



**Purdue University**

# **Veterinary Teaching Hospital**

**Strategic Plan 2006-2016**



# **VTH STRATEGIC PLAN**

## **Executive Summary**

### **I. PREAMBLE**

The VTH serves the public and all species of animals as a primary care clinic and as a secondary and tertiary referral center. It is also a teaching laboratory for undergraduate veterinary and veterinary technician/technology students and is a training hospital for clinical interns and residents. Finally, the VTH is the site of multiple levels of clinical and laboratory research on animal diseases and comparative medical and basic scientific issues.

### **II. MISSION**

The mission of the VTH is to: (1) Provide an exceptional learning environment for entry level veterinarians and veterinary technicians/technologists, and other professionals, residents, and interns; (2) Contribute to the discovery of new knowledge through basic and applied research and clinical trials; (3) Provide excellent and compassionate care to all animals entrusted to us; (4) Promote engagement through the free exchange of information and the sharing of knowledge within the VTH and with our constituents (individual animal owners, producers, referring veterinarians, other institutions and collaborators), the general public, and the biomedical community.

### **III. VALUES AND CULTURE**

The VTH is an important part of the learning, discovery, and engagement activities of the School of Veterinary Medicine. To further encourage and affirm the central role of the VTH in the mission of the SVM, we seek to:

- Develop or maintain excellence in all sections of the VTH.
- Provide excellent and compassionate care for all animals entrusted to us.
- Be fair, direct, and honest in all our dealings with others
- Generate and maintain diversity thus better enabling us to effectively execute our engagement mission.
- Communicate effectively within the VTH, the SVM, and the University.
- Communicate effectively with the public.
- Communicate effectively with practicing veterinarians.

- Communicate effectively with colleagues in other institutions and in the biomedical community
- Interact and participate in clinical research activities that support the other missions of the VTH
- Hold all individuals that work within the VTH to the same standards of behavior, dress, and decorum
- Effectively and objectively evaluate employee performance
- Develop the VTH as a world class teaching and research resource for the students in our programs and the citizens of Indiana, the nation, and the world
- Maintain an adequate caseload in all areas of the VTH to insure that the teaching, research and engagement missions are not compromised
- Encourage professional development by maintaining a diverse and flexible work environment
- Perform clinical and diagnostic services according to the highest standards
- Model the effective functioning of the Veterinary Team

#### **IV. VISION**

The VTH and its facilities will be recognized nationally and internationally as a center of excellence for training the veterinary team, for conducting clinical research and trials, and a progressive model for the interaction of veterinary teaching hospitals with the public, with private veterinary referral clinics, and with the biomedical/biotechnology community.

The VTH embraces the vision and emphasis contained in the SVM strategic plan regarding the three-fold mission of Purdue University (learning, discovery, and engagement). The VTH will be recognized for:

Superior educational programs for veterinarians and veterinary technicians/technologists and advanced clinical specialists.

Clinical interdisciplinary research in collaboration with other schools/colleges at Purdue and with universities throughout the nation, and with the biomedical companies.

Engagement with referring veterinarians, veterinary technicians/technologists, the animal-owning public, and biomedical companies throughout Indiana, the nation, and internationally.

## **V. GOALS OF THE VTH STRATEGIC PLAN**

### **Learning**

Establish the VTH as a nationally and internationally recognized resource for the training of entry level veterinarians, veterinary technicians/technologists, residents, and interns.

### **Discovery**

Establish the VTH as a global leader in conducting clinical research and clinical trials.

### **Engagement**

The VTH and its facilities will be recognized nationally and internationally as a center of excellence and the preferred resource for our constituents (public, referring veterinarians, biomedical industry).

### **Specific overarching goals that impact learning, discovery, and engagement**

1. Establish a new business and organization model to integrate VTH missions and maximize efficiency.
2. Attract and maintain outstanding faculty and staff to carry out the missions of the VTH.
3. Enhance our ability to provide superior primary, secondary, and tertiary care services to animals and effective communication to our clients.
4. Enhance the ability to conduct clinical research and clinical trials.
5. Improve hospital profitability.
6. Enhance superior professional training programs.
7. Assist the development office in their efforts to secure funds for the growth of the VTH.

### **Expected outcomes of achieving overarching goals**

Enhanced clinical education  
Expanded clinical research and clinical trials  
Improved public relations  
A new operational model established for an academic veterinary hospital

**Key strategies specific to overarching goal 1:** Establish a new business and organization model to integrate VTH missions and maximize efficiency.

- Review the current hospital organization and engage professional consultants and/or hire administrator(s) with specific skills in hospital management aimed at efficiency and profitability and experience in leading a team when major changes are implemented. Consultants alone will not change the VTH. It will require the mind set and skill set to implement changes and leadership to guide and encourage the team during these changes.
- Continually revise and restructure hospital organization and business practices as required.
- Implement an electronic medical records system that integrates all aspects of medical records and makes them accessible.
- Change hospital name to better reflect services provided (e.g., Purdue Veterinary Hospital).

### ***Metrics***

- Maintain a record of whether the hospital has met the recommendations of the consultants.
- Maintain a system of auditing the hospital using an outside source for review of hospital function and business practices every 5 years.
- Publish monthly and annual financial reports to assess progress.
- Assess the completeness and functionality of electronic medical records system.

**Key strategies specific to overarching goal 2:** Attract and maintain outstanding faculty and staff to carry out the missions of the VTH.

