

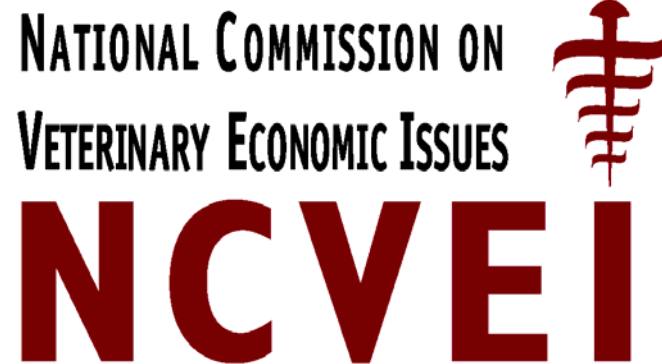


# **KPMG: AAVMC Colleges Respond**

James W. Lloyd, DVM, PhD

March 14, 2005

# Background



- Established in 2000 to follow-up on the Mega Study
- Funded by AVMA, AAHA, AAVMC, and corporate sponsors

## Founding sponsors



## Sponsors



# Background – SKA Projects

- Core competencies for success in veterinary medicine (PDI Study)
- Careers in veterinary medicine – beliefs and values of potential applicants
- Model curriculum for non-technical SKAs
- The veterinary teaching hospital business model
- Leadership needs in veterinary medicine

*(note funding sources)*

# Background (cont.)

- Initial SKA survey in summer 2003
- In all, 23 schools provided details on changes in:
  - Admissions
  - Orientation
  - Curriculum
  - Co-curricular
  - VTH
  - Other
- Published in JAVMA [224(12):1923-1924, 2004]

## Background (cont.)

- Repeated SKA survey – December 20, 2004
  - Electronic mailing
- Now have information from 29 of 31 North American schools/colleges

# Where to influence SKAs?



# Program Categories

- Pre-veterinary
- Orientation
- Admissions
- Co-curricular and administrative
- Curricular
- Veterinary teaching hospital
- Continuing education

# Specific Comments

- Many SKA activities were in place (or changes were underway) at the time of the KPMG study.
  - Many more have been developed since that time.
- “Honestly, I cannot think of anything that the NCVEI recommended that we haven’t truly added to our program in an effort to advance our students’ entry into the veterinary profession...”

Associate Dean

# Pre-Veterinary Programs

- Recruiting to increase diversity
  - Under-represented groups
  - Variety of career pathways
  - Business backgrounds
- Service learning / community service
- Specific course requirements

# Orientation Programs

- Residential camps
  - Veterinary Leadership Experience
  - Funding challenges
- Team building, leadership training
- Emotional intelligence
- Personality profiles
- Personal finance
- Communications
- Life skills
- Family involvement

# Admissions Programs

- Widespread evaluation of current programs
- Behavioral parameters (ala PDI study)
  - Structured, behavior-event interviews
- Non-technical competencies
- Interviewer training
- Emphasis on diversity
  - Under-represented groups
  - Disadvantaged backgrounds

# Co-curricular and Administrative

- Mini-camps
- Mentoring programs
- Business management clubs
- Center for Executive Leadership
- DVM/MBA programs
- Seminar series
- On-site counseling
- Associate Dean for Career Development
- Career Information Center (on-line)

# Co-curricular and Administrative (cont.)

- Research
  - Student stressors
  - Core competencies
  - Outcomes assessment
- Educating faculty with regard to SKAs
- Leadership development programs
  - Individual schools / colleges
  - AAVMC
  - CIC Veterinary Consortium
- Community outreach
- Post-KPMG retreat

# Curricular Programs

- Mix of core and elective courses
  - Extensive course and curricular revisions (ala model curriculum)
- Simulated clients
- Many topics
  - Communication, problem solving, conflict resolution, stress management, business management, law / ethics, life skills, leadership, interpersonal relationships, financial management, business planning, career development
- Consulting projects

# Curricular Programs (cont.)

- Service learning
- Team-based exercises
- SKA learning and assessment center
- Business rounds
- Regular assessment of student SKAs in 4<sup>th</sup> year
- Externship with required business analysis
- Use of the NCVEI tools in the classroom

# Veterinary Teaching Hospitals

- Expand community practice
  - Client communications, grief counseling, practice management, H/A bond
- Improved marketing and communications
- Leadership training
- Conflict management training
- Hired social worker
- Expanding appreciation of non-DVM staff
- Enhanced culture

# Veterinary Teaching Hospitals (cont.)

- Changes based on VTH Business Model
  - Critical evaluation of current situation
  - Redesign VTH infrastructure
  - Strategic planning
- Increased benchmarking
- AAVMC Veterinary Teaching Hospital Task Force

# Veterinary Teaching Hospitals (cont.)

- AAVMC / AAVC / NAVCA collaborations
  - NAVCA meetings – 2002, 2003
  - AAVMC / AAVC / NAVCA joint meeting – March 2004
  - AAVC meeting 2004
  - AAVMC Forum – July 2004
  - NAVCA meeting (2004) – operations
  - AAVMC / AAVC / NAVCA Forum (March 12) – strategy
  - AAVC meeting (March 31) – strategy and operations
  - AAVC meeting at ACVIM (June 1) – strategy
  - NAVCA meeting (September) – operations

# Veterinary Teaching Hospitals (cont.)

- VTH Forum – Next steps
  - Help faculty understand the problems and embrace a business model
  - Prepare a “white paper” addressing the concerns; distill issues into concise summary
  - Continue 3-way dialogue at AAVMC meeting next year; establish goals; measure outcomes
  - Conduct a manpower study to better define supply/demand of specialists; engage specialty colleges
  - Use comparative data report to better benchmark our progress

# Continuing Education Programs

- Expanded CE related to SKAs
  - Partnerships with state VMAs

# Summary

- Broad-based response to the KPMG study and the SKA studies / recommendations
- Colleges / schools have responded in an aggressive manner
- It will be critical to maintain and build on this early momentum
  - Cultural change will take time
  - Is there a “tipping point” ?

## Summary (cont.)

- NCVEI Board Meeting – February 2005
  - approved funding for travel to veterinary schools / colleges to engage in SKA dialogue
    - applicant pool
    - admissions
    - curriculum / co-curricular activities
    - leadership
    - veterinary teaching hospital