

Quality monitoring at the Veterinary Hospital of the University of León

According to the regulations approved by the Governing Council (<https://servicios.unileon.es/hospital-veterinario/files/2019/02/Reglamento-HVULE.pdf>), the main objective of the Veterinary Hospital of the University of León (HVULE) is the training of veterinary students, both undergraduate and postgraduate, offering a quality care service twenty-four hours a day, every day of the year. To achieve this purpose, the hospital integrates teaching with care, guaranteeing the presence of students throughout the year, even outside the general academic periods, in coordination with the Faculty of Veterinary Medicine.

For this reason, the HVULE is positioned as one of the main axes of the Strategic Plan of the Faculty of Veterinary Medicine (https://veterinaria.unileon.es/wp-content/uploads/2024/04/PLAN-ESTRATEGICO-2024-2029-16_04_2024.pdf). This framework establishes strategic objectives related to the organisation, infrastructure and economic planning; the casuistry of small and large animals; and the involvement of students in emergencies. In order to meet these objectives, strategies and action plans are defined, responsibilities are assigned and compliance indicators are determined.

The Veterinary Hospital of the University of León operates as its own entity, at the main service of the Faculty of Veterinary Medicine, but it also provides support to other centres, departments, research institutes and services linked to the University of León or to those with which it has a direct relationship. In order to improve the quality of its services and optimise its operation, it is proposed to integrate it into the Quality Assurance System of the Faculty of Veterinary Medicine, thus implementing a model of evaluation and continuous improvement.

The purposes of this monitoring and quality assurance plan will be to:

1. Improve the quality of services, ensuring that clinical procedures, client treatment and student training are performed efficiently, safely and effectively, and identifying areas for improvement.
2. Monitor compliance with standards and regulations, ensuring respect for internal protocols and applicable external regulations, such as biosecurity measures, animal welfare or academic regulations.
3. Detect problems early, identifying and preventing deviations or deficiencies that may compromise the quality of services or the safety of patients and staff.
4. Encourage continuous improvement, promoting a culture of constant learning and improvement through the use of data to optimise processes.
5. To increase user satisfaction by improving the experience of clients (animal tutors), students and staff, and by meeting their expectations.
6. To ensure quality practical training, guaranteeing that students acquire clinical skills in a well-managed professional environment.

7. Facilitate data-driven decision making by providing accurate and timely information for efficient resource and change management.
8. To build confidence in the institution, projecting professionalism and commitment to excellence, and consolidating the reputation of the veterinary hospital and the faculty as a whole.

To this end, the HVULE monitoring and quality assurance plan will include the following elements:

1. **Satisfaction surveys aimed at:**

- Clients: to assess perception of treatment and clinical outcomes.
- Hospital staff: to obtain feedback on the working environment and available resources.
- Trainees: to assess the quality of practical training.

Frequency: after each clinical interaction for tutors; biennial for staff and annual for students.

Example of action after review: improve the system of assigning clinical cases to students if surveys show lack of adequate participation.

2. **Internal review of key operational processes, including:**

- Review of clinical cases: ensuring the quality of diagnoses and treatments.
- Identification of and compliance with protocols, which will assess whether staff are following established protocols for cleanliness, biosafety and client care.
- Supervision of facilities and equipment: to ensure that material resources are in good condition and available according to needs.

Frequency: annually.

Example of action after review: update cleaning and disinfection protocols if non-compliances are detected during audits.

3. **Key Performance Indicators (KPIs):**

- Overall satisfaction level of clients, hospital staff and students of the Faculty of Veterinary Medicine.
- Complaint and grievance resolution rate.

Frequency: annual trend analysis.

Example of action following review: Implement additional staff training in customer care and conflict resolution.

4. **Analysis of acknowledgements, complaints and claims:**

- Record and analyse complaints to detect recurring problems
- Respond quickly with clear solutions.
- Use data to identify areas for improvement.

Frequency: every time a complaint is made, but with an annual review of the system.

Example of action after review: design a customer service improvement plan if recurring patterns of dissatisfaction are detected.

