

## **BOREN VETERINARY MEDICAL TEACHING HOSPITAL**

### **Mission**

The Boren Veterinary Medicine Veterinary Medical Teaching Hospital supports all missions of the college and enriches lives by providing and maintaining a laboratory for teaching, research, and outreach.

### **Vision**

The Veterinary Medical Teaching Hospital will advance the quality of life in Oklahoma by supporting and fulfilling the instructional, research, and outreach obligations of a world-class veterinary teaching hospital.

The Veterinary Teaching Hospital will also:

- Be student-centered, scholar-driven, community-focused, and performance-based;
- Be a leader in developing life-long learners who are highly educated, technically proficient, prosperous, and healthy;
- Understand the changing needs of Oklahoma and capitalize on new opportunities through ongoing engagement with society;
- Be recognized for excellence and seen as vital to the future of Oklahoma; and
- Celebrate and appreciate the unique mission of the faculty and supporting staff members and allow them to develop innovative collaborations.

### **Core Values**

**Excellence** – We seek excellence in all our endeavors and are committed to continuous improvement.

**Intellectual Freedom** - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Integrity** – We are committed to the principles of truth and honesty and will be equitable, ethical, and professional.

**Service** – We believe that serving others is a noble and worthy endeavor.

**Diversity** – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

## **Goals, Critical Success Factors, Objectives, and Strategies**

**Goal One: Provide a state-of-the-art clinical teaching laboratory facility and equipment necessary for clinical teaching (veterinary student, post-DVM graduate continuing education and/or specialization), research, and service.**

### **Critical Success Factors:**

- Appropriate faculty offices, laboratory space, and conference rooms
- Completion of delayed facility maintenance issues and remodeling of present building
- Continued equipment updating and replacement
- Expanded role of the pharmacy and improved methods of pharmaceutical dispensing and inventory control
- Convert diagnostic imaging to filmless technology by January 2005
- Fully utilize improved methods of information technology

### **Objectives:**

**Objective 1.1:** Complete new faculty offices, laboratory space, and conference rooms.

#### Strategies:

- Establish need as a means of faculty, staff, and student recruitment and for obtaining and maintaining an image of excellence.
- Develop a report specifying the relationship between a new facility and excellence in teaching, research, and service.
- Obtain cost estimates.
- Secure financial energy through private investor(s).
- Convince Oklahoma State University President, Regents, and Legislature of the need for a bond issue to secure funding for this building.

**Objective 1.2:** Provide a safe environment and expand teaching and service capabilities by completing delayed facility maintenance projects and remodel present building to expand teaching and service capabilities.

#### Strategies:

- Prioritize maintenance needs and areas needing remodeling.
- Keep present cost estimate of \$2.0M updated.
- Establish need as a means of faculty, staff, and student recruitment and for obtaining and maintaining an image of excellence.
- Categorize according to personal/animal health and personal/animal safety.
- Provide estimates of dollar values of increased productivity and savings in utilities and manpower.

- Convince Oklahoma State University President, Regents, and Legislature of the need for a bond issue to secure funding for these maintenance needs.

**Objective 1.3:** Continue equipment updating and replacement.

Strategies:

- Maintain a prioritized list of equipment needs on a continual basis.
- Budget for non-major equipment purchases and equipment repair (\$250,000) needs on a fiscal year basis.
- Keep the Development Officer apprised of specific equipment needs, equipment use, and how it will benefit the animal, the client, the student, and the faculty.

**Objective 1.4:** Expand role of the pharmacy and improve methods of pharmaceutical dispensing and inventory control.

Strategies:

- Employ a pharmacist to expand opportunities for clinicians and service to clients. Salary and fringe benefit cost is estimated at \$93,000 per year. One-time start-up cost is estimated at \$25,000.
- Installation of 2 Pyxis™ drug-dispensing systems to insure drug cost recovery, accuracy of dangerous drug inventory, and improved efficiency of service for clinicians and clients. Estimated cost of one new system is \$80,000. Annual lease cost is approximately \$18,000.

