REF. NO	C-VML.1
TITLE	PRINCIPLES OF VETERINARY MANAGEMENT AND LEADERSHIP
CATEGORY AND VALUE	A – 10 CREDITS
NOTIONAL STUDY HOURS	100

Introduction

Veterinary surgeons have professional responsibilities to the public, their clients, the profession and the RCVS in order to ensure that the health and welfare of animals remains their primary consideration.

Effective contribution to management and leadership of veterinary organisations and systems plays an essential part in discharging these responsibilities. This principle applies to all types of veterinary work, including clinical practice, animal health, academia, commerce, or government service, and to all roles, including the direct delivery of veterinary services, the management of veterinary teams, and leadership in organisations with veterinary aims.

The knowledge and skills required for effective management and leadership are introduced during undergraduate education and further developed in the professional workplace. For those who require a more structured learning experience, the Principles of Veterinary Management and Leadership module provides an introduction to general principles and is intended to be accessible to veterinary surgeons from a wide variety of backgrounds. Candidates may wish to study the module in addition to other species- and discipline-specific modules or regard it as a prelude to other more specialised management modules.

Aim

The aim of the module is to provide a broad, yet critical, introduction to the principles of management and leadership as they apply to veterinary services, systems and organisations.

The module is intended to equip candidates with the relevant strategic and operational management and leadership skills needed to contribute to the effective running of the organisations in which they work. Candidates will explore how insights from a variety of academic disciplines can be applied to their particular spheres of practice in order to develop their knowledge, understanding and capability.

Learning Outcomes

On successful completion of the module, candidates will be able to:

- Explain key theories and principles relevant to the effective management of organisations and judge the value of these from different veterinary perspectives

- Review strategies, models and tools for the management of veterinary organisations and apply them constructively to practical and theoretical professional situations

- Evaluate the function and performance of veterinary organisations and systems, including their financial, organisational, and quality management processes

- Discuss the nature of leadership and organisational change, and how these contribute not only to the development of veterinary organisations and cultures but ultimately to animal health and welfare objectives

- Identify and evaluate sources and types of information needed to support decision-making for veterinary management and leadership.

- Demonstrate personal skills and abilities, particularly:

  - Self-direction and originality in tackling and solving problems
  - Effective decision-making in complex and unpredictable situations
  - Independent learning and continuing professional development
  - Effective team-working and communication.

Conceptual Outline

The scope and level of study which candidates will need to undertake in order to achieve the intended Learning Outcomes will depend on their existing familiarity with the topic, their individual learning needs, and the approach taken by module providers. The following broadly-conceived themes are however intended to define the conceptual scope of the module. The bullet points further illustrate these themes but are not intended to be prescriptive.

Veterinary organisational management
- Organisational frameworks and models
- Strategic management, planning and policy-making in organisations and businesses
- Veterinary health systems, services & economics.

Veterinary leadership and change management
- Leadership – definitions and concepts
- The role of leadership in organisational development and implementation of strategies and policies
- Organisational change – models, significance & management.

Managing and developing the veterinary workforce
- Recruitment and selection of staff
- Education, training and mentoring
- Performance management and motivation
- Professional appraisal and career development.

Planning, using and managing resources for veterinary services
- Financial planning, management and accounting
- Procurement, logistics and equipment management.
- Human resource management (HR)
- Protecting the health and safety of staff and members of the public, including protection from exposure to hazard substances.

Communicating, promoting and marketing veterinary services
- Marketing veterinary services
- Promoting veterinary services, policies and programmes
- Internal and external communication.

Veterinary knowledge and information management
- Knowledge management
- Record keeping
- Information systems.

Maintaining and improving veterinary organisations, services and systems
- Theories of systems improvement such as systems-thinking, total quality management and clinical systems improvement

- Corporate and clinical governance
- Practice and professional standards.

Assessment

Module providers are responsible for deciding on assessment strategies and methods, subject to accreditation by RCVS. The following general guidance applies to assessment of this module:

- Assessment will be in accordance with the general requirement for the CertAVP qualification to be benchmarked against the Quality Assurance Agency's (QAA) "M" level in the national qualifications framework.

- Assessment will support the RCVS requirements for the module to be accessible to candidates from a wide variety of veterinary backgrounds and to focus on the veterinary aims of management and leadership

- Assessment will be aimed at encouraging learning and at measuring progress towards the intended learning outcomes of the module.

