

BUILDING MOMENTUM

2015 Annual Report



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

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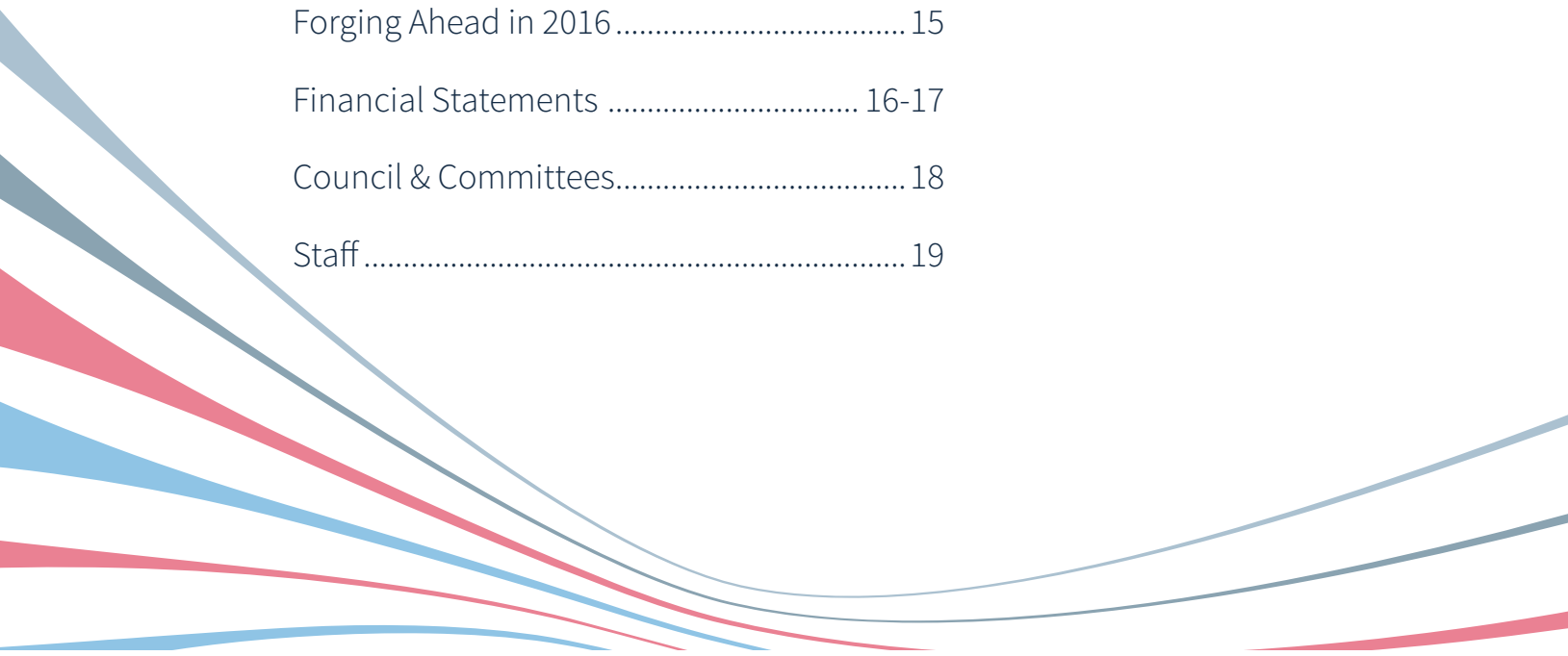
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Strengthening the veterinary profession through quality practice and public accountability.

About the College

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.

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.”

Leadership Message

With a strong foundation clearly in place, the College is firmly setting its attention to aligning its work with its legislative duties

- To establish, maintain and develop standards of knowledge and skill among its members
- To establish, maintain and develop standards of qualification and standards of practice for the practice of veterinary medicine
- To establish, maintain and develop standards of professional ethics among its members
- To promote public awareness of the role of the College
- To perform and exercise other duties and powers imposed or granted on the College under any Act

and, in particular, with its relevance in 2015 and beyond.

