

**HANDBOOK**

**Advanced Clinical Training Programs:  
Internships and Residencies**

**Lloyd Veterinary Medical Center**

**Including the Department of Veterinary Clinical Sciences and the  
Department of Veterinary Diagnostic and Production Animal Medicine**

**June 2023**

# HANDBOOK

## Advanced Clinical Training Programs: Internships and Residencies

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Iowa State University's Lloyd Veterinary Medical Center (LVMC) offers advanced clinical training programs which include 'internship' and 'residency' experiences in conjunction with the Department of Veterinary Clinical Sciences (VCS) and the Department of Veterinary Diagnostic and Production Animal Medicine (VDPAM). Individuals in these programs are collectively and commonly referred to as "House Officers" based on historical precedents from the human medical field. These programs allow for post- Doctor of Veterinary Medicine (DVM) advanced training in a clinical specialty in veterinary medicine and/or surgery. Participants are graduate veterinarians who hold the appropriate professional degree (*e.g.*, DVM) or the equivalent based on the requirement of the [American Veterinary Medical Association](#) and are eligible for veterinary licensure in Iowa.

During the clinical training program, House Officers spend the majority of their time in clinical training and service, with the remaining portions of the time in academic activities, including research and didactic teaching opportunities. Residents are permitted to pursue a graduate degree while on appointment.

House Officers are governed by this handbook and the Graduate College's handbook. House Officers must also abide by policies and requirements as outlined by the House Officer Committee (see below) and the individual training program; these requirements are available online at: <https://vetmed.iastate.edu/vmc/employment/internships-residencies>

#### Program oversight

All House Officers performing clinical service in the Lloyd Veterinary Medical Center or affiliated clinical practices have programmatic oversight through the House Officer Committee (HOC) within the Department of Veterinary Clinical Sciences (VCS). The general activities of the HOC include but are not limited to:

- Maintenance of a record of all House Officer programs
- Annually review of all House Officer training programs

- Formal voting on continuation of House Officer training programs
- Maintenance of standards of House Officer training programs
- Completion of House Officer performance reviews semiannually through a formal written and recorded evaluation
- Ensuring that there is a program evaluation by the House Officer of their program on an annual basis through a formal written recorded evaluation
- Forwarding any program or House Officer-related concerns to the appropriate administrative officials (e.g., Director of Hospital Operations)

The HOC has a chair and its membership is made up of individual House Officer program directors and/or advisors. The HOC reports to the Director of Hospital Operations with input from the VCS or VDPAM Department Chair. Program changes, renewals, and policy changes may be recommended by the HOC. Final approval resides with the Director of Hospital Operations with input from the VCS or VDPAM Department Chair.

## Appointment

House Officers are appointed as full-time D-base employees to perform hospital clinical work that expands and enhances their education in clinical medicine and surgery. Their condition of employment is intermediate between that of graduate assistants and staff. Hiring into D-base positions does not require a competitive search; rather selection is based on the relative strength of each candidate's application materials.

The majority of House Officers coming to LVMC are selected through the American Association of Veterinary Clinicians' (AAVC) [Veterinary Internship and Residency Matching Program](#) (VIRMP). VIRMP is utilized as LVMC's primary advertising and selection mechanism for Interns and Residents. Intern and Residency applicants rank advertised educational programs in order of their preferences. Educational institutions then review applications and rank applicants based on compatible program criteria and candidate credentials. VIRMP uses a central computer facility to then match prospective Interns and Residents with available programs. The final selection process is performed autonomously by the AAVC's VIRMP. Consequently, there is no inherent guarantee that either an applicant or an institution will receive their priority choices. VIRMP strives to provide prospective Interns and Residents with their highest preferred program that concurrently ranks that candidate as acceptable.

Appointments outside of the match program require regular recruitment processes for D-base appointments at Iowa State University.

All House Officers must successfully complete a University approved employment background check including degree/licensure verification prior to finalization of the offer.

All House Officers have an on-going duty to self-report any license actions, such as revocation or suspension, and any professional disciplinary actions. House Officers initially fulfill this requirement by completing the Supplemental Questionnaire at the time of the background check.

However, any subsequent licensure or disciplinary actions must be immediately reported to the Director of Hospital Operations. Prospective Interns and Residents are offered an employment contract, which the University calls a Letter of Intent (LOI), following the successful completion of the pre-employment processes outlined above.

House Officers working and training within LVMC are hired by the Director of Hospital Operations. Supervision of House Officers is provided by the program supervisor, the HOC, and the Director of Hospital Operations as described in the section, "Evaluation and Review," below.

House Officers are required to complete all activities set forth in their program guidelines in order to receive documentation (certification) of successful completion of their program.

### Term of Appointment

Internship appointments are for a maximum term of twelve (12) months. Residency appointments are for twelve (12) months, but with the possibility for two (2) twelve (12) month renewal terms. The term of a residency appointment may not exceed thirty-six (36) months, unless there are extenuating circumstances, and any extension must be approved in advance by the Director of Hospital Operations.

