Competence refers to the professional’s ability to integrate knowledge, skills and attitudes, apply them effectively, responsibly and autonomously to the job role, and being able to respond effectively to contingencies, change and the unexpected.
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Competencies for VETCEE Accredited Veterinary Education Programs in Management of Veterinary Practices (MVP)

‘Dossier of competences and module descriptors for VETCEE accredited Veterinary Education Programs in Management of Veterinary Practices drafted by the sub-committee Management of Veterinary Practices of the VETCEE’

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Introduction

The aim of this document is to provide a dossier of competences in the field of Management of Veterinary Practices (MVP) that can be used by national postgraduate programs to certify the level of knowledge, skills and competences (KSC). Definition of minimum standards that should be met will allow the VetCEE accreditation of those programs and facilitate mutual recognition of professional qualification across EU Member States (MS). VetCEE is a joint initiative of the European Association of Establishments of Veterinary Education (EAEVE), the European Board of Veterinary Specialisation (EBVS), the Federation of Veterinarians of Europe (FVE) and the Union of European Veterinary Practitioners (UEVP) aimed to develop a standard for structured continuing professional development (CPD) in collaboration with European veterinary associations.

MVP is a broad discipline covering several areas of concerns in various types and sizes of veterinary practices. Due to the variety of establishments, it acknowledges that the roles and therefore the knowledge and skills of the veterinarians should be tailored to the needs, complexity and purpose of the establishment.

Within the described contents of the modules, VETCEE considers Risk Management and Clinical Governance to be of particular importance.

Postgraduate programs are already in place in various European countries. Accreditation by VetCEE of components of these programs will allow for wider mutual recognition. In case of accreditation of national programs or courses delivered by European bodies it is also expected that ECTS-credits (European Credit Transfer and Accumulation System Credits) can be transferred into other programs (e.g. an accredited course in MVP worth 5 ECTS and delivered by a University in Spain would be accepted as sufficient training in MVP worth 5 ECTS by any national body awarding a postgraduate certificate in MVP or equivalent in a country other than Spain).
Education in the programs

A modular training structure with a focus on learning outcomes is considered the most appropriate in order to keep the CPD programs flexible, available, accessible and affordable to practitioners.

Each module should be specified at a certain amount of ECTS credits and the whole program should cover 30 ECTS (approximately 750 hours of didactic and blended learning, including contact hours, thesis/article writing, participation to research, presentation of case reports, study time, etc.).

The program providers are encouraged to use a variety of teaching methods in order to address the different learning styles. It is expected that classical lectures are accompanied by / accomplished with self-directed learning sessions, practical sessions, tutorials, case studies, workshops, written assignments, e-learning etc.

According to the “Standards & Dossier of Competencies” of the VETCEE committee, all courses/modules shall be headed (at least jointly organised) by an institution accredited by the national accreditation systems (or EAEVE accredited in case a national accreditation system for training providers is not established) and shall have a quality assurance program. The qualification level of the program should correspond to EQF Level 7 that recognises highly developed and complex levels of knowledge which enable the development of in-depth and original responses to complicated and unpredictable problems and situations.
Objectives

As noted VetCEE is a joint initiative of EAEVE, EBVS, FVE and UEVP aimed to develop a standard for structured CPD in collaboration with European veterinary associations.

The types of veterinary practices covered in the training are not prescribed but should include the most common types present in Europe.

