

STRENGTHENING our foundation

ANNUAL REPORT 2016



MISSION

vision/core values

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

Vision

“Trust earned through leadership and innovation.”

Core Values

- Responsiveness
-
- Accessibility
-
- Fairness
-
- Dedication
-
- Accountability

ABOUT:

roles of the college

Licensure

Competent and qualified individuals are licensed to practise veterinary medicine in Ontario.

Practice and conduct issues of licensed members are investigated thoroughly and resolved fairly.

Quality Practice

Veterinarians actively participate in programs that assure the provision of safe, quality veterinary medicine. Resources are provided to promote the ongoing improvement of a veterinarian’s practice.

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

Standards and Policy

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

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LEADERSHIP message

The annual leadership message for the last five years has focused on some element of the College's foundation as a regulatory organization.

While our mission is clear and our programs and processes are more aligned than ever, here we are reflecting on yet another year filled with initiatives aimed at being laser focused on our legislative mission.

Our questions and challenges from 2015 spoke to whether we have our role right yet? Whether our stakeholders – the public and veterinarians – are clear on College expectations? And whether we make an impact at any level on public protection and quality veterinary care?

Our Council is strong – our staff team remarkable. So why the continuing questions?

The easy answer – because our goals for governance excellence and for responsible and relevant professional regulation are evolutionary, not revolutionary. They take time.

The College, in partnership with the profession, and aiming for the public good is:

- Mission driven
- Progressive
- Outward reaching
- Responsive

And challenged like every other regulatory organization to create engaged public dialogue in a busy world.

Progress, however, is present:

- Eager advisors to projects and programs
- New standards of practice and policy positions
- Engaged consultations on proposed legislative reform
- Active participation in stewardship related to One Health
- Piloting a new quality assurance program for veterinarians

Big vision leadership takes time to achieve. Thanks to Council, staff and the profession for supporting a future that requires our continued attention and unfailing leadership.



Jan Robinson, Registrar and CEO



Larry Caven, 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:



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.



Inspire Quality Practice through assuring competence.

Year 3 Accomplishments:

- The Peer Advisory Conversation began its pilot phase with the recruitment and training of peer advisors and pilot participants. Conversation tools have been developed to be tested in the pilot phase.
- The Facility Accreditation Emblem and Decal were made available for veterinary facilities as part of the public campaign. The emblem is used on websites and social media, and links to a message about how the accreditation process supports the delivery of safe, quality animal care at veterinary facilities.
- Veterinarian-Client-Patient Relationship education materials, including a poster, animated video and client handout, were made available to the public and veterinarians.
- An online public consultation tool was established to improve opportunities for stakeholders to provide input during policy consultations.
- The Professional Practice Portal was expanded to include a Community of Practice section which is now in a pilot phase with our veterinary network, VetNet.
- Through a second grant for a Growing Forward 2 project, the College is completing research and consultation related to veterinary leadership in antimicrobial stewardship in Ontario.
- The College established a One Health section on its website to house relevant public and animal health educational resources, including materials related to Lyme disease in Ontario.
- Council approved an animal welfare position statement.
- Work continues on the College's legislative reform efforts. Three working groups have been working hard to consider what a next Act should contain to promote great animal health outcomes. The Quality Practice and Investigations and Resolutions groups have completed their objectives and Scope of Practice is expected to complete its work early in 2017. Initial consultations have been held on several draft concepts proposed and sponsored by Council. Consultations will continue throughout 2016 and into next year.

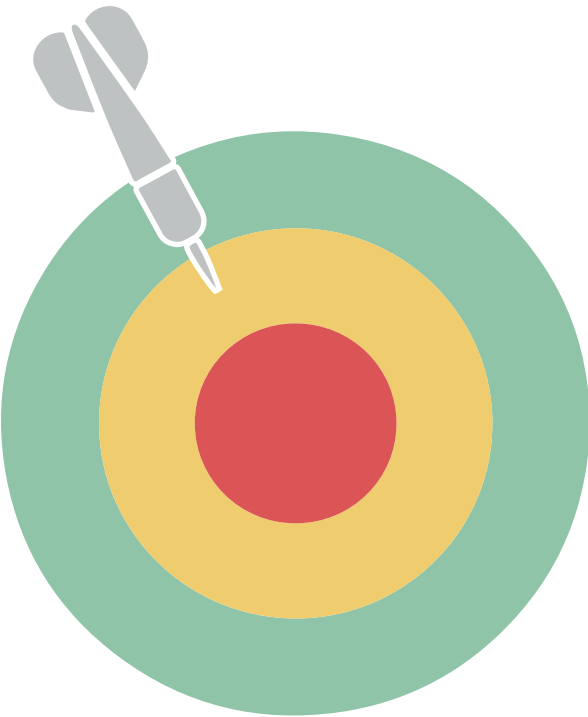
PERFORMANCE

report

Since 2013, the College has been using a Balanced Scorecard tool to evaluate its performance against its mandate. The Balanced Scorecard is a tool used to measure an organization's

For the College's purposes, the tool is divided into four sections which include Public Protection, Resources, Processes and Culture. These key areas of focus help ensure the activities and initiatives being monitored are comprehensive and reflect a balanced approach to evaluating the achievement of the College's mandate.

Performance indicators are established for each section to provide a useful measure in key areas. In this report we share a few of primary interest.

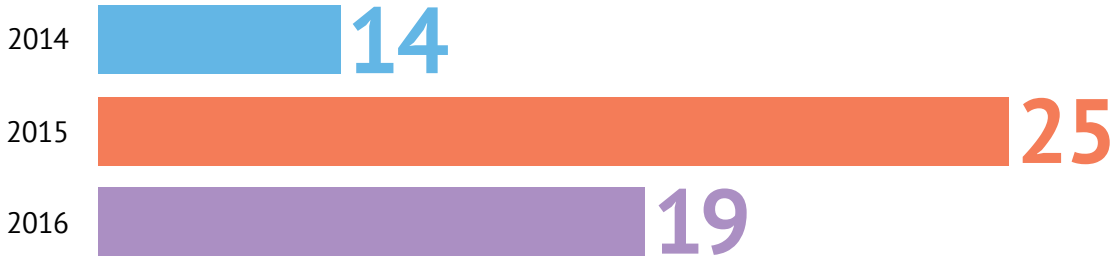


Complaints Case Disposition

Monitors complaints decisions made within 150 days. This target is outlined in Regulation 1093 and remains a challenge due to case complexity, legal delays, and identified inefficiencies in processes. For those processes under College control, continual review for process improvement is in progress.

