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**The College of Veterinarians of Ontario**

The College of Veterinarians of Ontario (CVO) protects and serves the public interest through the regulation of the practice of veterinary medicine.

The CVO, originally known as the Ontario Veterinary Association, was established by the provincial government in 1879 to oversee the province’s more than 4,400 licenced veterinarians and more than 1,450 accredited veterinary facilities.

The CVO governs the profession with the public’s interest being at the forefront of all College activities and decisions.

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**The Vision**

“Trust earned through leadership and innovation.”

**The Mission**

“To guide, govern and inspire excellence in the profession through partnerships with veterinarians and the public in the service of society.”

---

**Roles of the College**

**Registration/Licensure**
Ensuring that only competent and qualified individuals are licensed by the College of Veterinarians of Ontario to practice veterinary medicine in Ontario.

**Policy Development**
Developing policy and practice guidance for veterinarians in Ontario to improve the quality and safety of veterinary care.

**Complaints and Discipline**
Providing a mechanism to investigate and respond to complaints made concerning a veterinarian.

**Accreditation**
Ensuring all veterinary facilities in Ontario provide a professional environment and contain the essential equipment required for patient care.

**Quality Practice**
Assuring the public that veterinarians provide safe, quality veterinary medicine in practice.

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Visit the College website -- www.cvo.org -- to access official documents including regulations, by-laws, standards and policies.
The College and leadership: an oxymoron?

Most members of the College will view the organization as stuck in its ways, old school, as paternalistic, an evil necessity, and as fairly underwhelming. To switch that view and have the College viewed as a leader -- as a voice of influence -- no way!

The comfort level -- if there is one -- between a College and its members, is one of function. Of licensing, of managing complaints and, from time to time, of providing resources.

It is a rare occasion that the College is seen as a leading influence within the profession. How contrary though to the actual reality!

Self-regulation and, in particular, scope of practice protection is a rare gem on the international stage, and in North America. Veterinarians in Ontario are fortunate to have this status that gives them a voice in public policy, in assuring standards and determining who, of the few, don't deserve the use of the title veterinarian. What a privilege!

This College, on behalf of the veterinarians in the province, takes safeguarding this role seriously. Obviously privilege comes with a cost, a cost that means putting public safety first and quality medicine above all else.

A strong Council and a strong staff, as well as the on-the-ground veterinarian, work together to achieve these objectives. We focus on excelling at governance, assuring a talented staff base, and achieving policy that contributes to good public outcomes.

Self-regulation must be in partnership with the profession. Self-regulation is not 2106 Gordon Street in Guelph. Rather, it occurs every day in every veterinarian's interaction with clients and in every veterinary facility across this province. It is about the delivery of professionalism, ethics and safe veterinary care.

The Council and College acknowledge this responsibility and serve to lead the profession within its regulatory mandate.

Jan Robinson
Registrar & CEO

Dr. Ken Bridge
President

Jan Robinson
Registrar & CEO

Dr. Ken Bridge
President
Council Leadership 2011-12
Dr. Ken Bridge
President
Dr. Nina Szpakowski
1st Vice-President
Elected Representatives
Dr. Tim Arthur (Toronto & York)
Dr. Beverly Baxter (Haliburton, Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Temiskaming, Thunder Bay, Muskoka)
Dr. Peter Conlon (University of Guelph)
Dr. Clare Craig (Hastings, Northumberland, Peterborough, Prince Edward, Victoria, Durham)
Dr. Bryan Kennedy - as of December 2011 (Dundas, Frontenac, Glengarry, Grenville, Lanark, Leeds, Lennox and Addington, Prescott, Renfrew, Russell, Stormont, Ottawa-Carleton)
Dr. Barbara Leslie (Wellington)
Dr. Alison Moore (Waterloo, Oxford, Perth)
Dr. Jennifer Messer - ending November 2011 (Dundas, Frontenac, Glengarry, Grenville, Lanark, Leeds, Lennox and Addington, Prescott, Renfrew, Russell, Stormont, Ottawa-Carleton)
Dr. Michael Mogavero (Brant, Elgin, Haldimand-Norfolk, Hamilton-Wentworth, Niagara)
Dr. Mike Pownall (Halton, Peel)
Dr. Elizabeth Saul (Toronto & York)
Dr. James Vanhie (Essex, Kent, Lambton, Middlesex)
Public Appointees
Mr. Mike Buis (ending January 2012)
Ms. Lisa DeLong
Ms. Denise Dietrich
Mr. Murray Hunt (as of June 2012)
Ms. Lynn Patry

The College Council makes decisions to guide and govern the veterinary profession in the interest of serving and protecting the public. The Council is made up of 13 elected veterinarians from across Ontario and five public members who are appointed by the provincial government.