The modular structure of the program, the specific content of each module and the effort in terms of ECTS is summarised in the Table of Modules.
<table>
<thead>
<tr>
<th>Module</th>
<th>ECTC (approximate equivalent Hours)</th>
<th>Specific contents</th>
</tr>
</thead>
</table>
| 1. Communication       | 3 (75)                              | • Communication process
                                   • Communication styles
                                   • Communication tools
                                   • How to evaluate effective communication
                                   • Public speaking and dealing with media |
| 2. Financial Management| 3 (75)                              | • Basic accounting and terminology (reading a Profit and Loss statement, Balance Sheet and Cash flow statement and understand how this fits together)
                                   • Tax accounting vs managerial accounting
                                   • Budgeting and making a pro forma
                                   • Financial Key Performance Indicators, selection, measurement and review
                                   • Capital expenditure and investment and how to get a return on investment
                                   • Debt and debt management
                                   • Invoicing, payments and managing accounts receivable
                                   • Financial controlling instruments
                                   • Finance as part of a Balance Scorecard System
                                   • Practice valuation |
| 3. Human Resources (HR)| 4 (100)                             | • Job description
                                   • Recruitment
                                   • Selection
                                   • Employment contracts
                                   • Education and clinical governance
                                   • Retention
                                   • Promotion
                                   • Giving feedback and performance appraisal
                                   • Compensation
                                   • Documentation and HR management software
                                   • Staff wellbeing |
| 4. Information Technology (IT)| 3 (75)                                | • Practice management system
                                   • Practice website
                                   • Practice social media presence
                                   • Customer Relationship Management (CRM) system for the veterinary clinic
                                   • The role of IT in internal and external communication
                                   • Electronic payment
                                   • IT infrastructure
                                   • IT policies
                                   • Data security |
<table>
<thead>
<tr>
<th>Module</th>
<th>ECTC (approximate equivalent Hours)</th>
<th>Specific contents</th>
</tr>
</thead>
</table>
| 5. Leadership and Change Management        | 3 (75)                              | • Leadership responsibilities (law, organization, personnel, stakeholders, shareholders)  
• Leadership styles  
• Effective leadership  
• Management vs. leadership  
• Formulating a mission and a vision statement  
• Accountability  
• Resources  
• Motivation and Conflict  
• Innovation  
• Culture management & theory, (=Cultural differences, generational differences)  
• Teambuilding, resilience, feedback, understanding the different kind of players in your group and their different roles  
• Emotional intelligence  
• Transition to leadership  
• Leading change  
• Resistance to change |
| 6. Marketing and Client Care               | 3 (75)                              | • Basic principles of marketing  
• Creating your own marketing strategy  
• Market positioning and Branding  
• Pricing strategies  
• Value proposition  
• Client communication  
• Referrals  
• Customer journey  
• Quality of care |
| 7. Operations Management                   | 2 (50)                              | • Understanding of the importance and roles of OM in a modern veterinary clinic.  
• Service design in a veterinary clinic.  
• Workflow and capacity management.  
• Process design and their continuous improvement.  
• Quality control.  
• Risk assessment and Liability.  
• Understanding of supply chain and inventory management. |
| 8. Personal Development & Work Based Learning | 2 (50)                              | • Time Management and goal setting  
• People development including coaching & team building  
• Personal development & learning including growth mind-set, resilience & stress management  
• Professional development, continuing education  
• Learning styles and theories and their application in practice |
| 9. Statutory Legislation and               | 3 (75)                              | • Business Welfare & Ethics including professional code of conduct |

29-May-2018
<table>
<thead>
<tr>
<th>Module</th>
<th>ECTC (approximate equivalent Hours)</th>
<th>Specific contents</th>
</tr>
</thead>
</table>
| Ethics                         |                                    | • Health, Safety, Risk Management  
• Organizational Models  
• Legal and statutory compliance including basic employment law, employment contracts, medicines regulations and insurance regulations  
• Liability insurance                                                                 |
| 10. Strategic Management and Project Management | 4 (100)                            | • Strategy planning  
• Situation analysis (External and Internal Analysis, business trends, PEST, SWOT, five forces)  
• Strategy formulation and development (Vision, Mission, Purpose, Values, Goals)  
• Strategy implementation  
• Keeping track (Balance Score Card, KPI’s, Practice Outcomes)  
• Readjust and improve (PDCA circle)                                                                                   |

30 (750) TOTAL (MUST NOT EXCEED 30 ECTS CRED- ITS)
Overall balance of Modules

- Strategic Management and Project Management, 13%
- Communication, 10%
- Financial Management, 10%
- Human Resources, 13%
- Information Technology, 10%
- Leadership and Change Management, 10%
- Marketing and Client Care, 10%
- Operations Management, 7%
- Personal Development & Work Based Learning, 7%
- Statutory Legislation and Ethics, 10%
**Competency 1 - Communication**

