

# REACHING NEW HEIGHTS

Strategic Plan 2023-2027



**VIRGINIA TECH.**  
**MARION DUPONT SCOTT**  
**EQUINE MEDICAL CENTER**

VIRGINIA-MARYLAND COLLEGE OF VETERINARY MEDICINE



# EMC MISSION STATEMENT

To serve as a premier full-service equine medical center that provides exceptional, comprehensive and compassionate veterinary care for the region; be a valuable educational resource for referring veterinarians, future veterinarians and clients; and contribute to the advancement of new knowledge through innovative scholarship and clinical discovery (adopted September 2014)

## BACKGROUND

In June 2018, the Marion duPont Scott Equine Medical Center (EMC) and the Virginia-Maryland College of Veterinary Medicine adopted the Beyond Horizons Plan, a strategic plan to enhance the EMC's services and operations to fulfill its clinical service, teaching and research missions to the regional equine community, the College and Virginia Tech.

Implementation of the Beyond Horizons Plan began in July 2018 and has achieved great results. The EMC has welcomed new faculty, acquired cutting edge diagnostic and therapeutic equipment, and implemented important operational reforms to provide the highest standard of patient care and excellent client and referring veterinarian service.

Building on the successes of the Beyond Horizons Plan and positioning the EMC for the future, development of a new strategic plan began in October 2022. The process involved seven focus group meetings to solicit input from faculty, residents, interns, staff and the EMC Advisory Council organized around three broad areas:

1. **"What we do"** - to consider the future equine health care needs in the region, new or enhanced clinical services, emergency and elective specialty care, client and referring veterinarian outreach and continuing education, teaching and training, and clinical research opportunities.
2. **"How we do it"** - to consider future hospital operations to support excellent patient care and client service including hospital facilities, equipment, organization, communications, scheduling, integrated hospital functions, technology, modernization and operational efficiencies.
3. **"Who does it"** - to consider a future workforce that includes strategic recruitment of EMC employees (veterinarians and staff), on-boarding new employees, professional development to provide opportunities for promotion and advancement, organized employee training opportunities, maintaining a workplace with high employee morale, work-life balance and wellness, and ensuring a flexible and adaptable workforce to support a busy equine hospital.



# STRATEGIC GOALS

## 1 Create an independent, dedicated emergency and critical care service (ECC)

The Equine Medical Center currently provides comprehensive, multidisciplinary, 24/7 emergency and critical care services for the equine community in the region. This essential service is provided by highly-skilled faculty and staff who are also responsible for our elective specialty services. This places great demands on our existing faculty and staff and often interferes with the efficient delivery of elective specialty services. The EMC will create an independent, dedicated emergency and critical care service to provide the highest standard of patient care in the most efficient way.

- Recruit two emergency & critical care clinicians
- Recruit 4 clinical support hires
- Focus on ECC expertise to deliver the highest standard of patient care
- Provide accessible, efficient and affordable ECC services for our patients, clients and referring veterinarians
- Ensure the ECC service is financially sustainable
- Promote improved work-life balance and wellness for our faculty and staff

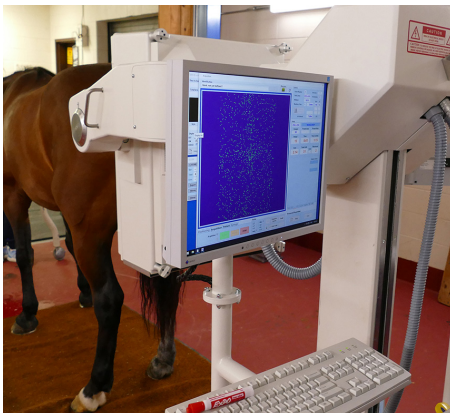


## 2

## Expand elective specialty services

With an independent, dedicated ECC service, the EMC will be able to expand new and existing elective specialty services we provide. This will include services such as orthopedic surgery, advanced diagnostic imaging, neurology, cardiology, and sports medicine and rehabilitation. Increased coordination of hospital functions and a focused commitment of efforts will result in increased efficiencies in the delivery of specialty care for our patients, clients and referring veterinarians.

- Update and equip two state-of-the-art operating rooms
- Enhance imaging services through acquisition and adoption of innovative imaging modalities
- Complete construction of a state-of-the-art indoor arena with three different surfaces to evaluate equine athletes
- Develop rehabilitation, layup and step-down services
- Ensure optimal veterinary and technical staffing to support a robust hospital caseload





# 3

## Recruit and support a workforce to meet the strategic needs of the EMC

Our workforce is the cornerstone of EMC's success. Recruitment and retention of highly-motivated and capable employees acting as a team to deliver the highest standard of care for our patients and clients in a busy equine hospital is essential. Professional development training in both clinical and administrative skills to foster a culture of continued learning, teamwork, collaboration and opportunities for promotion and advancement are critical to achieving our missions.