Photo: (back, l-r) Dr. Barbara Leslie, Ms. Lisa DeLong, Mr. Mike Buis, Dr. Clare Craig, Dr. Mike Pownall, Dr. Peter Conlon, Dr. Michael Mogavero, Dr. Liz Saul, Dr. James Vanhie. (front, l-r) Dr. Beverly Baxter, Dr. Alison Moore, Dr. Tim Arthur, Dr. Ken Bridge, Dr. Nina Szpakowski, Ms. Denise Dietrich and Dr. Jennifer Messer

Executive
Dr. Bridge - Chair
Dr. Nina Szpakowski
Dr. Alison Moore
Dr. Tim Arthur
Ms. Denise Dietrich

Registration
Dr. Clare Craig, Chair
Ms. Lisa DeLong
Dr. Barbara Leslie
Dr. Naseer Malik
Dr. James Vanhie

Complaints
Ms. Lynn Patry, Chair
Dr. Glenn Armstrong
Dr. Scott Arnold
Dr. Leann Benedetti
Dr. Geoffrey Cochrane
Dr. Davinder Jassal
Dr. Kim Lambert
Dr. Cliff Redford
Dr. Elizabeth Saul
Dr. Anne Woolstencroft

Discipline
Ms. Denise Dietrich, Chair
Dr. Tim Arthur
Dr. Beverly Baxter
Dr. Ken Bridge
Dr. Kathleen Cavanagh
Dr. Peter Conlon
Dr. Craig Cornell
Dr. Clare Craig
Ms. Lisa DeLong
Mr. Murray Hunt
Dr. Davod Kafai
Dr. Bryan Kennedy
Dr. Pat Klymas
Dr. David Kozuch
Dr. Barbara Leslie
Dr. Richard Liddell
Dr. Michael Mogavero
Dr. Alison Moore
Dr. Deji Odetoyingbo
Ms. Lynn Patry
Dr. Mike Pownall
Dr. John Reeve-Newson
Dr. John Richardson
Dr. Elizabeth Saul
Dr. Natalie Soligo
Dr. Darren Stinson
Dr. Bill Stubbs

Accreditation
Dr. Bev Baxter, Chair
Mr. Murray Hunt
Dr. Steve Jacobs
Dr. Barbara Leslie
Dr. Mike Pownall

Quality Assurance
Dr. Peter Conlon, Chair
Dr. Drew Hunnisett
Dr. Bryan Kennedy
Dr. Emmanuelle Verrette

National Examining Board
Dr. Mark Spiegle

OVC Teaching Hospital Advisory Board
Dr. Peter Conlon, CVO representative

Professionals Health Program Advisory Committee
Dr. Ed Doering

* non-Council Committee member
The 2010 Council launched a set of three-year objectives aimed to advance the College strategically. It was based on a commitment to a vision to “earn trust through leadership and innovation.”

Progress in these three areas is tangible.

1. **Increasing member engagement in self-regulation**

   **Key achievements in 2012**
   - increased member attendance at Council meetings
   - increased member attendance at the annual Members’ Forum via telecommunications
   - increased open rate of the College's electronic newsletter, e-Update
   - receptiveness to VetNet with over 60 founding members
   - use of e-voting increased voter participation by over 200 percent

2. **Improving the efficiency of the complaints and discipline process**

   **Key achievements in 2012**
   - research completed related to introducing a mediation or alternative dispute resolution process at the College
   - previous cases over a five-year period reviewed to determine if they may have had potential for mediation—approximately 35 percent seemed to meet this test
   - criteria for streaming cases to mediation early in the process are in development
   - management of incapacity cases, including related policies and procedures, was reviewed and updated in cooperation with the Veterinarians Health Program
   - a review of the case management process for complaints is underway and will be conducted by an external consultant