Appeals Upheld

Appeals to Health Professions Appeal and Review Board
(Includes Complaints, Licensure and Accreditation)



In 2016, all but one decision of a College case was upheld when appealed to the Health Professions Appeal and Review Board.

The decision not upheld was a Registration matter and the individual presented new information for Committee consideration.



Facilities Noted with Deficiencies in Accreditation Processes

65% of facilities inspected last year requested exemptions or had deficiencies at time of inspection from the Minimum Standards for Veterinary Facilities in Ontario.

While elements of the current Minimum Standards do not seem to reflect current practice in certain areas, it is also apparent that facility owners need to be more attentive to facility standards in an ongoing manner. A new accreditation model is being proposed to address this matter.

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 only granted to applicants who are competent to practise veterinary medicine in Ontario and meet requirements that protect the public interest.

Fair Registration

The College is committed to fair, transparent, impartial and objective registration practices as demonstrated annually in a report for the Office of the Fairness Commissioner (OFC). A link to the College’s Fair Registration Practice Report can be found on the College’s website.

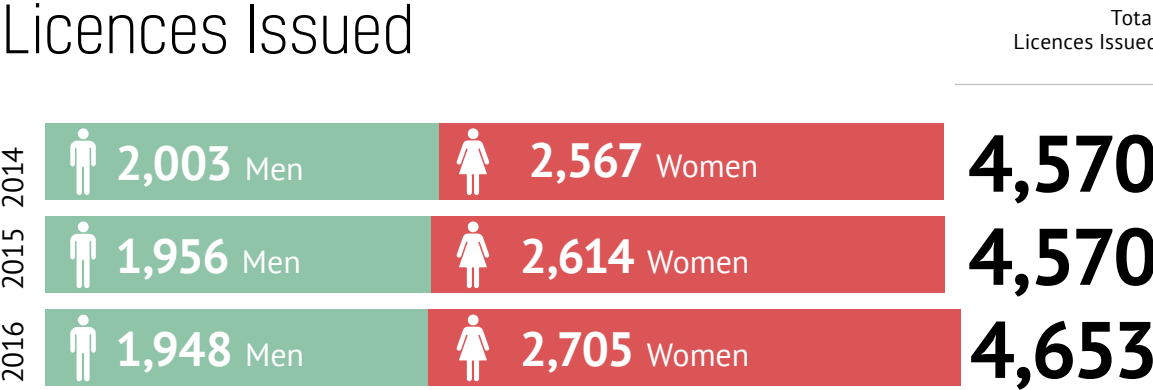
Professional Incorporation

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.

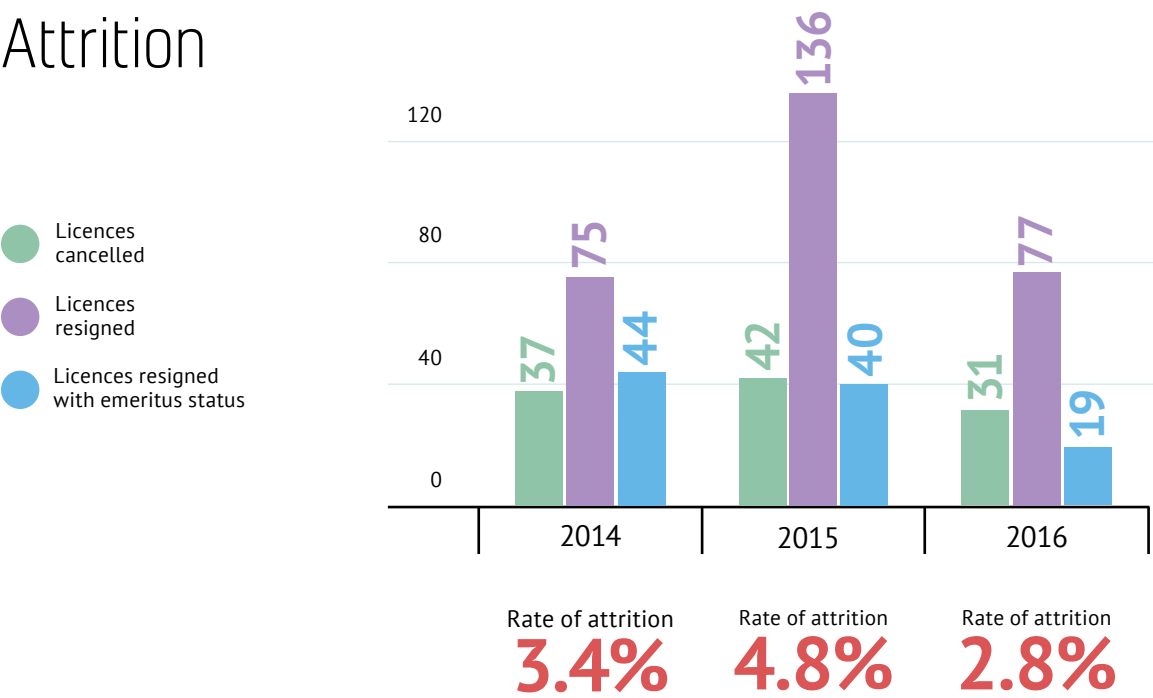
In 2016, the College processed 121 new professional corporations. Currently, there are 1397 active professional corporations.

