

C-VML.1 Principles of Veterinary Management and Leadership

Credits: 10 (100 hours)

Provider: Veterinary Postgraduate Unit – School of Veterinary Science

RCVS Content Covered

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 of the Module

Provide a broad, yet critical, introduction to the principles of management and leadership as they apply to veterinary services, systems and organisations.

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.

Learning Outcomes

At the end of the module, candidates should be able to:

1. critically appraise key theories and principles relevant to the effective management of organisations and judge the value of these from different veterinary perspectives;
2. critically evaluate strategies, models and tools for the management of veterinary organisations and apply them constructively to practical and theoretical professional situations;
3. critically evaluate the function and performance of veterinary organisations and systems, including their financial, organisational, and quality management processes;

4. appraise the nature of leadership and organisational change, and critically reflect on how these contribute not only to the development of veterinary organisations and cultures but ultimately to animal health and welfare objectives;
5. critically evaluate sources and types of information needed to support decision-making for veterinary management and leadership.

Module Structure

The syllabus will be divided into the following units:

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 Strategy

4 x case studies/essays (1500 words each)