

House Officer Programs (Internships and Residencies): General Information

House Officer programs (internships and residencies) at the Iowa State University College of Veterinary Medicine (ISU-CVM) provide in-depth training in the various areas of veterinary specialty practice. Our programs strive to prepare trainees for active careers in academia or specialty practice and for certification by the appropriate specialty college. The primary mentors of these training programs are faculty of the Department of Veterinary Clinical Sciences (VCS) or Department of Diagnostic and Production Animal Medicine (VDPAM). Clinical facilities of the Dr. W. Eugene and Linda Lloyd Veterinary Medical Center (LVMC) will be the primary training location for these residencies. A list of faculty and staff in support of these programs can be found online (<https://vetmed.iastate.edu/vmc/small-animal/hixson-lied-small-animal-hospital-staff-directory>; <https://vetmed.iastate.edu/vmc/large-animal/food-animal-camelid/staff-directory>).

For more information about individual programs, please consult individual internship or residency program specifics (<https://vetmed.iastate.edu/vmc/academics/internships-residencies>) or contact the appropriate Program Director. The administrative contact for internship and residency programs is Lindsey Alley, lindsey@iastate.edu (515-294-6411).

1. House Officer Program Objectives

- To provide advanced training in clinical problem-solving and diagnostic and therapeutic techniques in the specialty field.
 - To become familiar with diseases afflicting veterinary patients and to synthesize clinical data to formulate and execute correct treatment plans.
 - To provide a firm understanding of the underlying pathophysiological basis of disease.
 - To master the art and science of complete patient care and to appreciate the economic and emotional factors involved in the health care of animals.
 - To develop the art of interpersonal communications for proper colleague and client relationships.
- To provide didactic and tutorial teaching training and experience.
- To satisfy the requirements for specialty college certification (residency programs) or prepare candidates for future specialized training programs or high-quality practice (internships).
- To provide experience in scientific and clinical case presentation through the seminar and House Officer rounds program.

- To provide experience in the preparation and submission of scientific articles for publication and/or presentation.

2. Prerequisites and Application

- **Prerequisites**
 - Candidates must have a DVM or an equivalent degree.
 - Candidates must have successfully completed the National Board examination or its equivalent in the certifying country and must be approved to practice veterinary medicine in the United States.
 - Candidates must be/become licensed to practice veterinary medicine in the state of Iowa prior to employment.
 - Candidates must have a satisfactory moral and ethical standing.
 - Residency programs only:
 - Candidates must have satisfactorily completed at least a 1-year rotating internship or its equivalent postgraduate veterinary experience.
 - Candidates must have the goal of specialty board certification.
- **Application process**
 - Candidates may apply for internships and residencies online through the AAVMC's Veterinary Internship and Residency Matching Program (VIRMP). This application requires:
 - A standard online application.
 - A personal statement of objectives for the residency and subsequent career goals.
 - A transcript of the candidate's academic record.
 - Three letters of reference from individuals familiar with the applicant's professional status.
 - A curriculum vitae.
 - Selection will be based on the above documents and criteria. Interviews may be required.
 - Iowa State University does not discriminate based on race, color, age, religion, national origin, sexual orientation, gender identity, sex, marital status, disability or status as a U.S. veteran. Inquiries can be directed to the Director of Equal Opportunity and Diversity, 3680 Beardshear Hall, (515) 294-7612.

3. House Officer Oversight: Adviser, Program Director, and House Officer Committee

- **Program Director:** Each House Officer program at ISU-LVMC has a Program Director This individual is responsible for administration and oversight of the House Officer program.
 - The Program Director serves as their House Officers' official Supervisor for purposes of university Human Resources and is responsible for approving hire documents and vacation/leave requests.
 - For residencies, the Program Director is the official liaison with the national specialty organization and is responsible for ensuring that the

residency program complies with regulations and requirements of the specialty college.

