

Healthier animals, people and planet

RCVS Knowledge strategy 2025-29

A black and tan dog, possibly a Weimaraner, is the central focus of the image, looking directly at the camera with a calm expression. The dog has a white patch on its chest and tan markings on its face and ears. In the background, a person with light-colored hair is blurred, wearing a blue and white checkered shirt. The overall scene is warm and intimate, suggesting a close relationship between the dog and the person.

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Foreword

Our mission at RCVS Knowledge is to advance the quality of veterinary care for the benefit of animals, the public and society.

High-quality veterinary practice safeguards the health and welfare of myriad animal species, it protects public health and contributes to societal wellbeing. Through empowering and supporting veterinary teams to provide evidence-based care, we seek to drive change that leads to healthier animals, people and planet.

We are a charity with big ambitions. Thanks to the dedication of our team of staff and volunteers, the generosity of donors, and immense support from across the veterinary professions and the wider veterinary sector, we have come a long way since the publication of our last strategy. Our major initiative to embed systematic Quality Improvement in veterinary practice has gained substantial traction, with Quality Improvement now central to many practices' ambitions. We have launched ground-breaking national audits and registries, providing a glimpse of what is possible through systematic collation of large-scale clinical data to drive improvements in patient outcomes. We have acted as a leader in the provision of learning on antimicrobial stewardship in farm, equine and companion animals, we have digitised thousands of documents

from veterinary history, and we have enabled tens of thousands of veterinary professionals to access and translate the latest veterinary science through our library service and our Veterinary Evidence journal.

However, there are significant challenges ahead. Veterinary teams are facing unprecedented workloads and burnout, making it harder for many to make the headspace and time to engage with new initiatives. The landscape of the veterinary industry is shifting and under scrutiny, with an uncertain future. People working in a range of roles in the veterinary sector are having to adapt to changing societal needs and expectations, and the ramifications of a cost-of-living crisis. Given these pressures, it is more important than ever that we focus our work on areas with the most potential to generate positive change. This next strategic period will be all about impact. We will focus on quality over quantity in the resources we provide to the veterinary professions. We will use our voice to make the case for broader change that will have a positive impact on patient outcomes. And we will build on our work in evidence-based veterinary medicine to support

veterinary teams to consider different ways to approach the diagnosis and treatment of an animal, depending on the circumstances of the individual animal and their caregivers.

While looking ahead to our future, we have not forgotten our past. We were established in 1958 by the Royal College of Veterinary Surgeons (RCVS). Today, we continue to have a close relationship with the RCVS, which remains our largest funder. Over this next strategic period, we will continue to strengthen our relationship with the RCVS, ensuring mutually beneficial opportunities are recognised and leveraged. Alongside this, we will seek to extend our impact through forging strategic and funding partnerships with a wider range of individuals and organisations who share our commitment to improving animal health and welfare outcomes for the benefit of animals, the public and society.

Our strength is in working together with veterinary teams, animal owners and all those involved in animal health to advance the quality of veterinary care. We're excited about what we can achieve together •



Amanda Boag

Amanda Boag
Chair, Board of Trustees



Katie Mantell

Katie Mantell
Chief Executive Officer





Vision

Healthier animals, people and planet



Mission

To advance the quality of veterinary care for the benefit of animals, the public and society



Purpose

We empower and support veterinary teams to provide evidence-based, quality care and improved animal health and welfare outcomes.



Our values



Integrity

We are a trustworthy source of knowledge, committed to evidence-based veterinary medicine, self-reflection and continuous learning. We are honest and fair in all aspects of our work.



Collaboration

For us, collaboration involves respect, mutual understanding and shared objectives. We forge strong partnerships that multiply our individual strengths, nurturing a culture of shared success.



Ambition

We think big and are ambitious about advancing the quality of veterinary care. This ambition drives our passion for creating high-quality outputs and for finding new ways to maximise our impact.



Inclusion

We believe in the power of bringing together diverse perspectives and expertise. We actively foster an environment where everyone can speak up and where diverse perspectives are heard, respected and acted upon.



