

## HCVC Healthcare and Teaching Improvement Project

The Complutense Veterinary Teaching Hospital (VTH) has experienced clinical and technical staffing problems that have recently impacted on healthcare services and student training. Measures are being implemented to mitigate the impact on clinical activity and teaching, and a long-term plan is being developed to ensure that this situation does not recur. This issue is linked to a broader financial context at the Complutense University of Madrid (UCM), marked by the continuation of the previous budget. We have considered it appropriate to include this information in the Interim Report to reflect the work carried out to address this situation and to reaffirm the commitment to continuous improvement and the sustainability of the VTH.

In 2019, the VTH raised with the UCM Administration the need for a new veterinary and technical staff structure to ensure patient care during nights and weekends. This request included six veterinary positions and six technical positions for the small animal area and the same number for large animals. In 2021, the VTH presented to the UCM Administration the VTH Council Agreement of November 24, 2021, outlining the number of staff and the job profiles necessary for the Hospital. Consequently, the UCM Administration committed to progressively providing these resources. Four temporary veterinarians were recruited to the small animal area in 2022, but two of them resigned from their positions in 2024 (one in May and one in December). Despite initiating a selection process to recruit some of the necessary staff, these vacancies have not yet been filled, and administrative procedures will extend this situation until the end of March 2025.

As a result of this situation, clinical activity in the small animal area was suspended from December 19, 2024, to January 12, 2025. Clinical activity in the small animal area resumed on January 13 to allow the start of Clinical Rotation teaching. However, hospitalisation and emergency services could not be resumed until January 20. Consequently, clinical activity in the small animal area was limited. The [VTH Council meeting on January 13, 2025](#), approved a contingency plan with external staff, enabling the resumption of clinical activity on January 13 and the reopening of hospitalisation and emergency services on January 20, allowing all teaching activities in the small animal area to fully resume from that date. To compensate for the limited clinical activity (13-17 January), the [Faculty Board approved on January 30](#) the scheduling of make-up classes for affected students from 12 to 16 May.

The impact of this situation has led to a student mobilisation, which has reinforced the actions taken by the VTH and the Faculty, leading to several meetings with the Rectorate of the UCM, in which urgent concrete measures have been agreed, including the modification of the RPT to create new veterinary and technical staff positions in the area of small animals, as well as the commitment of the Rectorate to study the reinforcement of staff in the area of large animals. In addition, the need to design a sustainable management model for the VTH that does not depend solely on temporary solutions. [The UCM Governing Council approved the first RPT modifications on February 25, 2025](#).

In addition to these measures, the VTH is working to improve its financial sustainability through strategies to optimise resources, increase revenue, and reduce costs. These actions aim to ensure the VTH's viability without compromising the quality of care and its role as a reference centre for veterinary education and research.

The Rectorate-Faculty-VTH Commission, responsible for drafting the 2025 Interim Report, has formally constituted itself as a working commission, holding regular meetings to monitor the implementation of the work plan, and a Structural Work Plan ([link](#)) has been designed.

Despite the current challenges, the financial effort that the University is undertaking provides confidence that the stability of the VTH will be maintained.

## HCVC 24/7/365 Sustainable Care Work Plan

Background:

Two working committees have been set up within the HCVC to address the situation on different fronts:

1. **Commission in charge of care and teaching activity**, which has worked on planning the reopening of the hospitalisation and surveillance service for the continuity of teaching activity.
2. **HCVC Evaluation and Projection Commission**, which studies structural solutions for short- and medium-term staffing

The unrest generated by this situation has led the students to actively mobilize to demand urgent solutions. For this reason, the **Student Crisis Committee (CCE)** has been created. In this context, concentrations, assemblies and meetings have been held with the Rectorate of the Complutense University of Madrid (UCM) and representatives of the CCE, made up of students and practical training fellows (postgraduate students: HCVC interns) to address the situation and define an action plan. They confirmed the need to ensure durable solutions that respect the uniqueness of HCVC as a university hospital.

The measures approved were the following:

- **Creation of new positions in the RPT of PTGAS Laboral: Two additional positions of night and weekend shift veterinarians and six ATV positions of group D** will be included.
- **Administrative approval process:** The modifications have been sent to the **Works Council**, then to the **RPT Monitoring Committee**, then to the **Governing Council (25 February 2025)** and, finally, to the **University's Social Council** before their official publication in the BOCM.

- **Student requests:** The need to modify the RPT to include **six veterinary positions and six ATV positions in the area of Large Animals** was insisted on, a demand that the Rectorate promised to study.
- **Search for a stable solution:** The importance of designing a management model that guarantees the long-term operation of HCVC without relying solely on temporary solutions was highlighted.

It is necessary to take into account the economic effort involved for the University to meet the needs of the HCVC, especially in the economic situation in which it finds itself at the moment, subject to structural underfunding. However, the Rectorate has committed to continue working in this direction, keeping open the channels of dialogue and continuous evaluation.

The first modifications have been approved by the different bodies of the university, and by the Governing Council on February 25, 2025.