Our duties as a profession, privileged with regulating itself, are also linked to strategy, the “where next” in the public interest dialogue. Council’s ever-present job is to balance excellence in mandate — our expected role — with the opportunity to influence an anticipated future. All of course from the lens of public expectation. This demands nimbleness and responsiveness to the changing context of veterinary medicine in Ontario.

With record high involvement in task forces, consultations, stakeholder discussions, and networking opportunities, the College is well-placed to be moving forward and to earning the trust of those who are invested in our work and to whom we serve.

Gaining and sustaining momentum is a given. Anymore change for change sake is of little value and there no longer is a single destination. What is constant though must be the asking of tough questions — of Council, of the public and of the profession — as to whether we’ve got it right (yet), are we clear in our expectations, are our programs robust and appropriate for purpose, are we accountable, do we make an impact on public protection and quality veterinary care?

Not so easy — but — our initiatives in this 2015 report demonstrate our momentum relevant to this balance we strive for. It is a pleasure to collaborate with so many to achieve our successes. This report is a testament to the College’s commitment to self regulation in veterinary medicine.



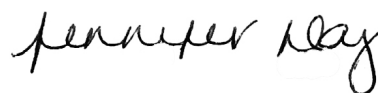
Jan Robinson
Registrar & CEO



Jan Robinson
Registrar & CEO



Dr. Jennifer Day
President



Dr. Jennifer Day
President

Accomplishments: Strategy 2017

In keeping with its mandate, the Council has set an ambitious plan to focus on its strategic initiatives. Entering the final year of Strategy 2017, the College has made progress on each of its objectives:

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.

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

Year Two Accomplishments:

- A definition of competence has been selected to shape the Quality Assurance Program
- An online Professional Practice Portal was launched to provide convenient and efficient communication
- A social media strategy was implemented to enable the College to communicate via Twitter, LinkedIn and Google+
- To improve participation in policy consultations, an online public consultation tool has been made available
- In preparation for the task of initiating legislative reform of the *Veterinarians Act*, an Oversight Advisory Group and working groups have been established with a two-year mandate
- Changes to Regulation 1093 are finalized by government
- Facility Accreditation Program has been integrated as part of the broader concept of Quality Practice and veterinary medicine
- Through a grant for a Growing Forward 2 program, the College completed research in antimicrobial stewardship and veterinary medicine in Ontario. The final report was released in November.
- The Facility Accreditation Emblem was launched and is now found on websites and social media, letting the public know accredited facilities meet provincial standards
- A public outreach campaign was launched with a first focus on facility accreditation
- Council adopted a Professional Practice Standard and an accompanying Legislative Overview for Rabies Programs
- An animal welfare position statement was released to assist the public in understanding the College Council's position related to animal welfare in general
- Innovation in accreditation continues with new policy regarding satellite facilities and outreach mobile clinics
- An Informed Client Consent learning module was introduced
- In association with discussion on Quality Assurance, Council recognized risk factors associated with barriers to the delivery and receipt of quality veterinary care and service

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* and Regulation 1093.

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.

The Registration Committee reviews applications from applicants who do not meet all registration requirements or who seek exemption from one or more registration requirements. The Registration Committee strives to ensure equitable access to the profession and that licences are granted to all applicants who meet requirements that protect the public interest.



Licences held by Internationally educated veterinarians*

	2015	2014	2013
General Licences	848	832	769

*Includes VSTEP (Veterinary Skills Training and Enhancement Program) participants and those educated outside of Canada and the U.S.

Total Licences Issued	2015	2014	2013
	4,570	4,570	4,528

Gender Distribution	2015	2014	2013
Female	2,614	2,567	2,496
Male	1,956	2,003	2,032

Attrition	2015	2014
Rate of Attrition	4.8%	3.4%
Licences cancelled	42	37
Licences resigned	136	75
Licences resigned with emeritus status	40	44

Licences Issued by Type	2015	2014	2013
General Licences	4,391	4,415	4,367
Restricted Licences (including VSTEP)	102	83	88
Academic Licences	16	15	14
Post Graduate and Resident Licences	32	31	33
Educational Licences	18	17	17
Public Service	11	9	9