Empowerment

We create an environment that encourages development, learning and growth. We have confidence in the capabilities of our team, promoting calculated risks in the pursuit of quality, innovation and excellence.



Our theory of change





Strategic pillars

Support veterinary professionals today

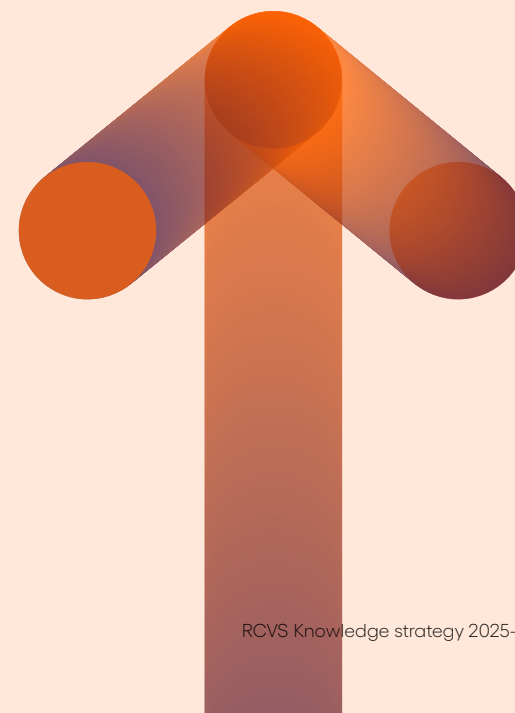
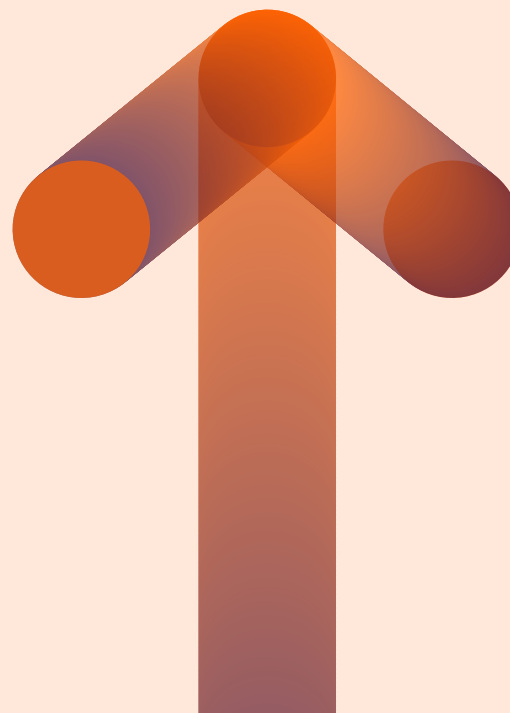
We will be the go-to place for veterinary teams to find the knowledge, skills and tools they need to continuously improve the quality of care.

Shape the future of veterinary care

We will influence and inspire broader change that advances evidence-based veterinary practice in a way that benefits animals, people and the planet.

Celebrate veterinary history

We will curate and raise awareness of veterinary history, sharing insights from years gone by so that veterinary care today and in the future is built on knowledge of the past •







Support veterinary professionals today

We will be the go-to place for veterinary teams to find the knowledge, skills and tools they need to continuously improve the quality of care.

Veterinary practice and the animal health sector is constantly evolving, with new knowledge, new ways of working, and changing societal needs and expectations. This means that veterinary teams face multiple challenges in accessing the latest, relevant knowledge, and in implementing it to provide the best animal health and welfare outcomes.

As the sole pan-profession organisation in the UK dedicated to championing continuous improvements in veterinary care, we are a trusted source of resources that foster evidence-based veterinary practice.

Over this next strategic period, we will consolidate and strengthen the impact of our work, driving increased usage of our existing resources, developing better ways to measure their impact and seeking new sources of income and funding that further extend our reach and ensure our financial resilience.

