



Taking Flight

Annual Report 2014



THE COLLEGE OF
VETERINARIANS
OF ONTARIO



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**Strengthening the veterinary profession
through quality practice and public accountability.**

About the College

The College of Veterinarians of Ontario

The College of Veterinarians of Ontario protects and serves the public interest through the regulation of the practice of veterinary medicine. Accordingly, veterinarians are licensed, facilities are accredited, standards and policies are developed and maintained, and an investigations and resolutions process is available. The College guides, governs and inspires excellence in collaboration with the profession and the public.

Our Vision

“Trust earned through leadership and innovation.”

Our 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

Licensure

Competent and qualified licensed members practise veterinary medicine in Ontario.

Standards and Policy

Standards of practice, relevant public policy and the provision of practice guidance improve the quality and safety of veterinary care.

Investigations and Resolutions

Practice and conduct issues are investigated thoroughly and resolved fairly.

Accreditation

Veterinary facilities are accredited to assure a safe, professional environment.

Quality Practice

Veterinarians actively participate in programs that assure the provision of safe, quality veterinary medicine.

Leadership Message

The theme of this annual report is “Taking Flight” to reflect the actual space the Council and staff believe the College is occupying. The last two years have been very focused on internal operations - on finances, on procedures, on information technology, and on our customer service. These elements are crucial to achieving our vision of leadership and innovation in the regulation of the veterinary profession.

In 2014, we truly feel we are starting to surface and see our horizon.

This year has seen record numbers of volunteers and voices involved with Council activity - public, profession-based and other stakeholders. Council is strong and fully engaged in its mandate. And staff are eager to be aligned with Council's direction.

Council's discussions and debates are increasingly strategic in nature, focused squarely on the public interest. The College wants to earn public confidence and trust in its role and decisions. This aspiration is strengthened when policy is made inclusive of public voice, when standards are inclusive of ethical expectations and where enforcement is responsive, responsible, yet fair.

Self-regulation is at the heart of the integrity of the profession. Council takes its role seriously to safeguard the public and uphold this privilege. The pages within this annual report are a demonstration of this commitment.

In considering our progress we look to our increasing collaboration with others, our successful proposal for government funding to explore antibiotic use in food animals with Ontario veterinarians, our healthy relationship with the Ontario Veterinary Medical Association, our attention to fiscal management, our view to the future with a paperless environment, and the ever-increasing ways we reach out to connect with and hear from veterinarians and the public.

Our flight path for now has a course which is guided by constant calibration with increasing metrics and feedback. The great progress of 2014 can only assist a clearer destination for 2015.



Jan Robinson
Registrar & CEO



Dr. Elizabeth Saul
President

A handwritten signature in black ink that reads "Jan Robinson".

Jan Robinson
Registrar & CEO

A handwritten signature in black ink that reads "Liz Saul".

Dr. Elizabeth Saul
President



Flight Path

In keeping with its mandate, the Council has set an ambitious plan to focus on its strategic initiatives. Strategy 2017 is the result of extensive consultation and has four objectives which shape the direction of the College's work. These include to:

Inspire Quality Practice through assuring competence.

Create a culture of collaboration by engaging all stakeholders in veterinary self-regulation.

Advance One Health stewardship, enabling public health initiatives within veterinary medicine.

Lead legislative reform of the Veterinarians Act that enhances regulatory transparency, flexibility and innovation.

Year One Accomplishments:

- Advancing the dialogue on the importance of quality assurance
- Realizing elections in all three districts with multiple candidates and more than half of eligible voters casting a ballot
- Refreshing the website, providing a key foundation for improved engagement with the public and the profession
- Collaborating with government to facilitate access to rabies vaccinations
- Gaining a stronger understanding of the public's perception of veterinary medicine through a public opinion poll
- Receiving a grant for a government-funded Growing Forward 2 project which researches the prudent use of antimicrobials in food animal medicine and engages the leadership of the relevant species groups and the veterinary community
- Requiring all veterinarians to have an e-mail address so communications can be timely, relevant and accessible
- Continuing engagement with the provincial Animal Welfare Task Force to improve shelter medicine in Ontario
- Revising policy documents to assure practice standards and expectations are clear to all
- Setting the stage for consultations to support the future revision and enhancement of the *Veterinarians Act*

A complete copy of Strategy 2017 can be found on the College's website at www.cvo.org/Strategy-2017.