Reviews and Appeals	2015	2014	2013
Applications Reviewed by Registration Committee	179	186	183
Appeals to Health Professions Appeal and Review Board	0	1	0

Ontario has 281 certified specialists (Top five specialties)

American College of Veterinary Pathologists	47
American College of Veterinary Surgeons - small animal	30
American College of Veterinary Internal Medicine - small animals	31
American College of Poultry Veterinarians	17
American College of Veterinary Ophthalmologists	13

Licensure

Fair Registration

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

Online Jurisprudence Examination

The new College of Veterinarians Jurisprudence Examination was launched in April 2015. Over 100 applicants have sat this new online examination that focuses on professionalism, scope of practice, information management and professional accountability. The examination requires applicants to demonstrate knowledge of and the ability to apply relevant Ontario legislation and regulations, as well as College standards and guidelines. As planned, a yearly analysis of the performance of the examination questions will be undertaken. Part of the yearly analysis includes refreshing the examination questions and the associated study workbook to account for changes in policy and legislation.

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. During the fiscal year, the College processed 88 new professional corporations for a total of 1,318 professional corporations.

Quality Practice: Quality Assurance

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

	2014	2013	2012
All Licensed Members (average # of hours reported)	168 hours	165 hours	173 hours
Graduated in last 5 years	185	163	226
In clinical practice	150	142	153
In non-clinical practice	234	218	230
Licensed but inactive	87	84	98

334 licensed members documented activities in the CPD Portal

Informed Client Consent Learning Module

The Informed Client Consent Learning Module was made available to all veterinarians in February 2015. The self-study module was created to communicate updates made to the Informed Client Consent Professional Practice Standard. A follow-up survey of those who participated in the module indicated that 73 per cent would make changes to their practice based on participation in the module.

Examples of changes they plan to make include:

- update existing consent forms
- educate staff on informed client consent
- engage clients in more detail regarding procedures to be performed
- record an alternate emergency contact
- document who has authority to make treatment decisions regarding pets

Quality Practice: Quality Assurance

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's Practice Advisor received 1,465 requests for practice advice over the past fiscal year.

Top 5 Practice Advisory Question topics

1. Advertising
2. Medical Records and Information
3. Prescribing and Dispensing
4. Veterinarian-Client-Patient Relationship
5. Rabies

Peer Advisory Program

A development workshop, attended by nine licensed members from across the profession, met twice during the summer of 2015 to establish the framework for a Peer Advisory Program. The Peer Advisory Program will sit as the core of the Quality Assurance Program and will lay the foundation for the identification and training of Peer Advisors. These Peer Advisors will assist practitioners as they manage known risk areas and adhere to the current standards of practice.

Peer Review of Medical Records

From October 2014 to September 2015, 62 practices participated in a peer review of their medical records. A total of 94 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 more protocols and templates
- expand the master problem list
- indicate drug doses and strengths more clearly
- document authority for financial and care decisions more completely for hospitalized patients
- utilize more of the features available in medical records software

Quality Practice: Facility 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.

Linking Accreditation and Quality Practice

The College's Facility Accreditation Program assures the public that a veterinary facility meets provincial standards and supports safe, quality animal care outcomes. Facility Accreditation is linked with Quality Assurance to strengthen the broader quality practice message amongst licensed veterinarians and the public.

Facility Accreditation Emblem

In 2015, the College made available a Facility Accreditation Emblem to all facilities that earn accreditation. The Facility Accreditation Emblem can be displayed on the website and social media profile of an accredited facility. When the public sees the Facility Accreditation Emblem, they can be assured the veterinary facility has been inspected and awarded its Certificate of Accreditation, instilling public confidence.

of Accredited Facilities and Inspections

	2015	2014	2013
Accredited Facilities	2,267	2,246	-
Number of Facility Inspections	542	522	385

Request for Exemptions

	2015	2014	2013
Request for Exemptions	47	51	45
Appeals to HPARB*	0	1	0

* Health Professionals Appeal and Review Board



Quality Practice: Facility Accreditation

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.