**Objective 1.5:** Convert Diagnostic Imaging Department to filmless (Digital) technology.

Strategies:

- Obtain sufficient information to accurately select the correct system for our present and future needs.
- Visit other teaching hospitals and practices with digital imaging in place.
- Consult with University and College Information Technology resource personnel to insure ability to take advantage of tele-radiology.
- Keep present estimated cost figure of \$450,000 updated on a regular basis.
- Employ services of the Development Officer to assist in securing necessary funding.
- Consider Master Lease Program, if needed.
- Improve the efficiency and quality of imaging provided by this section.
- Improve the opportunity to recruit additional radiologists.
- Leverage productivity of our single radiologist by establishing a list of external boarded radiologists to provide image interpretation with timely written reports, via web-based technology.

**Objective 1.6:** Fully utilize improved methods of information technology.

Strategies:

- Purchase UVIS Hospital Management and Medical Records System by 2005.
- Convert to paperless medical records system by 2006.
- Increase the numbers of computers available to faculty, staff, and students.
- Utilization of e-mail to attach and send Discharge Orders and Case Summaries to referring veterinarians immediately following discharge of each patient.
- Network the Oklahoma Animal Disease Diagnostic Laboratory, Special Medicine, and Teaching Hospital in such a manner as to have laboratory results go directly to the clinician and student of record on the case by 2005.

**Goal Two: Provide highly trained support personnel and technology to support and assist faculty members in teaching, research, and service.**

**Critical Success Factors:**

- Increase, by three, the number of registered veterinary technicians
- Encourage, support, and reward support staff member training.
- Employees with diverse backgrounds and experience that seemingly have the potential to meet and exceed expectations.

**Objectives:**

**Objective 2.1:** Increase numbers of registered veterinary technicians.

Strategies:

- Increase, by three, the number of veterinary technicians by 2006 at an estimated annual cost, salary and benefits, of \$32,000 per technician.
- Actively recruit from Veterinary Technician Programs and private practices.
- Advertise to fill positions presently open.
- Develop new job descriptions for adding positions in appropriate sections.
- Encourage and support students in Veterinary Technician Training programs to do their practicum at the Veterinary Teaching Hospital.
- Provide salaries and benefits comparable to other Veterinary Teaching Hospitals and private practices.

**Objective 2.2:** Encourage, support, and reward staff member training.

Strategies:

- Provide funds for off-site seminars and continuing education
- Provide funds for University Staff Training Programs
- Provide broadband salary pay scale to increase compensation for increased responsibility as a result of increased training.
- Provide time and travel funds for specialized off-site training.
- Provide ongoing in-service training for technicians and other staff members.
- Cross training between sections to better understand responsibilities associated with each section.

**Objective 2.3:** Equally evaluate and employ applicants of diverse backgrounds and with sufficient experience levels to potentially meet and exceed position expectations.

Strategies:

- Actively seek highly qualified personnel with diverse backgrounds and experience.

- Provide a more global experience for students, faculty, and staff.

**Goal Three: Provide an environment conducive to professionalism, cooperation, enthusiasm, efficiency, and financial accountability.**

**Critical Success Factors:**

- Open communication within and between sections
- Faculty and staff serve as models of integrity and professionalism.
- Foster a teamwork mentality, using bottom up leveraging.
- Addition of patient coordinator (client advocate) position(s).
- Competitive salaries and benefits.

**Objectives:**

**Objective 3.1:** Open communication within and between sections.

Strategies:

- Combined faculty and staff meetings on a quarterly basis.
- Making use of special occasions to have combined faculty and staff functions.
- Promote camaraderie via bi-annual social functions.
- Implement sectional faculty and staff retreats.
- Continue hospital-wide newspaper – “The Limelight”.

**Objective 3.2:** Faculty and staff serve as role models of integrity and professionalism.

Strategies:

- Continued reinforcement of faculty and staff responsibility as role models.
- Student instruction at pre-clinic orientation concerning the importance of integrity and professionalism.

**Objective 3.3:** Foster a teamwork mentality within and between sections

Strategies:

- Instill, encourage, and maintain a teamwork mentality in the workplace.
- Encourage each section to do their task in such a manner as to increase productivity in their section in such a manner as to enhance productivity in sections dependent on them.
- Educate each student, staff member, and faculty member of his or her importance in the Boren Veterinary Medical Teaching Hospital’s mission.

**Objective 3.4:** Employ and effectively utilize a patient coordinator / client advocate.

Strategies:

- Develop a job description.
- Identify a funding stream.
- Recruit and employ a person or persons with excellent organizational and interpersonal skills.
- Educate students, faculty, and staff of the benefits of this position and how to properly use to the advantage of the clients, patients, and the VTH.

