

2020-2023

# STRATEGIC PLAN

## STRATEGIC OBJECTIVES

- ❑ Promoting professionalism to assure quality care.
- ❑ Modernizing the oversight of the veterinary profession.
- ❑ Regulating proactively to mitigate risks.
- ❑ Championing One Health.
- ❑ Assuring impact through outcomes.

## VISION

Instilling public confidence in veterinary regulation

## MISSION

Governing the practice of veterinary medicine

## PRINCIPLES

Honest  
Reliable  
Competent  
Relevant  
Independent  
Inclusive  
Accountable

# STRATEGY 2023

## Year One Tactics

### Promoting professionalism to assure quality care.

- Plan and promote a pilot of a new model of facility accreditation.
- Launch the Peer Advisory Conversation as a voluntary veterinary quality assurance tool.
- Create a resource hub for veterinary discussion on ethical issues.
- Publish resources on conflict of interest and professional practice.
- Develop discussion on the concept of “standard of care”.
- Partner with North American leaders to develop an essential competency profile for veterinary medicine.

### Modernizing the oversight of the veterinary profession.

- Identify key areas achievable with regulation changes as a primary target.
- Consider opportunities to test telemedicine delivery models of the future under safeguarded conditions.
- Seek multi stakeholder discussions to continue the aim to achieve commitment to full legislative reform.

### Championing One Health.

- Set a next animal welfare agenda.
- Establish a stakeholder relationship with public health in Ontario.
- Implement a communication and education strategy highlighting veterinarians as public health practitioners.
- Explore the definition of one welfare and its relevance to this objective.

### Assuring impact through outcomes.

- Educate Council and staff on the new outcomes focused regulation framework.
- Establish an impact strategy unit.
- Coordinate the work on impact with the Risk Analysis and Mitigation Unit.
- Implement the use of the framework with all new policy direction.

### Regulating proactively to mitigate risk

- Collaborate internationally on the future of technology, veterinary medicine and competence.
- Consider options to safely broaden remote dispensing beyond antimicrobial drugs.
- Set work plan for establishing competence assessment that supports limited licensure.
- Analyze past decisions and make recommendations on how to best mitigate practice management concerns separate from veterinary medicine.
- Identify strategies to improve veterinary drug management.

# STRATEGY 2023

## Year Two Tactics

### Promoting professionalism to assure quality care.

- Launch Year 1 pilot of new model of facility accreditation
- Launch the virtual version of the Peer Advisory Conversation with veterinary volunteers
- Launch the Ethics Hub as a resource for veterinarians
- Publish resources on conflict of interest and the practice of the profession
- Consider recommendations on Standard of Care as it relates to the role of the College
- Facilitate the completion of the North American Essential Competencies Framework for Veterinary Medicine

### Modernizing the oversight of the veterinary profession.

- Collaborate with government to achieve changes to the regulations that support the legislative reform agenda
- Continue to seek opportunities to advance the full legislative reform initiative
- Advance technology and related solutions to facilitate access to veterinary care

### Championing One Health.

- Advance Council's published animal welfare agenda (Year 1 and Year 2)
- Consider recommendations of the Public Health and Veterinary Medicine Working Group

### Assuring impact through outcomes.

- Monitor the consistent use of the Impact Strategy Unit in implementing new Council policies
- Consider the outcomes of policies implemented through impact strategy and report on findings and effectiveness
- Enhance aggregate data reporting channels for Council, committee and the profession

### Regulating proactively to mitigate risk

- Introduce the concept of building a culture of safety and continuous improvement within veterinary practice
- Consider a broader role for a regulator in the support of wellness of the profession
- Develop and confirm a limited licensure program for implementation
- Publish a statement on anti-racism and implement action plan
- Promote the Future of Veterinary Medicine Ambitions and Tactics

# STRATEGY 2023

## Year Three Tactics

### Promoting professionalism to assure quality care.

- Launch and analyze pilot of proposed new facility accreditation standards
- New facility accreditation standards are approved by Council and implementation plan is set
- First year report of Peer Advisory Conversation launch is provided to Council with recommendations
- First year report of Ethics Hub introduction and utilization is provided to Council with recommendations for continued enhancement
- Standards of Care recommendations are in progress related to completion
- A Phase 2 working group on Shared Care and Animal Rehabilitation has been established and is making progress on set objectives
- North American Essential Competencies Profile is endorsed for use in all College activity

### Modernizing the oversight of the veterinary profession.

- Regulation changes in relation to the accreditation program are complete
- Opportunities to advance the reform agenda are regularly sought at the political and staff level of government
- Revised telemedicine standard is posted
- College is an active participant in the Veterinary Innovation Collaborative at the international level

### Championing One Health.

- Year 3 of the Council's Animal Welfare Agenda is in progress
- College support of a One Health strategy for the profession is advancing Council approved recommendations

### Assuring impact through outcomes.

- Governance policies on risk management are refreshed and approved
- New data reports are utilized by Council and Committee to inform decisions
- A new case administrator role is introduced in the complaints system and an analysis of its effectiveness has been completed
- Develop a limited licensure assessment with our national regulatory partners

### Regulating proactively to mitigate risk

- The culture of safety concept has been introduced to the profession
- Resources that support a culture of safety approach have been produced and provided
- A College led working group on an integrated approach to veterinary wellness has been established
- College resources on wellness are more visible and robust
- Provide a leadership role in advancing a next stage of the Future of Veterinary Medicine project in relation to the delivery models of veterinary medicine in Ontario and general access to care
- Complete a review of the licensure process for internationally educated veterinarians with recommendations for process improvement