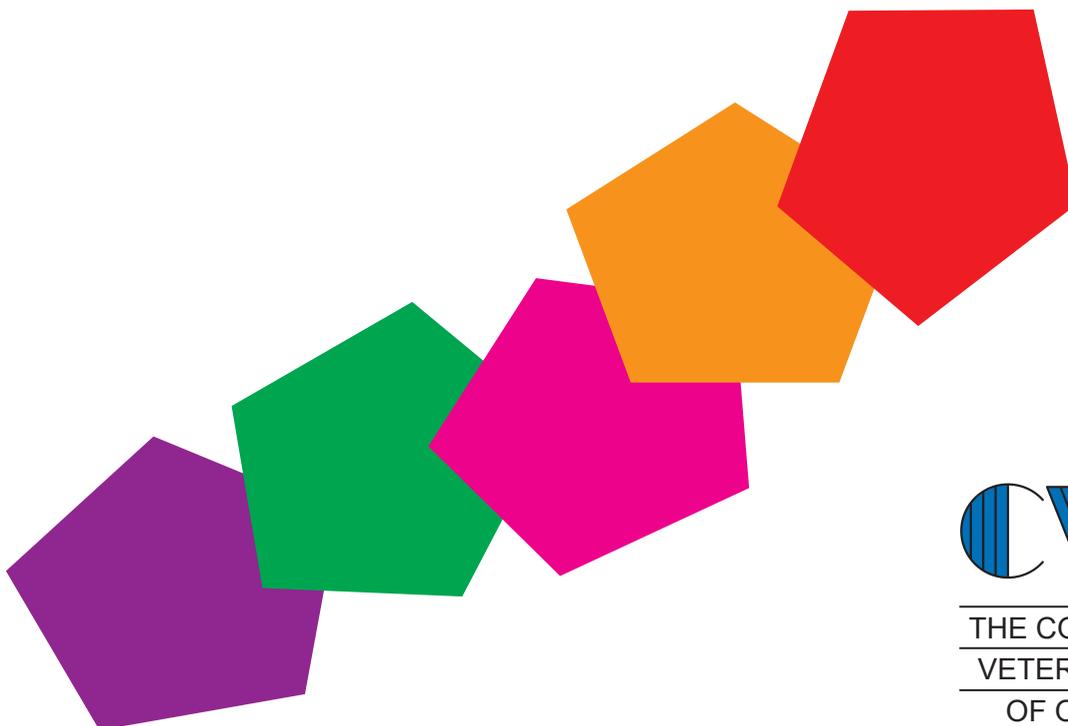




STRATEGY 2020

Final Report • March 2017



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

Introduction

This document outlines the current strategic platform of the College of Veterinarians of Ontario for the period of 2017 to 2020. It is the result of focused discussions between Council and staff, inclusive of the voices of veterinarians, the public and other key informants. It is further based on the existing College data, the local and international regulatory context, and the pillars of governance excellence. This is a dynamic document which is intended to provide focus to Council priorities, College financial outcomes, and regulatory accountability. Progress toward the set vision and related objectives will be evaluated regularly and reported out publicly.

Vision Statement

Instilling public confidence in veterinary regulation

Mission Statement

Governing the practice of veterinary medicine

Principles

Integrity
Transparency
Objectivity
Accountability
Relevance
Collaboration

Strategic Objectives

1. Advance public voice in regulatory policy.
2. Promote professionalism and self-regulation in the practice of veterinary medicine.
3. Achieve commitment to the Legislative Reform of the *Veterinarians Act*.
4. Ensure agility in public access to veterinary medicine.
5. Champion One Health initiatives through veterinary leadership.