SNAPSHOT of the profession

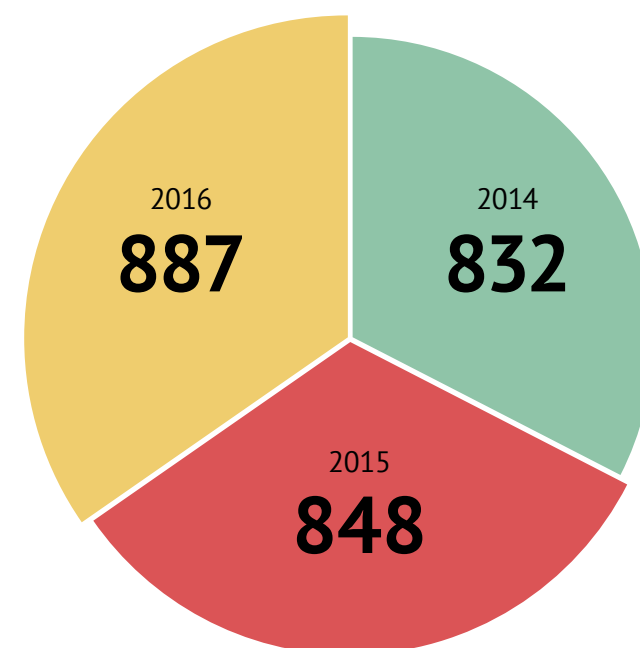
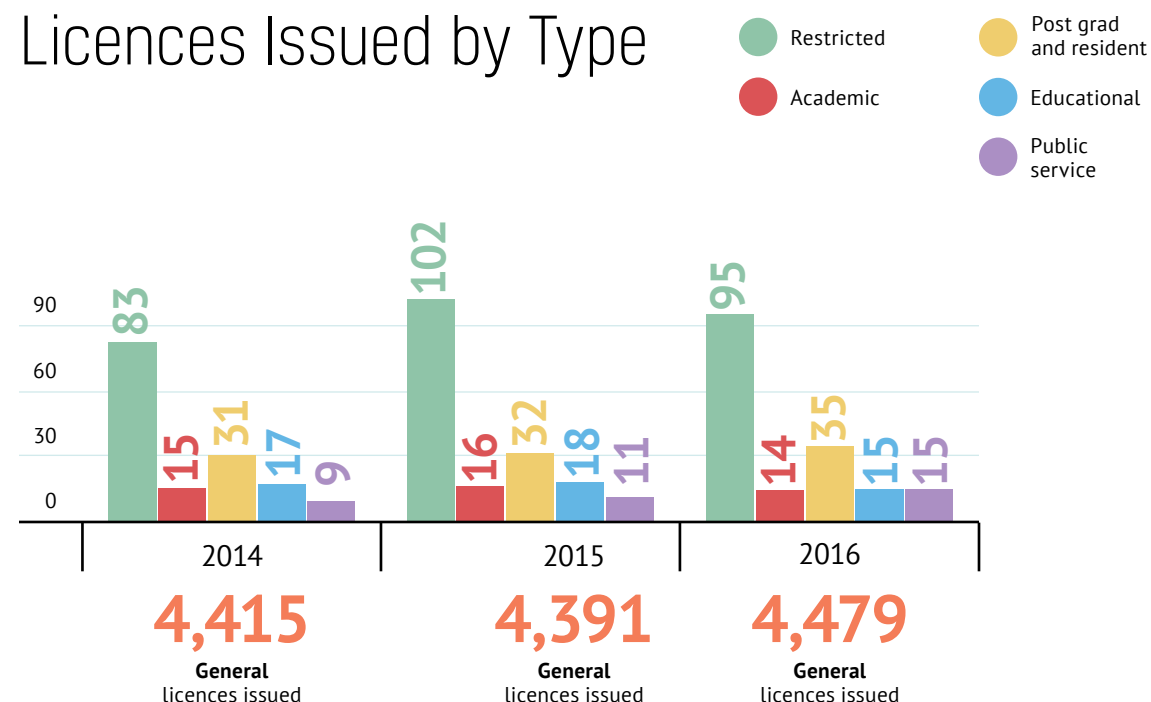
Licences Issued