### Salary and Benefits

The College of Veterinary Medicine will set a minimum salary level for all appointments annually. The salary level will be competitive with other House Officer salaries offered at peer institutions.

Salary is payable in monthly increments with standard payroll deductions (*e.g.*, Social Security, workers' compensation, and federal and state tax withholdings). Salary increases may occur based on funding availability at the beginning of each fiscal year (July 1) for Residents who successfully advance through their program.

A comprehensive benefit package is offered and includes medical, dental and retirement benefits. House Officers earn vacation at the rate of sixteen (16) hours per month and the maximum accrual is twice the annual entitlement. Sick leave is accrued at the rate of twelve (12) hours per month. There are limitations within program guidelines for vacation usage to ensure that House Officers meet clinical requirements to complete their programs within the allotted timeframe. Additionally, House Officers will be approved for leave only when the House Officer is not scheduled on clinic or emergency duty, and leave requests shall be made at least

thirty (30) days in advance of the desired leave time. Unused vacation time and sick leave will be forfeited upon termination of employment.

As employees of the University, House Officers are covered by [worker's compensation](#) for work-related injuries. House Officers may request reasonable accommodations for disabilities by contacting University Human Resources and engaging in the University's [disability accommodation process](#). Additionally, once they are eligible, House Officers may request protected leave under the [Family Medical Leave Act \(FMLA\)](#). Professional liability is covered through the Tort system of the State of Iowa.

## Onboarding

Each House Officer participates in a comprehensive onboarding/orientation process. The Hospital and Department welcomes each new Intern and Resident with a formal letter that initiates the onboarding process, and staff assist with the completion of required University appointment/benefit documents. Other required forms include: a) temporary permit to practice veterinary medicine in Iowa; b) confidentiality agreement; c) Iowa Controlled Substances Act registration application; d) hazard inventory; and other pertinent documents.

## Mentoring

Mentoring is provided by various faculty and staff within the LVMC and the College. Formal mentoring is provided by each House Officer's program director and an assigned faculty advisor. Generally, the program director for residency programs is the faculty member that is the "supervising diplomate" for the AVMA specialty.

## General Professional Duties

The following professional duties are expected of all House Officers.

### Professional Practice, Outreach, and Clinical Teaching

- Provide clinical services in the LVMC and enhance clinical service by offering new diagnostic or therapeutic techniques and procedures
- Serve as a collegial member of the LVMC and uphold scheduling and policies of the clinical service
- Educate and supervise activities of the professional students assigned to clinical rotations
- Support, in collaboration with other members of the service, a positive "customer service" approach to the client service functions
- Provide a safe, harassment-free, discrimination-free and collegial learning and working environment
- Provide emergency coverage as indicated in your program to ensure successful clinical service operations
- Be a positive and effective mentor and role model for students and other professional peers
- Practice at accepted national and local standards of clinical practice and ethics

- Maintain best practices and standards of care in your discipline or area of clinical focus
- Follow all LVMC guidelines, policies, and procedures including those associated with medical records and bio-security

#### Research and scholarly activities

- Follow all University research policies
- Perform research activities in an ethical manner and uphold the principles of research ethics

#### Traditional Didactic and/or Laboratory Teaching

- Deliver effective educational experiences
- Maintain a safe, effective, and efficient educational environment
- Follow all University policies regarding use of animals in teaching
- Participate in educational courses as directed
- Provide educationally effective didactic lectures and other educational presentations
- Maintain records of your teaching impact via student and peer evaluations

#### Institutional Service and Collegiality

- Follow professional standards of debate and discussion
- Provide a safe and collegial learning and working environment, one that is free of harassing behavior, harassment, and discrimination and one that fosters inclusiveness and collaboration
- Uphold the standards of professionalism, be honest in all professional interactions

#### Hospital Operational Requirements / Professional Ethics

It is the professional responsibility of House Officers to report any incidences of professional misconduct or previous disciplinary actions from positions previous to employment at Iowa State through the hiring process. Any subsequent licensure or disciplinary actions must be immediately reported to the Director of Hospital Operations. In addition, individuals who witness or have knowledge of professional or performance misconduct should report that information promptly to their immediate supervisor and to the Director of Hospital Operations.

## Standards of Care and Ethics

In their role as clinical service and education providers, all House Officers are required to uphold and maintain all standards of the veterinary profession. The [Principles of Veterinary Medical Ethics of the AVMA](#) are fully adopted by LVMC.

In their role as clinical service and education providers, all House Officers are required to uphold and maintain all standards of LVMC (see Hospital Handbook), Department, College, and University (see the University's [Policy Library](#)).

Hospital policies and procedures are found in the Hospital [Handbook](#). All individuals working or providing clinical service in the LVMC should be familiar with and uphold said policies. House Officers will be provided a copy of the Hospital Handbook and their program description – both of which detail various aspects of hospital standards of care and commitment that the House Officer is obligated to abide by.