Innovation in Accreditation

In response to the changing needs of the profession and in the interest of public and animal health, the Accreditation Committee accepted a new policy permitting exemptions for satellite facilities at animal shelters as long as they were operated by an accredited companion animal hospital or office. The Accreditation Committee also accepted a policy that permitted the accreditation of the province's first mobile spay and neuter clinic.



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

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

	2015	2014	2013
Complaints	180	159	152
Veterinarians involved	236	208	208

Complaints Decisions

No Concerns	150	106	125
Concerns - written advice	55	55	50
Concerns - verbal advice	3	2	2
Concerns - undertaking	6	9	5
Referred to Discipline Committee	5	2	5
Frivolous and vexatious	3	1	13
Cases Withdrawn	2	4	10
Cases remaining under consideration	12	29	8
Referred to Registrar	0	1	-

Appeals

	2015	2014	2013
New appeals (ongoing)	25	12	16
Withdrawn prior to HPARB review	2	4	6
Appealed cases confirmed (won)	7	4	8
Appealed cases returned (lost)	0	0	1
Appealed cases dismissed by HPARB (frivolous and vexatious)	1	1	1

Mediated Resolutions Program

The College offers a voluntary and confidential program to resolve certain complaints. The Mediated Resolutions Program (MRP) provides an alternative means of resolving disputes through negotiation.

The goal of the MRP is to resolve complaints in a manner that protects public interest while giving all parties the opportunity to participate in seeking a positive and constructive resolution. This approach focuses on quality improvement and education, not punishment. An independent facilitator works with both parties involved to reach a mutually agreeable settlement.

In 2015, 11 cases went through the MRP program, with three cases ending in a mediated resolution.

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, 40 claims of unauthorized practice were investigated by the College.

Matters dealt with by the Executive Committee

	2015	2014	2013
Letters of advice, admonishment	9	33	3
Mutual Acknowledgement & Undertakings	8	8	3
Referral to Discipline Committee	3	4	1
Notice of Intention to appoint Board of Inquiry	1	2	1

Registrar's Investigations

2015	19
2014	22
2013	20

Outcomes of cases before the Discipline Committee

	2015	2014	2013
Contested & resulted in guilty findings and ongoing	3	1	1
Agreements	6	5	5
Relicensing hearing	0	0	2
Waiting to be heard by Discipline Committee	18	10	4

Matters dealt with by the Discipline Committee

	2015	2014	2013
# of veterinarians	13	11	12
Cases heard	8	7	8
Pre-hearings conferences	6	6	11
Agreements reached	6	4	5
Days of hearings	31	17	30

Court Order

The Ontario Superior Court of Justice added clarity to an existing Order that a non-veterinarian stop practicing veterinary medicine.

Jill Thompson and her business Pup Star continued to offer animal dentistry services in spite of a March 2014 Order to stop practicing veterinary medicine. The judgement removed ambiguity surrounding the types of dental services for animals to be provided by someone other than a licensed veterinarian or experienced delegate. It states anything outside of brushing, flossing and breath spray is considered animal dentistry and is an aspect of veterinary medicine. The judgement also awarded the College \$5,000.

The College acts in the public interest and has been granted the authority, by statute, to obtain Orders preventing non-veterinarians from practising veterinary medicine.

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 2015, 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. A PPS may be accompanied by a guide which speaks to specific questions in practice.

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

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 2015 include:

- Publishing refreshed official documents and guidance in the following areas:
 - ✓ Medical Records Professional Practice Standard and Guide
 - ✓ Informed Client Consent Professional Practice Standard and Guide
 - ✓ Steering Policy Statement
 - ✓ Rabies Standard and Legislative Review
 - ✓ Satellite Facility Policy Statement
 - ✓ Animal Welfare Position Statement
 - ✓ Radiation Safety Legislative Overview
 - ✓ Reporting Animal Abandonment or Neglect Position Statement
 - ✓ Veterinary Dentistry Professional Practice Standard
 - ✓ Use of Compounded Products in Veterinary Medicine Professional Practice Standard and Guide
 - ✓ Management and Disposal of Controlled Drugs Professional Practice Standard and Guide
 - ✓ Delegation Professional Practice Standard
 - ✓ Telemedicine Professional Practice Standard
- The Accreditation Model Task Force drafted an Accreditation Models Task Force Report
- The Legislative Reform Oversight Advisory Group and the three working groups met numerous times to review and analyze recommendations for changes to the *Veterinarians Act*.
- A Prescribing and Dispensing Task Force was created
- Revisions were made to several areas of the Regulation 1093

Forging Ahead In 2016

The coming year represents the final year of the College's current strategic framework. This creates a challenging dynamic between goal attainment and goal renewal.