Attrition



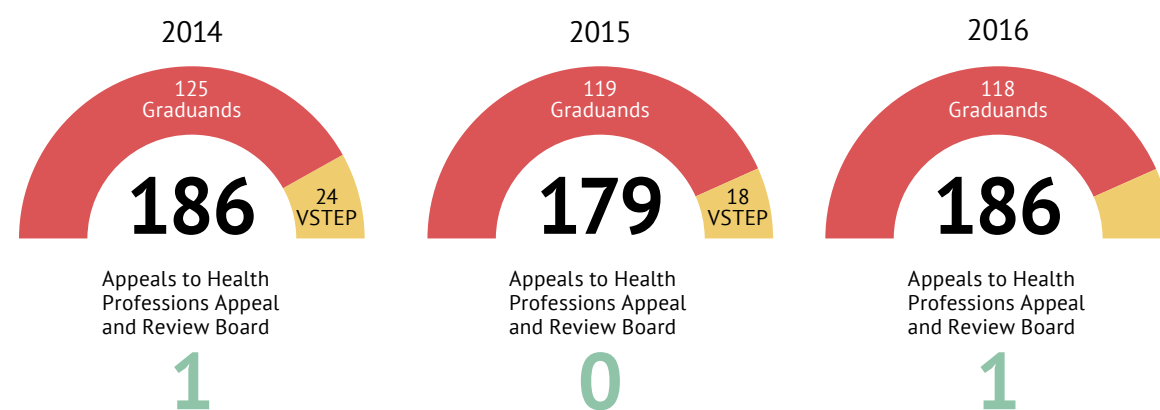
Licences Issued by Type



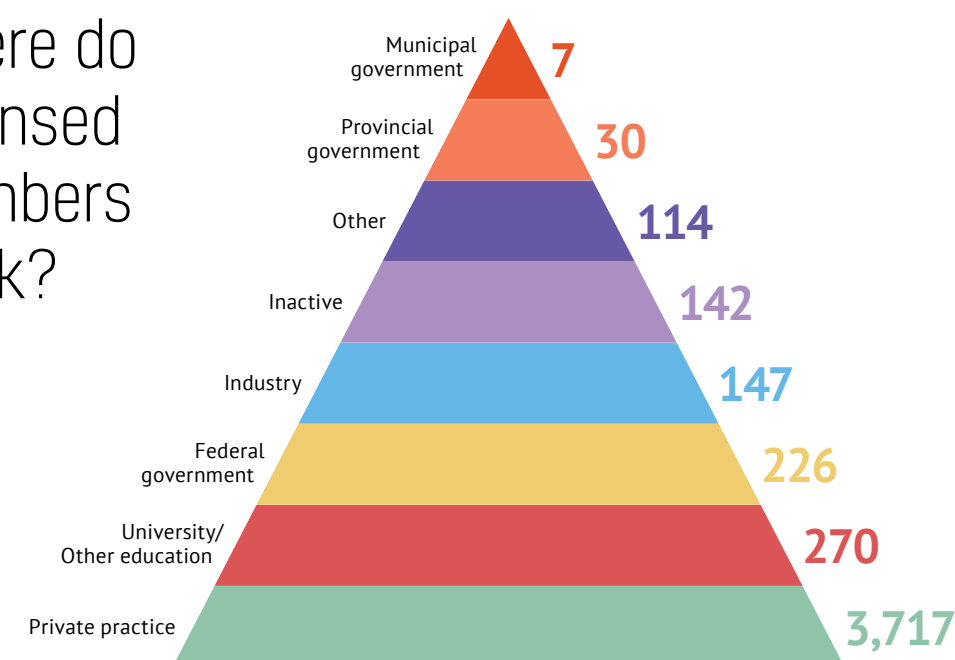
General Licences Held by Internationally Educated Veterinarians

Note:
Includes VSTEP participants and those educated outside of CAN and U.S.

Applications Reviewed by the Registration Committee



Where do Licensed Members Work?





Ontario has
285
Certified
Specialists

The Top 5 Specialties:

44

American
College
of Pathologists

34

American College of
Veterinary Surgeons
- small animal

29

American College of
Veterinary Internal
Medicine -
small animal

17

American College
of Poultry
Veterinarians

13

American
College of Veterinary
Ophthalmologists

INVESTIGATIONS and resolutions

The College takes its public protection role in regulating the practice of veterinary medicine very seriously. The College sets standards of practice and expects veterinarians to meet them. Veterinarians in Ontario are committed to providing safe, quality animal care.

The public expects and trusts the College to address all concerns about a veterinarian's practice or conduct. The College receives, investigates, and acts upon complaints from the public.

Conduct issues are screened by two Committees (Executive and Complaints) depending on the concern and the breadth of the investigation necessary. A panel of licensed veterinarians, including a representative of the public, reviews and examines the details of each case. For the most serious cases, which are those referred to the Discipline Committee, a public hearing is conducted. Findings from discipline proceedings are available to the public on the College's website at www.cvo.org and on the Public Register.

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

In 2015–16, 17 claims of unauthorized practice were investigated by the College.

Mediated Resolutions Program

Where appropriate, the College offers a voluntary and confidential mediation program (MRP) to attempt to resolve certain complaints through negotiation.

Through mediation, the complaint is brought to a constructive resolution in a manner that protects public interest. This approach focuses on quality improvement and education, not punishment. An independent facilitator works with both parties involved to reach a mutually agreeable settlement. All agreements are ratified by the Complaints Committee.

In 2015–16, 10 cases were referred to the MRP program, with three cases ending in a satisfactory mediated resolution.

Unlawful Practice

Following investigations, the College obtained two Court Orders from the Ontario Superior Court of Justice to prevent a non-veterinarian from engaging in the practice of veterinary medicine.

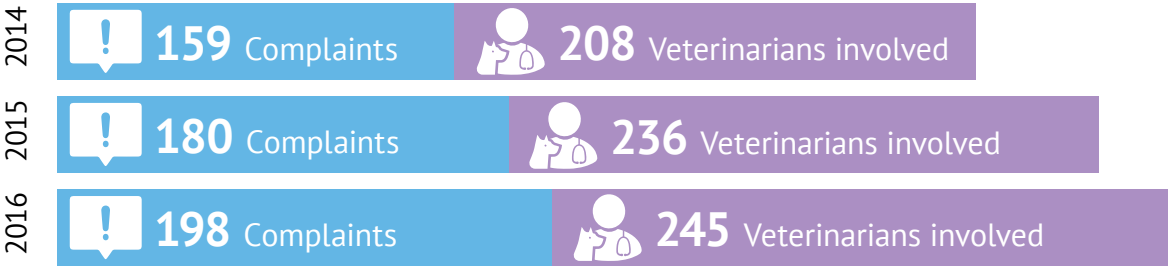
Laverne Turnbull was ordered to stop practising veterinary dentistry in any form, including floating the teeth of an animal, examining an animal’s teeth and/or the oral cavity for the purposes of making an assessment, developing a diagnosis and/or formulating a treatment plan, scaling or polishing of the teeth of an animal, extracting an animal’s teeth and performing dental hygiene on an animal. Mr. Turnbull was not prevented from working as an auxiliary under the direct supervision of a veterinarian. The judgement awarded the College \$5,000.

Joseph Martin was ordered to stop practising veterinary medicine, including performing neuter surgeries, administering vaccines and administering anesthetics on or to animals. Mr. Martin is not prohibited from treating his own animals or animals owned by his employer. The judgement awarded the College \$1,600.

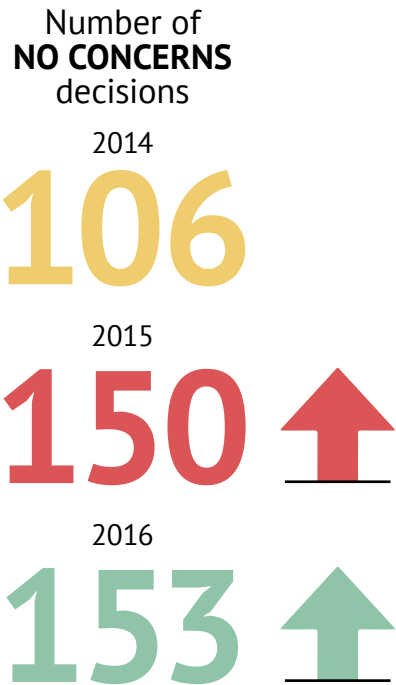
In achieving its public protection mandate, the College has the legal authority to obtain Court Orders preventing non-veterinarians from practising veterinary medicine.

