

DR. SHAWNA L. HUSTON

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PROFESSIONAL EXPERIENCE

Regional Vice President of Clinical Operations | City Vet | Southeast Region | July 2026- Current

- **De Novo Business Growth & Fiscal Leadership:** Partner with equity-owning veterinary business leaders to launch and scale 36 de novo practices, driving rapid startup trajectory (0–2 years) and managing a \$40 million regional portfolio.
- **Partner Leadership & Mentorship:** Coach and empower practice partners in executive leadership, business development, clinical standards, and client communication to foster sustainable revenue growth and operational autonomy.
- **Clinical Governance & Quality Assurance:** Establish and maintain high-yield clinical and operational standards across all new regional locations, balancing exceptional medicine with profitable practice performance.
- **Operational Co-Leadership:** Collaborate in tight alignment with the Regional Director of Operations to streamline practice workflows, optimize scheduling, and strategic asset allocation across expanding markets.
- **Strategic Talent Acquisition:** Oversee high-impact DVM recruitment, onboarding, and retention strategies to ensure full associate staffing and seamless operational ramp-up for new practice openings.
- **Pipeline & Brand Expansion:** Drive regional growth initiatives by establishing strategic relationships with veterinary schools, externship programs, and local industry networks to build a robust candidate pipeline for expanding practices.

Regional Medical Director | Mission Veterinary Partners | KY, IN | **Sept 2025 – Present**

- **Medical Operations Strategy:** Spearhead clinical standards and medical operations for a high-volume region, managing a **\$100 million budget** to ensure fiscal health and clinical excellence.
- **Clinical Governance:** Serve as the clinical standard-bearer for multi-site hospitals, establishing and enforcing the Mission Pet Health standard of care.
- **Talent Development:** Coach DVM teams on medical, surgical, and communication skills; conduct formal reviews and create individualized development plans.
- **Strategic Recruitment:** Lead the identification, recruitment, and onboarding of top-tier veterinary talent to ensure full hospital staffing and operational continuity.

Regional Director of Operations | Heartland Veterinary Partners | KY, VA, OH | **May 2022 – Aug 2025**

- **Financial Growth:** Managed a **\$27M regional budget**, delivering **20% EBITDA QoE growth** through strategic revenue cycle optimization and contract negotiations.
- **Operational Efficiency:** Directed regional operations across KY, IN, VA, and OH, driving revenue through targeted medical initiatives in ultrasound, wellness, and dentistry.
- **Leadership Training:** Developed comprehensive training programs for managing DVMs, technicians, and CSRs to enhance team performance and patient access.
- **Compliance:** Spearheaded the Controlled Substance Initiative to ensure regional regulatory excellence.

Area Medical Director | VCA Animal Hospitals | Mid-Atlantic Region | **June 2017 – May 2022**

- **Inaugural Leadership:** Pioneered and launched the Area Medical Director role for the region, establishing the framework for strategic medical oversight.
- **Performance Culture:** Cultivated high-performing medical teams, directly impacting top-line revenue through leadership development and regional medical initiatives.
- **Risk Management:** Provided expert clinical support for adverse events and client communications, mitigating regional risk.

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Medical Director | VCA West Shore Animal Hospital, New Cumberland, PA | February 2016 – May 2022

- Managed 3-4 doctor hospitals: financials, medical standards, and culture.

Medical Director | VCA Glasgow Animal Hospital, Newark, DE | November 2014 – February 2016

- Managed 2-doctor hospitals: financials, medical standards, and culture.

Veterinarian | VCA Kirkwood Animal Hospital, Newark, DE | June 2012 – November 2014

- 5-doctor hospital: urgent care, appointments, advanced dentistry/surgery.

Veterinarian | Keystone Animal Hospital, Oxford, PA | June 2011 – June 2012

- High-volume clinic: advanced surgery, 24-hour on-call services.

EDUCATION

Indiana University, Kelley School of Business November 2025

Master of Business Administration - MBA, Concentration: Strategic Leadership

Iowa State University, College of Veterinary Medicine May 2011

Doctor of Veterinary Medicine - DVM, Concentration: Small Animal

Simpson College, Indianola, Iowa May 2007

Bachelor of Arts - BA, Major: Biology

AWARDS & SCHOLARSHIPS

- **WAG Award- Leading Region for Growth:** North Division Oct 2025
- **2020 VCA Advanced Exotics Training Scholarship:** NAVC Institute May 2021
- **2019 VCA Next Finalist:** VCA National Competition May 2019
- **2016 Medical Director of the Year:** VCA Mid-Atlantic Region March 2017
- **2008 Veterinary Nutritional Advocate:** Hill's Nutrition July 2008

PROFESSIONAL PRESENTATIONS

BLOOM: MDVD and Practice Manager Leadership, Greensboro, NC June 2025

- Title: *Leading together*

Regional Practice Manager Leadership Retreat February 2025

- Hosted and presented two-day conference

Brown Bag Monthly PM HVP Meeting March 2025

- Title: *Employee Engagement*

VCA Next: Mid-Atlantic Regional Presentation, Washington, D.C. April 2021

- Title: *Adopt-A-Vet Student*

VCA Next: Mid-Atlantic National Presentation, Santa Monica, CA May 2019

- Title: *Tails Up*

VCA Next: Mid-Atlantic Regional Presentation, Washington, D.C. April 2017

- Title: *VCA Charities*

PROFESSIONAL CERTIFICATES & CERTIFICATIONS

Fear Free Certification January 2022