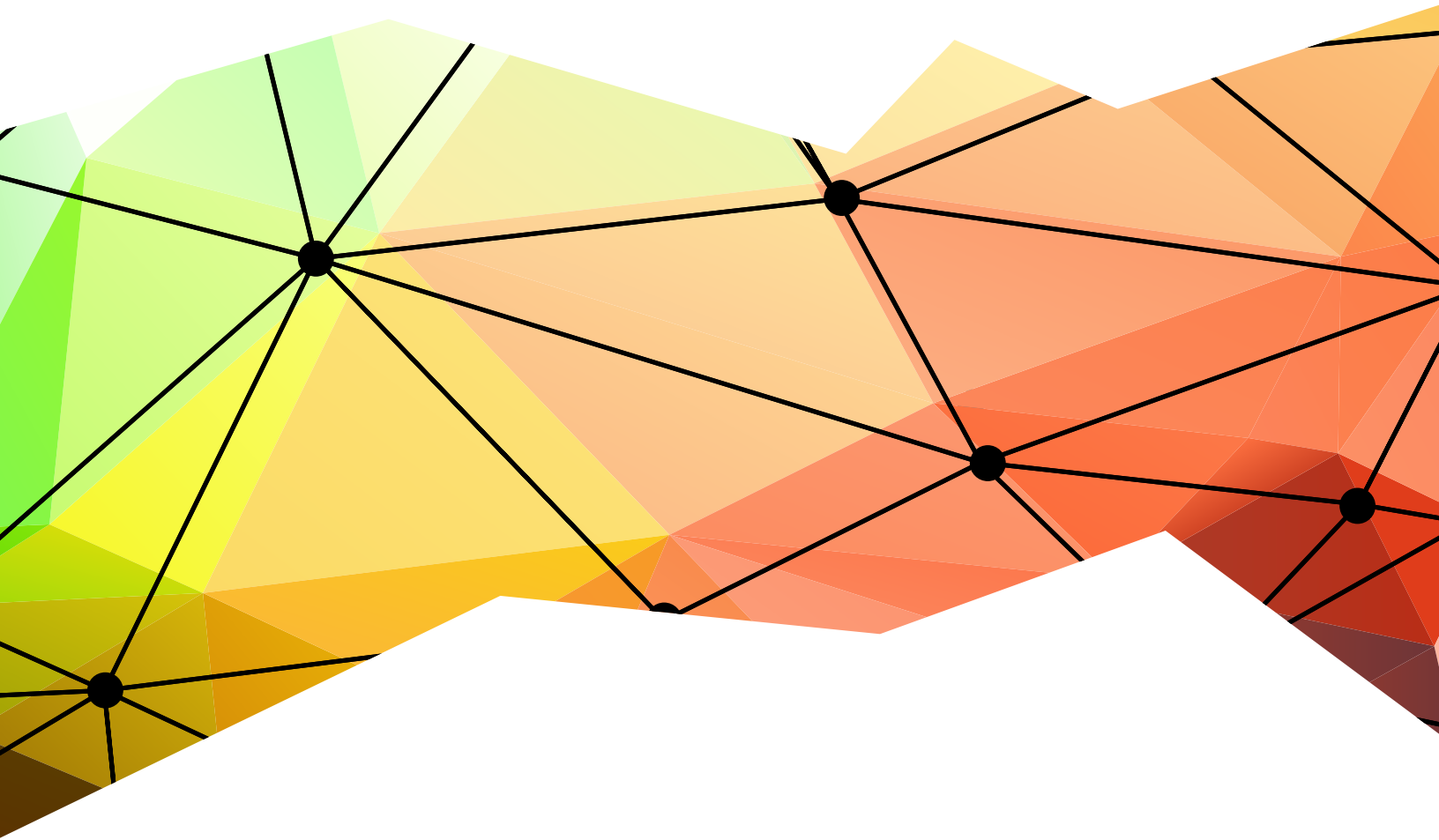


ANNUAL REPORT 2017



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

Instilling public
confidence in
veterinary regulation

MISSION

Governing the Practice
of Veterinary Medicine

VISION

Instilling Public Confidence in
Veterinary Regulation

PRINCIPLES

Integrity, Transparency, Objectivity,
Accountability, Relevance, Collaboration

ROLES OF THE COLLEGE

Licensure

Competent and qualified individuals are licensed to practise veterinary medicine in Ontario. Practice and conduct issues are investigated thoroughly and resolved fairly.

