

# Veterinary Public Health Management Veterinary Public Health Postgraduate Coursework

Aug 2019



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## Achievements

- Equipped leaders in VPH for 15 years.
- Years ahead of other veterinary schools, postgraduate degree program run for animal health professionals integrating:
  - technical and managerial training
  - short residentials and online classrooms.
- Graduated over 125 professionals contributing in a range of national and international settings.
- Of the VPHMgt Master graduates and remaining students, during the degree or within 2 years of graduation:
  - 65% changed place of employment or position within organisation
  - 91% of those who commenced study when in private clinical practice, moved to public practice employment.



### VPHMgt

Master	G.Diploma	G.Certificate
97 +6*	10	8

### VPH

Master	G.Diploma	G.Certificate
9 +2*	2	0

\* Remaining Master students to compete research project in 2019-2020.

## Acknowledgements

- **Funding to establish program:**  
Meat & Livestock Australia, Vincent Fairfax Family Trust, University of Sydney
- **Scholarships:**  
Department of Agriculture, McGarvie Smith Institute.
- **Master Research Projects:**  
Supervisors – Colleagues from other universities and organisations from 2003 – 2019
- **Student Prize:**  
Zoetis



## Message from Head of School and Dean

On the closure of this degree program, the Sydney School of Veterinary Science wishes to:

- ❖ Applaud all the Graduates (listed on p3)
- ❖ Acknowledge the Financial Supporters and
- ❖ Give credit to the Facilitators, Supervisors and Examiners of the Master research projects (listed on p4)

The success of the program was a consequence of the hard work and quality of our students and the exceptional contribution from those external to the School. The academic leadership and administrative services from staff of the School ensured a first-class experience and outcome for the students.



Academic Leadership	Administrative Services
Em.Prof Richard Whittington	Dr Hannah Forsyth
Prof Michael Ward	Meg Vost
Assoc Prof Jenny-Ann Toribio	Emmeline Yeo
Assoc Prof Navneet Dhand	Jan Merchant
	Dr Joan Lloyd
	Sally Pope

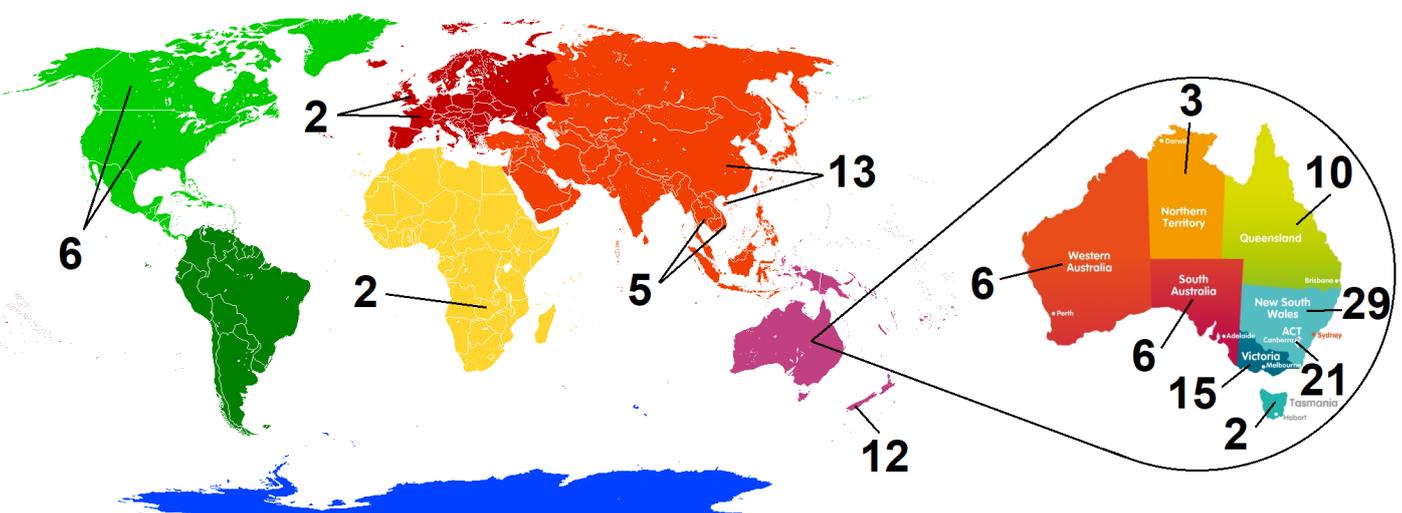
This program was a response to the need for training to equip veterinarians with the technical and non-technical knowledge and skills needed to be effective in public practice roles. It was a world leader in terms of curriculum content and the provision of a flexible degree that supported full-time employed professionals to study from a variety of locations via an online classroom.

