



# VMG Strategic Plan 2021 – 2024 Summary

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## Our Vision, Mission and Values

### Our Vision

A happy and healthy veterinary world where all benefit from excellent leadership and management.

### Our Mission

To empower veterinary leaders to learn, share and grow.

### Our Values

As VMG, we:

- Take pride in **high standards** of professional competence, and are committed to continuous improvement
- **Build trust** by maintaining principles of honesty, integrity and confidentiality in our work
- **Respect** and celebrate the diversity of individuals and communities of colleagues, clients and society
- Believe in the power of **great leadership** to enhance both human and animal welfare

## Our People

### VMG Board of Directors and Staff



**Richard Casey**  
President  
Joined Board 2018  
Head of Clinical Dvpt,  
Blue Cross



**Gillian Page**  
Senior Vice President  
Joined Board 2016  
Business Director,  
Ayrton Vet Hospital



**Georgina Hills**  
Junior Vice President  
Joined Board 2016  
Operations Manager,  
IVC Evidensia



**Miles Russell**  
Finance Director  
Joined Board 2016  
Practice Manager,  
The George Vet Group



**Alison Daubney**  
Joined Board 2019  
Practice Manager,  
Summerleaze Vets



**Ruth Mackay**  
Joined Board 2014  
Vet/Director,  
Rowan Vets



**Gavin Mitchell**  
Joined Board 2019  
Managing Director,  
IMV Imaging



**Stuart Saunders**  
Joined Board 2016  
Practice Manager,  
Pinkham Equine Vets



**Liz Somerville**  
Joined Board 2019  
Managing Director,  
Loch Leven Equine



**Hannah Perrin**  
Group Development  
Manager, VMG



**Teresa Debski**  
Office & Membership  
Administrator, VMG

## Our Priorities

Over the next three years, VMG will focus on three strategic priorities: LEARN, SHARE, and GROW. These will enable us to progress towards our vision, and have real impact.

Over the next three years, we will:

01

Lead the way in developing 21st century veterinary businesses, leaders and managers

**Learn**

02

Build an active and engaged network of members and partners

**Share**

03

Be the voice of veterinary business, leadership and management

**Grow**

Corresponding to tangible positive outcomes for our membership, and the whole veterinary sector:

Outstanding training opportunities

A support infrastructure you can trust and rely on

Access to world class thinking and resources

## Our Tactics

Our tactics will enable us to deliver our strategic priorities.

Over the next three years, these will be our operational focus:



## Our Enablers

### What will help us use these tactics to help us deliver our priorities and reach our targets?

We will invest in and develop the following enablers to support the delivery of our 2021 – 2024 Strategic Plan:

| Enabler                   | Detail  |
|---------------------------|---|
| Publicity and awareness   | <ul style="list-style-type: none"> <li>• A PR and media campaign to update the sector about our work and maintain VMG's position as leaders in veterinary business, leadership and management</li> <li>• An annual marketing plan to raise awareness of the VMG brand, vision, purpose and benefits</li> </ul>  |
| Audience and offering     | <ul style="list-style-type: none"> <li>• More flexible membership options to recognise the diversity of 21st century veterinary leaders and organisations</li> <li>• International membership options</li> <li>• Ongoing evidence-based development of our member offerings based on feedback and market research</li> </ul>                                    |
| Income and sustainability | <ul style="list-style-type: none"> <li>• Diversifying our income streams to include grant funding, sponsorship, monetisation of intellectual property, and merchandising</li> <li>• An updated reserves policy and financial contingency plan to ensure our long-term sustainability</li> </ul>   |
| Board and volunteers      | <ul style="list-style-type: none"> <li>• A review of our people structure to include Board size and skillset, advisory boards and gap analysis</li> <li>• A review of our regional membership structure and volunteer roles</li> </ul>  |
| Research and data         | <ul style="list-style-type: none"> <li>• Carrying out, publishing and funding original research relevant to veterinary business, leadership and management</li> <li>• An updated Annual Report format including strategic plans</li> <li>• A central digital storage and co-working system for all VMG people to improve efficiency and transparency</li> </ul> |



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