COMPLAINTS facts and figures

Matters Dealt with by the Complaints Committee

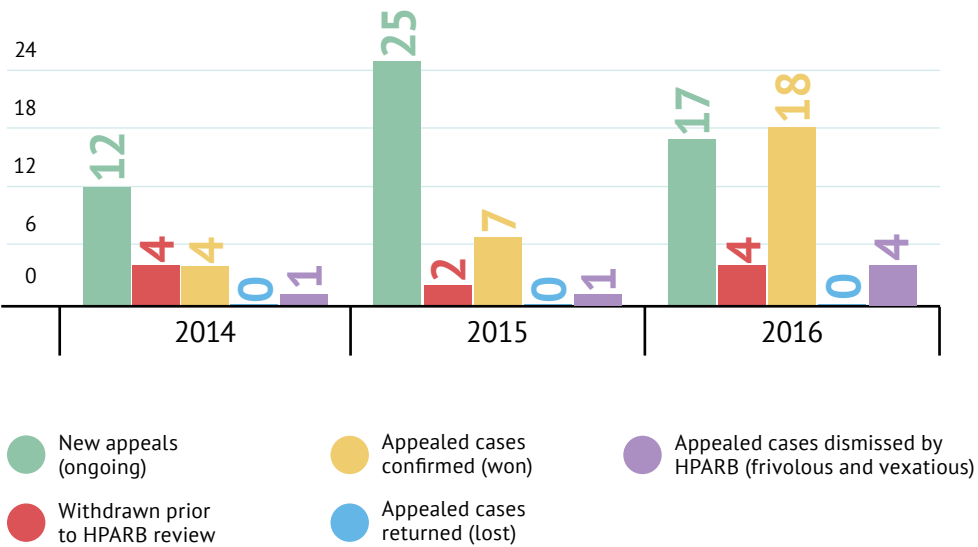


Complaints Decisions



	2014	2015	2016
Concerns - written advice	55	55	55
Concerns- verbal advice	2	3	8
Concerns-undertaking	9	6	6
Referred to Discipline Committee	2	5	6
Frivolous and vexatious	1	3	0
Cases withdrawn	4	2	6
Cases remaining under consideration	29	12	11
Referred to Registrar	1	0	0

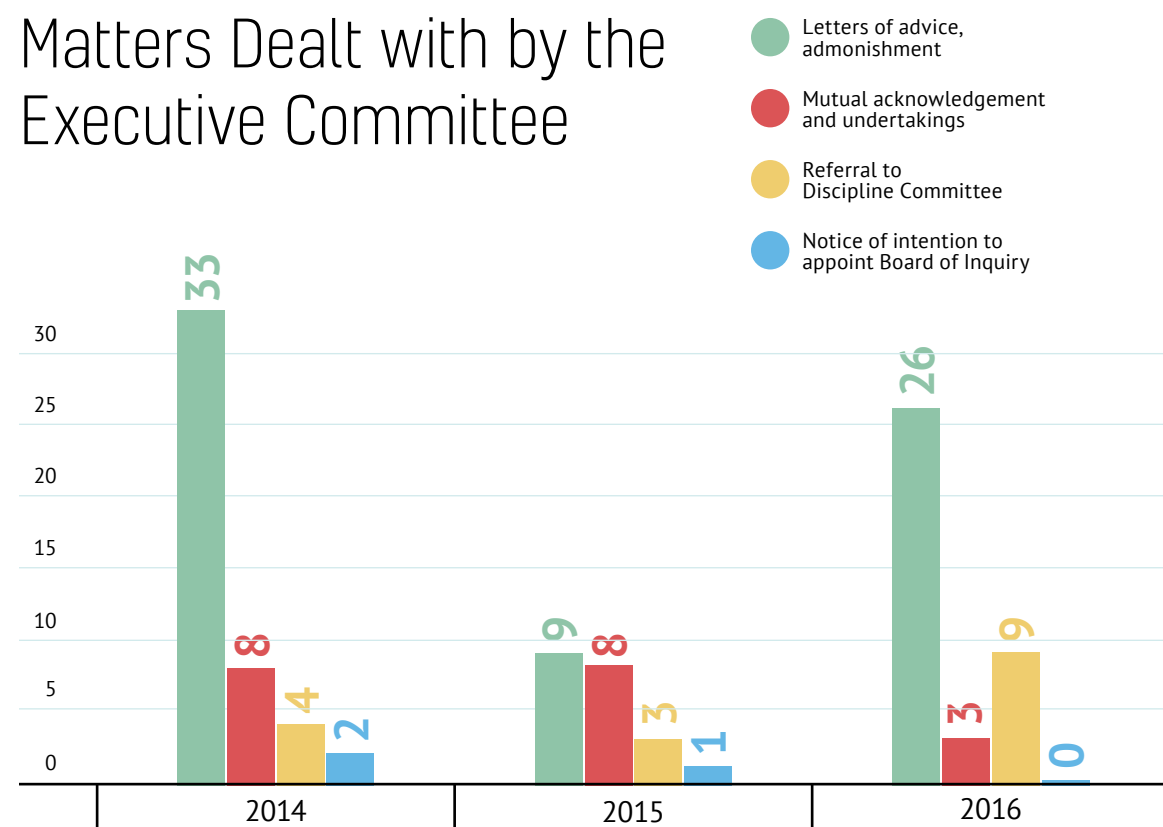
Appeals



EXECUTIVE AND DISCIPLINE

facts and figures

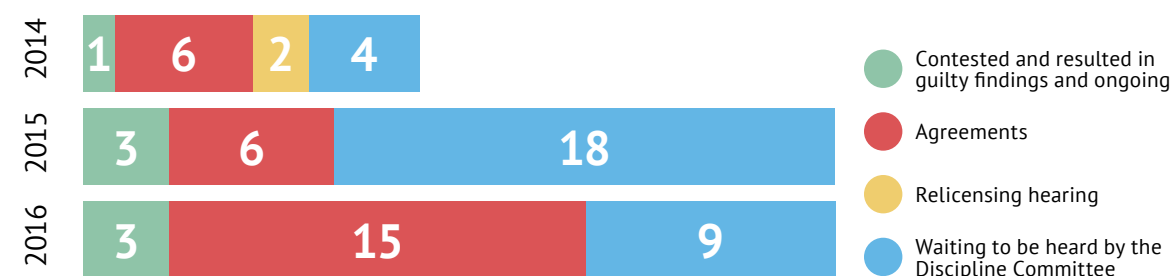
Matters Dealt with by the Executive Committee



