

SARAH SMITH

VETERINARY GROUP ACCOUNT MANAGER

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Veterinary operations leader turned technology partner – bringing 17 years of practice-side expertise to the future of veterinary care

PROFESSIONAL SUMMARY

A highly accomplished and results-driven Certified Veterinary Business Leader (CVBL) with 7 years of full-time practice management experience and a 13-year background in veterinary operations, including emergency and specialty medicine. Expertise in multi-site operational excellence, change management, systems integration, and P&L oversight for high-growth veterinary organizations. Proven ability to design and implement effective adult learning programs, develop, implement, and maintain team building and culture improvement initiatives, drive financial KPIs (revenue, COGS, payroll utilization), and serve as the primary communication bridge between owners, clinicians, and cross-functional teams in fast-paced veterinary and healthcare environments. Now leveraging deep practice knowledge and veterinary technology expertise as a Veterinary Group Account Manager at VetPawer, supporting practice groups in maximizing the value of AVA and the VetPawer platform.

CORE COMPETENCIES

Veterinary Practice Operations Management – Systems Integration – Digital Transformation – Training & Development
Workflow Optimization – P&L Management – Adult Learning Design – Multi-Site Operations Management – CRM & Client Data Reporting
Technical & Operational Training – Coaching & Performance Improvement Plans (PIPs) – Cross-Functional Collaboration – Team Leadership

NOTABLE ACCOMPLISHMENTS

Veterinary Practice Operations & Multi-Site Management:

- ✓ Directed operations for PAWS Veterinary Center, The Feline Focus, and The Canine Co-Lab, overseeing 30–40 employees across three business units and managing quarterly revenue targets of \$1.08–\$1.12M.
- ✓ Improved support staff retention by 15% over three years, achieving 90–96% annual retention; exceeding AAHA industry benchmarks.
- ✓ Managed full P&L accountability, maintaining revenue within 0.8–3% of targets, payroll within 0.8–1.5% of benchmarks, and reducing COGS by 10% over three years.

Integration, Onboarding & Change Management:

- ✓ Led the seamless migration of 14 years of server-based practice data to a cloud-based PMS, including planning, training, and go-live coordination without operational disruption.
- ✓ Spearheaded the integration of two new business units (The Feline Focus and The Canine Co-Lab), managing IT setup, workflow design, and team onboarding.
- ✓ Developed and implemented structured onboarding programs for 40+ new hires across clinical, administrative, and rehabilitation roles.

Training, Leadership Development & Adult Learning Design:

- ✓ Designed and delivered leadership training for supervisors and managers, improving team accountability and performance metrics.
- ✓ Created competency checklists, SOPs, and workflow-based training materials used to train 100+ employees in clinical, customer service, and compliance protocols.
- ✓ Facilitated monthly staff meetings, supervisor coaching sessions, and continuing education workshops, contributing to a 4.4–4.8/5 average performance evaluation score.
- ✓ Facilitated comprehensive training programs for staff, including annual IDEXX laboratory systems, Antech BP/UPCR diagnostic protocols, ultrasound equipment onboarding, OSHA HazCom compliance, inventory management and workflow, customer service and communication updates, and department-specific procedural refreshers.

Financial, P&L & Performance Management:

- ✓ Managed multi-site budgets and financial reporting, consistently meeting quarterly revenue targets and improving labor efficiency by 7% through strategic scheduling redesign.
- ✓ Diligently negotiated vendor contracts and merchant fees, securing a 20%+ reduction in transaction costs and a \$16,000 refund for defective equipment.
- ✓ Analyzed financial and operational KPIs to drive decision-making, resulting in improved profitability and resource allocation.

Customer, Referral & Relationship Management:

- ✓ Maintained client satisfaction scores of 4.85–5.0/5 across 75–197 quarterly reviews by personally managing escalated communications and service recovery.
- ✓ Developed and executed community engagement and referral programs, resulting in 190–200+ new clients per quarter and sustained retention rates of 20–32%.
- ✓ Cultivated partnerships with local veterinary clinics, training groups, and community organizations to strengthen referral networks and brand visibility.

Data Analysis, Reporting & CRM Utilization:

- ✓ Produced weekly executive “PUPdate” reports synthesizing financial, staffing, and operational data to inform leadership decisions and strategic planning.
- ✓ Utilized ezyVet, ReviewTree, and Google Workspace to track KPIs, monitor client feedback, and drive data-informed improvements in service and efficiency.

Cross-Functional Collaboration & Stakeholder Influence:

- ✓ Served as primary liaison between practice owners, medical staff, support teams, and external vendors, ensuring seamless communication.
- ✓ Partnered with HR, IT, marketing, and compliance teams to implement new systems, policies, and initiatives across multiple locations.