Licensure

The College ensures individuals who practise veterinary medicine in Ontario have the education and professionalism required to practise competently and safely.

Initially, applicants must meet specific requirements to qualify for licensure as set out in the *Veterinarians Act*. Licences are renewed annually.

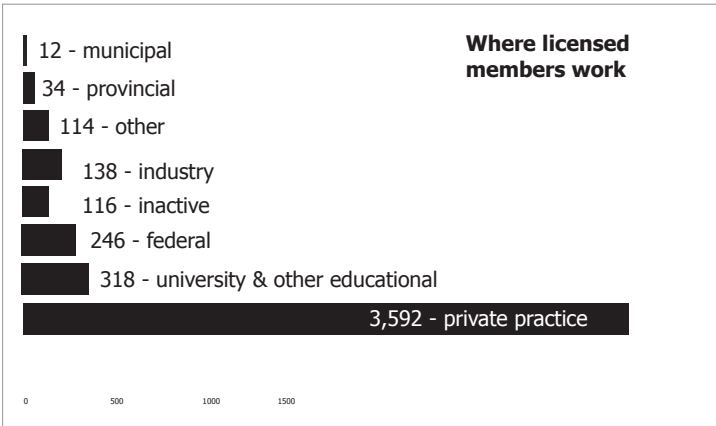
The renewal process provides the College with current information about its licensed members, such as place of employment, employment function and areas of practice.

As well as ensuring equitable access to the profession, the Registration Committee ensures those who are competent to practise veterinary medicine in Ontario meet requirements that protect the public interest.

Total Licences issued	
2014	4,570
2013	4,528
2012	4,421

Gender Distribution	
Female	2,567
Male	2,003

Rate of Attrition 3.4%	
licences cancelled	37
licences resigned	75
licences resigned with emeritus status	44



Licences issued by type	
General Licences	4415
Restricted Licences (including VSTEP)	83
Academic Licences	15
Post Graduate and Resident Licences	31
Educational Licences	17
Public Service	9

Applications Reviewed By Registration Committee	186
* includes 125 accredited university graduands & 24 VSTEP participants	
Appeals to HPARB*	1