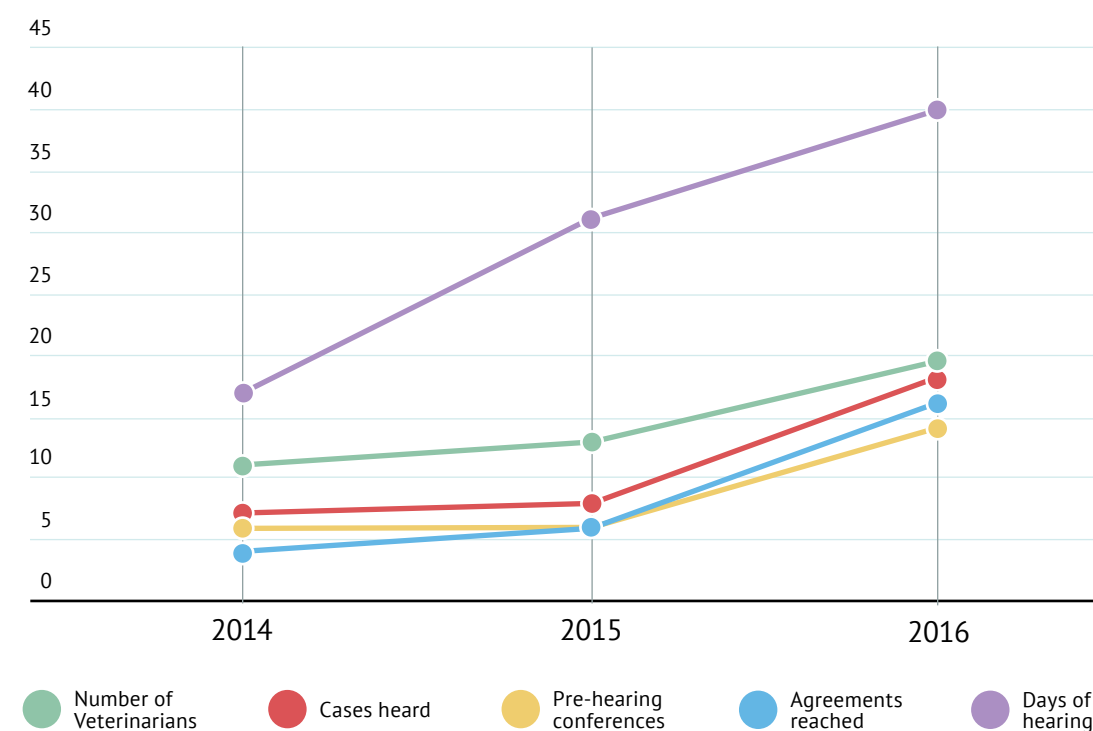
Registrar's Investigations



Outcomes of Cases Before the Discipline Committee



Matters Dealt with by the Discipline Committee



QUALITY assurance

Quality Assurance, along with Quality Improvement, are the key components of Quality Practice designed to assure the public's access to quality veterinary care. The development and maintenance of such programs by the profession is in keeping with the public protection mandate of a self-regulated profession.

Peer Advisory Conversation

The new Peer Advisory Conversation will be the core of the College's Quality Assurance Program. Its goal is to provide a positive learning experience and support for veterinarians in providing safe, competent care that is consistent with current practice standards and is in the best interest of those they serve. The conversation will cover several areas of a veterinarian's practice including, continuing professional development,

case-based discussions, and non-technical skills. Peer Advisors will provide tips for managing risk areas; insight into practice standards and regulatory requirements; and suggestions for continuing professional development.

In 2016, the pilot phase of the Peer Advisory Conversation was launched, and the Quality Assurance Committee approved 21 veterinarians to participate in training and serve in the role of Peer Advisor.



The College's team of peer advisors.

QUALITY improvement

The College assists the veterinary profession with Quality Improvement by providing several resources, including workshops, webinars, policy documents and practice advice, to support the maintenance and enhancement of their skills and knowledge.

Continuing Professional Development



The new CPD Activity Log was introduced on December 1, 2015 to assist licensed veterinarians with logging activities for the 2016 CPD reporting period (November 1, 2015 to October 31, 2016).

Peer Review of Medical Records

From October 2015 to September 2016,

64

64 practices participated in a peer review of their medical records.

100%

100% of those who completed a survey after their peer review indicated that they made or will make changes to their records as a result of this process.

Examples of changes they plan to make include:

- Update forms to include contact information for multiple owners and emergency contact
- Improve documentation of client communication
- Utilize the master problem list function of medical records software
- Ensure all entries in the medical record are initialed
- Implement a standard format such as SOAP

Practice Advisory Service

The College's Practice Advisor received

1,439

1,439 requests for practice advice over the past fiscal year.