3. **Gaining public confidence through communication**

   **Key achievements in 2012**
   - defining the “public” to assist with the focus of communications
   - defining a desired reputation for the College
   - creating and confirming a “brand” promise for ongoing service delivery

Initiatives in these three areas will continue through the spring of 2013. At that time further gains in these initiatives will be moved forward to the regular day-to-day operations.
The Registration Committee is responsible for ensuring that everyone practicing veterinary medicine in Ontario meets all the requirements for licensure.

According to the Veterinarians Act, applicants have specific requirements for licensure such as where they received their education in veterinary medicine and whether they are licensed in another Canadian jurisdiction. Initially, applicants must meet the requirements to qualify for registration. Licences are renewed annually.

The CVO is committed to fair registration practices as demonstrated annually through completion of a report for the Ontario Fairness Commission. The College's Fair Registration Practice Report can be found on the Licensure page of the CVO website at www.cvo.org.
The Accreditation Committee oversees the accreditation of veterinary facilities in Ontario and considers policy matters related to accreditation. Veterinarians in Ontario must practice from accredited veterinary facilities.

**Inspections**

All veterinary facilities in Ontario must meet, or qualify for exemption from, the Minimum Standards for Veterinary Facilities in Ontario. Inspected facilities are granted a certificate of accreditation, usually for a five-year period. After inspections occur, requests for exemption from one or more of the Minimum Standards are referred to the Accreditation Committee.

Inspections are conducted when certificates are due to expire; new practices open; facilities (such as mobiles) are added to practices; ownership changes; and facilities relocate.

**Facility Designations and Terms**

It is a condition of a certificate of accreditation that the designation of a veterinary facility contains appropriate terms. Facility designations that clearly meet the naming requirements are approved by the Registrar. Applications for facility designations that do not clearly comply with Regulation 1093 may be referred to the Accreditation Committee.

<table>
<thead>
<tr>
<th>Accredited Facilities</th>
<th>Number of Facility Inspections</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1451</td>
</tr>
<tr>
<td>2011</td>
<td>1399</td>
</tr>
<tr>
<td>2010</td>
<td>1265</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meetings</th>
<th>Requests for Exemptions</th>
<th>Appeals to HPARB*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>5</td>
<td>23</td>
</tr>
<tr>
<td>2011</td>
<td>5</td>
<td>32</td>
</tr>
<tr>
<td>2010</td>
<td>5</td>
<td>23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New Professional Corporations</th>
<th>Total Professional Corporations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>147</td>
</tr>
<tr>
<td>2011</td>
<td>114</td>
</tr>
<tr>
<td>2010</td>
<td>96</td>
</tr>
</tbody>
</table>

*Health Professions Appeal and Review Board*
Quality Assurance + Quality Improvement = Quality Practice

Ontario veterinarians are highly competent, professional practitioners. Through the Quality Practice program, the profession demonstrates its commitment to safe, quality veterinary medicine.

The program includes tools to support members such as the Continuing Professional Development Portal, workshops, webinars, online learning modules and practice guidance resources. The College’s Quality Practice program is intended to:

- support ongoing learning across the profession to improve professional knowledge and competence
- assure the public that quality practice is being pursued and achieved
- support members in their ongoing commitment to quality veterinary medicine

In 2012, the College focussed on developing a clear plan for continued progress in the Quality Practice program.

### Peer Review of Medical Records

Participants in the Peer Review of Medical Records program found the program to be helpful and constructive for assisting with their practices.

In 2012, 99 percent of respondents indicated they will make changes to their records as a result of the peer review.

