



Post: Head of Clinical Services and Veterinary Strategy

Location: Glasgow/ Hybrid working with regular travel

Salary: Market/experience aligned

Reporting to: Director of Operations

Reporting Function: Veterinary Services

Purpose of the Role:

With a deep understanding of the veterinary industry and the impact of the rapidly changing external environment, you will collaboratively develop a veterinary strategy to support the development and implementation of new and existing services that serve animal welfare needs in Scotland. You will ensure alignment to our strategic plan in relation to all internal and external veterinary activity.

Responding to emerging trends and working collaboratively with key stakeholders, you will take the lead on adapting new and existing services by working autonomously, developing identified needs into an operational delivery model that meets the needs of people and pets in Scotland.

You will have significant leadership experience within the veterinary sector, with experience of managing both clinical and non-clinical teams. You will provide inspirational leadership and ensure the delivery of all Veterinary Services, and continually improve lean, best in class pragmatic veterinary services through our Animal Rescue and Rehoming Centers and Fostering and Community based services.

Key Responsibilities:

Develop an innovative and sustainable clinical strategy to improve and enhance Scottish SPCA Veterinary Services through our Animal Rescue and Rehoming Centres, Fostering and Community Services throughout Scotland by:

- Developing and embedding a veterinary framework that supports the in-house care of animals within our seven Scottish SPCA Animal Rescue and Rehoming Centres, and the expansion of our Pet Aid Veterinary and Fostering Service, to ensure effective continuity of care, in line with Scottish SPCA policies and protocols.
- Developing a Scottish SPCA veterinary strategy, in line with our wider ten-year strategic plan, to integrate and optimise services locally and nationally throughout Scotland, ensuring that our veterinary services work seamlessly with other Scottish SPCA functions, such as Behaviour, Rehoming, Fostering and Community Engagement Services.
- Working closely with the Operations Leadership Team to support the successful delivery of a sustainable and consistent veterinary operating model, by developing a service that centres around a 'one team' approach and acts as an enabler to ensuring best practice animal welfare, reducing time in care and supporting people and their pets to stay together where possible.
- Actively manage performance against an agreed KPI dashboard, including financial metrics, to ensure performance is consistently monitored and necessary adaptations to services and ways of working can be made in an agile way to ensure animal neither welfare nor strategy delivery are compromised.

Lead veterinary teams and engage external veterinary partners to deliver, and continually improve lean, best in class pragmatic veterinary care:

- Develop a framework of cross functional policies and oversee the development of pragmatic clinical guidelines to reduce the impact of veterinary costs across Scottish SPCA Rehoming, Fostering and Community Engagement Services.
- Embed 'lean' skills and working practices to ensure the systems, processes and veterinary environment works at optimal efficiency to support the delivery of pragmatic veterinary care.
- Work collaboratively with the Scottish SPCA Behaviour Team to create and embed veterinary environments, practices and skills sets that are behaviourally informed.
- Ensure compliance with internal and external policies, procedures and legislation, including health and safety, people, finance, technology, information security and GDPR frameworks
- Assess, monitor and actively manage risk and business continuity in relation to veterinary services.
- Manage the veterinary services functional budget, and identify opportunities for efficiency and cost reduction

Embed a healthy, positive culture leading a highly engaged team

- Lead the Veterinary Services function to be a great place to work, where people can make a difference, are empowered and valued in their roles day to day as well as engaged in the future of our Veterinary Services and wider Scottish SPCA goals and ambitions.
- Provide inspirational leadership to the Veterinary Services function, developing a high performing team and promoting a culture where veterinary teams live by our Scottish SPCA values and embrace change through continuous improvement.
- Ensure all members of the veterinary teams (clinical and non-clinical) have access to training and development to enable them to fulfill their role and enhance their knowledge and experience to achieve their full potential and ambitions. This will include supporting the continuing professional development of veterinary surgeons in accordance with the standards required by the RCVS.

Lead on all internal and external veterinary related matters on behalf of the Scottish SPCA, supporting the optimisation, development and integration of both new and existing services.