**About this unit:**

Effective communication systems for all stakeholders in veterinary business are essential and effective practice managers should be able to show that they not only have communication skills but also are competent in managing communication systems and strategy within the business. Despite what people think or believe veterinary medicine is a people’s business. Communication with the animal is the easy part of our profession, but communication with owners, caretakers, trainers, farmers, staff and colleagues is a challenge. There should be an understanding of communication theories, concepts and practices used in veterinary management and the role of the managers within the communication process.

**Main Topics:**

This module should include the following topics:

1. Communication process
2. Communication styles
3. Communication tools
4. How to evaluate effective communication
5. Public speaking and dealing with media

**Performance criteria and scope:**

The candidate should have an understanding of the communication process and how to ensure that a clear message is sent to the receiver using the appropriate channel or method. This will include verbal communication, physical communication and behaviors, written communication. Written communication should include differing methods from formal written, reports, memos, email and social media. They should understand the strengths & weaknesses of these methods and be able to find the most appropriate and effective method for the message being conveyed.

The communication process includes both sending and receiving. Listening is an important part of a conversation particularly when you give or receive feedback. Dealing with complaints is also part of this. Other key parts that have to be addressed are timing and the setting of communication.

The candidate should be able to show an understanding of communication strategies on a wider scale for the business as a whole – to include marketing communication, engagement with other members of the veterinary industry and how to negotiate effectively. This should also include training in public speaking and dealing with the media.

The candidate should also be able to show that they understand the need for effective communication with other veterinary businesses in their area, particularly in relation to second opinion, referral and outsourced out of hour provision.

To deliver messages effectively potential barriers should be identified and a strategy implemented to overcome them. This is very important in difficult conversations and dealing with conflicts.

The candidate should have an understanding of differing communication styles. They should have knowledge of how different personality types within the team communicate effectively and how
analysis and profiling is carried out. The candidate should have an understanding of how communication may have both intellectual and emotional components and how each can affect the message being communicated. They have to be able to tailor their way of communication to the receiver for optimal results.

Candidates will have to be educated on appropriate communication tools in the veterinary industry. Pros and cons of internet, social media, flyers, websites, email, customer relationship management software, blogs, apps etc. (in accordance with what’s covered in the IT competency).

Candidates should be able to analyze the effectiveness of communication. This can be done through client- or staff surveys, focus groups, regular meetings etc. The Plan, Do, Act, Check cycle of practice communication (in accordance with what’s covered in the client care and strategic and project management competencies).

QUANTUM = 3 ECTS

**Competency 2 – Financial Management**

**About this unit:**

This module should be obligatory for all candidates. It is intended to equip candidates with the language and skills required to effectively understand and manage the finances and accounts of a successful veterinary practice. Effective financial management is critical to the success of a veterinary practice and it is important that leaders have an appropriate level of financial management knowledge and skills to be able to ensure that all aspects of financial management can be achieved.

**Main topics:**

This module should include the following topics:

1. Basic accounting and terminology (reading a Profit and Loss statement, Balance Sheet and Cash flow statement and understand how this fits together)
2. Tax accounting vs managerial accounting
3. Budgeting and making a pro forma
4. Financial Key Performance Indicators, selection, measurement and review
5. Capital expenditure and investment and how to get a return on investment
6. Debt and debt management
7. Invoicing, payments and managing accounts receivable
8. Financial controlling instruments
9. Finance as part of a Balance Scorecard System
10. Practice valuation

**Performance criteria and scope:**

The level of competence acquired should be consistent with that required to understand and oversee the management and monitoring of the finances of a veterinary practice, and sufficient knowledge to ensure that the necessary accounting practices are implemented to ensure regulatory, financial and accounting standards are achieved.
There should also be a clear understanding of where it is appropriate and necessary to seek the support and assistance of accounting experts and professionals to ensure that accounting standards and regulations are met.