- Establish compensation by discipline, rank, or job classification level, using private sector compensation as a guide.
- Provide a positive work environment with adequate technical support and state of the art equipment and facilities.
- Establish and fund programs for continuing education and professional development of support staff.
- Promote academic harmony and collegiality through strong and visionary leadership.
- Encourage and support faculty to pursue strengths and interests (professional development and consulting).
- Enhance human and intellectual diversity among students, faculty, staff, and administrators by providing programs that support career development, retention, and success, and by improving the climate for diversity.

## **Metrics**

- Comparison of compensation to the private sector
- Retention of faculty and staff
- Track amount of dollars utilized annually for staff CE and CE hours obtained
- Track capital equipment purchased each year and staff hired to support equipment
- Demography of faculty, staff, and students, shares of underrepresented populations, and retention rates
- Utilization of funds for diversity initiatives
- Evaluation of hospital climate through periodic exit interviews

**Key strategies specific to overarching goal 3:** Enhance our ability to provide superior primary, secondary, and tertiary care services to animals and effective communication to our clients.

- Expand the primary care units of the hospital as self-sustaining entities.
- Primary level of care of patients should be provided primarily by clinical track faculty.
- A new or renovated large animal hospital on the campus of Purdue University should be designed and built. Food animal and equine facilities should be separate.
- Improve and streamline methods of communication with the public and referring veterinarians (e.g., discharge summaries, phone calls, client brochures, CE seminars, etc.).
- Consistently, capably, compassionately and quickly respond to and serve referring veterinarians, clients and patients.
- Establish a critical care service.
- Explore the development of patient rehabilitation services.
- Expand the anesthesia service to meet the needs of the VTH.
- Expand the theriogenology service.
- Add new and novel techniques and therapies as they become available (e.g., lithotripsy, MRI).
- Each section should determine if it is appropriate for tenure track faculty, clinic track faculty, or other clinicians to provide secondary level care in their section.

## **Metrics**

- Number of clinical track faculty providing primary care.
- Square feet of new or renovated space (conference rooms, labs, exam rooms, etc) and dollars allocated each year to accomplish renovation.
- Waiting time for primary care visits.
- Waiting time for referral patients to be seen by clinicians.

- Survey of communication effectiveness between VTH professional staff and the public and referring veterinarians.
- Accessions to services.

**Key strategies specific to overarching goal 4:** Enhance the ability to conduct clinical research and clinical trials.

- Actively promote the culture and acceptance of clinical research in the VTH.
- Develop a Clinical Trials Service as part of the MDRU and develop new types of receiving services within sections in order to accomplish all of the missions of that section.
- Re-evaluate and adjust key service personnel and work flow so that appropriate personnel are available to support the entire scope and amount of work in the VTH.
- Develop a mechanism for easy access to support services such as imaging, ICU, anesthesia, pharmacy, etc. to accommodate the care for animals in clinical trials.
- Develop a system to provide procedures to outside specialists and investigators (e.g. CT/MRI scans).
- Develop strategies to extend the research missions of the School beyond the VTH.
- Develop a support system for clinicians who will be major Principal Investigators in research.
- Develop a mechanism for easy access to outpatient services (CT, radiation therapy, etc.) in the VTH.

### ***Metrics***

- Number of clinical trials being conducted in the VTH
- Number of faculty engaged in clinical research
- Amount of extramural funding derived from clinical research/trials
- Number of outpatient services conducted each year
- Number of procedures provided to outside investigators and specialists

**Key strategies specific to overarching goal 5:** Improve hospital profitability.

- Develop a system to operate some services and to accomplish some activities of the VTH without students to increase patient throughput.
- Develop a VTH marketing plan for wellness care and primary care to university faculty/staff and local animal owners, and for secondary and tertiary care to referring veterinarians and pet owners within the state.
- Utilize external consultants for advice and/or hire an administrator with special skills in hospital efficiency and profitability.

- Work with Purdue administration to develop creative methods of acquiring equipment and facilities needed to provide necessary care.

### ***Metrics***

- Patient throughput in new system – caseload numbers
- Profitability of new system – monitor monthly and yearly financial reports
- Track revenue per accession
- Track drug and supply inventory turnover – increase turnover rate
- Equipment acquisition and usage
- Monitor caseload and revenue and demographics of client base

**Key strategies specific to overarching goal 6:** Enhance superior professional training programs. (intern, resident, veterinary technician).

- Continually evaluate the caseload trends so they match goals of the training programs.
- Continually reevaluate training programs and adjust positions as needed to optimize programs.
- Utilize large referral private practices and off campus sites to help educate trainees.
- Pay salaries for Purdue interns and residents that are competitive with other school/practice programs.

### ***Metrics***

- Partnerships with private referral clinics
- Track number of interns and residents/year
- Track number of trainees that are successful in passing boards
- Gather information on 1<sup>st</sup> job for each resident and intern– academia, government, specialty practice, including starting salaries if possible
- Programs conform to or exceed standards of applicable accrediting or supervisory groups (e.g., AVMA, ABVS)

**Key strategies specific to overarching goal 7:** Assist the development office in their efforts to secure funds for the growth of the VTH.

- Develop short and long term fund raising goals.
- All faculty and staff should work with the Deans and Development officers to identify clients, alumni, other DVM's, and industry and approach them if they are good prospective donors.
- Have a yearly “Day at Purdue” for prospective client donors – offer seminars, tours, and a meal and a place where they can donate money for needed equipment etc.

- Work on developing a website/brochure/newsletter for clients and referring vets that identify equipment and renovations needed along with cost, and how they can donate.

### ***Metrics***

- Progress towards short and long term fund raising goals
- Track money raised
- Feedback from “Day at Purdue”

### **Benchmark Teaching Hospitals**

AAVC/NCVEI are developing VTH benchmarking criteria.