- Ensure that any working systems, practices or protocols allow veterinary surgeons and veterinary nurses to practice in accordance with the RCVS Codes of Professional Conduct. Ensuring adherence at all times by veterinary teams to the code of professional conduct of the RCVS
- Responsible for ensuring that clinical policy guidelines and procedures for addressing any complaints about the provision of veterinary services are in line with the RCVS Codes of Professional Conduct.
- Responsible for the procedures controlling which medicines are obtained, stored, administered, supplied and disposed of, and ensure veterinary prescription only medicine can only be obtained by a vet surgeon.
- Spend an agreed amount of time 'on the ground' to experience the delivery of pragmatic veterinary care across all Scottish SPCA services you are responsible for.
- Support, manage and sponsor both in-flight and future projects within Veterinary Services, and regularly analyse the veterinary sector to ensure expansion strategies and models are informed by a deep understanding of the external environment and frontline operational challenges.
- Liaise with third party vets working on behalf of the Scottish SPCA to ensure clinical consistency and agree Service Level Agreements to ensure the highest standard of pragmatic

care and build strategic relationships with external partners and veterinary service providers to explore opportunities for collaboration.

- Support a Veterinary Strategy working group that ensures strategic insight is informed by frontline operational capability and presents employee development opportunities through project work
- Work with the Data Team to develop strategic and operational key performance indicators and metrics, to measure and drive the success of existing and future service developments.
- Develop long-term strategic plans through university collaborations, internships, and new graduate development programs by engaging with sector experts, consultancies and agencies on key projects to develop Scottish SPCA Veterinary Services
- Provide our Public Affairs team with access to veterinary expertise via the Veterinary Services team to support the development of evidence based Scottish SPCA positions on key issues affecting pet welfare. Thus enabling the Scottish SPCA to have a credible veterinary expert voice as required for government lobbying and public campaigning on issues where we believe we can make positive long-lasting change.

Person Specification

| | Essential | Desirable |
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| Experience & Job Knowledge | <ul style="list-style-type: none"> • Proven experience within the veterinary industry in a senior leadership role • Experience of managing both internal teams and external stakeholders and service providers • Experience of working with committees and boards • Significant experience of leading multi-disciplinary/ multi-site operational teams | <ul style="list-style-type: none"> • Knowledge and understanding of the not-for-profit sector and working with elected boards |
| Job Related Skills / Competencies | <ul style="list-style-type: none"> • Demonstrable competency in strategic planning and delivering organisational change • Experience of managing performance and driving business outcomes • Experience of establishing and managing partnerships nationally and locally • Ability to optimise efficiency and productivity through process analysis and interdepartmental collaboration | <ul style="list-style-type: none"> • Understanding of key animal welfare issues, policy and legislation • Experience working with the media and public speaking • Experience of working with volunteers with an understanding of their needs |
| Personal attributes | <ul style="list-style-type: none"> • A person, who is passionate about animals and people, has a genuine interest in improving animal welfare and is a powerful advocate of our charitable purpose | <ul style="list-style-type: none"> • Strong IT skills with an awareness able to advocate the use of the latest technology to aid effectiveness and collaboration |

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| | <ul style="list-style-type: none"> • A leader who is commercially astute, forward thinking and innovative, who can demonstrate experience in strategic thinking, planning and implementation at scale • An engaging emotionally intelligent leader, with strong leadership and coaching skills and the ability to build trust and inspire people to achieve their full potential • Skillful at building and maintaining meaningful, mutually beneficial strategic relationships which deliver tangible benefits to the organisation • Financial acumen with strong business planning, project management and IT skills • Embraces a culture of open 360 feedback • Ability to engage at all levels, to formulate a compelling narrative and to influence outcomes | |
| Additional relevant criteria | <ul style="list-style-type: none"> • Full driving license • Flexible - ability to undertake regular travel and overnight stays, willingness to work occasional weekends, evenings and public holidays as per business requirements | |

THIS JOB DESCRIPTION IS NOT EXHAUSTIVE