QUANTUM = 3 ECTS

**Competency 3 – Human Resources**

About this unit:

Staff plays the key role in getting accomplished what a company stands for. No client satisfaction if the staff is not happy. Therefore doing HR management without knowing the purpose of the company, the mission and vision, you do not know the core competencies you are looking for in new staff. This is also true for company culture. Once this is set with the ownership and key staff members this is the lens through which all further decisions have to be made. It is a continuous process.

Main topics:

This module should include the following topics:

1. Job description
2. Recruitment
3. Selection
4. Employment contracts
5. Education and clinical governance
6. Retention
7. Promotion
8. Giving feedback and performance appraisal
9. Compensation
10. Documentation and HR management software
11. Staff wellbeing

Performance criteria and scope:

Knowing what person you are looking for, defining and writing an appropriate job description with clear expectations and job offer. Outcome versus tasks in job descriptions.

Knowledge about where to look for applicants using modern media but also local networks. Internal vs. external recruitment.

Techniques to select the right people by reading application letters and CV’s. Telephone interviews, in person interviews, working interviews. Learning to ask questions that relate to your company culture and core values. Involving other staff in recruiting and selection. The past is the best predictor of the future.

Employment contracts, the content and the purpose (see also legal module).

How to check reliability and validity of the resumes and CV’s. Reference checks.
Setting up mentorship and coaching (clinical governance) of new staff. Sharing the purpose of the company, mission and vision. “This is how we do things here”.

Understanding the importance of institutional knowledge, heritage and practice culture.

Understanding the importance of certain autonomy for employees and how to create this within your organization.

Purpose and setup of a good performance appraisal and giving regular feedback as well as a transparent promotion system (preventing surprises and steer in the right direction). This also comes with good communication skills for easy- and difficult conversations and conflict management (in accordance with the communication competency).

The structure of compensation, clear from the start, also no surprises, should speak for itself. How to design a “compensation grid” with clear expectations from both employer and employee.

Knowledge on what motivates people once money is off the table like Mastery, Autonomy and Purpose (Dan Pink). Alternative ways to pay people like performance payment, bonuses, profit sharing opportunities, education, vacation days etc.

Employing people is regulated by law and does have its own challenges. This varies from country to country and has to be addresses accordingly (in accordance with the legislation and ethical competencies). However, what is a common denominator in HR is the huge importance of “waterproof” documentation. How to keep your HR management well documented and up to date and examples of HR software that can help you to keep proper records.

Important part of this competence is also to be able to understand people’s needs in an organization also related to people’s personal situation. Understanding symptoms of “burn out”.

Employee Engagement Surveys can be very important to know what’s living under your employees. This can be done anonymously, scored but also with an opportunity to comment. Keeping track of your staff’s motivation is just as important as client satisfaction surveys. It can also be seen as an “early warning system” for your general staff wellbeing.

QUANTUM = 4 ECTS

Competency 4 – Information Technology

About this unit:

IT is an excellent and inevitable enabler of all jobs and processes in a modern veterinary practice. However, at the same time it is the cause of many frustrations in veterinary practices.

Main topics:

This module should include the following topics:

1. Practice management system
2. Practice website
3. Practice social media presence
4. CRM system for the veterinary clinic
5. The role of IT in internal and external communication
6. Electronic payment
7. IT infrastructure
8. IT policies
9. Data security

Performance criteria and scope:

Candidates have to understand that IT can add a tremendous value to a veterinary clinic through enabling better and smoother services and by saving costs. On the other hand, if not properly planned and executed, IT can become a huge burden in both expenses, time and very poor functionality.

Thus, it is important to know that IT purchasing and implementation requires a careful planning in order to get the maximum functionality in shortest time and at best possible price.

IT planning starts with practice strategy and operations. These are the starting points for IT applications needed. The IT applications ask for IT architecture and IT infrastructure as support.