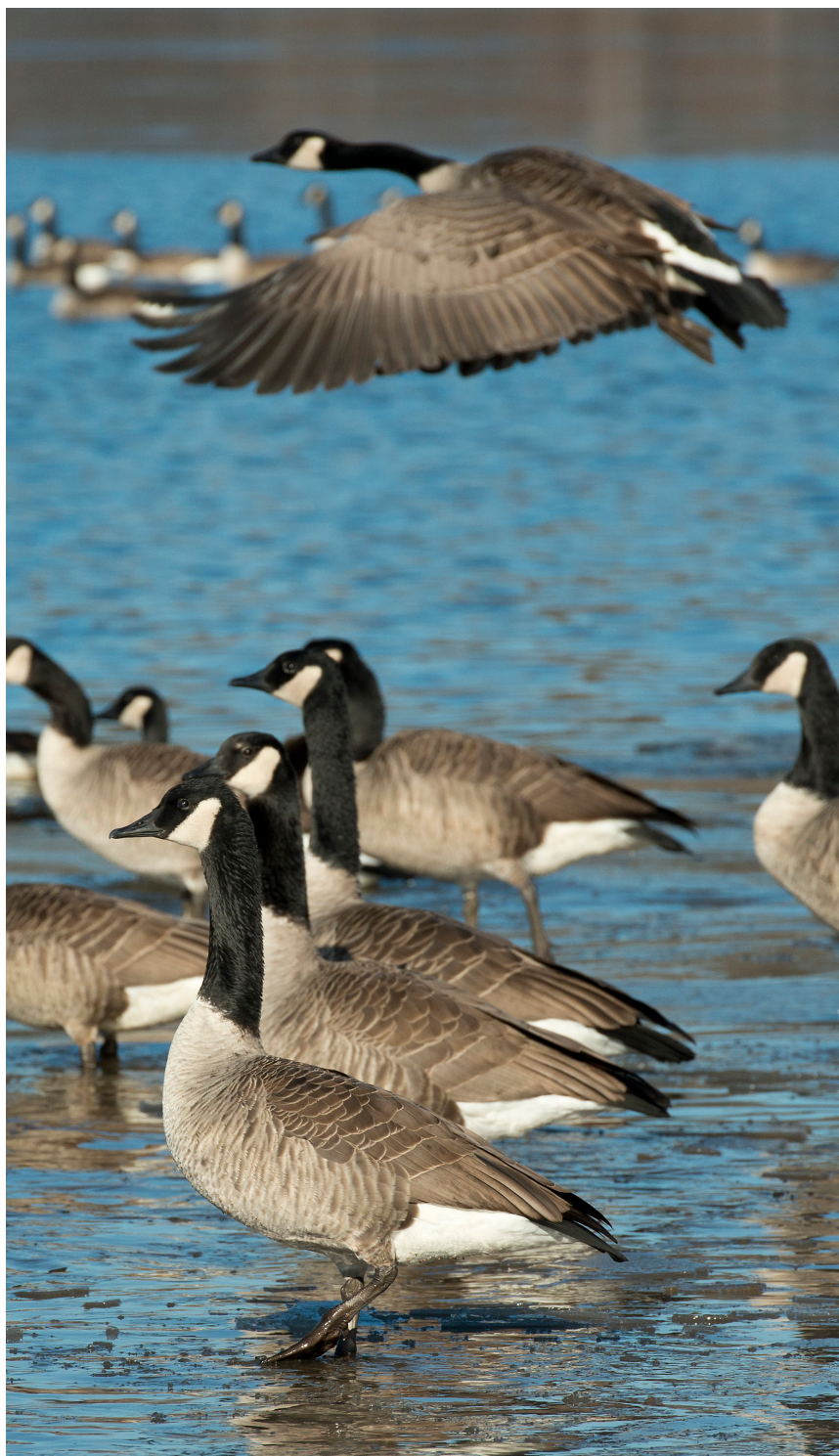
* Health Professions Appeal and Review Board

Internationally educated veterinarians	
* excludes Canadian or U.S. citizens who attend veterinary school outside of Canada or the U.S. and includes VSTEP	
2014	832
2013	769

*Veterinary Skills Training and Enhancement Program

Ontario has 296 certified specialists	
(top five specialties)	
American College of Veterinary Pathologists	49
American College of Veterinary Surgeons - small animal	30
American College of Veterinary Internal Medicine - small animals	31
American College of Poultry Veterinarians	20
American College of Veterinary Ophthalmologists	15

Licensure



Fair Registration

The College is committed to fair registration practices as demonstrated annually in a report for the Ontario Fairness Commission (OFC). The College's Fair Registration Practice Report can be found on the College website.

Online Jurisprudence Examination

The College began the process of re-engineering its local knowledge exam in 2014. The exam ensures applicants are aware of the rules and regulations surrounding the practice of veterinary medicine in Ontario. The exam is changing to an online format and will focus on professionalism, scope of practice, records management and professional accountability.

Professional Incorporation

The College administers a Professional Incorporation program for veterinarians as required by the provincial government. The program permits eligible veterinarians to establish a corporation through which veterinary medicine is practised.

In 2014, the College processed 112 new professional corporations for a total of 1,241 professional corporations.

Quality Practice

The College's Quality Practice program supports the profession in its engagement in continuous quality improvement in the delivery of veterinary care.

In the regulated professions, Quality Practice is seen as an outcome that follows from an alliance between a College and its professional members. The two groups work together to maintain and demonstrate safe, competent care and service. Quality Improvement and Quality Assurance tools contribute to Quality Practice.

The Quality Practice program is intended to:

- assist licensed members with meeting peer expectations in the delivery of quality care
- support ongoing learning across the profession to maintain and improve professional knowledge and skills
- assure the public of access to safe, competent care
- support licensed members in their ongoing commitment to the delivery of safe, competent veterinary care

Through online learning modules, peer review of medical records and practice advice, the Quality Practice program supports licensed members in the maintenance of skills and knowledge.