Examples of changes they plan to make include:

- Use templates to capture more information, quickly
- Make sure entries are initialed
- Consistently use D-A-P approach
- Review and amend informed owner consent form
- Team meetings to review record keeping protocols
- Include more detail on PE
- Ensure drug dosages are noted
- Track drug repeats
- Capture reason for visit more clearly in history
- Include more detail on LA road sheets
- Use a glossary to improve notes in history
- Implement Master Problem List

### CPD Cycle

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Licensed Members (average # of hours reported)</td>
<td>143 hours</td>
<td>155 hours</td>
<td>166 hours</td>
<td>164 hours</td>
</tr>
<tr>
<td>Graduated in last 5 years</td>
<td>192</td>
<td>223</td>
<td>223</td>
<td>208</td>
</tr>
<tr>
<td>In clinical practice</td>
<td>131</td>
<td>134</td>
<td>148</td>
<td>145</td>
</tr>
<tr>
<td>In non-clinical practice</td>
<td>219</td>
<td>235</td>
<td>245</td>
<td>251</td>
</tr>
<tr>
<td>Licensed but inactive</td>
<td>40</td>
<td>66</td>
<td>66</td>
<td>108</td>
</tr>
</tbody>
</table>

- 225 members documented activities in the CPD Cycle Portal
- 98% submitted paper CPD Cycle Summary Sheet with annual renewal form in 2011

### Peer Review of Medical Records Program

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities participating in peer review</td>
<td>59</td>
<td>72</td>
<td>74</td>
</tr>
</tbody>
</table>

- 90% indicated they would make significant changes to record-keeping as a result of review program

### Workshops & Webinars

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Records Workshop attendance</td>
<td>219</td>
<td>183</td>
<td>152</td>
</tr>
<tr>
<td>Medical Records Webinars participants</td>
<td>51</td>
<td></td>
<td>164</td>
</tr>
<tr>
<td>Communications Workshops attendance</td>
<td>100</td>
<td></td>
<td>185</td>
</tr>
</tbody>
</table>
One of the College’s many responsibilities in fulfilling its mandate is to oversee the professional conduct of Ontario’s veterinarians. The CVO receives, investigates, and acts upon complaints made against licensees.

This year, the College received 154 complaints concerning the conduct of veterinarians. All complaints are reviewed by the College staff. When appropriate, the College attempts to work with the veterinarian(s) involved and the complainant to address the concerns. If the concerns cannot be resolved through this informal approach, the Complaints Committee reviews the complaint.

The College investigates all complaints that are directed to the Committee.

A Panel of the Complaints Committee reviews the case to determine if the College has no concerns with the veterinarian's actions or conduct; if the College has some concerns with the veterinarian’s actions or conduct which can be addressed through re-education; if the College has very serious concerns and refers the case to the Discipline Committee; or if the complaint was determined to be frivolous or vexatious.

The Executive Committee also has authority to conduct an investigation at the request of the Registrar, refer cases to the Discipline Committee, and act on cases involving impairment of a licensee.
### Matters dealt with by the Discipline Committee

<table>
<thead>
<tr>
<th></th>
<th>Number of Veterinarians</th>
<th>Cases Heard</th>
<th>Pre-Hearing Conferences</th>
<th>Agreements Reached</th>
<th>Days of Hearings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>10</td>
<td>11</td>
<td>3</td>
<td>7</td>
<td>26.5</td>
</tr>
<tr>
<td>2011</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>2010</td>
<td>9</td>
<td>5</td>
<td>2</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>10</td>
<td>4</td>
<td>3</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>

### Outcomes of Cases before the Discipline Committee

<table>
<thead>
<tr>
<th></th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreements</td>
<td>7</td>
</tr>
<tr>
<td>Contested and resulted in guilty findings</td>
<td>2</td>
</tr>
<tr>
<td>Waiting to be heard by Discipline Committee</td>
<td>1</td>
</tr>
<tr>
<td>Ongoing</td>
<td>1</td>
</tr>
</tbody>
</table>
To the Members of the  
College of Veterinarians of Ontario

The accompanying summarized financial statements, which comprise the summary statement of financial position as at September 30, 2012 and the summary statement of operations for the year then ended, are derived from the audited financial statements of The College of Veterinarians of Ontario for the year ended September 30, 2012. We expressed an unmodified opinion on these financial statements in our report dated November 21, 2012.

The summary financial statements do not contain all the statements and disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of The College of Veterinarians of Ontario.

Management’s Responsibility for the Summary Financial Statements: Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1.