ORGANIZATIONAL OVERVIEW

VETPAWER - AVA | Remote

Apr 2026 to Present

Veterinary Group Account Manager

- ✓ Serve as dedicated account manager for a portfolio of veterinary group clients, supporting adoption, utilization, and satisfaction with VetPawer's platform, including AVA, the company's AI-powered receptionist technology.
- ✓ Leverage 17 years of frontline veterinary experience—including practice management, clinical operations, and multi-site oversight—to build credible, trust-based relationships with practice owners, managers, and clinical teams.
- ✓ Partner with veterinary groups to assess practice workflows, identify opportunities for deeper platform integration, and support implementation of AVA to improve client communication efficiency and front-desk operations.
- ✓ Serve as a knowledgeable resource and advocate for clients navigating veterinary technology adoption, translating complex platform capabilities into practical, practice-ready solutions.
- ✓ Collaborate cross-functionally with VetPawer's internal teams—including product, support, and training—to ensure client needs are heard, escalations are resolved efficiently, and the overall account experience reflects the company's commitment to veterinary excellence.
- ✓ Apply practice-side expertise to inform client onboarding strategies, anticipate operational pain points, and deliver account support grounded in real-world veterinary knowledge.

PAWS INTEGRATIVE VETERINARY CENTER | Tucson, AZ

Apr 2019 to Apr 2026

Director of Operations/Practice Manager

- ✓ Manage full-scope operations for a multi-site veterinary organization comprising general practice, feline specialty, and canine rehabilitation units, overseeing 30–40 employees and quarterly revenue targets of \$1.08–\$1.12M.
- ✓ Increased staff retention by 15% over three years, achieving 90–96% annual retention—surpassing the AAHA benchmark of 77%.
- ✓ Reduced COGS by 10% and improved labor efficiency by 7% through optimized scheduling, inventory controls, and vendor renegotiations.
- ✓ Led the cloud-based PMS migration of 14 years of historical data, including workflow redesign, staff training, and go-live support, ensuring zero downtime.
- ✓ Directed building expansion and dental suite modernization, managing vendor contracts, IT infrastructure, and equipment installation.
- ✓ Developed and launched structured onboarding and training programs for 40+ new hires, improving role readiness and team cohesion.
- ✓ Maintained client satisfaction scores of 4.85–5.0/5 through proactive review management, service recovery, and community engagement initiatives.

EYE CARE FOR ANIMALS | Tucson, AZ

Aug 2017 to Apr 2019

Ophthalmology Specialty Technician

- ✓ Supported advanced ophthalmic surgical procedures, including cataract surgery and conjunctival grafts, ensuring high standards of patient care and clinical efficiency.
- ✓ Facilitated seamless cross-coverage within a four-technician team, maintaining continuity of care during shifts and emergencies.

VETERINARY SPECIALTY CENTER OF TUCSON | Tucson, AZ

Apr to Aug 2017

ICU Technician

- ✓ Triage emergency cases and provided critical care monitoring in a multi-specialty hospital, collaborating with neurology, surgery, and internal medicine teams.
- ✓ Supported a large ER technician team across three shifts, ensuring consistent patient care and clinical communication.

RITA RANCH PET HOSPITAL | Tucson, AZ

Jun 2009 to Apr 2017

Integrations Manager/Social Media Coordinator/Lead Technician

- ✓ Managed technician scheduling, training, and performance while assisting with surgical monitoring, client education, and hospital accreditation compliance.
- ✓ Implemented digital medical records and social media strategy, increasing online engagement and referral traffic.

ACADEMIC CREDENTIALS

Associate of Applied Science in Veterinary Technology

Pima Community College, Tucson, AZ

Associate of Science - General Studies

Pima Community College, Tucson, AZ

Coursework in Broadcast Journalism

Arizona State University, Tempe, AZ

CERTIFICATIONS

- ✓ Certified Veterinary Technician (CVT) - State of Arizona & National 2010
- ✓ Certified Veterinary Business Leader (CVBL) - VetFolio/NAVC 2023
- ✓ Fear Free Certified Professional - Elite Level 2019
- ✓ Certificate in Veterinary Burnout Prevention - Get MotiVETed University 2025

TRAININGS COMPLETED

- ✓ CVPM Test Prep Program (VHMA)
- ✓ OSHA, AAHA, and DEA Compliance Training
- ✓ Veterinary Business Finance & Leadership Workshops

AFFILIATIONS

- ✓ VHMA and AzVMA Member
- ✓ Prospective CVPM Candidate
- ✓ Tucson Independent Veterinary Practice Managers (founding group member)

IT SKILLS

- ✓ **Practice Management:** ezyVet, Cornerstone, IntraVet, and ImproMed
- ✓ **CRM & Reporting:** PFAAdmin, Power BI, ReviewTree, Google Workspace, Microsoft Office Suite
- ✓ **Clinical Systems:** IDEXX, Antech, digital radiology, ultrasound, telemedicine platforms
- ✓ **Operational Tools:** Trello, KPI dashboards, inventory and scheduling software

VOLUNTEER EXPERIENCE

- ✓ Puppy Foster - Tucson Central Nursery Animal Rescue (2025)
- ✓ Kitten Foster - Hermitage Cat Shelter & Pima Animal Care Center (2010-2016)
- ✓ Student Shadow Coordinator - PAWS Veterinary Center