**Objective 3.5:** Competitive salaries and fringe benefits.

Strategies:

- Monitor salaries in the various pay levels at teaching hospitals, private practice, and industry.
- Continued evaluation of individual salaries to determine if appropriate adjustments are needed.
- Provide mechanism for personnel to be rewarded for their efforts when sufficient carry forward is generated each fiscal year.
- Pay residents and interns for emergency duty.
- Pay surgery, radiology, and anesthesiology technicians for extra after hours duty.

**Goal Four: Continue to build upon our reputation for excellence as a referral center for specialized clinical veterinary medicine and community practice.**

**Critical Success Factors:**

- Identification of and building on established strengths.
- Identification of client and potential client needs.
- Maximize an open dialogue with referring veterinarians and animal owners.
- Support client and referral veterinarian education.
- Provide a client friendly atmosphere and exceed client expectations.
- Increased visibility.

**Objectives:**

**Objective 4.1:** Identification of and building on established strengths.

Strategies:

- Utilize the College of Business to assist in developing an instrument to survey faculty, staff, students, alumni, referring veterinarians, and local clients.
- Survey veterinarians that employ our graduates to determine their level of satisfaction.
- Survey recent graduates to evaluate their educational experience.
- Maximize strengths.
- Support formation of strategic alliances with other veterinary student and post-DVM graduate programs to provide specialized training important for goal attainment of the trainee, minimizing duplication of effort by program providers.
- Eliminate or minimize support for weak areas.

**Objective 4.2:** Identify client and potential client needs.

Strategies:

- Utilize outside practice management consultants to assist in identifying unmet client needs.
- Provide regular faculty and staff training seminars on client service.
- Utilize college liaison committee as one method of obtaining referring veterinarian and referred client critique

**Objective 4.3:** Maximize an open dialogue with referring veterinarians and animal owners.

Strategies:

- Identify the most convenient, effective, and preferred way of communicating with each client and referring veterinarian and have that information in the medical record.

- Have Discharge Orders and Case Summaries ready at discharge of the patient and immediately faxed, emailed, or U.S. mailed to the referring veterinarian.
- Develop an advisory group made up of referring veterinarians to meet with faculty twice yearly on a social / advisory basis.
- Appoint faculty, on a rotating basis, to attend local Veterinary Medical Association Meetings as a visitor, participant, or speaker.
- Attend Town Hall Meetings with practicing veterinarians in their locals.
- Provide pictorial directory of teaching hospital clinicians and diagnostic faculty.

**Objective 4.4:** Provide client and referral veterinarian education.

Strategies:

- The Veterinary Teaching Hospital will assist in hosting and providing support in all client/animal owner and veterinary continuing education programs that are on-site.
- The Veterinary Teaching Hospital will provide transportation to all in-state client/animal owner education programs and veterinary continuing education programs held off-site.

**Objective 4.5:** Provide a client friendly atmosphere and service that exceeds client expectations.

Strategies:

- Have helpful and friendly receptionists making initial client contact.
- Provide the client with a written copy of available veterinary teaching hospital financial arrangements.
- Train veterinary students in the value of client care in addition to patient care.
- Maintain a clean and functional reception and examination area.
- Keep the client informed at all times.
- Communicate with the referring veterinarian immediately after examination and assessment of the patient (he or she needs to be part of the team).
- Be efficient, friendly, and unhurried at the same time.
- Communication, communication, communication.
- Provide clients with an accurate fee estimate to help them make an informed decision on treatment and / or surgery options.
- Have the trial invoice, prescriptions, and written and oral discharge instructions completed and communicated to the client prior to exiting to the payment clerk.
- Always let the client and referring veterinarian know that they are important to us.

**Objective 4.6:** Increase the Teaching Hospital and College's visibility in the community, state, and nationally.

Strategies:

- Provide the College Public Relations Office with opportunities to publicize good things that are going on that would be of public interest.
- Provide the College Public Relations Office information concerning new equipment purchased or donated, how it will expand or enhance patient care, and how the animal owning public will benefit.
- Support faculty in their clinical research and publications in state and national lay and / or peer reviewed journals.
- Support faculty, students, and staff in providing civic programs locally and statewide.
- Improve and expand the Veterinary Teaching Hospital web site.