70
B. $7.75
C. $8.45
D. $13.45
E. None of the above.

3. Which of the following is NOT a protected class under Title VII?

A. Race
B. Age
C. National origin
D. Sex

4. Staff wages are an example of fixed assets. True (T) or False (F)

5. According to the Standards for AAHA Hospitals, the record of medical treatment must include identification of each medication and vaccine given. Which one is NOT required?

A. Dose administered
B. Manufacturer of drug or medication
C. Route of administration
D. Frequency of administration
E. Duration of treatment

6. Depreciation comes into play when assets are purchased which are of a reasonably high value and which have a useful life greater than one year. True (T) or False (F)

Questions 7 and 8 refer to the same situation. Read each question carefully and follow the instructions.

You are the practice manager for 50% equal partners. The senior partner has been approached by the younger partner demanding that a long-term female head receptionist be fired because he believes that she is loyal to the senior partner. The senior partner has refused and the partners cannot come to a resolution. Their ownership agreement does not address what is to happen in the event of a deadlock.

7. As the practice manager, what is your first action? Select one (1) option.

A. Counsel the head receptionist about showing respect equally
B. Send the partners to mediation
C. Call a meeting with both partners
D. Fire the head receptionist
8. How would you avoid this issue in the future? Select one (1) option.

A. Develop clear Human Resource policies
B. Insist the partners go to dinner and come back in accord
C. Develop formal partner agreement with an employment attorney
D. Have an attorney renegotiate the original contract so there is one majority partner at 51% and one at 49%.

9. You are a new manager and are monitoring the front desk staff. A pet owner, who is not a client, has been using a legend drug at another animal hospital and asks your hospital to fill a prescription for it. You hear the receptionist telling the owner that the veterinarian on duty will fill the prescription if the owner can wait a few minutes. How can you best fulfill your responsibilities to the practice? Which action would you choose as most effective for responding to this situation? Select one (1) option.

a. Talk with the receptionist privately at the first opportunity and explain the Federal and State regulations for in-house pharmacies.

b. Instruct the receptionist to inform the pet owner that your pharmacy is not able to fill prescriptions for a pet that is not a patient of the practice.

c. Explain to the pet owner that veterinary pharmacies are not retail pharmacies and are allowed to dispense medication only to current patients of that practice.

d. Explain to the receptionist that the practice cannot fill a legend drug prescription, but since she has already agreed to fill the prescription for the pet owner, make an exception this time and call the other animal hospital for permission to fill it.

e. Hold a staff meeting to discuss the mistake at the front desk and review the laws that regulate the in-house pharmacy.

10. An OSHA inspector arrives unannounced at your clinic, presents credentials, and asks to inspect the facility. As the manager of the practice, what is the most appropriate way to comply with the request? Check the step or steps that you would take in this situation.

a. Request the reason for the inspection
b. Ask if other practices in the area are being inspected
c. Cooperate fully and give him full access to the facility
d. Volunteer to show him the practice’s logs
e. Ask him what information he or she would like to see

Please note, correct answers to Part I questions are worth 2 points each. Answer alternatives for Part II questions may be scaled.