

ANNEX I: VETERINARY FACULTY STRATEGIC PLAN 2025-2030 (HCVC)

Faculty of Veterinary Medicine – Complutense University of Madrid

1. Introduction

The **Complutense Veterinary Clinical Hospital (HCVC)** is a fundamental pillar for the Faculty of Veterinary Medicine, as it provides an essential practical learning environment for the training of students of the Bachelor's Degree in Veterinary Medicine and postgraduate and specialization programs. In addition, the HCVC is a reference centre in veterinary care, which reinforces the link between the Faculty and society and the professional sector.

However, HCVC has faced difficulties related to clinical and technical staffing. The Faculty of Veterinary Medicine has designed this **Strategic Plan 2025-2030** in order to guarantee its stability and sustainability in the long term, ensuring the training excellence of the students of the Bachelor's Degree in Veterinary Medicine.

This plan is aligned with **the Faculty's global strategic objectives**, especially those aimed at improving practical teaching, optimising resources and consolidating the relationship between the University and the veterinary sector.

2. Strategic Objectives of the Faculty in Relation to the HCVC

1. **To guarantee the stability and sustainability of the HCVC**, consolidating a management model that ensures its long-term operability.
2. **Strengthen the practical training of students**, optimizing the supervision of interns, interns and students of the clinical rotation in all areas of the hospital.
3. **To improve economic efficiency and the attraction of external resources**, ensuring the financial viability of the HCVC without compromising the quality of care or teaching.
4. **Implement a control and evaluation system of the HCVC**, aligned with the global strategy of the Faculty, to guarantee continuous improvement in care, teaching and research.

3. Action Lines and Key Measures

3.1. Stabilisation of the HCVC workforce

- Incorporation of new positions for veterinary and technical staff in the List of Jobs (RPT).
- Reduction of temporary employment through employment consolidation processes.
- Improvement of working conditions and talent retention.

- Expansion of the supervision of interns and interns to ensure their effective training.

3.2. Strengthen the practical training of students

- Optimization of the supervision structure of students in the clinical rotation.
- Creation of new protocols for tutoring and assigning managers in each area of the HCVC.
- Expansion of training opportunities at the hospital, including new areas of expertise.

3.3. Optimisation of the economic management of HCVC

- Progressive updating of rates for certain advanced services.
- Strengthening of agreements with companies and institutions to raise resources.
- Improvement in the management of purchasing, supplies and stock control.

3.4. Implementation of a control and evaluation system

- Creation of a system of indicators to measure the operational efficiency of HCVC.
- Supervision and monitoring of the quality of care and training.
- Periodic review of the measures implemented to make adjustments according to the needs of the Faculty and the HCVC.

4. Integration of the HCVC into the Faculty's Global Strategy

The **HCVC is a key element in the strategy of the Faculty of Veterinary Medicine**, since its correct functioning has a direct impact on the quality of training and on the external projection of the Faculty. For this reason, coordination mechanisms have been established between the HCVC Management and the governing bodies of the Faculty, in order to:

- To ensure the alignment of the hospital's strategic decisions with the teaching and institutional objectives of the Faculty.
- Facilitate joint decision-making in terms of personnel management, practical teaching and financial resources.
- To ensure that the HCVC continues to be a benchmark in training, assistance and research in the veterinary field.

5. Implementation Phases

Phase	Main Action	Term
Phase 1: Staff stabilization	Incorporation and consolidation of new positions	2026

Phase	Main Action	Term
Phase 2: Strengthening training	Optimization of supervision and development of new training opportunities	2028
Phase 3: Sustainability and evaluation	Evaluation of the actions implemented and adjustment of the management model	2030

6. Conclusion

The **HCVC is an essential resource for the Faculty of Veterinary Medicine**, as it guarantees quality practical training for students and contributes to the prestige of the institution. This **Strategic Plan 2025-2030**, as an annex to the Faculty's Strategic Plan, establishes the foundations for consolidating a sustainable management model, ensuring the stability of the hospital and its integration into the Faculty's training and care strategy.

Through this plan, the institutional commitment to excellence in teaching, the optimization of resources and the strengthening of the HCVC as a reference center in the veterinary field is reinforced.