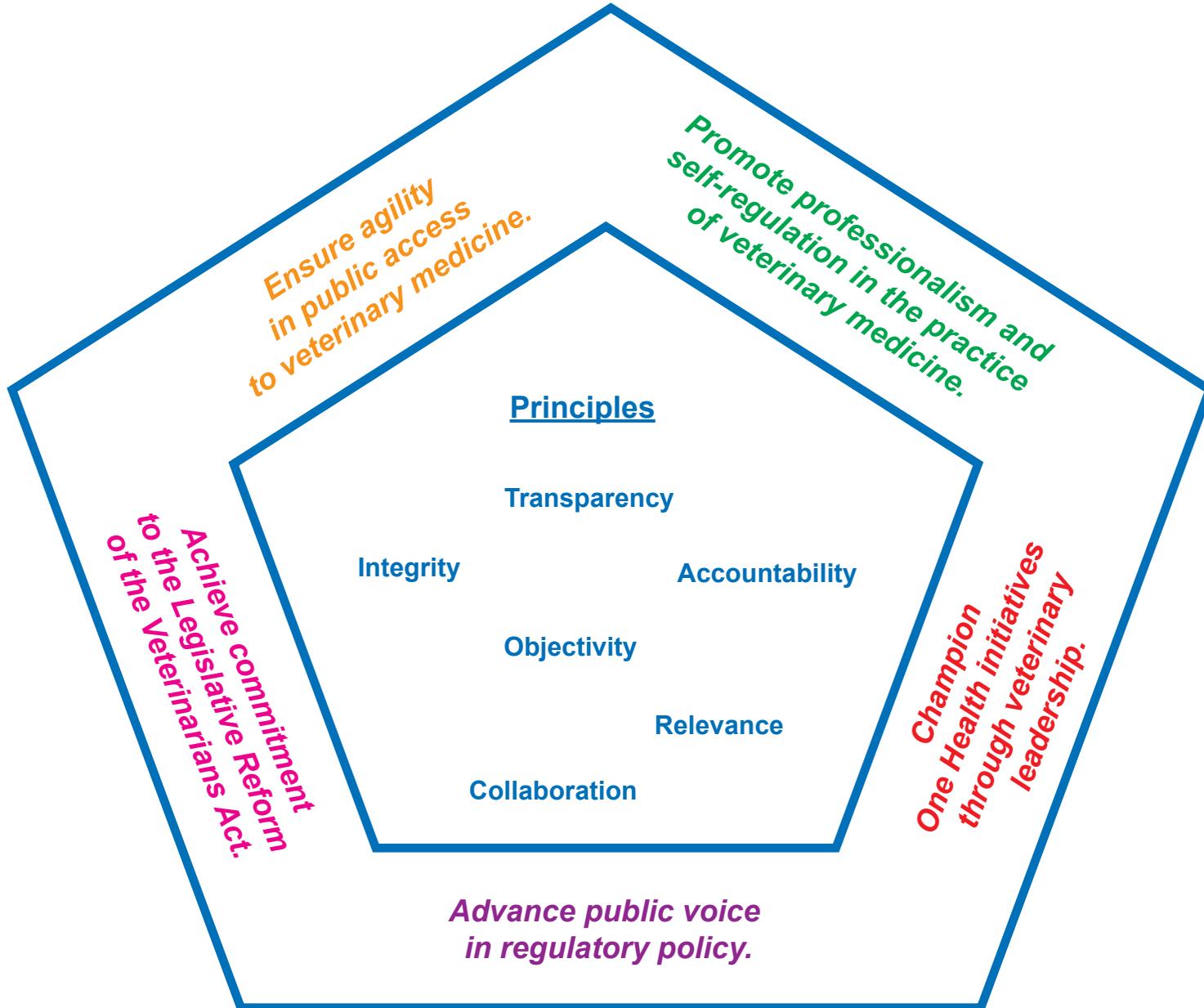
Strategic Framework 2020

MISSION

Governing the practice of veterinary medicine

VISION

Instilling public confidence in veterinary regulation



Strategic Objective 1. Advance public voice in regulatory policy.

By 2020 the College has increased public involvement in its discussion on matters of public policy. Public voice aims to include animal owners, non-animal owners, and industry.

College communication strategies incorporate multi-pronged approaches to capture attentive engagement. Analytics speak to progress in this area.

Overall engagement with the College by veterinarians has remained strong and continually improved.

Strategic Objective 2. Promote professionalism and self-regulation in the practice of veterinary medicine.

By 2020 the profession has embraced a focus on professionalism and self-regulation, understanding its many component parts in daily practice – ethics, quality assurance, and quality improvement. Greater attention is given to veterinary competence in non-technical skills, inclusive of practitioner health and resilience.

Data shared by the College, with the profession, focuses on patterns of risk and areas for attention to potential harm reduction. College programs, resources and supports, including individual remedial actions, are built to assist the profession in achieving professionalism that promotes public protection.