Candidates have to understand the role of a practice management system and its functions such as storage of client and patient details, storage of clinical records, appointment and procedures diary, stock control, payment system and the integration of all available modalities in the clinic. It is important to be understood that this list of functions is not exhaustive. IT today can provide a huge list of different advanced functions, but they need to be based on real and specific jobs and processes needs of the veterinary clinic.

Practice website main functions for a practice; source of information and education for the customers, a landing place, web shop and e-commerce, marketing and hosting. How to optimize the search engine.

Understanding the importance of social media for a modern veterinary practice, main functions, measurable goals, legislation and ethics.

Understanding the competitive advantages a CRM (customer relationship management) program can bring to a veterinary clinic. Main functions like collecting and storing customer data and interactions with the customers. Making online appointment requests. Sending targeted email information to specific customers.

Electronic payment systems, how they work and how it influences your cash flow. Data security issues.

Understanding the importance of IT infrastructure and architecture for proper function of the whole IT system. Working in the cloud vs having your own server. Remote access to your practice IT modalities. Integration of available systems and different technologies. The IT architecture as a science and art of designing, organizing and integrating IT systems in the veterinary clinic to meet its current and future business processes’ requirements.

Understanding the importance of having a practice IT policy. Legal, ethical and economic requirements.

IT safety and protection from cybercrime.

QUANTUM = 3 ECTS
Competency 5 – Leadership and Change Management

About this unit:

Leadership and Change Management are an essential component of quality veterinary care to provide vision, (change) direction and development and make things happen! Candidates need to develop the skills and ability to lead other people, a team or even a whole organization. Leadership includes fact-based analysis, strategic thinking, implementation and work as well as knowledge and use of people-based soft skills.

Main topics:

This module should include the following topics:

1. Leadership responsibilities (law, organization, personnel, stakeholders, shareholders)
2. Leadership styles
3. Effective leadership
4. Management vs. leadership
5. Formulating a mission and a vision statement
6. Accountability
7. Resources
8. Motivation and Conflict
9. Innovation
10. Culture management & theory, (=Cultural differences, generational differences)
11. Teambuilding, resilience, feedback, understanding the different kind of players in your group and their different roles
12. Emotional intelligence
13. Transition to leadership
14. Leading change
15. Resistance to change

Performance criteria and scope:

In each of the above topics the candidate should become proficient in understanding and applying the commonly encountered principles seen in veterinary practice as well as the knowledge and application of current regimes for these topics. There should be some provision for practical training in leadership skills.

Candidates should understand Change Management issues and realize the importance of permanent change as well as the mechanisms how change management works.

The candidate should be able to plan and manage a change management project knowing the critical points, especially resistance against organizational change by staff. Change management includes all approaches to prepare and support individuals, teams and organizations in making organizational change. Several theories must be known by the candidate like John Kotter's 8-Step process for leading Change Definition, Lewin’s 3 phases, P-D-C-A cycle and also theories of resistance against organizational change (in accordance with the strategy and project management competencies).

QUANTUM = 3 ECTS
Competency 6 – Marketing and Client Care

About this unit:

Marketing and client care skills are an essential component of quality veterinary care for clients, owners and within the practice team. The overall management of marketing and client care includes excellent communication, management of the activities for attraction, conversion and retention of clients and the maintenance and continuity of client experience.

Main topics:

This module should include the following topics:

1. Basic principles of marketing
2. Creating your own marketing strategy
3. Market positioning and Branding
4. Pricing strategies
5. Value proposition
6. Client communication
7. Referrals
8. Customer journey
9. Quality of care

Performance criteria and scope:

Demonstrate an understanding of the principles of good marketing management starting with market research (the 7 ‘P’s and other marketing tools). Furthermore it should include marketing strategy, marketing campaigns, planning and implementation. There should be some provision for practical training in communication skills and public relations (in accordance with the communication competency).

Creating a value proposition and setting a price for your products and services. Service – Product mix. Explaining and working with different pricing strategies.

Building a consistent brand and creating your unique practice culture.