The program provided not only the skills but a network that was a foundation for success in a range of contexts. The program was also notable for the application and evaluation of new concepts and skills, occurring in real time throughout the degree. The research project, completed within the workplace, provided tangible benefits to employers and students alike. And last but not least, the program developed the leadership and management skills of animal health professionals.

Given the contribution of veterinary science to fundamental societal needs, the requirement remains for the development of veterinarians within, or wishing to enter, public practice in both the technical and non-technical domains. This School will work to meet these needs through our innovative DVM degree and by fostering new graduate education opportunities in collaboration with government, industry and academic partners.

Frazer Allan

## Our Graduate Locations at their Time of Study



## List of Graduates of the VPHMgt Program

### Masters

John Alexander	2009	Skye Fruean	2012	Karen Nicoll	2006
Malcolm Anderson	2008	Lynette Gallimore	2010	John O'connell	2012
Valerie Antras	2004	Rachel Gordon	2011	Jane Owens	2018
Raana Asgar	2009	Eleonore Grosclaude	2010	Elizabeth Parker	2008
Marianne Ash	2008	Jenny Hanks	2016	Elizabeth Patrick	2013
Wing Au	2005	Gerald Hauer	2011	Delores Peters	2007
Robert Barwell	2013	Marta Hernandez-Jover	2015	John Phelps	2007
Nigel Baum	2014	Kylie Higgins	2009	Luzia Rast	2004
Carolyn Benigno	2006	Peta Hitchens	2004	Kirsty Richards	2008
Timothy Biffin	2018	Caitlin Holley	2018	Noel Ritson-Bennett	2011
Elva Borja	2016	Eleanor Hunt	2016	Emma Rooke	2012
Lincoln Broad	2010	Russell Hunter	2019	Duncan Rowland	2013
Ainslie Brown	2009	Byung-Mo Hwang	2012	Catherine Savage	2016
Allen Bryce	2010	Sarah Jayme	2017	Robyn Schipp	2009
Bronwyn Burns	2006	Julie Johnson	2008	Louise Sharp	2011
Mary Carr	2010	Ashley Jordan	****	Brant Smith	2010
Grant Clarke	2010	Jess Kelly	****	Warwick Smith	2008
Katherine Clift	2004	James Kerr	2006	Eric Tai	2007
Susannah Collins	2010	Esther Koh	****	Catherine Taragel	2006
Michele Cotton	2009	Karanvir Kukreja	****	Joanne Thomas	2015
Jennifer Davis	2011	Ian Langstaff	2005	Bruce Twentyman	2013
Anand Deo	2004	Sharon Mei Ching Lim	2018	Andreas Van Halderen	2008
Joanne Devlin	2010	Elizabeth Littlejohn	2004	Helen Walker	2006
Roland Dlamini	2005	So Luk	2007	Leah Wells	2014
Karen Dowd	2011	Ian Lyall	2012	Mary Western	2008
Emily Doyle	2019	Ben Madin	2005	Anke Wiethoelter	2014
Allan Drusys	2005	Iain McLaren	2006	Robert Williams	2005
Francette Dusan	2007	Jamie Mcneil	2008	Sarah-Jane Wilson	2008
Debbie Eagles	2009	Scott Mersch	****	Fiona Woodhouse	2012
Paul Etherington	2011	Reildrin Morales	2013	Jacqueline Wright	2018
Susanne Fitzpatrick	2012	Christopher Morley	2008	Eileen Wronski	****
Tamira Ford	2012	Jill Mortier	2008	James Young	2013
Jaimie Frazer	2006	Bronwyn Murdoch	2012	Emma Zalzman	2015
Paul Freeman	2004	Andrea Murray	2006	Raphael Zwijnenberg	2004

### Graduate Diploma

Katherine Ashley	2018
Penelope Cain	2009
Byung Choi	2019
Joseph Garcia	2007
Emma Haslam	2014
George Hughes	2004
Jessamyn King	2018
John Moody	2011
Paul Nilon	2009
Kate Parrish	2017
Binendra Pratap	2009



### Graduate Certificate

Christine Andrews	2011
Jesuuary Arulthilakan	2013
Cornelia De Wet	2015
Timothy Grindell	2006
Bhumika Limbu	2009
Gemma Silvestri	2016
Elizabeth Stedman	2017
Claire Stevens	2013

## List of Graduates of the VPH Program

### Masters

Gunilla Mcpherson	2014	Karina Tam	****
Barry Robinson	2013	Lawrance Dinginya	2016
Brian Li	2014	Max Barot	2017
Bronwyn Hendry	2017	Nicole Newsome	****
Corissa Miller	2017	Jason Chan	2016
Guy Weerasinghe	2017		