A **Rectorate-Faculty-HCVC** commission has been created for the preparation of the *Interim Report 2025*, at its meeting on February 18 it was agreed to keep this commission active and to have periodic meetings to monitor the work plan set out in the report. The members of this commission are:

- Dean: Consuelo Serres
- Liason: Manuela Fernández
- Vice-Rector for Centres and Departments: Carmen Nieto
- Deputy Manager of Human Resources: Felipe Martínez López
- HCVC Director: Dolores Pérez Alenza
- HCVC Representative: Gustavo Ortiz
- Biosafety Representative: Alicia Aranz
- Undergraduate student representatives: Ignacio Cascón
- Representative of Practical Training Fellows: Paula Ortega

Despite the complexity of the scenario, there is confidence that, through joint work and coordination between the different parties involved, it will be possible to maintain the stability of the hospital and guarantee its continuity as a reference centre in veterinary training and care. For this reason, a Structural Work Plan has been drawn up in which all the actors involved in its resolution participate.

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The HCVC should have adequate facilities for clinical teaching, ensuring the provision of emergency services 24/7, to ensure research-based and evidence-based clinical training, supervised by teaching staff trained in teaching and competency assessment. To this end, it is essential to have adequate availability of personnel, students, facilities and patients. The integration of these elements not only strengthens the training of future veterinarians, but also ensures excellence in hospital care and the sustainability of an essential service within the academic environment.

The main objective of this plan is to structure a **long-term sustainable system of the HCVC hospitalisation and emergency service**, both for small and large animals, the period established for its implementation is two years (2025-2027)

Through this document, the necessary actions for the implementation of the program are detailed, addressing staffing, training structuring, financial sustainability, interdepartmental coordination, and evaluation and continuous improvement mechanisms.

## **1. Staffing**

**Objective:** To incorporate and retain the necessary personnel to cover the shifts with experienced veterinarians, veterinarians in training and technical staff, ensuring the stability of the hospitalization and emergency service.

- **Key actions:**

- Selection process to fill the 2 vacant positions of veterinarians in RPT of small animals at night and weekends (Vice Management of Human Resources -March 2025)
- Management of the approval of 2 additional places in the RPT for small animals. (Deputy Human Resources Manager-February 2025) (Documentation attached)
- Management of the approval of 6 support technicians in the RPT to cover the area of small animals at night and weekends (Vice Management of Human Resources-February 2025) (Documentation attached)
- Design a work plan for the hiring of PTGAS personnel for the Large Animals area for night and weekend shifts. That it includes a feasibility study and execution schedule. (Rectoral Team, Deanery, HCVC Directorate 2025-2027)
- Design a work plan for the hiring of PTGAS personnel essential for the minimum operation, based on the 2021 RPT modification plan, reviewed and approved in March 2025.
- Design the assignment and supervision of practical training interns (HCVC 2025-2027 Management Team)

## **2. Financial Sustainability**

**Objective:** To ensure the economic and structural resources for the viability of the plan.

- **Key actions:**

- Ensure the coverage of all structural positions: Maintaining job banks and calls for active positions. (Vice Management of Human Resources - 2025-2027)
- Optimising the hospital's management system: evaluation of new economic management systems that allow the autonomy and agility necessary for the economic management of the HCVC budget (Rectorate, HCVC Directorate - 2025)

### 3. Evaluation and Follow-up

**Objective:** To implement a structured system for monitoring and improving the plan, taking advantage of the work of the HCVC Evaluation and Projection Commission, already established, guaranteeing the effectiveness of the measures adopted and ensuring their continuity. Continue with the work of the University-Faculty-HCVC Commission to guarantee the effectiveness and continuity of the plan.

- **Key actions:**

- Strengthen the work of the HCVC Evaluation and Projection Commission, which will oversee the implementation of the plan, analyze its impact, and propose periodic adjustments (2025-2027).
- Continue with the work of the University-Faculty-HCVC Commission to implement a structured system of monitoring and improvement.
- Establishment of evaluation indicators, including:
  - Coverage of shifts in hospitalization and emergencies.
  - Level of compliance in the hiring of personnel.
  - Student and clinical staff satisfaction.
  - Impact on the quality of teaching and hospital care.
- Quarterly meetings with established and future working groups to assess the progress of the plan and detect adjustment needs (2025-2027).
- Strengthening of the articulation between the Hospital Council, the Departments involved and the current and future Working Committees and the Rectorate (2025-2027).
- Encourage the participation of all relevant actors, including students and practical training interns, ensuring their involvement in the continuous improvement process (2025-2027).

- **Phases:**

- Phase 1: Essential Personnel for 24/7 Operation
- Phase 2: Strengthening Critical Areas for Sustainability
- Phase 3: Consolidation and Excellence in Care, Teaching and Research

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### Summary

1. Incorporate and stabilize the staff of contracted veterinary and technical personnel.
2. Optimize the supervision of interns and interns in the area of Large Animals.
3. Improve the economic management of the HCVC.
4. Implement a system of control, monitoring and evaluation of HCV activities with which strengths and weaknesses can be identified and improvement measures can be incorporated.