We will be selective in developing new resources, with an emphasis on impact over quantity, giving priority to resources that develop greater depth of knowledge in areas where there is a well-defined need.

What we will do:

- We will drive increased usage of our resources that support veterinary teams and other animal health professionals to advance the quality of care through evidence-based practice
- We will grow engagement with our library resources and increase readership and impact of our Veterinary Evidence journal
- We will conduct research with veterinary professionals and animal owners to identify what needs to happen to better support veterinary teams to tailor the care they deliver to the specific needs of each animal and client. We will then work to provide resources that meet these identified needs.

How we will do this:

- By engaging with a broad range of veterinary teams from different practice types, as well as with students and those working in veterinary education and the wider animal health sector, to ensure our resources are relevant, widely used and easily accessible

- By creating a new website with a simplified 'user journey' through our learning materials and resources
- By creating a communications and marketing strategy that uses data and insights to engage more people in our work
- By influencing the conditions that increase uptake of our resources through strengthening our position as a national, trusted voice for the benefits of Quality Improvement in veterinary care
- By highlighting and celebrating achievements in advancing the quality of care to inspire others, and bringing people together to share learning and help drive culture change •





Shape the future of veterinary care

We will influence and inspire broader change that advances evidence-based veterinary practice in a way that benefits animals, people and the planet.

The care that individual veterinary teams provide takes place in a broader national and global context. For example, we know there is tremendous potential to share and use data on patient outcomes at a national level to drive improvements in care, and that doing this requires action from across the veterinary sector to enable and facilitate data-sharing.

At the same time, there are global issues that affect the lives of millions of people and animals around the world that require concerted action from the veterinary sector. The links between animal, human and planetary health have never been more salient, with the urgency of tackling antimicrobial resistance greater than ever, the threat of new zoonotic diseases front-of-mind in the wake of the pandemic, and a climate emergency burgeoning. Meanwhile, technological advances, including rapid developments in artificial intelligence (AI), look set to change all aspects of our lives, bringing huge opportunity as well as challenge to the veterinary sector.

As a pan-profession organisation, with evidence at our core, we will play an

active part in shaping these wider issues, spearheading activities to inspire and drive transformative change, fostering innovation and improvement, and advocating for policies and system changes that drive the best animal health and welfare outcomes.

What we will do:

- We will speak out to make the case for large-scale sharing of clinical data to drive better health and welfare outcomes
- We will harness evidence-based insights and expertise to support OneHealth approaches that balance and optimize the health of people, animals and the environment
- We will become a key source of evidence and insight on how new developments in veterinary care such as artificial intelligence can best be harnessed to advance animal health outcomes and welfare.

How we will do this:

- By demonstrating the benefits of sharing data to drive quality

improvement through continuing to develop and share the impact of our own audits and registries, including exploring international expansion

- By enabling all veterinary teams – including those working with livestock, companion animals and in equine practice – to take practical steps to support OneHealth approaches, for example by understanding and making improvements to antimicrobial stewardship
- By equipping veterinary teams to interpret published evidence on OneHealth issues as they emerge and translating these insights into actionable improvements in care
- By joining forces with other organisations with complementary values and objectives, to multiply our impact through joint campaigns and funding bids. This will include developing international connections in those areas where we are seeking wider change ●

Walter Burt
January 8 1807
Day Book



Celebrate veterinary history

We will curate and raise awareness of veterinary history, sharing insights from years gone by so that veterinary care today and in the future is built on knowledge of the past.

History has seen huge changes in the roles that veterinary professionals play in society, together with tremendous advances in veterinary science. The RCVS archives and historical book collections that we curate bring together veterinary books, journals, pamphlets, corporate records, personal papers and artworks that chronicle the evolution of veterinary knowledge and practice over the centuries.

The full strength of these historical collections, however, remains untapped. In this next strategic period, we will unlock their potential by developing ways to engage a larger number of animal health professionals and the public in veterinary history. This will include exploring new partnerships and funding opportunities to enable us to mine the rich vein of veterinary science and human-interest stories currently lying untold within our collections.