- **Faculty Adviser:** Each intern and resident will be assigned to a faculty adviser (mentor) in the first month of the program. This may be the same or a different person than the Program Director. Responsibilities of the adviser/mentor include:
 - Direct oversight of the House Officer's training and coordination of the clinical program.
 - Interfacing with other faculty members in the College of Veterinary Medicine in reference to the training program.
 - Advice toward research and publications.
 - Advice with preparation for specialty board application (residents) or application to future training programs (interns).
 - Approval of requests by faculty for the resident to participate in teaching, research, or other activities.
 - Advising on preparation and reviewing presentation performance of seminars and case rounds.
 - Professional guidance.
- **House Officer Committee:** The House Officer Committee is a standing VCS departmental committee comprised of a representative of each House Officer program, the VCS Head (ex officio), the LVMC Hospital Director (ex officio) and members of the HO Board (ex officio). This committee is responsible for:
 - House Officer program approval, renewal, oversight, and establishment of policy
 - Coordination of House Officer position advertisement and candidate selection through the VIRMP program.
 - Annual review of the House Officer's progress (in March of each year) and recommendation for reappointment, probation, or program completion.
- **Small Animal Internship Subcommittee:** The Small Animal Internship Subcommittee is responsible for coordinating the small animal rotating internship and making recommendations to the HOC to maintain a quality program and interns. There are 5 members on the committee. Two (2) members are from the Small Animal Rotating Internship Programs' faculty or advisers, along with three (3) representatives from other small animal specialties that support the small animal rotating internship (Eg. small animal surgery, anesthesia, internal medicine, cardiology, oncology, dermatology, ophthalmology, etc.). The subcommittee will evaluate and rank applicants for the small animal rotating internship. The chair of the subcommittee will organize the schedule for the interns, assign advisors, etc.

4. Clinical Program Requirements

- **Clinical rotations**
 - Please refer to individual House Officer program specifics for a description of clinical requirements (weeks on service) for each year of the program (located in Canvas).

- It is the responsibility of the House Officer to ensure that their clinical schedule meets program and specialty college requirements for weeks on service.
- Clinical service guidelines for House Officers on rotations outside of their primary service area are available online (Canvas).
- **Emergency duty**
 - All House Officer programs involve a component of emergency duty. Emergency duty commits the House Officer to evening, weekend, and holiday duty on a rotating basis. While such activities will be closely supervised early in the program, the House Officer is expected to develop appropriate skills in emergency patient care requiring less supervision as the program progresses.
 - No House Officer will be scheduled for more than 80% of their time on primary emergency duty. Their emergency duty will be limited to their area of specialty training. All emergency duty assignments will be backed up by a faculty member in the specialty area.
- **External rotations**
 - *Required:* External rotations (away from ISU) may be necessary if the number of qualified diplomates, caseload or equipment are insufficient to provide required training or training in another specialty area is needed.
 - *Elective:* Elective external rotations may be scheduled by the House Officer's request in coordination with the Program Director and adviser. In general, a House Officer should seek rotations at other facilities only if the rotation/opportunity does not exist at ISU-CVM.
 - To schedule an external rotation, the House Officer must:
 - Present a proposal to adviser a minimum of 4 months prior to scheduled elective.
 - Contact the desired elective site and determine the feasibility of the rotation, including start and end dates. Present them with preliminary objectives and determine if they can fulfill these objectives.
 - Determine if professional insurance will be required by the elective site and procure appropriate insurance.
 - Write formal objectives for the elective and present them to their adviser to request approval from the program faculty.
 - Obtain written confirmation from the mentor of the elective rotation stating they or their institution can meet the objectives set forth and they will be willing to formally evaluate House Officer performance (example evaluation form provided in *Appendix C*).
 - Perform admirably in the elective rotation. Arrange for the completed elective evaluation form to be sent to the Program Director/adviser from the elective mentor. The evaluation should include comments regarding the fulfillment of the agreed upon objectives.
- **Specialty college requirements and board certification (residencies only)**

- One of the objectives of residency programs is to prepare residents for certification by the corresponding specialty college.
- After beginning the residency, the resident must register with the appropriate specialty college and follow all logistical requirements (case logs, education logs, credentials, or applications to sit for examinations, etc.). The resident should refer to the published requirements of the specialty college.
- **It is solely the responsibility of the resident to submit any material and fees required by the specialty college.**
- **Meetings and conferences:**
 - House Officers may attend a major professional meeting during the program with the advice and approval of their faculty adviser and Program Director.
 - House Officers are also encouraged to attend and participate in continuing education sponsored by the CVM or by local and regional veterinary organizations.