The following assessment methods may be appropriate to this module:

- **Essays and other independent assignments and projects** – to stimulate and demonstrate the ability to discuss, evaluate, analyse, summarise, criticise and reflect.

- **Case studies and reports** – to stimulate and demonstrate the ability to apply theory to practice, to evaluate evidence and to reflect on practice.

- **Portfolios** – to stimulate and demonstrate the integration of complex skills, the use of reflective skills in order to analyse and synthesise experiences, and the application of personal skills.

Appendix 1 illustrates the applicability of the module in three distinct areas of veterinary practice.

Principles of Veterinary Management and Leadership
APPENDIX 1

The following table describes **examples** of activities which might be taught, learned and assessed in relation to each subject-matter domain of the module in three distinct areas of veterinary practice.

SUBJECT MATTER DOMAIN	EXAMPLES OF TEACHING/LEARNING/ASSESSMENT ACTIVITIES		
	PRIVATE CLINICAL PRACTICE	*COMMERCIAL/CHARITABLE PRACTICE*	*GOVERNMENT SERVICE/ ACADEMIA*
Veterinary organisational management	Organisational frameworks and models, including private practice models	Organisational frameworks and models including commercial organisation models	Organisational frameworks and models, including organisation models in the public sector
	Specialisation and diversification in private practice	Specialisation and diversification in commercial and charitable practice	Public sector reform
	Business planning	Business planning	Public sector planning
	Private veterinary health systems, services and economics	Commercial veterinary health systems, services, and economics	Public sector veterinary health systems, services, and economics
Veterinary leadership and change management	Leadership concepts and roles in private companies	Leadership concepts and roles in corporate organisations	Leadership concepts and roles in public sector
	Strategy and policy development	Strategy and policy development	Strategy and policy development
	Change – types, significance, management	Change – types, significance, management	Change – types, significance, management
Managing and developing the veterinary workforce	Recruitment and selection of staff	Recruitment and selection of staff	Recruitment and selection of staff
	Education, training & mentoring	Education, training & mentoring	Education, training & mentoring
	Performance management & motivation	Performance management & motivation	Performance management & motivation

SUBJECT MATTER DOMAIN	EXAMPLES OF TEACHING/LEARNING/ASSESSMENT ACTIVITIES		
	PRIVATE CLINICAL PRACTICE	*COMMERCIAL/CHARITABLE PRACTICE*	*GOVERNMENT SERVICE/ ACADEMIA*
	Professional appraisal and career development	Professional appraisal and career development	Professional appraisal and career development
Planning, using and managing resources for veterinary services	Financing models in private practice	Commercial/charitable financing	Public sector financing
	Private practice accounting – profit/loss, cash flow, balance sheet	Commercial accounting - profit/loss, cash flow., balance sheet	Government accounting, including resource accounting
	Management accounting – using accounting information to inform decision-making	Management accounting – using accounting information to inform decision-making	Management accounting – using accounting information to inform decision-making
	Financial planning & budgeting (emphasis on profit, cash flow & capital)	Financial planning & budgeting (emphasis on profit or efficiency, corporate value & equity)	Financial planning & budgeting (emphasis on efficiency & public value)
	Pricing of fees & products	Income generation	Savings/income generation
			Resource and capital control
	Inventory control and capital accounting	Inventory control and capital accounting	
	Logistics management	Logistics management	Logistics management
Communicating, promoting and marketing veterinary services	Marketing private veterinary services	Marketing commercial & charitable veterinary services	Promoting public veterinary services, policies and programmes
	Communicating with clients	Communicating with clients and shareholders	Communicating with public and government
Veterinary knowledge and information management	Exploiting Information Technology	Exploiting Information Technology	Exploiting Information Technology
	Managing clinical records, dispensing, sales/revenues & billing data	Managing clinical records, dispensing, sales/revenues& billing data	Managing research data, population health data & laboratory data.

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SUBJECT MATTER DOMAIN	EXAMPLES OF TEACHING/LEARNING/ASSESSMENT ACTIVITIES		
	PRIVATE CLINICAL PRACTICE	*COMMERCIAL/CHARITABLE PRACTICE*	*GOVERNMENT SERVICE/ ACADEMIA*
	Information management standards and legislation	Information management standards and legislation	Information management standards and legislation
Maintaining and improving veterinary organisations, services and systems	Quality management principles Corporate and clinical governance Practice policies & standards	Quality management principles Corporate and clinical governance Corporate/charitable policy & standards	Quality management principles Corporate and clinical governance Government policies & standards policies

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