### Graduate Diploma

Kate Chaplin	2016
Katie Webb	2014

## Units of Study

	Veterinary Public Health Management	Veterinary Public Health
<b>Graduate Certificate</b>	VETS7004 Veterinary Epidemiology 1	VETS7004 Veterinary Epidemiology 1
	VETS7008 Hazards to Human and Animal Health	VETS7008 Hazards to Human and Animal Health
	VETS7025 Leadership People and Organisations	PUBH5018 Introductory Biostatistics
	VETS7009 Animal Health Economics	VETS7005 Veterinary Epidemiology 2
	VETS7010 Animal Health Policy Development	VETS7009 Animal Health Economics
	VETS7027 Project Management	VETS7011 Data Analysis for Policy Making
	VETS7026 Leadership: Managing Change	VETS7016 Animal Health Data Management
<b>Graduate Diploma</b>	VETS7005 Veterinary Epidemiology 2	VETS7021 Data Analysis for Epidemiological Research
	VETS7011 Data Analysis for Policy Making	
<b>Masters</b>	VETS7018/7019 Research project	VETS7018/7019 Research project
	+ 1 – 3 Electives	+ 3 - 5 Electives
<b>Electives</b>	VETS7012 Wildlife Epidemiology	VETS7017 Food Safety
	VETS7013 Risk Analysis	VETS7020 Diagnostic Tests
	VETS7014 Aquatic Epidemiology	VETS7021 Data Analysis for Epidemiological Research
	VETS7015 Surveillance, Preparedness and Response	VETS7028 Leadership Skills
	VETS7016 Animal Health Data Management	

## Reviewers

Reviewer	Unit of Study
Jeff Bender	Review of VPHMgt/VPH Degree Program in 2011
Ian Gardner	Veterinary Epidemiology 2, Data Analysis for Policy Making, Data Management for Animal Health
Ali Jafa'ari	Project management
David Jordan	Food safety
Ruth Laxton	Instructional Design
Simon More	Wildlife Epidemiology
Dick Roe	Veterinary Epidemiology 1, Animal Health Economics, Animal Health Policy Development, Hazards to Human & Animal Health
Reuben Rose	Leadership, People & Organisations; Leadership Managing Change
Mo Salman	Surveillance, Preparedness & Response
Peter Thomson	Data analysis for epidemiological research
Meg Thorburn	Aquatic Animal Epidemiology
Marion Wooldridge	Risk analysis

## Research Project Board of Examiners

Rowland Cobbold (UQ), Bruce Gummow (JCU), Sam Hamilton (Dept of Acgriculture), Ian Langstaff (AHA), Robert Sanson (AsureQuality)

## Facilitators

Sam Beckett  
 Peter Black  
 Tracey Bradley  
 Victoria Brookes  
 Daniel Byrnes  
 Angus Cameron  
 Charles Caraguel  
 Greg Cartan  
 Scott Crerar  
 Navneet Dhand  
 Robert Dixon  
 Kevin Doyle  
 Colleen Duncan  
 Shashanna Evans-Kocinski  
 Hume Field  
 Simon Firestone  
 Ian Gardner  
 Graeme Garner  
 Dorothy Geale  
 Wendy Grusin  
 Evelyn Hall  
 Sam Hamilton  
 Marta Hernandez-Jover  
 Ashley Hill  
 Henk Hogeveen  
 Jenny Hutchison  
 Mehar Khatkar  
 Judith MacCormick  
 Carol McClure  
 Joanna McKenzie  
 Ben Madin  
 Nick Malikides  
 Susan Matthew  
 Siobhan Mor  
 Geoff Mortimore  
 John Morton  
 Monique Mourits  
 Mike Nunn  
 Loretta O'Donnell  
 Jürgen Oschadleus  
 Stephen Page  
 Edmund Peeler  
 Karen Rodrigues  
 Duncan Rowland  
 Kate Sawford  
 Kathrin Schemann  
 Evan Sergeant  
 Richard Shephard  
 Katie Steneroden  
 Sophie St-Hilaire  
 Peter Thomson  
 Gary Timm  
 Jenny-Ann Toribio  
 Gardien Van Schaik  
 Michael Ward  
 Jonathan Webber  
 Richard Whittington  
 Sarah-Jane Wilson  
 Peter Windsor

# A Brief History of the Establishment of a Truly Outstanding Coursework Program

by Emeritus Professor Richard Whittington

In the late 1990s, Australia derived a large income from its role as a major player in the international trade in livestock and livestock products. In 1999, the gross value of livestock production was \$13.4 billion of which \$11.5 billion came from exports. This was based on efficient production, marketing, quality assurance and privileged access to major markets in the developed world largely due to disease free status. However, an investigation by Rose and McCausland in 2000, supported by the Rural Industries Research and Development Corporation and Animal Health Australia, demonstrated a critical shortage in skills required by the livestock industries. In the 1980s, government funded postgraduate training of livestock disease specialists had ceased and opportunities for on-the-job training in livestock diseases had diminished dramatically due to the large-scale reductions in State government veterinary services. The existing workforce was aging and there was evidence of declining influence of veterinary science in governmental decision making internationally. Meanwhile, global crises in animal and public health were still reverberating: bovine spongiform encephalopathy, highly pathogenic avian influenza and the foot and mouth disease outbreak in the UK. These were clear examples of the need for greater involvement of animal health professionals in surveillance, disease control and prevention, supported by enhanced training at post graduate level.