CPD Cycle	2011	2012	2013
All Licensed Members (average # of hours reported)	164 hours	173 hours	165 hours
Graduated in last 5 years	208	226	163
In clinical practice	145	153	142
In non-clinical practice	251	230	218
Licensed but inactive	108	98	84
415 licensed members documented activities in the CPD Portal			

Peer Review of Medical Records

The Peer Review of Medical Records program continues to provide a helpful and worthwhile experience for participants.

In 2014, 97 percent of respondents indicated they will make changes to their records as a result of the peer review.

Examples of planned changes include:

- Add emergency contact information
- Document informed consent discussions
- Implement a standard format: SOAP or DAP
- Use more templates
- Keep master problems lists more up to date

Quality Practice

Practice Advisory Service

The College’s practice advice service is free and confidential. Veterinarians, their staff and members of the public can contact the College with questions associated with the regulations, policy and expectations associated with the practice of veterinary medicine.

The College received 1,271 requests for practice advice over the past fiscal year.

Top 5 Practice Advisory Question topics

1.	Pharmacy
2.	Veterinarian-Client-Patient Relationship
3.	Advertising
4.	Regulations
5.	Medical Records



Investigations & Resolutions

The public trusts the College to address concerns about a veterinarian's practice or conduct. The College oversees the professional conduct of Ontario's veterinarians as it receives, investigates, and acts upon matters brought to its attention. The College responds to concerns and investigates complaints from members of the public about veterinarians licensed to practice veterinary medicine.

Conduct issues are screened by two Committees (Executive and Complaints) depending on the concern and the breadth of the investigation necessary. A panel of peers, inclusive of a public representative, review and examine the details of each case. The College also offers a voluntary and confidential mediation program to resolve certain types of complaints.

Cases that are referred to the Discipline Committee for a hearing are open to the public. Findings from discipline proceedings are available on the College's website at www.cvo.org and on the Public Register.

Matters dealt with by the Complaints Committee			
	2014	2013	2012
Complaints	159	152	154
Veterinarians Involved	208	208	189
Complaints Decisions			
No Concerns	106	125	106
Concerns - written advice	55	50	53
Concerns - verbal advice	2	2	0
Concerns - undertaking	9	5	2
Referred to Discipline Committee	2	5	9
Frivolous and Vexatious	1	13	4
Cases Withdrawn	4	10	4
Cases remaining under consideration	29	8	11
Referred to Registrar	1		

Appeals	
New appeals (ongoing)	12
Withdrawn prior to HPARB review	4
Appealed cases confirmed (won)	4
Appealed cases returned (lost)	0
Appealed cases dismissed by HPARB (frivolous and vexatious)	1

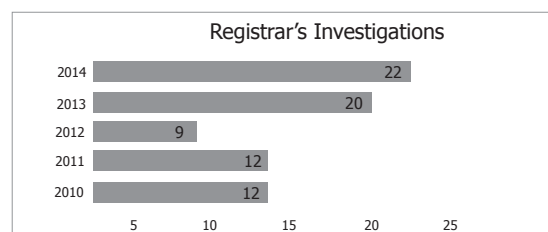
Court Order

Following an extensive investigation, the College obtained an Order from the Ontario Superior Court of Justice on March 24, 2014 preventing non-veterinarians from providing, or offering to provide, so-called "anaesthesia-free dental cleaning", including "scaling, polishing and anti-bacterial gum treatment". The Order was obtained on consent against Jill Thompson and her business, Pup Star.

Consistent with its Position Statement on Veterinary Dentistry, the College has long taken the position that veterinary dentistry includes cleaning animals' teeth and that only veterinarians may practise veterinary dentistry. Expert evidence supported the College's position that permitting non-veterinarians to provide veterinary dentistry including dental hygiene creates serious risks to animals.

Investigations & Resolutions

Issues of fitness to practice, health or impairment are dealt with by the Executive Committee and separately from Discipline. Allegations of unauthorized practice, an individual or organization practising veterinary medicine without a licence in Ontario, are investigated by the Registrar. In 2014, 42 claims of unauthorized practice were investigated by the College.