Veterinarians collaborate with the College in identifying issues of professionalism and the regulation of veterinary medicine that require leadership and public attention.

Strategic Objective 3. Achieve commitment to the Legislative Reform of the Veterinarians Act.

By 2020 the College has presented its position on legislative reform to government. Its position is well understood by all government parties and all key stakeholders.

The Council has engaged a multitude of interested individuals and groups in the discussion of a changing legislative framework. The opportunities and the concerns for proceeding with a reform agenda are clearly articulated.

The Council has achieved a commitment from government to proceed with reform, and timelines have been set.

Strategic Objective 4. Ensure agility in public access to veterinary medicine.

By 2020 the Council has established multiple mechanisms to actively monitor and engage broad-based dialogue on the changing components of the practice and delivery of safe veterinary medicine. This discussion incorporates the views of practice owners, species groups, industry, and regulatory medicine.

Technology is at the forefront of this dialogue and the College understands and incorporates changes to delivery modes and treatment techniques in all policy considerations.

Current and future access to safe veterinary care by the public is key to balancing debates on agile systems and a need for standard setting.

Strategic Objective 5. Champion One Health initiatives through veterinary leadership.

By 2020 the Council has continued to demonstrate its role in stewardship by leading One Health activities that intersect veterinary medicine and human health.

The College is viewed as a contributor and partner at One Health tables, including the promotion of relevant supports and resources to veterinarians and the public.

The College is regularly sought for its opinion on emerging issues related to animal welfare, public health and veterinary medicine.

Reporting Progress

Tactics in relation to each objective are set annually to ensure progress is made toward achieving the desired vision. Success indicators serve as measurable outcomes that Council is able to assess and report on publicly.

Plan progress is reviewed at each meeting of Council. Progress is also reported in terms of timelines in the Balanced Scorecard, another measurement tool of the Council.

The Strategic Framework is reviewed annually against the environmental context to assure continued alignment of the Council's priorities with its vision and mandate.

YEAR ONE TACTICS

Advance public voice in regulatory policy.

- establish a non-veterinarian panel to inform Council policy debate that is inclusive of animal owners, industry, and the general public
- introduce public opinion polling tools to increase the public consultation interface
- develop and distribute next iteration of 2014 public opinion survey related to self-regulation and veterinary medicine to determine progress in messaging
- introduce a risk informed public policy framework

Promote professionalism and self-regulation in the practice of veterinary medicine.

- define and establish “professionalism” as an umbrella concept in College initiatives and communications, inclusive of web-based material
- develop a three year strategy for the introduction of new resources and supports related to professionalism
- complete validation of Peer Advisory Conversation tools
- establish working groups to develop new minimum standards which support an updated facility Accreditation Model
- advance discussions on the development of a national competency framework for veterinarians through the Canadian Council of Veterinary Registrars (CCVR)

Achieve commitment to the Legislative Reform of the Veterinarians Act.

- complete consultation and Council approval of a proposed new Scope of Practice model
- collaborate with the Ontario Association of Veterinary Technicians (OAVT) to include veterinary technicians within the new scope model and under a new common legislative framework
- complete the legislative reform concept paper and post it for public consultation
- propose a final legislative concept paper to government, inclusive of public comment

Ensure agility in public access to veterinary medicine.

- establish expert panels to inform Council policy debates, inclusive of practice owners, species groups and regulatory medicine
- create the concept of a bi-annual symposium on the future of veterinary medicine in concert with the Ontario Veterinary Leaders Table
- advance discussion on the use of telemedicine in veterinary practice, inclusive of updating the current Professional Practice Standard as appropriate
- establish a method to regularly review Council/College policy priorities against public expectation, safe animal care and emerging practice trends

Champion One Health initiatives through veterinary leadership.

- complete the existing Growing Forward 2 (GF2) funded project on food animal medicine and the prescribing of antimicrobials, and champion the outcomes across veterinary and producer leadership sectors
- set an animal welfare issues agenda which is regularly reviewed by Council and consistent with its’ position statement
- introduce resources to support new federal regulation on veterinary prescribing of antimicrobials
- participate in and/or champion one health initiatives, inclusive of the role of veterinarians in public health

YEAR TWO TACTICS

Advance public voice in regulatory policy.