Dean of the Faculty of Veterinary Science, Professor Reuben Rose, hosted a National Workshop on 26 February 2002 to discuss the issue. It involved stakeholders from academia, industry, peak bodies for the livestock sector, consultants and government. A striking message was that technical skills needed to be taught, but that influencing skills were critical and perhaps more important. The focus needed to be post graduate education and it had to be truly international. The program needed to be flexible, modular and future proof.

With this clear mandate, the Faculty developed a postgraduate training program and the first students were enrolled in 2003. It had two major objectives.

1. To develop animal health professionals with technical expertise in veterinary epidemiology, food safety, zoonotic diseases, animal health economics, disease control, and animal health policy development.
2. To provide skills focused on teamwork, leadership and project management.

The formation of the VPHMgt program received widespread endorsement from industry, government, community organisations and the University of Sydney. Establishment was made possible through sponsorship in its formative years – approximately \$650,000 for the period 2002 – 2006 from **Meat and Livestock Australia** and the **Vincent Family Fairfax Trust**. This enabled: consultation and collaboration with representatives of the livestock industries, the veterinary profession and government and academic personnel; development of graduate attributes, curriculum, quality systems, assessment policy and program infrastructure; authorship, academic review and instructional design of 18 new units of study over 2002-2005; training of new facilitators in online teaching and learning; development of systems for ongoing professional development in online teaching and learning for facilitators; preparation of guidelines for Masters research projects; and high quality administration for a relatively small number of new students during the development period.

## PARTICIPANTS IN THE NATIONAL FORUM

Holmes Sackett & Associates
School of Population Health and Health Services Research
NSW DPI
University of Glasgow Veterinary School
Sheep Meat Council
Australian College of Veterinary Scientists
Rural Industries Research and Development Corporation
Rural Lands Protection Board (now Local Lands Services)
Animal Health Australia
University of Sydney - Senior administrative and teaching and learning representatives.
AusVet Animal Health Services
Postgraduate Foundation in Veterinary Science (now CVE)
Elizabeth Macarthur Agricultural Institute
Cattle Council of Australia
The Leading Partnership
Terip Solutions
Department of Agriculture, Fisheries and Forestry – Australia
Australian Pork Limited
Veterinary Health Research
Faculty of Veterinary Science

To enable a wide array of study units, academic expertise was needed from around the world. Experienced, external unit of study facilitators were recruited through professional networks, teaching alongside academic staff from the Faculty of Veterinary Science.

Partnering with the Australian Graduate School of Management (AGSM), the Leadership units were derived from its Executive MBA program and repurposed for an animal health and public health context. The training mirrored that provided to the executive ranks of major corporate and government entities.

News of the availability of the program spread by word of mouth, limited advertising and active promotion at veterinary conferences. Our market research in 2002 had suggested that around 10 people per annum would be likely to take up post graduate coursework study in veterinary public health or epidemiology in Australia, given market conditions for employment.

By 2006 there were 63 students enrolled in VPHMgt units and 14 students had graduated from the program. In that year an associated program was developed in Veterinary Public Health. This was offered in collaboration with the School of Public Health, provided a fully on-line degree without residential sessions, and enabled access for students who were unable to travel. New units that emphasised technical training in biostatistics and data analysis.

The academic team behind the VPHMgt Program was committed to the student experience. Quality assurance systems were developed, implemented and outcomes were measured against standards. There were robust systems for admissions, enrolment and induction. The quality of each unit of study was ensured through close involvement of Ruth Laxton, an instructional design consultant, and by independent academic review. The program received a prestigious Carrick Institute competitive national award for quality in higher education in 2006 and in the same year the program received the highest Student Course Experience Questionnaire (SCEQ) result of any program at the University of Sydney.

Throughout the 15 years of the program, new enrolments met or exceeded 10 per year for 12 of 15 years, student feedback remained high and external facilitators often commented on the excellent academic and administrative support provided by the program. Evidence of the high calibre of the students is seen in graduate achievements and in the long-term commitment to teaching in the program of colleagues external to the School such as: Dr Mike Nunn (15 years), Dr Stephen Page (15 years), Kevin Doyle (12 years), Shashanna Evans-Kocinski (10 years), Jürgen Oschadleus (10 years).