Matters dealt with by the Discipline Committee			
	2014	2013	2012
# of veterinarians	11	12	10
Cases heard	7	8	11
Pre-hearings conferences	6	11	3
Agreements reached	4	5	7
Days of hearings	17	30	26.5

Matters dealt with by the Executive Committee			
	2014	2013	2012
Letters of advice, admonishment	33	3	4
Mutual Acknowledgement & Undertakings	8	3	4
Referral to Discipline Committee	4	1	1
Notice of Intention to appoint Board of Inquiry	2	1	1

Outcomes of cases before the Discipline Committee	
Contested & resulted in guilty findings and ongoing	1
Agreements	5
Relicensing hearing	0
Waiting to be heard by Discipline Committee	10



Standards & Policy

Central to the role of the College is establishing and updating standards and policies that articulate for the public and the profession the expectations of veterinarians in practice.

In 2014, Council continued its work in establishing clear Professional Practice Standards (PPS) that apply to all licensed veterinarians and specify expected behaviour in relation to different areas of practice risk. A PPS is expected to be “to the point” in its description of an expectation. Often a PPS is accompanied by a guide which speaks to specific questions in practice.

Building Strong Policy

All standards and policies undergo extensive consultation prior to final approval. Members of the profession, stakeholders and the public are invited to share their thoughts on proposed policy changes. Council reviews all opinions it receives to make informed decisions and, to promote transparency, publishes a summary of the submissions received.

Policy initiatives in 2014 include:

- Publishing refreshed official documents and guidance in the following areas:
 - ✓ rabies programs
 - ✓ informed client consent
 - ✓ after hours care



Standards & Policy

- ✓ diagnostic laboratory testing
- ✓ radiation safety
- ✓ steering, and
- ✓ character assessment of applicants
- Striking a task force to review current practice issues and emerging trends related to prescribing and dispensing in veterinary medicine
- Debating and determining direction on shelter medicine care by veterinarians in Ontario

In addition, the Council reviewed additional revisions to Regulation 1093. Its first set of recommendations were sent to government in 2012. Government feedback on those proposed changes required a reconsideration of an already liberalized advertising section. In particular, the concerns raised focused on existing restrictions to soliciting. Members were consulted and the clause was removed with an intent to study the need for additional clarifying policy work.

Visit the College website -- www.cvo.org -- to access official documents including regulations, by-laws, standards and policies.



Accreditation



Veterinarians in Ontario must practise from accredited veterinary facilities. A Certificate of Accreditation is a statement to the public that the facility provides a safe, professional environment and contains the equipment required for veterinary care.

The Accreditation Committee oversees the accreditation of veterinary facilities in Ontario and considers policy matters related to accreditation.

There are currently more than 1,500 veterinary practices operating 2,100 facilities (including mobiles) in Ontario. All veterinary facilities must meet the College's accreditation standards.

	Accredited Facilities	Number of Facility Inspections
2014	1,538	522
2013	1,483	385
2012	1,451	523

Inspections

Veterinary facilities must meet, or qualify for exemption from, the *Minimum Standards for Veterinary Facilities in Ontario*.

Veterinary facilities are inspected for specific equipment requirements; proper patient records; safe drug storage; a medical reference library; and orderly and sanitary premises.

Inspected facilities are granted a Certificate of Accreditation, usually for a five-year period. 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.

	Requests for Exemptions	Appeals to HPARB*
2014	51	1
2013	45	0
2012	23	0

*Health Professions Appeal and Review Board

Linking Accreditation and Quality Practice

The College's program of accrediting veterinary facilities assures the public that a veterinary facility meets provincial standards and supports safe, quality animal care outcomes. This year, Council linked the mandate of Accreditation with that of Quality Assurance thereby strengthening the broader quality practice message to veterinarians and to the public.

2015: On The Horizon

Moving into 2015, the College continues to strive to inspire the profession and instill public trust and confidence.

In the coming year, the College will embark on an outreach campaign to connect to the public directly. New communications tools, including social media, will be introduced as we build relationships with our key stakeholder.

Engaging with members of the veterinary profession remains a key priority for the College. Licensed members will be introduced to a “Professional Practice Portal” which aims to provide an opportunity for continuing professional development and communication with the College in a secure, online environment.

The accreditation models task force will continue its work at formulating recommendations that explore current and emerging models for the accreditation and inspection of facilities.

The Council’s interest in One Health will remain strong with the completion of the current Growing Forward 2 project and a need to consider next steps in the area of antimicrobials and public health.