In addition, House Officers are provided a copy of the AVMA [Principles of Veterinary Medical Ethics](#) at orientation, and a code of professionalism in their program description.

## Evaluation and Review

Regular supervision is provided by various faculty within the hospital or College. Each Intern or Resident has a House Officer program supervisor (generally the faculty member that is the “supervising diplomate” for the AVMA specialty). The overall program is supervised by the House Officer Committee.

House Officers are given a performance evaluation at least semiannually through a formal, written, and recorded evaluation, in addition to the annual formal, written, and recorded evaluation by the program supervisor, which is reviewed by the HOC, and forwarded in finalized form to the Director of Hospital Operations for employment action. See more information in the Program Guidelines as outlined:

<https://vetmed.iastate.edu/vmc/employment/internships-residencies>.

## Professional Development

House Officers are provided a clinical training program that fulfills requirements of the AVMA accredited specialty college toward board certification. House Officers are responsible for appropriate knowledge of, and actions upon, requests of the specialty college regarding their individual programs (examples include program candidate registration, completion of credentialing materials, application for credentialing examinations). While the hospital provides a program opportunity towards board certification, it is the individual candidate's responsibility to successfully complete any and all required activities of their individual specialty for certification.

## Conflict Resolution

A House Officer who has an interpersonal dispute regarding operational policy should first attempt to seek an informal resolution with the individual involved. See comprehensive Communication Tree in the General Program Guidelines: <https://vetmed.iastate.edu/vmc/employment/internships-residencies>. If a resolution cannot be reached, the Resident or Intern should meet with a clinic faculty member to discuss the situation. If the situation remains unresolved, the Intern or Resident should discuss the interpersonal dispute with the HOC Chair. The HOC Chair will attempt to resolve the situation or determine if the Director of the Hospital or Chair of VCS or VDPAM needs to be involved.

Hospital operational or academic concerns should be directed to the on-site faculty supervisor initially, who will then inform or involve the program advisor and director, the HOC, and finally the Director of Hospital Operations.

The University [Ombuds Office](#) may also provide support for conflict resolution. This office provides a professional, confidential, independent, and neutral resource available to informally work through work-place challenges.

## Performance Concerns and Probation

House Officers are simultaneously (1) employed by the LVMC and overseen by University policies, and (2) enrolled in internship or residency training programs overseen by the HOC. Failure to meet expectations of a HO program may result in probation from the program, which will involve providing the HO with written description of how to meet expectations and required timeline for doing so. Failure to meet University policies or procedures for LVMC employee conduct or performance may result in other employment actions administered by the HO's supervisor in consultation of Human Resources Delivery. Examples could include failure of the individual to maintain and uphold the standards of practice including all policies and procedures of the LVMC, or for any actions that are detrimental to the integrity of the hospital as an organization. Appeal of any employment actions should follow policies associated with the specific employment type.

## Resignation / Termination

Employment actions such as resignation or termination are administered by the Director of Hospital Operations of the LVMC in communication with both (1) CVM Human Resources Delivery and (2) the HOC and the pertinent academic Department.

Termination from a specialty training program is under the purview of the HOC, while termination of employment at the LVMC is under the purview of University Human Resources. Failure to meet expectations of HOC program probation (as outlined above) may result in termination from a HO program, meaning that the individual would no longer be enrolled in a HO program and no longer working to completion of that training program. Approval of the



program termination request by the HOC shall require the approval of the Director of Hospital Operations. In contrast, termination from LVMC employment requires investigation by CVM Human Resources Delivery and decision by the supervisor. A House Officer may appeal an employment termination decision according to the policies associated with their specific employment type.

### Harassing Behavior and Personal Safety

Iowa State University strives to promote and create a safe, professional, and collegial working and academic environment. If a House Officer has any concern about personal safety or unwelcome behavior (such as bullying), such concerns shall be promptly reported. If the situation is emergent, the House Officer should not hesitate to contact law enforcement by calling 911. For non-emergent situations, the Houses Officer may still contact [University Police](#). For other non-emergent concerns, the House Officer should contact his/her immediate supervisor, the Director of Hospital Operations, and/or the College's HR Partner. The House Officer may also consider contacting [University Human Resources](#) and/or the [Ombuds Office](#).

### Discrimination and Harassment

Iowa State University takes very seriously all claims of [discrimination and harassment](#). Any House Officer who feels that they have been discriminated against or harassed based on race, color, age, religion, national origin, sexual orientation, gender identity, genetic information, sex, marital status, disability, or status as a U.S. veteran should reference the University's Discrimination and Harassment Policy. Individuals are encouraged to contact the [Office of Equal Opportunity](#) in Beardshear Hall. [Phone: (515)294-7612, E-mail: [eooffice@iastate.edu](mailto:eooffice@iastate.edu)]

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