With the transition of Veterinary Science to a School in the Faculty of Science, the VPHMgt/VPH program was closed as were other Masters coursework degrees in Veterinary Science with the exception of Veterinary Clinical Studies for the clinical residency program. Gratitude to past Dean Rosanne Taylor, Roslyn Bathgate and Sanaa Saki for their efforts to sustain Masters coursework in the School, although these were in the end not successful.



VPHMgt February 2003 – Leadership unit class at first residential with Dean Professor Reuben Rose (at left). The residential provided opportunity for experiential learning facilitated by Loretta O'Donnell (AGSM), meeting in person ahead of online classes and introduction to university library and the online classroom.



Ian Langstaff receiving the first Scholarship from Professor Reuben Rose and Visiting Professor Leo Jeffcott from Royal Veterinary College, London. Scholarships were provided by the **McGarvie Smith Trust** and the **Australian Government Department of Agriculture, Fisheries and Forestry**.

# Extending to Indonesia

## Indonesian Veterinary Leadership

From the vision of late Dr Agus Lelana and Dr Helen Scott-Orr, a collaboration between the veterinary schools at Sydney and at Bogor and Yogyakarta Indonesia initiated the Indonesian Veterinary Leadership (IVL) program. VPHMgt leadership content was adapted to a residential intensive format, customised to the Indonesian context for middle managers in the government veterinary service. This program was very well received and as a result over 400 government veterinarians across animal health and quarantine in Indonesia participated over the last 5 years.



*Dr Imas Yuyun*

*“IVL course completely changed my perspective of leadership. I may not be in a leadership position now, but I still can be a good leader and influence outcomes.”*

**Dr Imas Yuyun**  
Strategic Animal Disease  
Rapid Response Unit

### Structure of the IVL Course



Acknowledgements for partnering in development and rollout of IVL to:

- Veterinary Science at Bogor Agricultural University, Gadjah Mada University, University of Sydney
- Krysalis Group
- Australia Indonesia Partnership for Emerging Infectious Diseases
- Indonesian Government Ministry of Agriculture
- Australian Government Department of Agriculture, Department of Foreign Affairs and Trade

## Strengthening epidemiology teaching in Indonesia

Skills in veterinary epidemiology are essential for field veterinarians in managing infectious disease outbreaks, conducting animal disease surveillance and evaluating risk. The Directorate of Animal Health (DAH) of the Ministry of Agriculture in Indonesia has established a Field Epidemiology Training Program for Veterinarians (called PELVI in Indonesia) to train field veterinarians in veterinary epidemiology. The program is being jointly administered by DAH, Gadjah Mada University (UGM) and the Food and Agriculture Organisation of the United Nations (FAO).

Recognising the need for improving teaching skills of epidemiology trainers for delivering this program, UGM and FAO developed a joint project with the University of Sydney and received funding from the Australian Embassy in Indonesia through the Direct Aid Program (DAP) to strengthen veterinary epidemiology Education in Indonesia.

As a part of this project, A/Prof Navneet Dhand of the University of Sydney organised a workshop at UGM in April this year. Using a ‘train the trainer’ approach, this workshop aimed to develop skills in UGM academics and other FETP-V trainers in delivering PELVI to field veterinarians. Specifically, this workshop was designed to train the trainers in veterinary epidemiology and biostatistics, curriculum and learning material development, and in using modern pedagogical approaches. The workshop was very successful and will hopefully enable UGM academics in developing a more comprehensive and stronger PELVI program for strengthening field veterinary services in Indonesia.



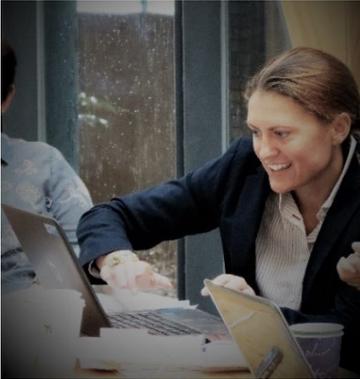
The second workshop in this project will be organised at The University of Sydney in September involving Navneet Dhand, Jenny-Ann Toribio and Ingrid Van Gelderen.

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## Graduate Stories

CAITLIN HOLLEY

Regional Project Coordinator, OIE Regional Office Asia & Pacific, Tokyo



During my early veterinary career while working in rural mixed practice I often found myself most interested in disease investigations and population-based health. After several years in farm animal clinical practice in Australia and the United Kingdom, I decided some post-graduate education was needed. I was living between 3 continents with no permanent address, so when I found that Sydney offered a part-time distance master's course in veterinary public health and management it seemed ideal. The structured subjects with a flexible timetable enabled me to combine work, travel and study and helped decide some longer term goals for my career as a veterinarian.

I gained a solid foundation in technical areas like epidemiology and developed skills in other areas like project management and human behavior that are very useful for the work I do now. Meeting my classmates face to face in the residentials followed by online classes and group assignments has given me a strong network all over the world. It is surprising where I meet other graduates of the MVPMgt.