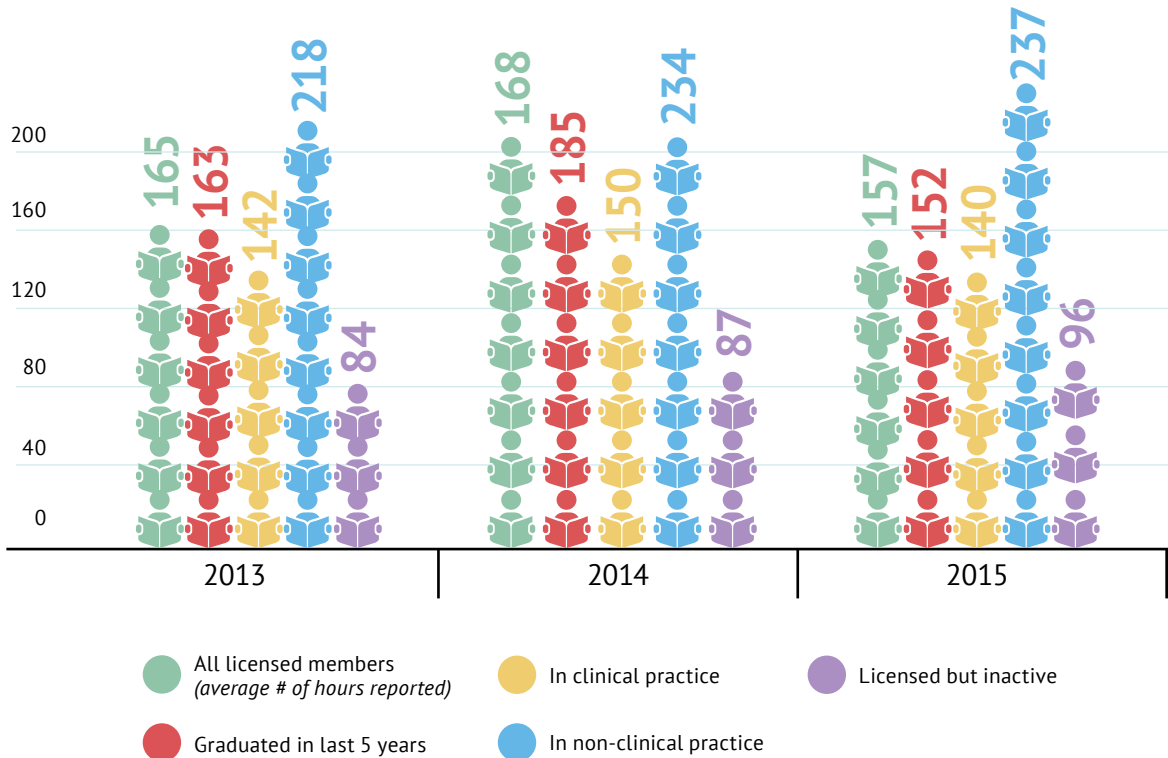
Top 5 Practice Advisory Question Topics

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

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

Visit www.cvo.org to review some of the most common questions (and their answers).

Continuing Professional Development (CPD)



CPD Portal Users (Licensed Members)



FACILITY accreditation

Veterinarians in Ontario must practise from an accredited veterinary facility. 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.

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 and Inspection Model

In 2016, the College has been working on researching and reviewing Canadian and international veterinary facility accreditation models, with the intention of proposing a new facility accreditation and inspection model that is a combination of facility accreditation and quality assurance,

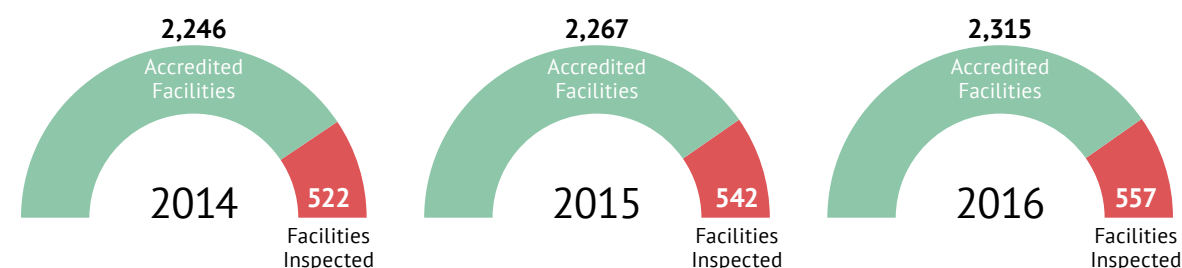
and would lend itself to being flexible to the evolving nature of veterinary medicine. A proposed model is now in public consultation.

Facility Accreditation Emblem and Decal

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. Due to high demand, in 2016, the College introduced a complimentary decal of the Facility Accreditation Emblem that can be placed on clinic windows. When the public sees the Facility Accreditation Emblem and Decal, they can be assured the veterinary facility has been inspected and awarded its Certificate of Accreditation, instilling public confidence.

FACILITY ACCREDITATION facts and figures

Number of Accredited Facilities and Inspections



Requests for Exemptions



Appeals to Health Professions Appeal and Review Board



STANDARDS and policy

The College's policy documents provide clarity for the public and the veterinary profession of the College's expectations of all veterinarians. Policy documents address areas of risk in veterinary practice.



In revising and establishing policy, the College engages a step-by-step process which begins with a thorough review of evidence, literature and data pertaining to the topic. When appropriate, draft documents are reviewed by committees which consist of veterinarians

and members of the public before consideration by Council. After approving the document in principle, Council then seeks feedback and reaction from the public, the profession and stakeholders during a consultation period. With the benefit of that input, Council again reviews the draft policy and then makes decisions on approval of the final document for publication.

In 2016, the College revised several existing policy documents and introduced some new ones. Professional Practice Standards state the generally accepted behaviours expected of veterinarians for a particular aspect of their work.

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.

Initiatives in 2016 include publishing refreshed official documents and guidance in the following areas:

- Professional Practice Standard - Veterinarian-Client-Patient Relationship
- Guide to the Professional Practice Standard – Veterinarian-Client-Patient Relationship
- Code of Ethics
- Policy Statement Satellite Facility
- Modifications to the Minimum Standards for Veterinary Facilities in Ontario
- Revised policy on Licensure of Veterinarians in Emergency Situations
- Position Statement Animal Welfare
- Professional Practice Standard – Delegation
- Revisions to documents to reflect revisions in an updated Regulation 1093

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

LOOKING FORWARD

to 2017

The coming year represents the beginning of the College's next strategic framework, Strategy 2020. It's an exciting time as the College seeks to build on the foundation that has been established.