Auditor’s Responsibility: Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Audit Standard (CAS) 810, 'Engagements to Report on Summary Financial Statements'.

Opinion: In our opinion, the summary financial statements derived from the audited financial statements of The College of Veterinarians of Ontario for the year ended September 31, 2012 are a fair summary of those financial statements, on the basis described in Note 1.

Note 1: Management is responsible for the preparation of summary financial statements. The summary presented includes only the summary statement of financial position and the summary statement of operations. It does not include any other schedules, the significant accounting policies and notes to the financial statements. The summary statement of financial position and summary statement of operations are presented in the same detail as the audited financial statements except the note referencing has been removed.

Complete copies of the September 30, 2012 audited financial statements are available at the College of Veterinarians of Ontario.
## The College of Veterinarians of Ontario
### Statement of Financial Position
For the year ended September 30, 2012

<table>
<thead>
<tr>
<th>September 30</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$367,923</td>
<td>$105,515</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>230,861</td>
<td>143,919</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>20,502</td>
<td>30,927</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>1,211,019</td>
<td>1,894,473</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>81,977</td>
<td>63,527</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>1,912,282</strong></td>
<td><strong>2,238,361</strong></td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital</strong></td>
<td><strong>1,643,792</strong></td>
<td><strong>1,576,730</strong></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>3,556,074</strong></td>
<td><strong>3,815,091</strong></td>
</tr>
</tbody>
</table>

| **Liabilities** |        |
| Accounts payable & accrued liabilities | 295,476 | 276,577 |

### Net Assets

| **Net Assets** |        |
| Net assets internally restricted |        |
| Capital reserve | 313,158 | 350,000 |
| Systems information reserve | 58,642  | 395,064 |
| Legal reserve | 118,307 | 359,381 |
| Net assets invested in capital assets | 1,643,792 | 1,576,730 |
| Unrestricted net assets | 1,126,699 | 857,339 |
| **Total Net Assets** | **3,260,598** | **3,538,514** |

| **Net surplus (deficit) for the year** | **$3,556,074** | **3,815,091** |

## The College of Veterinarians of Ontario
### Statement of Operations
For the year ended September 30

<table>
<thead>
<tr>
<th>September 30</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registration</td>
<td>$2,832,987</td>
<td>$2,758,636</td>
</tr>
<tr>
<td>Short-term interest</td>
<td>35,793</td>
<td>50,523</td>
</tr>
<tr>
<td>Premises inspections</td>
<td>93,338</td>
<td>93,636</td>
</tr>
<tr>
<td>Other</td>
<td>132,959</td>
<td>119,353</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>3,095,077</strong></td>
<td><strong>3,022,148</strong></td>
</tr>
</tbody>
</table>

| **Expenditures** |        |
| Office and staff | 1,885,726 | 1,691,319 |
| Council and Committees | 313,405   | 267,818 |
| Other            | 234,134 | 402,282 |
| Office facilities | 117,049   | 123,748 |
| Accounting       | 36,522  | 32,153 |
| **Total Expenditures** | **2,586,836** | **2,517,320** |

| **Surplus from operations** | 508,241 | 504,828 |
| **Less: Legal** | 613,932 | 394,143 |
| **System information** | 135,383 | 138,803 |
| **Office improvements** | 36,842  | 8,254 |
| **Net surplus (deficit) for the year** | **$(277,916)** | **$(36,372)** |
The College acknowledges the contributions of the many CVO licensees who have volunteered their time and expertise to support the CVO’s programs throughout 2011-12.

Thank you for your dedication and involvement which makes it possible for the College to accomplish its objectives each and every year.
So what is in store for 2013?

The policy list remains long but distinctly at the top is the development of a next strategic plan.

Council will be focused on setting an agenda that will serve the profession’s regulatory leadership well.

Further to this, watch for discussion on

- development of facility accreditation standards for zoos;
- the introduction of a formal mediation process within the complaints structure;
- increased debate as to the College’s role in animal welfare; and
- consultation on how the profession can best assure the public of the safety and quality of veterinary medicine.

The College Council looks forward to building positive relationships with its many stakeholders as it moves forward with continued progress and impact.