To gain more experience of public health and policy I spent some time working in government as a veterinary officer. When an opportunity came to work internationally on global animal health issues, a personal interest in international affairs, combined with the education and understanding gained through the MVPMgt, it all fit together.

I wouldn't say it has been a traditional pathway for a veterinary career to reach this point, but I do believe all the experiences contributed important skills and gave me an understanding of the diversity that exists within the veterinary profession all over the world. I was able to study part time through several changes in country and job and adapt my studies to these different settings, finally finishing my research project in 2018 working on swine diseases in Asia.



I now work in a very dynamic environment with all the challenges of working across cultures, languages, time zones and needing to rely heavily on digital communication. Sometimes it requires a very technical brain to work on complex disease control problems and other times it is issues of diplomacy, cultural farming practices or trade. It is extremely rewarding and interesting for me to be contributing to the improvement of animal health in the world.

**Veterinary Policy Officer, Northern Australia Quarantine Strategy (NAQS), Darwin**



I would say that I'd always wanted to be a public health veterinarian, ever since vet school. I found myself gravitating to the subject matter from the very first week of vet school (at the University of Queensland), when my cohort were introduced to the subject of zoonoses by Dr Rebecca Traub (now Professor of Veterinary Parasitology at the University of Melbourne). Topical diseases such as Hendra virus and SARS were raised early on and we were quickly introduced to the "One Health" concept. I should add that I also found myself wanting to be a dairy veterinarian thanks to the passionate lecturing of Dr Malcolm McLennan.

After graduating from UQ, I found myself in the north tip of South Island, New Zealand, working in a small, but proactive dairy practice. I quickly found myself honing in on the vast datasets that were available and established the reputation as the "data nerd" within the team. I then moved back to Australia and joined the RSPCA NSW Yagoona hospital team. Whilst working in that busy hospital, I elected to commence my Masters in Veterinary Public Health with the University of Sydney. I chose this program due to the recommendations of a number of veterinarians who had completed it as well as due to the Faculty and expertise involved in each subject. The subject matter covered all of my interests, from food safety to human hazards to principles of epidemiology, and certainly equipped me for my pathway towards being a public health veterinarian.

The 12-unit research component of the MVPH was certainly the most rewarding aspect and I worked under Associate Professors Katrina Bosward and Jenny-Ann Toribio conducting a national survey on beef and dairy farmers on their knowledge, attitudes and practices on the subject of Q fever. Their patience and guidance were key towards me making it through to the other end of this mammoth project.

The training I received from the MVPH from the University of Sydney's School of Veterinary Science has enabled me to work in the roles that I have always wanted to be in, whether it as a field veterinarian with Greater Sydney Local Land Services or Biosecurity Queensland, or as a Veterinary Policy Officer with the Northern Australia Quarantine Strategy (under the Department of Agriculture and Water Resources). The breadth of content was also key towards me successfully passing my Boards examination with the American College of Veterinary Preventive Medicine. I am proud to call myself a public health veterinarian and consider the MVPH I attained from the University of Sydney's School of Veterinary Science as an integral foundation in this field."



*Dr Guy Weerasinghe is a Veterinary Policy Officer with NAQS and is based in Darwin, NT. He was awarded the 2018 WSAVA/Hill's Next Gen Award in Singapore for his championing of veterinary public health to practitioners in companion animal practice as well as his commitment to pursuing and providing continuing education. He has been a past president of the Australian Veterinarians in Public Health (a special interest group of the Australian Veterinary Association) and was a co-author of the AVA's Climate Change position statement.*

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## ELEANOR HUNT

### Veterinary Welfare Officer, Monash University, Melbourne

I graduated from Sydney University with a BVSc in 1989 and worked in a variety of diary, mixed and small animal practices for a couple of decades. In 2012 I was looking for change from practice as I felt I needed a new challenge and something to refresh those remaining brain cells. I wanted to do an online course as I needed to work as well as study and the MVPHMgt jumped out at me from google- at my alma mater too. I started the Masters in 2013 and from day one launched into a new world of learning. The material was fresh and new to me and my only regret was not “discovering” veterinary public health 10 years earlier! A year or so into the degree I was fortunate to be employed as a laboratory animal vet at Victoria University and then also at the Austin hospital. My studies helped me assimilate an understanding of research project development, which has been of great significance whilst sitting on Animal ethics committees-sample sizes, biostats and project planning are all up for discussion and the Masters facilitated my grasp of these. Also the “softer” skills of change management and leadership have all assisted me in my roles.



I am now at Monash University as the veterinary welfare officer, a regulatory and compliance role-again the understanding, provided by the MVPHMgt, of policy development and legislation have assisted me immensely in this role.

I am so grateful for that google moment that I found this degree and for all those who assisted me along the way to completion. The tutors/facilitators committed so much of their time and talents and I cannot thank them enough. I also made some new friends from the course and found a new career path, which is varied, interesting, challenging and the tired neurones are firing once again.