5. Didactic Program: Rounds and House Officer Seminar

- The LVMC offers House Officers several educational opportunities to enrich their training programs and obtain teaching experience. Some of these opportunities are in collaboration with other departments within the College. The menu of rounds and seminars is tailored to assist House Officers in literature review and board preparation and to expose them to a broad range of clinical and academic experiences.
- The LVMC didactic rounds schedule and participation requirements are as follows (*see individual program specifics for individual program requirements*):

Rounds type	Frequency	Day/Time	Commitment
House Officer Seminar	Weekly	Thursdays @ 8am	Required
Program-specific Journal Club, Book Club, Didactic rounds	Per program	Per program	Required
Intern Rounds	Weekly	Mondays @ 8am	Per program
Morbidity & Mortality Rounds	Monthly	2 nd Tuesday @ 8am	Per program
Student Grand Rounds	Weekly	Fridays @ 8am	Per program
ECC Rounds	Weekly	TBD	Per program

- The **LVMC House Officer Seminar Program (“House Officer Seminar”)** is a weekly seminar series designed to provide House Officers the opportunity to receive and present interesting, unusual, or difficult clinical material to professional colleagues. These presentations can be used to facilitate board preparation and to develop manuscripts for publication. **Attendance and participation in House Officer Seminar are required of all House Officers.** See “*ISU HO Seminar Expectations*” document for additional information.

- **Graduate coursework:** Residents may, with the approval of the resident's adviser and the faculty, participate in clinically relevant graduate courses. Certain residency programs may offer an optional Master's degree (*see individual program specifics*). Coursework must not interfere with the clinical and instructional responsibilities of the resident.

6. Teaching and Scholarship

- **Teaching activities**
 - Throughout the program, House Officers will be viewed as role models by both professional students and fellow House Officers and should always present themselves in a professional manner.
 - House Officers will participate in clinical instruction and evaluation of veterinary students and interns when on clinics.
 - House Officers may participate in preclinical didactic lecture and laboratory instruction as assigned by their adviser.
- **Scholarly activities**
 - The Lloyd Veterinary Medical Center requires its House Officers to participate in scholarly activity such as literature reviews, and basic, applied, or clinical research. Specifically, residents (and interns if possible) are encouraged to:
 - Design a research project to address a specific question or problem in the discipline.
 - Write a research grant proposal and submit for funding.
 - Conduct the research according to the experimental design, during off-clinic time (unless research is a clinical trial), and complete data collection during the residency.
 - Analyze and report results of the project at a seminar, CVM Research Day, and/or national or international meeting.
 - Publish results in a refereed journal; targeting completion of a manuscript for publication prior to conclusion of the residency.

7. Evaluation and Reappointment

- Advisers will meet with House Officers at regular intervals to discuss progress and any areas of concern from either party.
 - Evaluations will address the House Officer's professional abilities, hospital service, and personal characteristics (*see Appendix A*).
 - Advisers will provide a written summary of the evaluation to the House Officer, Program Director, and House Officer Committee Chair after each meeting.
- Interns and 1st year residents will be evaluated every 3 months (quarterly); 2nd and 3rd year residents will continue to be evaluated at least every 6 months (biannually).
 - Quarter 1 (July – September) evaluations will be submitted in October.
 - Quarter 2 (October – December) and fall biannual (July – December) evaluations will be submitted in January.
 - Quarter 3 (January – March) evaluations will be submitted in April.