All individuals with an interest in the work of the College will have a chance to contribute their voice in 2016. The Council will be consulting on:

- a new model for facility accreditation
- a professional Code of Ethics
- a new Veterinarian-Client-Patient-Relationship (VCPR) Professional Practice Standard
- new standards related to prescribing and dispensing
- concepts related to reforming the *Veterinarians Act*, and
- a new Peer Advisory Program

A lot to talk about and a lot of decisions to be made. These are exciting times.

Our social media presence will continue to unfold and an online consultation tool will hopefully gain traction to boost further engagement in self regulation. Our face-to-face outreach will also be paramount, likely with the help of technology.

And as Council begins to plan for its next strategic pathway, the lessons learned over the last three years and the varied perspectives that have been shared will certainly help shape a next horizon.

With the public interest at the core of our work, 2016 is positioned to be a year of great achievement.

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, 2015, 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, 2015 and for the year then ended on which we expressed an unmodified opinion in our report dated December 1, 2015. 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, 2015 are a fair summary of those financial statements, in accordance with the criteria disclosed in the summary financial statements.

Cowperthwaite Mehta
Chartered Accountants
Licensed Public Accountants

Toronto, Ontario
December 1, 2015

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:

- the information in the summarized financial statements is in agreement with the related information in the complete financial statements; and
- 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, 2015

	2015	2014
ASSETS		
Current assets		
Cash	\$ 226,366	\$ 187,610
Investments	521,433	397,794
Accounts receivable	76,384	86,703
Prepaid expenses	<u>97,163</u>	<u>84,654</u>
	<u>921,346</u>	<u>756,761</u>
Long-term investments	<u>1,088,000</u>	<u>988,000</u>
Capital assets	<u>1,055,507</u>	<u>1,094,450</u>
	<u>\$ 3,064,853</u>	<u>\$ 2,839,211</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable & accrued liabilities	\$ 241,606	\$ 295,414
Capital lease obligations	<u>23,890</u>	<u>6,451</u>
	<u>265,496</u>	<u>301,865</u>
Capital lease obligations - long term	<u>102,399</u>	<u>23,760</u>
	<u>367,895</u>	<u>325,625</u>
Net assets		
Capital reserve		242,678
Systems information reserve		44,834
Invested in capital assets	929,218	1,064,239
Unrestricted net assets	<u>1,767,740</u>	<u>1,161,835</u>
	<u>2,696,958</u>	<u>2,513,586</u>
	<u>\$3,064,853</u>	<u>\$2,839,211</u>

Summary Statement of Operations for the year ended September 30, 2015

	2015	2014
REVENUE		
Registration fees	\$4,147,264	\$3,808,889
Premises inspection fees	130,907	130,341
Corporate registration	106,000	68,133
Application and examination fees	54,770	44,550
Penalties and other	52,127	56,961
Interest	43,954	36,799
Grants	<u>26,400</u>	<u>9,900</u>
	<u>4,561,422</u>	<u>4,155,573</u>
EXPENSES		
Staffing and related	1,625,008	1,679,721
Legal	937,487	672,923
Council and committees	289,356	293,581
Information management system	176,921	185,776
Investigations and hearings	155,074	74,259
Bank and credit card charges	148,806	121,868
Office and general	125,697	177,725
Policy development	125,675	96,335
Office facilities	124,287	143,541
Quality assurance	110,004	79,876
Insurance	71,409	66,395
Professional health program	71,200	73,457
Premises inspections	53,519	49,135
Networking and representation	49,794	65,246
Communication	41,051	40,247
Accounting and audit	35,592	35,925
Exam administration	11,862	
Interest on capital lease	2,520	1,493
Amortization	<u>222,788</u>	<u>301,005</u>
	<u>4,378,050</u>	<u>4,158,508</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR	<u>\$ 183,372</u>	<u>\$ (2,935)</u>

Complete copies of the September 30, 2015 audited financial statements are available from the College of Veterinarians of Ontario on request.