## EMMA ZALCMAN

### Consultant (Epidemiology), Ausvet, Canberra



When I started the Masters of Veterinary Public Health Management I was looking for a pathway out of clinical practice. On my very first residential, I met another student who was finishing the graduate program at the Australian Centre for International Agricultural Research (ACIAR). I joked with my new friend how I would absolutely love to take her job when she was finished. As it happened, I did actually take her job. I was on my way out of practice and I never turned back!

I continued to work through my Masters whilst at ACIAR and completed it in 2016. The management units were particularly useful in my role at ACIAR where skills in project management, communication, leadership and change management were particularly relevant.

Following the completion of the graduate program, I spent a short period consulting privately in Laos before starting as an Epidemiology consultant at Ausvet. Within a few days of starting at Ausvet, I was scrambling to find my masters notes again. Every day in my role at Ausvet I rely on the skills learnt in the epidemiology and data analysis units, as well as the leadership and management units. This year, I plan to sit for membership of the Australian and New Zealand College of Veterinary Scientists (epidemiology chapter) and I'm still using my masters notes to prepare for the entry exams.

I credit the course with assisting me to find that golden pathway out of veterinary practice and into a job I love. Ausvet works in more than 50 countries around the world and the work is diverse and interesting. I can honestly say that I have used the skills gained through the course every working day since graduating; with the management units being just as valuable (if not more) than the technical units.

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# Reflections from Facilitators

Jürgen Oschadleus

Facilitator: VETS7027 Project Management

**Why do veterinarians need to learn about project management?**

This is a question I was frequently asked when people discovered I taught a Masters-level course in project management to students in the Faculty of Veterinary Sciences at the University of Sydney.

**Good question. But why limit it to veterinarians? What do any of us need to know about project management? For that matter, what exactly is project management?**



Put simply, project management is a mindset. It provides us with a set of tools and processes to help think through problems, define a solution and then act to implement that solution as efficiently and effectively as possible. Whether we're dealing with a small initiative (such as a University assignment), multi-year health policy programs, or a multi-billion dollar megaproject, the fundamental principles remain the same: figure out what needs to be done, who needs to be involved, and what risks could hinder or expedite the outcomes – and then do it.

But back to the students ...

I was privileged to be involved in the program for 12 years and saw a diverse range of students from the public and private sector gain an appreciation of how the application of simple principles can have a major impact on personal, team and organisational performance.



Who could ever forget the annual 'snakeholder management' session, in which wildlife expert Craig Adams (SSSAFE) educated us on how to identify some of Australia's lethal snakes, and illustrated how our knowledge of snake behaviours could help us to more effectively manage our own emotions and our relationships with our project stakeholders.

One of the key features of the course was a group project in which students had to deliver something of value to their local community or organisation – be it creating a dog park, developing biosecurity policies or business templates, or educating students about zoonosis or washing hands. How gratifying that one of these projects, a board game about rabies awareness targeting 9-11 year old Philippine children, came to the attention of the UN's Food and Agriculture Organization.

(see <http://sydney.edu.au/news/84.html?newscategoryid=1&newsstoryid=10856>.)

While that one captured the headlines, the reality is that every year students learnt the principles of project management while also doing something practical that made a difference to other people. That's what project management is all about.

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## DR KEVIN DOYLE AM

### Facilitator: VETS7010 Animal Health Policy Development

The Sydney Veterinary School deserves great credit for creating the Master of Veterinary Public Health Management Program. The Program, which had students from all continents, provided the essential disciplines from project management and epidemiology to policy development, for a career in veterinary public health (VPH).

VPH is an appropriate discipline for careers in government, non-government organisations, industry bodies and positions requiring management and professional skills and an understanding of public policy and practice.



VPH broadens Veterinary science already the most diverse biological discipline but not seen by outsiders other than in its clinical or scientific context. However it is a great background discipline for those working in other fields. I have had the privilege of being a soldier, veterinary practitioner, government veterinary officer, diplomat, senior executive and an academic. Being in the profession and VPG has been valuable in all aspects of my career across many countries, even when unexpected.

I greatly enjoyed facilitating in the Master of Veterinary Public Health Management Program. As did so many of my colleagues.

## MIKE NUNN & SAM HAMILTON

### Facilitators: VETS7015 Surveillance, Preparedness and Response

The VPHMgt program was designed to support development of 'public practice': for people in Australia and overseas working in a range of animal health roles in government, industry, research and education. It had an innovative approach to postgraduate education, using online methods of engagement to allow collaboration between students



*Pictured: Mike Nunn*

and facilitators across the globe. It offered courses in technical and scientific disciplines such as epidemiology, risk analysis and food safety. However, it also included social and other disciplines such as economics, policy, management and leadership needed in public practice. Students came from a wide range of backgrounds and a wealth of diverse experiences, and were encouraged to draw on and share their knowledge and personal experience (in both 'developing' and 'developed' countries). The ability to discuss current events through the different perspectives brought by each participant challenged students and enriched the learning of all participants.