- Quarter 4 (April – June) and spring biannual (January – June) evaluations will be submitted in July.
- In addition to quarterly evaluation with their faculty adviser, rotating interns will also have the opportunity for feedback and evaluation every 2 weeks as they rotate through different services.
 - Every 2 weeks, services will be asked to evaluate the intern(s) that have rotated through that service. These evaluations are administered online as Qualtrics surveys. Responses will be collated by the House Officer Committee Chair and provided to the intern, adviser, and internship Program Director monthly.
 - Every 2 weeks, interns will also be asked to evaluate the service that they have rotated through. These evaluations will be administered online via Qualtrics surveys. Responses will be collated by the House Officer Committee Chair and distributed to services on a quarterly basis.
- In the case of an unsatisfactory House Officer performance, the adviser and Program Director will develop an action plan to guide improved performance. The adviser and Program Director are encouraged to seek input from the House Officer Committee in formulating this action plan, timeline, and consequences. The action plan must include the following elements:
 - A list of action items to be accomplished that are detailed, clear, and aligned with a timeline.
 - A specific date for follow-up evaluation.
 - A description of consequences if the action items are not completed by the designated timeline.
 - Residents that are evaluated as unsatisfactory and are currently working under an action plan are not eligible for annual pay increases (Jan 1st).
- In March of each year, the full House Officer Committee will review Q2/fall biannual evaluations for each intern and resident and will discuss any issues with House Officer performance. Following these reviews, the Committee will make one of the following recommendations to the LVMC Director of Hospital Operations on behalf of each intern or resident:
 - Continue the appointment for another year (1st and 2nd year residents)
 - Award a certificate upon satisfactory completion of the program (interns and 3rd year residents)
 - Place the intern or resident on probation, with a minimum of 30 days' notice of termination. At the discretion of the House Officer Committee and in consultation with the service, guidelines can be formulated that if met, may allow the intern or resident to be re-instated at the end of the specified period.
- At the end of each year (May/June), each House Officer will be required to complete an assessment of their program with suggestions for improvement (see *Appendix B*). These program evaluations are viewed by the entire House Officer Committee and aid the Committee in making recommendations to improve training programs.

- House Officers participating in a newly approved program will be asked to complete an additional assessment of their program halfway through the first year of the program (January).
- At the end of each year (May/June), each House Officer Has the opportunity to evaluate individual faculty with varying levels of anonymity.
- House Officers and LVMC faculty and staff should follow the ISU-CVM Code of Conduct and Collegiality Policy (*see Appendix D*) in all interactions with colleagues and clients. Conflicts or communication issues will be addressed according to the ISU-LVMC Conflict Resolution Communication Trees (*see Appendix E*).

8. Employment and Benefits

- All ISU-CVM House Officers (interns and residents) are classified as D base employees as and as such are governed by the House Officers Handbook, which can be found online (<https://www.vetmed.iastate.edu/vmc/academics/internships-residencies>).
- Iowa State University offers a competitive salary and a comprehensive benefit package to House Officers. Full benefits are offered, including medical, dental, and retirement contributions.
 - All University employees are covered under ISU's general liability protection. This would provide malpractice protection for veterinary services provided during the normal course of professional practice for the ISU veterinary teaching hospital. If a House Officer desires additional malpractice insurance and/or license defense insurance, he/she should obtain this from a private provider.
- The current annual salary for interns is \$40,000 and for residents is \$50,000; incremental annual raises may be awarded in the second and third year of residency programs.
 - The salary (not a stipend) is published in the Directory of Internships and Residencies as published by the American Association of Veterinary Clinicians (www.virmp.org).
 - Salary is payable in monthly increments. Retirement contributions, social security, federal and state taxes are withheld from each paycheck.
 - Reappointment to subsequent years of the residency program is contingent upon satisfactory completion of the previous year's requirements.
- As employees of the University, interns and residents are considered full-time D-base employees and earn 16.0 hours per month of vacation/annual leave (192 hours or 24 days/year) and 12.0 hours per month of sick leave in accordance with ISU's benefits policy.
 - Vacation may only be taken/granted for the amount of time accrued and must be taken when the House Officer is not scheduled on clinic or emergency duty.
 - All absence requests (vacation or sick leave) must be made online in Workday and routed for approval by the House Officer's supervisor.