Our issues are numerous and our opportunities to make a meaningful difference to veterinary medicine, animals and the public at large are significant and exciting. The Council and staff look forward to the challenge.



Financial Statements

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

The accompanying summary financial statements, which comprise the summary statement of financial position as at September 30, 2014, 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 as at September 30, 2014 and for the year then ended on which we expressed an unmodified opinion in our report dated November 25, 2014. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. 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 Summarized Financial Statements

Management is responsible for the fair summarization of the audited financial statements in accordance with the criteria disclosed in the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing 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 30, 2014 are a fair summary of those financial statements, in accordance with the criteria disclosed in the summary financial statements.

Cowperthwaite Mehta, Chartered Accountants
Toronto, Ontario
November 25, 2014

Criteria applied in the preparation of the summary financial statements

The criteria applied by management in the preparation of these summary financial statements are as follows:

- a. the information in the summarized financial statements is in agreement with the related information in the complete financial statements; and
- b. the summarized financial statements contain all the information necessary to avoid distorting or obscuring matters disclosed in the complete financial statements, including the notes therein.

Management determined that the statement of changes in net assets and the statement of cash flows do not provide additional useful information, and as such has not included them as part of the summary financial statements.

Financial Statements

Summary Statement of Financial Position

as at September 30, 2014

	2014	2013
ASSETS		
Current assets		
Cash	\$187,610	\$ 70,573
Investments	397,794	521,268
Accounts receivable	86,703	54,964
Prepaid expenses	<u>84,654</u>	<u>88,320</u>
	<u>756,761</u>	<u>735,125</u>
Long-term investments	<u>988,000</u>	<u>700,000</u>
Capital assets	<u>1,094,450</u>	<u>1,314,507</u>
	<u><u>\$2,839,211</u></u>	<u><u>\$2,749,632</u></u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable & accrued liabilities	\$295,414	\$233,111
Capital lease obligation	<u>6,451</u>	<u> </u>
	<u>301,865</u>	<u>233,111</u>
Capital lease obligation - long term	<u>23,760</u>	<u> </u>
	<u>325,625</u>	<u>233,111</u>
Net Assets		
Capital reserve	242,678	288,276
Systems information reserve	44,834	44,834
Invested in capital assets	1,064,239	1,314,507
Unrestricted net assets	<u>1,161,835</u>	<u>868,904</u>
	<u>2,513,586</u>	<u>2,516,521</u>
	<u><u>\$2,839,211</u></u>	<u><u>\$2,749,632</u></u>

Summary Statement of Operations

for the year ended September 30, 2014

	2014	2013
REVENUE		
Registration fees	\$ 3,808,889	\$2,913,214
Premises inspection fees	130,341	118,806
Corporate registration	68,133	45,200
Penalties and other	56,961	37,325
Interest	36,799	36,676
Application and examination fees	44,550	45,125
Grants	<u>9,900</u>	<u> </u>
	<u>4,155,573</u>	<u>3,196,346</u>
EXPENSES		
Staff and related	1,679,721	1,437,198
Professional fees	708,848	701,345
Council and Committees	293,581	312,120
Information management system	185,776	187,200
Office and general	177,725	152,285
Office facilities	143,541	149,093
Bank and credit card charges	121,868	87,730
Policy development	96,335	55,265
Quality assurance	79,876	76,381
Investigations and hearings	74,259	112,875
Professionals health program	73,457	76,485
Insurance	66,395	59,128
Networking and representation	65,246	40,515
Premises inspections	49,135	47,937
Communication	40,247	54,382
Interest on capital lease	1,493	<u> </u>
Amortization	<u>301,005</u>	<u>390,484</u>
	<u>4,158,508</u>	<u>3,940,423</u>
DEFICIENCY OF REVENUE OVER EXPENSES FOR THE YEAR	<u><u>\$ (2,935)</u></u>	<u><u>\$(744,077)</u></u>

Complete copies of the September 30, 2014 audited financial statements are available from the College of Veterinarians of Ontario on request.