As facilitators, we enjoyed guiding and challenging participants, and in return being challenged by their experiences and observations on the topics. People working in veterinary public health will undoubtedly face many challenges and opportunities in the future, and the VPHMgt program helped prepare many for this important work, both in Australia and overseas. Through this program the University of Sydney has provided a strong contribution to veterinary public health globally. From a personal perspective, we learnt much from our involvement and it was a privilege to be part of the program.

**Mike Nunn (Facilitator 2003–18 for 15 Years) and Sam Hamilton (Student 2005, Research Project Board of Examiners 2010–18, Facilitator 2013–18)**



*Pictured: Sam Hamilton*

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## KAREN RODRIGUES

### Facilitator: VETS7025 Leadership, People and Organisations

I have taught the residential of Leadership, People and Organisations (LPO) offered as part of the VPHMgt/VPH program since 2012.



My highlights have included with wonderful facilitators like Shush Evans, Dr Greg Cartan, Dr Jenny-Ann Toribio and Dr Susan Mathew as well as the amazing support team, Meg Vost, Emmeline Yeo and Jann Merchant.

Working with vets either in private practice or public service was an absolute joy! Genuine care and empathy were virtues inherent in the students that studied this course, which made my job as a facilitator, tasked with helping them develop their leadership skills - a breeze!

A very rewarding experience was attending and presenting at the ASEAN Sectoral Working group on Livestock meeting (ASWGL) held in Cambodia in April 2018 during which coincidentally, one of our LPO alumni, Caitlin Holley presented her work project with great confidence. If that was not enough, this program at USyd was discussed by the Chair and highlighted as a leading program in Veterinary science across APAC and Jenny-Ann was specially named as someone that has significant credibility and respect in the industry globally! I felt so incredibly proud to be closely associated with the program.

Finally a personal career highlight was in 2013 when 6 Indonesian Veterinary facilitators from IPB and UGM sat in on my class as observers and participants. 6 months later and with the support of the Department of Foreign Affairs and Trade, Jenny-Ann and Helen Scott-Orr we rolled out an adapted version of LPO, LMC and LS in a residential intensive format, customised to the Indonesian context. This went onto become the Indonesian Veterinary Leadership program (IVL) that has had more than 400 participants across Indonesia graduate from, over the last 5 years and is being deliberated for rollout across the ASEAN nations. To think it all germinated from LPO at USyd.



Thank you for the amazing memories! It has been an honour and a privilege to have taught this program. I look forward to hearing of all your accomplishments as empowered, authentic and enabling leaders

Please do stay in touch by linking in at <https://www.linkedin.com/in/karenrodrigueskrysalis/>

## COLLEEN DUNCAN

### Facilitator: VETS7005 Veterinary Epidemiology 2 & VETS7012 Wildlife Epidemiology

Reflection of the time I spent facilitating: my favorite part was making connections with wonderful, enthusiastic and engaged people around the world! I loved the online discussions where there was such diversity of experience and yet so many commonalities. I loved how students worked together and learned from each other in a way I didn't believe possible in online classes.

My time with the program was invigorating and inspirational... thanks to all the students, staff and faculty for letting me be a part of this phenomenal program!



## STEPHEN PAGE

### Facilitator: VETS7008 Hazards to Human and Animal Health for 15 Years



It has been such an honour to have been a foundation member of the facilitator team of the VPHMgt-VPH Program.

To play even a small part in an award-winning course with central focus on the participating students, that was built to accommodate the diversity of cultural and work-place environments, has been a real privilege. The energy and passion and commitment at every level, from designers and faculty and students and external resources, was captivating and motivating.

I had so many wonderful experiences researching notes, finding expert guest facilitators and guiding students in the quest for knowledge about hazards, risks, food safety, toxicants, antimicrobial resistance and so many other topics. There was so much for all to learn researching and preparing factsheets on contaminants and zoonoses, ultimately leading to a collection of more than a hundred detailed, frequently illustrated, summaries of current and important subjects (you could find out about Haff Disease and what led to Rapa Nui being abandoned and the lessons still to be learned).

The teamwork was extraordinary as was the development of an informal international network of veterinary public health, with participants from island nations and from almost all continents (was there anybody from Antarctica?). For me, it led to FAO missions in Laos, Thailand, Indonesia, Japan and Nepal, where VPHMgt alumni were never far away.

I will always remember how much I learned as a facilitator and how much greater the skill and dedication to veterinary public health is now, disseminated worldwide. The VPHMgt-VPH Program was definitely greater than its parts.