- Vacation requests must be submitted at least 2 weeks in advance of the desired vacation time.
- Accrued vacation time must be used during the term of the appointment or it will be forfeited upon termination. Vacation must not be used during the final three weeks of the term of the appointment.
- As full time, D-base, salaried employees, interns and residents are considered to be Fair Labor Standards Act “exempt.” I.e.:
 - Being paid on a salary basis means that an employee is paid the same amount per workweek regardless of the hours the employee actually works.
 - Exempt staff are not eligible for overtime compensation for hours worked in excess of 40 per week. Time worked in excess of 40 hours per week will not result in overtime pay or accumulation of compensatory time off.
 - Full time exempt staff are expected to average at least 40 hours of work per week and may need to work more than 40 hours per week to fulfill their position responsibilities.
 - *When possible, ISU follows the recommended duty hours for interns and residents as outlined in the American Association of Veterinary Medical Colleges’ Guidelines for Veterinary Intern and Resident Wellbeing.*
- Consultation Policy (Outside Employment):
 - Concurrent employment of the intern or resident at a site other than ISU-CVM during their program is allowed provided the activity is approved by the House Officer’s adviser and the Program Director and a CVM *Consultation Request Approval Form* is completed and approved by the Director of Hospital Operations and the college dean prior to any consulting activities (see *Appendix F*).

9. Facilities and Equipment

- **Teaching hospital:** The LVMC is a fully accredited hospital (AAHA, AALAC) with full AVMA accreditation. The facility encompasses the Iowa State Veterinary Diagnostic Laboratory, an accredited (AAVLD) full-service laboratory providing clinical pathology, histopathology, immunohistochemistry, immunology, microbiology, virology, and toxicology support. The LVMC contains full-service small and large animal medicine and surgery facilities.
- **House Officer resources:** A cell phone, desk, chair, place for book storage, and filing cabinet are also provided for each House Officer. A computer system is provided with word processing, spread sheet and presentation programs along with unlimited internet access and e-mail.
- **Library and literature resources:** The Veterinary Medical Library, housed within the College of Veterinary Medicine building, contains both human and veterinary textbooks as well as bound serial publications. Parks Library on main campus is easily accessible via daily transport of holdings between libraries upon request. An extensive collection of online journal subscriptions is available to the House Officers free of charge via the Interlibrary Loan/ Document Delivery service. Computer-based retrieval systems including MEDLINE, CAB and AGRICOLA abstracts are available electronically.

Appendices

Appendix A. House Officer Quarterly/Biannual Evaluation Form

Note: Evaluations are submitted by advisers as online surveys through Qualtrics. The following is a list of questions asked in the online survey.

The following survey should be completed after your Quarterly Meeting with the House Officer you advise. Provide a progress report on your House Officer's performance and ask your House Officer if they have any concerns or suggestions for improving their program. Note that quarterly evaluations (Q1-Q4, every 3 months) are required for interns and 1st year residents. For 2nd and 3rd year residents, only Q2 and Q4 (every 6 months) evaluations are required.

Evaluator (Adviser) Name: _____

This Intern or Resident Evaluation is for: _____

Questions to ask of House Officer:

- Please describe any concerns or problems perceived by the House Officer relating to his/her training program.
- Please describe any questions the House Officer has about his/her program or professional trajectory.
- Please describe any suggestions the House Officer has for improving his/her program.

Interpersonal skills, conduct, and communication. Please give the House Officer a progress report on the following abilities:

- Attitude and communication skills
- Ability to handle stress, conflict, and emergencies
- Professional behavior and appearance
- Leadership abilities
- Recognition of self-limitations
- Reliability and dependability
- Self-confidence

Clinical abilities. Please give the House Officer a progress report relating to skills in:

- History taking
- Physical examination skills
- Patient assessment and formulation of differential diagnoses
- Treatment plans
- Patient care and compassion
- Attention to detail
- Patient care/follow-up
- Technical skills
- Procedural competence

Knowledge base. Please give the House Officer a progress report relating to knowledge in the following areas:

- Basic science and fundamentals of veterinary medicine
- Clinical knowledge of specialty area
- Application of knowledge to patient care

Managerial and clerical skills. Please provide the House Officer a progress report on performance in:

- Support of hospital procedures, policies, and mission
- Completeness of medical records
- Timeliness of medical records
- Compliance with communication protocols and record-keeping

Presentations and student teaching. Please give the House Officer a progress report relating to skills in presentations and student interactions:

- House Officer Seminars: quality of content, presentation ability
- Case presentations
- Student rounds presentations
- Case discussions with individual students

Professional development. Please give the House Officer a progress report relating to their professional development, including any of the following if applicable:

- Research projects / other scholarly activities
- Progress towards VIRMP match program (interns) or future career plans (residents)
- Studying for specialty boards
- Participation in Journal Clubs, Book Clubs, etc.