- Recruit veterinarians and staff to meet the strategic goals of the EMC
- Promote a workplace culture that fosters collegiality, innovation, and accountability; and a climate that allows our employees to excel and have pride in the EMC
- Promote work-life balance and wellness of our faculty, residents, interns and staff
- Enhance on-boarding and training of EMC personnel to promote an effective, flexible and adaptable workforce
- Provide opportunities for professional development to retain valued EMC employees, create opportunities for advancement and allow employees to achieve their professional goals
- Ensure appropriate compensation for recruitment and retention of high-caliber employees essential to fulfilling the missions of the EMC

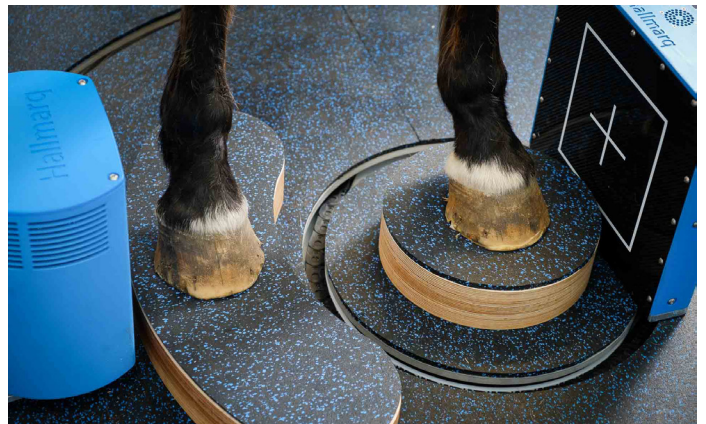


## 4

## Acquire cutting edge equipment and complete facilities renovations necessary to support the clinical services of the EMC

Providing the highest standard of patient care in an efficient and compassionate manner is our highest priority. As a premier full-service equine medical center providing emergency and advanced specialty care, it is essential to have the latest and most cutting edge diagnostic and therapeutic equipment in a modern, highly-efficient and up-to-date hospital facility.

- Complete an architectural site plan and feasibility study to guide future renovations and new construction to meet the future needs of the EMC
- Optimize space utilization and complete necessary renovations to promote workflow efficiency
- Acquire and utilize cutting edge equipment and modernized technologies and processes to optimize patient care and enhance the client experience
- Provide a modern and efficient workplace that supports a culture of professionalism, pride and sense of fulfillment in our workforce





# 5

## Teaching, research and scholarship

The EMC is part of the College of Veterinary Medicine and Virginia Tech. As such, we enjoy the benefits and embrace the responsibilities of being an academic teaching hospital. Educational opportunities for clients, referring veterinarians, future veterinarians and future veterinary specialists benefit our patients, the equine veterinary profession and the equine industry.



- Provide educational opportunities for veterinary students, interns and residents, as well as clinical staff, horse owners and referring veterinarians
- Perform innovative research and scholarship to enhance the health and well-being of the horse
- Provide and support dedicated time for academic scholarship in a busy equine hospital
- Promote the EMC's reputation of excellence

## ARCHITECTURAL FEASIBILITY STUDY

Our facility, designed in 1984, has proven to be extremely functional. However, with evolving diagnostic and treatment modalities and technologies we felt it necessary to conduct a professional review of our design to determine what improvements could be made.

Providing elective and emergency care to horses requires a thoughtfully planned facility with a good workflow that takes into account the needs of clients, patients, and the safety of clinical staff.

With this in mind, the Equine Medical Center will select an equine hospital-focused architect to review current facilities and clinical areas within the hospital. Such a study ensures that future changes are made taking into account the current and future evolution of the hospital.

The resulting feasibility study will highlight areas that need to be repurposed or upgraded to improve workflow and efficiencies and will also identify areas for expansion that will enhance existing or support the addition of new clinical services.



**TO LEARN MORE, CONTACT OUR OFFICE OF ADVANCEMENT**

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The Marion duPont Scott Equine Medical Center (EMC) is a premier, full-service equine health facility offering cutting-edge diagnostics and advanced specialty services by appointment as well as 24/7 emergency services.