Ways to segment your customers and target specific client personas (in accordance with communication and IT management competencies).

Client information and education through paper or digital media, newsletters, events, meetings, open days, etc. Should also involve lead capture and conversion.

Demonstrate an understanding of Client Care issues (customer journey) that arise when offering a quality service and continuity in case management.

Quality of communication with the client should be emphasized at all levels of marketing and client care. Key client care skills should include those required to obtain a comprehensive history, to report treatment plans and results, to discuss the financial aspects of the proposed course of action and to
handle difficult situations such as euthanasia, loss of a pet and complaints. Team communications should include how to foster good team-work, delegate tasks, constructively criticize and praise. Presentation skills can be limited to that required in staff training (in accordance with communication competency).

Measure client satisfaction through Net Promotor Score, client interviews, focus groups etc.

QUANTUM = 3 ECTS

**Competency 7 – Operations Management**

About this unit:

Operations management (OM) is a business function that is concerned with the efficacy and efficiency of an organization.

Main topics:

This module should include the following topics:

1. Understanding of the importance and roles of OM in a modern veterinary clinic.
2. Service design in a veterinary clinic.
3. Workflow and capacity management.
4. Process design and their continuous improvement.
5. Quality control.
6. Risk assessment and liability
7. Understanding of supply chain and inventory management.

Performance criteria and scope:

It has to be understood that Operations Management can add a substantial value to a veterinary clinic through improvement in quality, time, flexibility, availability of products, by lowering waste and costs and by ecological soundness. The level of knowledge and skills should be sufficient to effectively manage and support listed main topics.

Risk assessment and liability are important subjects to be addressed through a system of documentation and evaluation. This is not only paramount for the quality of care but also for liability issues in a society that becomes more sensitive to litigation when things go wrong.

QUANTUM = 2 ECTS

**Competency 8 – Personal Development & Work Based Learning**

About this unit:

This module should be obligatory for all candidates. The unit aims to equip candidates with the necessary skills to facilitate personal and team development based on reflective learning and self-evaluation.

Main topics:
This module should include the following topics:

1. Time Management and goal setting
2. People development including coaching & team building
3. Personal development & learning including growth mind-set, resilience & stress management
4. Professional development, continuing education
5. Learning styles and theories and their application in practice

Performance criteria and scope:

Demonstrate a systematic understanding and awareness of current management theories and how to integrate them into an organisation. Review and critically reflect on their current practices in light of knowledge gained. Use practice based experience and previously acquired knowledge to develop problem solving.

Time Management should include delegations techniques and tools like Stephen Covey’s Time Management Matrix, Edwin Locke Goal setting theories and setting SMART objectives.

People Development includes receiving and delivering feedback. Furthermore background on what motivates people and how to align personal objectives with the company’s objectives. Techniques for coaching and monitoring, understanding different learning styles and cycles and how to enhance a collaborative learning culture in your practice (in accordance with the HR management and communication competencies).

Principles of work life balance, understanding the importance of personal resources (like character, self-esteem, family, open mind-set) and work related resources to cope with work demands.

Professional development opportunities, what’s available locally and further away. The importance of continuing education and how this would benefit both the staff member as well as the practice.

Understanding the importance of professional and personal relationships and networking to cope with stress.

Understanding the principles of confidentiality in information exchange

QUANTUM = 2 ECTS

**Competency 9 – Statutory Legislation & Ethics**

About this unit:

This unit aims to familiarize candidates with the necessary knowledge to understand the importance of compliance and to establish an ethical and moral code. At the end of the unit the candidate should be able to demonstrate their knowledge and application of current regimes for these topics.

Main topics:

This module should include the following topics:

1. Business Welfare & Ethics including professional code of conduct
2. Health & Safety
3. Organisational Models
4. Legal and statutory compliance including basic employment law, medicines regulations and insurance regulations
5. Liability insurance

Performance criteria and scope:

Be aware of ethical requirements for a veterinary practice and the need to ensure all members of the team fulfil their ethical responsibilities.

To have read and understood and be able to refer to the current local code of professional conduct.