Please provide any additional comments relating to this House Officer.

Appendix B. House Officer Program Evaluation Form

Note: Evaluations are submitted by House Officers as online surveys through Qualtrics. The following is a list of questions asked in the online survey.

This evaluation allows you to enhance your training program by making recommendations for improvement and by identifying the program's strengths and weaknesses. We seek comments about the organization of the program with regard to training you for a job in your chosen field. **It is not meant to be an evaluation of the faculty but the program.** It is a requirement for successfully completing your program.

Name of intern or resident completing evaluation: _____					
1. Please rate the hospital caseload in the following areas as it relates to successful completion of your training program.					
	Excellent	Good	Fair	Poor	Not applicable
Number of cases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of cases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of procedures/surgeries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your case responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Please rate the mentor supervision (amount, quality, feedback) you received in your training program (Excellent, Good, Average, or Poor). Please comment on positive or negative aspects of mentor supervision you received in your training program.					
3. Was your program description accurate , and did the program as advertised meet your expectations (Yes, No, Other)? Please comment on accuracy of your program description and whether the program as advertised met your expectations.					
4. Has your program adequately prepared you for specialty board certification/examination (Yes, No, Other)? Please comment on whether your program adequately prepared you for specialty board certification/examination.					
5. Has your program adequately prepared you for a residency, specialty internship, or other career goals (Yes, No, Other)? Please comment on whether your program adequately prepared you for future career goals.					
6. What is your opinion of the quality and number of external rotations that are part of your program? (<i>"External" rotations refers to rotations outside your primary service area; for example, an Ophthalmology resident rotating through Internal Medicine. For interns, "external" rotations refers to any rotation other than Emergency/Critical Care. "External" rotation can also refer to externships outside of Iowa State, if applicable.</i>) Please comment on quality and number of external rotations.					

7. Please comment on the AMOUNT of technical support provided in the hospital, as it relates to your training program.

	Adequate amount	Inadequate amount
Technical support in your service area	<input type="radio"/>	<input type="radio"/>
Technical support in ICU	<input type="radio"/>	<input type="radio"/>

8. Please comment on the QUALITY of technical support provided in the hospital, as it relates to your training program.

	Adequate quality	Inadequate quality
Technical support in your service area	<input type="radio"/>	<input type="radio"/>
Technical support in ICU	<input type="radio"/>	<input type="radio"/>

9. Would you recommend your training program to a prospective house officer? Why or why not?

10. What advice would you give an incoming house officer relative to your training program?

11. What is the BEST thing about your training program, in your opinion?

12. What is the WORST thing about your training program, in your opinion?

13. Please list suggestions for constructive changes to this training program.

14. What is your OVERALL degree of satisfaction with your training program experience (Highly satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied, Highly dissatisfied)?

15. Please list any general comments or additional feedback you would like to provide.

Appendix C. House Officer Evaluation for External Rotations (outside ISU-CVM)

Lloyd Veterinary Medical Center House Officer Evaluation for External Rotations (away from ISU)							
House Officer:	Rotation Location:			Dates:			
ISU Faculty Adviser/Program Director:							
	Excellent	Good	Satisfactory	Needs	Unsatisfactory	Not Evaluated	Remarks
Professional Ability							
Theoretical knowledge							
Application of knowledge							
Technical skills							
Professional Development							
Awareness of current literature							
Ability to make independent decisions							
Attendance at seminars/rounds							
Participations in seminar/rounds							
Contribution to student education							
Personal Characteristics							
Quality of faculty/supervisor interaction							
Quality of intern/resident interaction							
Quality of student interaction							
Quality of staff interaction							
Independence and initiative							
Maturity							
Motivation							
Attitude and enthusiasm							
Leadership qualities							
Hospital/Clinical Service							
Completion of duties							
Quality of work							
Acceptance of service responsibilities							
Work towards service objectives							
Record keeping							
Communication with RDVMs							
Communication with clients							
Overall Performance							