In doing so we aim to enrich understanding of the past and enable the veterinary and wider community to remain guided by the lessons of history.

What we will do:

- We will bring veterinary history to life for a wide range of people working in animal health and the wider public by sharing stories and insights from veterinary history
- We will make our archives and historical book collections more accessible to veterinary professionals and the public, both digitally and in person
- We will record today's history for the future, by adding more recent and contemporary items to our collections for the veterinary historians of tomorrow.

How we will do this:

- By seeking funding to enable us to catalogue and digitise more of our collections so that they are accessible to veterinary professionals and the public
- By collating theme-based historical information that is relevant to current-day issues

- By launching an improved Veterinary History website, providing easily searchable and browsable information
- By using our move to a new permanent building with the RCVS to provide physical access to our collections to engage veterinary professionals and the wider public in veterinary history
- By forging new partnerships that bring veterinary history to a broader audience ●



ANIMAL LOCOMOTION. PLATE. 598

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How we will measure success

Building on our new theory of change, we will move beyond measuring activity to measuring progress against outcomes. We will define intended outcomes for key pieces of work and build in measurement frameworks from the outset.

We will develop systematic ways to gather feedback from teams and stakeholders to understand what is working and what isn't. As an organisation that seeks to innovate, we will be brave and stop things that are not working, and we will move quickly to capitalise on momentum when things are.

We will seek where possible to commission evaluations of our major pieces of work so that we have an independent assessment of their impact and can generate learning that we can share. •





Foundations

The successful delivery of this strategy is dependent on the following five foundations.

Financial resilience

As the charity partner of the RCVS, we are fortunate to receive a large part of our funding, together with in-kind support, from the RCVS. Over this next period, while continuing to strengthen this key relationship, we will build our financial resilience by increasing and diversifying our income, providing a solid financial foundation on which we can extend the impact of our work now and for years to come.

Networks and partnership

We are proud to be an organisation that works with all members of the veterinary team, with all practice types and across all species, as well as with a wide range of other roles within the animal health sector. Nurturing strong relationships and networks will continue to be vital to our success. Delivering our strategy will also require us to develop ways to bring animal owner views and perspectives to our work, and to increasingly foster international connections.

Technology

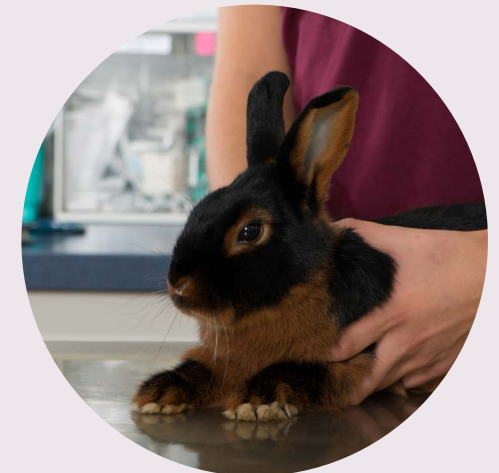
A large part of our impact is achieved through the resources and learning we provide via digital channels. Over this strategy period, we will seek to transform our digital presence to make it easier for veterinary professionals to access and use the resources we provide. We will also make responsible use of new technology, including artificial intelligence (AI) tools, to enhance our capability to deliver.

Our people

Our success hinges on the delivery of our skilled and dedicated team. We will empower our people to learn, innovate and excel in an environment that is inclusive and promotes wellbeing. Our team extends beyond our staff, with many volunteers from across the veterinary professions giving their time freely to work with us to support our mission of advancing the quality of veterinary care for the benefit of animals, the public and society.

Data and insights

As an organisation that promotes evidence-based veterinary practice, it is only right that we use data and evidence to inform our own work and take a rigorous approach to measuring our own impact and success. We will put in place clear ways of evaluating our work, measuring, and demonstrating our impact, and will take systematic steps to increase our understanding of audience and stakeholder needs •





RCVS Knowledge is a charity with a mission to advance the quality of care for the benefit of animals, the public and society.

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