Appreciate implications of import and export procedures and the relationship of the veterinary surgeon when working as an official/government veterinarian.

To be aware of current and relevant regulations relating to health & safety including but not limited to; Control of substances hazardous to health, radiation safety, handling and submission of laboratory samples, manual handling, electrical safety at work, fire regulations, first aid at work, reporting of infectious diseases, waste regulations, risk assessments including arrangements for pregnant and nursing mothers, premises security and loan working.

Be familiar with any regulations for supply, storage, dispensing, prescribing and categorization of medicines including any prescription cascade.

Have basic understanding of employment legislation including terms and conditions, job descriptions, job contracts, statutory rights, tax and national insurance, recruitment, disciplinary and grievance and be able to refer to appropriate bodies for assistance and guidance on these issues.

Understand the need for obtaining and reviewing adequate practice insurances including public liability, professional indemnity, general business insurance and specific insurance for veterinary businesses.

Be aware of organizational models and structures, high performing teams, communication practices and negotiation skills.

Be aware of the importance of clarity in roles, responsibilities, accountabilities, conflicts of interest and whistle-blowing.

QUANTUM = 3 ECTS

**Competency 10 – Strategic Management and Project Management**

About this unit:

This unit aims to familiarise candidates with Strategic Management and Project management principles, tools and skills applicable to veterinary practices. It should give the candidates an overview on strategy and innovation and project management implementation tools which can be used to manage and grow the practice depending on different starting points.

Main topics:

This module should include the following topics:
1. Strategy planning
2. Situation analysis (External and Internal Analysis, business trends, PEST, SWOT, five forces)
3. Strategy formulation and development (Vision, Mission, Purpose, Values, Goals)
4. Strategy implementation
5. Keeping track (Balance Score Card, KPI’s, Practice Outcomes)
6. Readjust and improve (PDCA circle)

Performance criteria and scope:

In each of the above topics the candidate should become proficient in understanding and applying the commonly encountered principles seen in veterinary practice as well as the knowledge and application of current regimes for these topics.

The candidates should demonstrate an understanding of the principles skills and tools of strategic management and project management to drive innovation and growth and implement the strategic plan.

The candidates should know the different stages of the strategic process: The candidate should be able to build a strategic pyramid for his (planned) business.

Project Management tools allow the candidates to manage several different management question following principles of management rather than manage without any plan.

The general principles when and how to use which management tool should be known by the candidate.

QUANTUM = 4 ECTS
Competencies for VetCEE Accredited Veterinary Education Programs in MVP

Literature and References


### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>CPD</td>
<td>Continuous Professional Development</td>
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<tr>
<td>CRM</td>
<td>Customer Relationship Management</td>
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<tr>
<td>EAEVE</td>
<td>European Association of Establishments for Veterinary Education</td>
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<td>EBVS</td>
<td>European Board of Veterinary Specialisation</td>
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<tr>
<td>ECTS</td>
<td>European Credit Transfer and Accumulation System</td>
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<tr>
<td>FECAVA</td>
<td>Federation of European Companion Animal Veterinary Associations</td>
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<tr>
<td>FEEVA</td>
<td>Federation of European Equine Veterinary Associations</td>
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<tr>
<td>FVE</td>
<td>Federation of Veterinarians of Europe</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>KSC</td>
<td>Knowledge, Skills and Competences</td>
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<tr>
<td>MS</td>
<td>Member States</td>
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<tr>
<td>MVP</td>
<td>Management of Veterinary Practices</td>
</tr>
<tr>
<td>PDCA</td>
<td>Plan, Do, Check, Act</td>
</tr>
<tr>
<td>PEST</td>
<td>Political, Economic, Socio-cultural and Technological</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>UEVP</td>
<td>Union of European Veterinary Practitioners</td>
</tr>
<tr>
<td>VETCEE</td>
<td>Veterinary Continuous Education in Europe</td>
</tr>
<tr>
<td>VPMA</td>
<td>Veterinary Practice Management Associations</td>
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