Appendix D. Code of Conduct and Collegiality

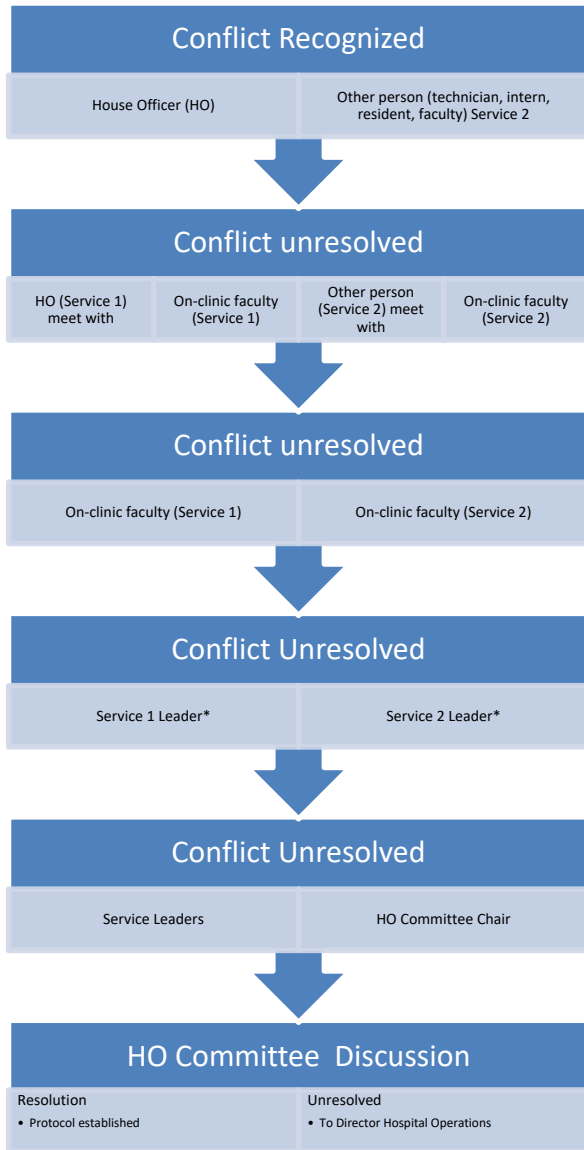
A code of conduct is meant to help guide professionals in proper interaction with other professionals. No document can be all inclusive or specific. This list is meant to direct a professional veterinarian, or veterinary student, toward proper conduct and interactions within the hospital and college.

1. Each clinician (faculty, residents, and interns) has numerous interactions with veterinary students and should realize that they are role models for these students. Professional attire and language, and appropriate interactions with referring veterinarians are always expected. All clinicians must take care to never use denigrating or insulting language when referring to other veterinarians including referring veterinarians, or to students.
2. Clinicians should refer to each other and other veterinarians as “Doctor” while in the hospital and should instruct students to do the same.
3. All clinicians should strive for the best care for all patients in our hospital. It is inevitable that there will be differences of opinion as to what that best care entails. There is also the possibility that a clinician, for whatever reason, is not caring for a patient to a standard appropriate for this hospital. If a clinician feels that a patient is not cared for appropriately or to a certain standard, then that clinician should discuss their concerns with the attending clinician in a collegial manner (in private venue, not in front of colleagues or students).
4. It is appropriate to collegially discuss the care of cases in case rounds and in the presence of the attending clinician on the case. It is inappropriate to question the care of a patient by another clinician in the presence of clients, students, House Officers, referring veterinarians, or attending clinicians outside of case rounds or without the presence of the attending clinician. This is a severe breach of medical ethics and may warrant corrective measures.
5. Students and clinicians come from diverse backgrounds and cultures. It is inappropriate to discuss another professional’s personal life while conducting hospital business.