- convene the first series of the public advisory panel and report on progress
- complete public opinion survey and a separate survey for veterinarians to determine progress related to trustworthiness (delayed from 2017)
- create a mechanism to regularly provide Council with public perspective related to College operations and processes
- increase uptake of new public newsletter across varied veterinary clientele

Promote professionalism and self-regulation in the practice of veterinary medicine.

- identify two risk based initiatives and implement mitigation strategies that promote professionalism
- identify and create innovative mechanisms for reporting practice risks to the profession. Implement at least one and assess response
- integrate new risk assessment and analysis tools into Council debate
- develop and implement an outcomes based remediation strategy at the level of all panel decision-making
- collaborate with the CCVR and NEB to implement plan for developing a national competencies framework for the profession
- continue the development of the Peer Advisory Conversation and the new Accreditation model for full implementation with legislative reform

Achieve commitment to the Legislative Reform of the Veterinarians Act.

- facilitate and support the completion of phase one of the work of the Legislative Reform Implementation Advisory Group
- complete collaborative dialogue with relevant stakeholders on authorized activities exemptions
- provide any additional recommendations for Act changes to government by early 2019
- create government interest in continuing with modernizing the Veterinarians Act post provincial election

Ensure agility in public access to veterinary medicine.

- convene the first series of practice advisory panel meetings and report on progress
- continue planning for a 2019 “The Future of Veterinary Medicine” symposium
- approve a next version of the telemedicine standard based on the international dialogue and changing practice context

Champion One Health initiatives through veterinary leadership.

- develop policy guidance on the proper handling and restraint of animals by veterinarians
- review the current College position on pain management and consider amendments
- initiate early discussion on a 2020 symposium on animal welfare and veterinary medicine
- work with the Ontario Antimicrobial Stewardship Leadership Collaborative to achieve a coordinated approach to the implementation of veterinary oversight of antimicrobials

YEAR THREE TACTICS

Advance public voice in regulatory policy.

- public panel is convened 3 times; reports on each meeting are posted publicly; follow-up reports on related actions are provided to Council periodically
- explore new mechanisms for public consultation and input
- utilize 2018 public opinion survey data in next phase of strategic planning
- hire Masters of Public Health summer student to broaden public newsletter articles, particularly in one health and animal welfare
- implement strategies to increase public newsletter readership by 10%
- develop a new framework for outcomes-based evaluation in order to better publicly report on the impact of policy decisions

Promote professionalism and self-regulation in the practice of veterinary medicine.

- build professionalism culture through use of varied medium
- at least two aggregate reports on identified and measurable practice risks are published with implementation of a related “nudge” strategy
- semi-annual strategic risk discussions at Council continue to identify areas for policy focus
- alignment of veterinary personal use accounts with drug wholesalers is resolved
- a strategy for aligning industry incentives in keeping with professionalism principles is developed
- the enhanced Peer Review of Medical Records (PRMR) program is successfully launched and linked to outcomes-based regulation
- data from outcomes-based remediation demonstrates that remedial undertakings make a difference to individual practice
- to continue to champion and coordinate the development of a national competencies framework for veterinary medicine in Canada
- the Peer Advisory Conversation (PAC) continues to be piloted; seeking innovative partnerships to increase participation; Council approval, prior to final launch, anticipated in fall of 2019
- the new accreditation model standards are complete, and the pilot phase approved for 2020

Achieve commitment to the Legislative Reform of the Veterinarians Act.

- remaining elements related to the Veterinarians Act changes are presented to government by the fall of 2019
- planning and analysis has begun at the level of regulations; detailed work plan is in place
- continue to create government interest in proceeding with modernization of the Veterinarians Act

Ensure agility in public access to veterinary medicine.

- the Practice Advisory Panel is convened 3 times; reports are publicly available; follow-up reports on related actions are provided periodically to Council
- the Future of Veterinary Medicine Symposium is successfully held in November 2019. The outcome contributes to Council strategic planning
- a next discussion on telemedicine, inclusive of artificial intelligence and evolving technologies is held

Champion One Health initiatives through veterinary leadership.

- launch a refreshed College position on pain management
- continue collaboration on antimicrobial stewardship initiatives; promote stewardship programs in all areas of practice
- develop public education on the topic of complementary and alternative medicine inclusive of any potential risks to animals
- monitor Ministry of the Solicitor General policy initiatives related to the provincial animal welfare agenda