Council & Committees

Council Leadership 2014-2015

President - Dr. Jennifer Day

1st Vice-President - Dr. Larry Caven

2nd Vice-President - Dr. Marc Marin

Elected Members of Council

Dr. Lois Batty

Dr. Steven Jacobs

Dr. Carolyn Kerr

Dr. Patricia Lechten

Dr. Sandy Rice

Dr. Elizabeth Saul

Dr. Suminder Sawhney

Dr. Sarah Thompson

Dr. James Vanhie

Dr. Susan Warren

Publicly Appointed Members of Council

Mr. Sean Ford

Ms. Diane Freeman

Mr. Andrew J. Glenny

Mr. Murray Hunt

Ms. Claudia Newman

Executive

Dr. Jennifer Day, President

Dr. Larry Caven, 1st Vice-President

Dr. Marc Marin, 2nd Vice-President

Mr. Murray Hunt, Public Member

Dr. Elizabeth Saul, Past President

Accreditation

Dr. Steven Jacobs, Chair

Dr. Lois Batty

Ms. Diane Freeman

Dr. Rashid Pirzada

Dr. Sandy Rice

Registration

Dr. James Vanhie, Chair

Mr. Sean Ford

Dr. Carolyn Kerr

Dr. Jaspinder Komal

Dr. Suminder Sawhney

Quality Assurance

Dr. Marc Marin, Chair

Dr. Peter Conlon

Ms. Claudia Newman

Dr. Sarah Thompson

Dr. Emmanuelle Verrette

Complaints

Mr. Andrew Glenny, Chair

Dr. Glenn Armstrong

Dr. Kristin Baird

Dr. Leann Benedetti

Dr. Davinder Jassal

Dr. Louise Kelly

Dr. Lisa Schwarz

Dr. Natalie Soligo

Dr. Susan Warren

Discipline

Dr. Carolyn Kerr, Chair

Dr. Trevor Bachelder

Dr. Lois Batty

Dr. John Brajkovich

Dr. David Brown

Dr. Larry Caven

Dr. Rex Crawford

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. Patricia Lechten

Dr. Clayton MacKay

Dr. Marc Marin

Dr. Lynn Morgan

Ms. Claudia Newman

Dr. John Reeve-Newson

Dr. Sandy Rice

Dr. Elizabeth Saul

Dr. Suminder Sawhney

Dr. Sarah Thompson

Dr. James Vanhie

Dr. Susan Warren

National Examining Board

Dr. Bev Baxter

Registrar's Office

Registrar and CEO - Ms. Jan Robinson
Deputy Registrar - Dr. Glenn Pettifer
Policy Specialist - Ms. Anita Lovrich

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

Senior Partner
Dr. Glenn Pettifer

Associate, Quality Practice
Ms. Megan Callaway

Practice Advisor
Dr. Susan Sabatini

Licensure

Principal, Licensure and Professional Corporations
Ms. Lindsay Mitchell

Associate, Licensure and Professional Corporations
Ms. Iryna Trask

Investigations & Resolutions

Principal, Investigations & Resolutions
Ms. Rose Robinson

Associate, Investigations & Resolutions
Ms. Sharan Ghandial

Investigations & Inspections Specialist
Mr. Martin Fischer

Accreditation

Principal, Accreditation
Ms. Aneeta Bharij

Accreditation Inspectors
Mr. Adrian Darmon
Mr. Don Huston
Mr. Wilf Muller
Mr. Brian Redpath

Communications

Communications Specialist
Ms. Kim Huson

Associate, Communications
Mr. James Clark

The College acknowledges with gratitude the commitment and dedication of the many licensed members who volunteered their time and expertise to support College initiatives throughout 2014-15.

Thank you for your involvement in professional self-regulation in the public interest.

College of Veterinarians of Ontario

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www.cvo.org



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

Strengthening the veterinary profession through quality practice and public accountability.