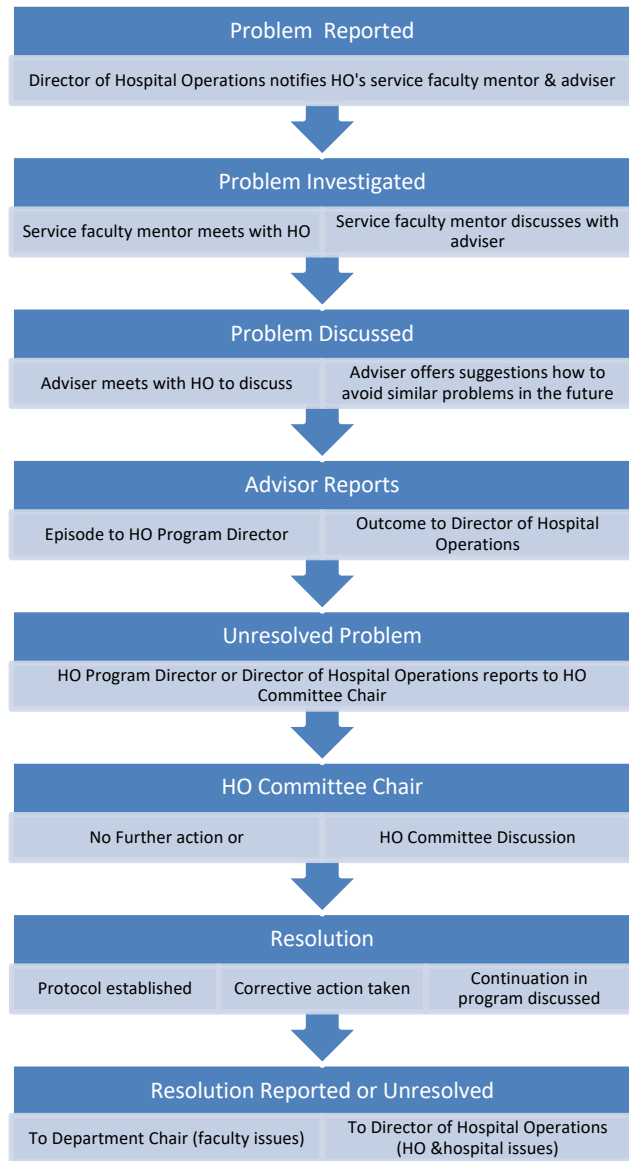
6. College of Veterinary Medicine Collegiality Policy:

All CVM employees have a responsibility to maintain a positive workplace that is free of discrimination and harassment. Collegial interactions with all co-workers in the CVM are required. Faculty and staff are expected to model safe and fiscally responsible behavior for students and are expected to be in compliance with established policies of ISU-CVM (including the ISU Code of Computer Ethics and Acceptable Use, biosafety regulations, OSPA, purchasing, etc.). All faculty and staff are expected to participate in the annual performance evaluation process.

Appendix E. Communication Trees Personnel interactions:



Client complaint:



*Adviser notified when deemed appropriate.

Appendix F. Consulting Request Form

Consulting Request Approval Form		IOWA STATE UNIVERSITY College of Veterinary Medicine
Date of Request: _____		
Name: _____		
Proposed Date for Consulting Activities: _____		
Who are you consulting for? _____		
Where will you be consulting? _____		
What is the purpose of the consulting activity? _____		

<small>Reminder: All full-time faculty and P&S staff are required to disclose potential conflicts of interest annually, or whenever their situation changes, whether they think they have a conflict of interest or not. Using the Access Plus system, faculty and P&S staff should go to the Employee tab and click on "COI Disclosure" and fill in the Conflict of Interest Disclosure Form. If you have any questions, please review the COI policy at http://www.provost.iastate.edu/COI/</small>		
APPROVAL:		
Department Chair: _____		
Director of Hospital Operations: _____		
College Dean: _____		
<small>Please Note: Must be approved by the Department Chair, Director of Hospital Operations (when applicable) and Dean prior to consulting activity.</small>		
<small>22435</small>		