Council & Committees

Council Leadership 2013-2014

President - Dr. Elizabeth Saul

1st Vice-President - Dr. Jennifer Day

2nd Vice-President - Dr. Larry Caven

Elected Members of Council

Dr. Lois Batty
Dr. Ken Bridge
Dr. Steven Jacobs
Dr. Carolyn Kerr
Dr. Marc Marin
Dr. Mike Pownall
Dr. Nina Szpakowski
Dr. Sarah Thompson
Dr. James Vanhie
Dr. Susan Warren

Executive

Dr. Elizabeth Saul, President
Dr. Jennifer Day, 1st Vice-President
Dr. Larry Caven, 2nd Vice-President
Dr. Nina Szpakowski, Past President
Mr. Murray Hunt

Registration

Dr. James Vanhie, Chair
Dr. Larry Caven
Mr. Sean Ford
Dr. Carolyn Kerr
Dr. Naseer Malik

Complaints

Ms. Claudia Newman, Chair
Dr. Glenn Armstrong
Dr. Leann Benedetti
Dr. Geoffrey Cochrane
Mr. Murray Hunt
Dr. Davinder Jassal
Dr. Jennifer Kays
Dr. Kim Lambert
Dr. Amanda MacDonald
Dr. Susan Warren

Publicly Appointed Member of Council

Mr. Sean Ford
Ms. Diane Freeman
Mr. Andrew J. Glenny
Mr. Murray Hunt
Ms. Claudia Newman

Accreditation

Dr. Steven Jacobs, Chair
Dr. Lois Batty
Ms. Diane Freeman
Dr. Apollo Oduol
Dr. Mike Pownall

Quality Assurance

Dr. Marc Marin, Chair
Dr. Ken Bridge
Dr. Peter Conlon
Ms. Claudia Newman
Dr. Emmanuelle Verrette

Discipline

Dr. Ken Bridge, Chair
Dr. Trevor Bachelder
Dr. Lois Batty
Dr. John Brajkovich
Dr. David Brown
Dr. Larry Caven
Dr. Rex Crawford
Dr. Jennifer Day
Dr. Renee Fleming
Mr. Sean Ford

Ms. Diane Freeman
Dr. Scott Gardiner
Mr. Andrew Glenny
Dr. Garth Graham
Dr. Douglas Hoover
Mr. Murray Hunt
Dr. Steven Jacobs
Dr. Carolyn Kerr
Dr. Patricia Lechten
Dr. Clayton MacKay
Dr. Marc Marin
Dr. Lynn Morgan
Ms. Claudia Newman
Dr. Megan Noyes
Dr. Mike Pownall
Dr. John Reeve-Newson
Dr. Nina Szpakowski
Dr. Sarah Thompson
Dr. James Vanhie
Dr. Susan Warren
Dr. Greg Worley

National Examining Board

Dr. Bev Baxter

Registrar and CEO

Ms. Jan Robinson

Deputy Registrar - Dr. Glenn Pettifer

Corporate Services

Executive Partner, Corporate Services

- Ms. Beth Ready

Associate, Corporate Services

- Ms. Sarah Ellery

Ambassador Corporate Services

- Ms. Michelle Williams

Information Technology, Project Coordinator

- Ms. Ashley Coles

Quality Practice

Deputy Registrar

- Dr. Glenn Pettifer

Associate, Quality Practice

- Megan Callaway

Licensure

Principal, Licensure

- Ms. Lindsay Mitchell

Associate, Licensure & Professional Corporations

- Ms. Iryna Trask

Investigations & Resolutions

Principal, Investigations & Resolutions

- Ms. Rose Robinson

Associate, Investigations & Resolutions

- Ms. Laura Munro-Onsen

Investigations & Inspections Specialist

- Mr. Martin Fischer

Accreditation

Principal, Accreditation

- Ms. Aneeta Bharij

Accreditation Inspectors

- Mr. Don Huston
- Mr. Brian Redpath
- Mr. Dick Stewart

Communications Specialist

- Ms. Kim Huson

The College acknowledges the contributions of the many licensed members who volunteered their time and expertise to support College initiatives throughout 2013-14. Thank you for your dedication and involvement in professional self-regulation in the public interest.



College of Veterinarians of Ontario

2106 Gordon Street
Guelph, Ontario N1L 1G6

(519) 824-5600 • 1-800-424-2856

(519) 824-6497 • 1-888-662-9479

inquiries@cvo.org

www.cvo.org



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