Looking at 2017 and beyond, the College looks forward to both new endeavours and the realization of long-term projects:

- Considering a new model for the accreditation of veterinary facilities
- Finalizing new standards related to prescribing and dispensing
- Approving a next version of the policy surrounding telemedicine
- Continuing consultations on concepts related to reforming the Veterinarians Act
- Advancing the Peer Advisory Conversation within the veterinary profession as a whole
- Implementing opportunities to strengthen the college's public protection mandate with a focus on risk-based solutions
- Determining and initiating priority actions for the veterinary profession's stewardship of antimicrobials in Ontario

- Establishing a database management system with integrated solutions that will enhance data analysis and evidence informed policy decisions

As always, the perspectives of the public and profession are valuable to Council's decision-making.

And as Council reflects on the achievements of the current strategic pathway, the lessons learned will help shape a promising future. With the public interest at the heart of the College's work, 2017 is expected to be a year of great opportunity and to further demonstrate the College's trustworthiness to the profession and to society.



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, 2016, 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, 2016 and for the year then ended on which we expressed an unmodified opinion in our report dated December 1, 2016.

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, 2016 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
 November 30, 2016

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.

Summary Statement of Financial Position as at September 30, 2016

	2016	2015
ASSETS		
Current assets		
Cash	\$ 209,602	\$ 226,366
Investments	582,497	521,433
Accounts receivable	137,143	76,384
Prepaid expenses	104,786	97,163
	<u>1,034,028</u>	<u>921,346</u>
Investments - long term	1,300,000	1,088,000
Capital assets	<u>1,177,411</u>	<u>1,055,507</u>
	<u>\$ 3,511,439</u>	<u>\$ 3,064,853</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 190,221	\$ 241,606
Capital lease obligations - short term	58,573	23,890
	<u>248,794</u>	<u>265,496</u>
Capital lease obligations - long term	204,163	102,399
	<u>452,957</u>	<u>367,895</u>
Net assets		
Invested in capital assets	914,675	929,218
Unrestricted net assets	2,143,807	1,767,740
	<u>3,058,482</u>	<u>2,696,958</u>
	<u>\$ 3,511,439</u>	<u>\$ 3,064,853</u>

Summary Statement of Operations for the Year Ended September 30, 2016

	2016	2015
REVENUE		
Registration fees	\$ 4,489,811	\$ 4,147,264
Premises inspection fees	134,512	130,907
Corporate registration fees	112,031	106,000
Penalties and other	76,276	52,127
Application and examination fees	67,575	54,770
Interest	48,737	43,954
Grants	15,000	26,400
	<u>4,943,942</u>	<u>4,561,422</u>
EXPENSES		
Staffing and related	1,724,323	1,625,008
Legal	1,039,822	937,487
Council and committees	335,692	289,356
Information management system	193,373	176,921
Office facilities	170,901	124,287
Quality assurance	148,263	110,004
Bank and credit card charges	127,692	148,806
Investigations and hearings	115,086	155,074
Office and general	103,253	125,697
Professions health program	89,025	71,200
Premises inspections	71,303	53,519
Insurance	71,220	71,409
Policy development	66,740	125,675
Communication	63,615	41,051
Networking and representation	63,334	49,794
Accounting and audit	39,900	35,592
Exam administration	36,685	11,862
Interest on capital leases	8,744	2,520
Amortization	113,447	222,788
	<u>4,582,418</u>	<u>4,378,050</u>
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	<u>\$ 361,524</u>	<u>\$ 183,372</u>

APPRECIATION to volunteers

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 2015–16.

THANK
YOU

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

COUNCIL

Council Leadership 2015–2016

President, **Dr. Larry Caven**
1st Vice-President, **Dr. Marc Marin**
2nd Vice-President, **Dr. Steven Jacobs**

Elected Members of Council

Dr. Karen Cullen (ended March 2016)
Dr. Jennifer Day
Dr. Carolyn Kerr
Dr. Patricia Lechten
Dr. Richard Liddell (as of June 2016)
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

COMMITTEES

Executive

President

Dr. Larry Caven

1st Vice-President

Dr. Marc Marin,

2nd Vice-President

Dr. Steven Jacobs

Public Member

Ms. Claudia Newman

Past President

Dr. Jennifer Day

Registration

Mr. Sean Ford, Chair

Dr. Jennifer Day

Dr. Carolyn Kerr

Dr. Jaspinder Komal

Dr. Suminder Sawhney

Complaints

Mr. Andrew Glenny, Chair

Dr. Glenn Armstrong

Dr. Kristin Baird

Dr. Leann Benedetti

Dr. Moyra Horner

Dr. Davinder Jassal

Dr. Louise Kelly

Dr. Lisa Schwarz

Dr. Natalie Soligo

Dr. Susan Warren

Discipline

Dr. Carolyn Kerr, Chair

Dr. Martin Appelt

Dr. Trevor Bachelder

Dr. John Brajkovich

Dr. Jennifer Day

Dr. Renee Fleming

Mr. Sean Ford

Ms. Diane Freeman

Dr. Scott Gardiner

Dr. Meredith Geldart

Mr. Andrew Glenny

Dr. Garth Graham

Dr. Kathryn Gyselinck

Dr. Douglas Hoover

Mr. Murray Hunt

Dr. Steven Jacobs

Dr. Harold Kloeze

Dr. Patricia Klymas

Dr. Patricia Lechten

Dr. Lena Levison

Dr. Richard Liddell

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

Accreditation

Dr. Sandy Rice, Chair

Ms. Diane Freeman

Dr. Patricia Lechten

Dr. Sara Untch (as of

September 2016)

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Quality Assurance

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Dr. Sue Burlatschenko

Ms. Claudia Newman

Dr. Elizabeth Saul

Dr. Emmanuelle Verrette

Governance, Audit and Risk Committee

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Ms. Diane Freeman

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Associate, Corporate Services

Sarah Ellery

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Shauna Spencer

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Dr. Kim Lambert

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Megan Callaway

Principal, Accreditation

Aneeta Bharij

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Licensure

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