5. Continuous training and updating of staff:

- Refresher courses on new techniques and protocols.
- Periodic performance evaluation and training in specific areas.

Frequency: six-monthly.

Example of action after review: introduce practical workshops on new diagnostic technologies if shortcomings are detected in this area.

6. External evaluation:

- Accreditations by official bodies or professional associations
- External audits on biosecurity, waste management and quality of services.

Frequency: depending on accreditation requirements.

Example of action after review: implement changes in waste management if recommended by external audit.

7. Quality review/follow-up meetings:

- Integration of two veterinary hospital staff members in the Quality Commission of the Faculty of Veterinary
- Review results of audits, surveys and KPI analysis.
- Identify strengths and areas for improvement.
- Report the results to the Quality Commission of the Faculty of Veterinary Medicine.

Frequency: annual.

8. Analysis and strategic planning:

- Conducting SWOT analysis to identify key areas for the implementation of strategic processes and objectives necessary for the maintenance of the Veterinary Hospital's quality status and its improvement in all areas.

Frequency: five-yearly.

Satisfaction survey for trainees: Clinical Internships and Clinical Rotations

Please rate from 1 to 5 the degree of agreement with the following statements: 1: strongly disagree; 2: disagree; 3: indifferent; 4: agree; 5: strongly agree.

Tasks and learning	1	2	3	4	5
The tasks assigned were appropriate to my level of training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The internship allowed me to apply the theoretical knowledge acquired at university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The activities contributed to the development of my practical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The internship helped me to improve my confidence in handling clinical cases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guidance and supervision					
The hospital staff fostered an atmosphere of trust and learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The explanations provided by the veterinary staff on clinical cases were clear and easy to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had opportunities to ask questions and receive detailed answers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Under supervision, I was able to work autonomously whenever possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities and resources					
The hospital facilities were adequate for the development of the practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hospital equipment was modern and functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The environment of the facilities (temperature, lighting, ventilation...) was adequate to work comfortably	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hospital has clear protocols for the use of equipment and materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety measures in the handling of equipment and animals were well implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What aspects do you think could be improved?					

Is there anything you would like to highlight about your experience?

Hospital staff satisfaction survey

Please rate from 1 to 5 the degree of agreement with the following statements: 1: strongly disagree; 2: disagree; 3: indifferent; 4: agree; 5: strongly agree.

Organisation and resources	1	2	3	4	5
The overall organisation of the hospital is efficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the necessary tools and resources to carry out my work properly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hospital facilities are kept clean and in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working environment					
Communication within my work team is smooth and effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel supported by my colleagues and superiors when solving problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel valued as a team member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional development					
The hospital promotes an environment of continuous learning and improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have access to mentoring programmes or professional support from more experienced colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunities for continuing education, both within and outside the hospital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to take on new responsibilities that contribute to my professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction and well-being					
I am satisfied with my work-life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe at work, especially with regard to biosecurity measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that my professional experience and training are valued by the hospital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What aspects do you think could be improved?					

Is there anything you would like to highlight about your experience?

Client satisfaction survey

Please rate from 1 to 5 the degree of agreement with the following statements: 1: strongly disagree; 2: disagree; 3: indifferent; 4: agree; 5: strongly agree.

Attention received	1	2	3	4	5
The administrative staff treated me with kindness and professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterinary staff listened to my concerns regarding my pet's health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The veterinary staff answered all my questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterinary staff provided me with clear and sufficient information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diagnosis and treatment					
I am satisfied with the diagnosis and treatment offered to my pet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The treatment options offered to me were clear and understandable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff kept me informed during my pet's treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities					
The hospital facilities gave me a feeling of safety and hygiene	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hospital environment (noise, temperature, lighting) was suitable for my pet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hospital is conveniently accessible (location, parking, signage...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and accessibility					
I received clear instructions for the care of my pet at home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication with the hospital staff was easy and effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appointments were quick and easy to make	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall satisfaction					
The value for money of the services was adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The service I received met my expectations and I would go to this hospital again without hesitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend this hospital to other pet owners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What aspects do you think could be improved?

Is there anything you would like to highlight about your experience?