Quality Practice

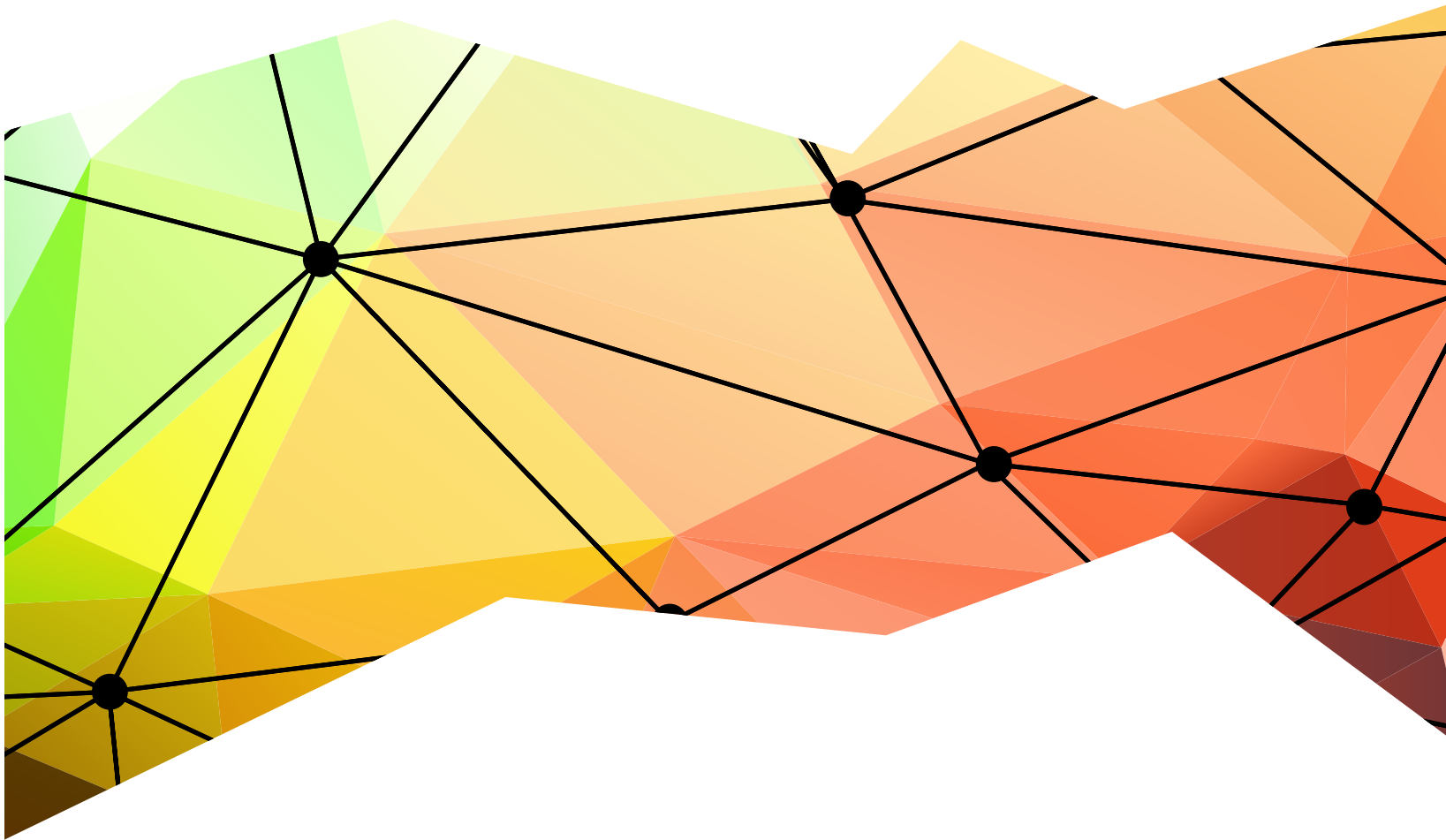
Veterinarians participate in programs that assure the provision of safe, quality veterinary medicine. Resources are provided to promote the ongoing improvement of a veterinarian's practice. Veterinary facilities are inspected and accredited to assure a safe, professional environment.

Standards and Policy

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

TABLE OF CONTENTS

Leadership Message	7
Accomplishments Strategy 2017 and 2020.....	8
Performance Report	10
Licensure	11
Snapshot of the Profession.....	12
Investigations and Resolutions	16
Complaints Facts and Figures.....	17
Executive and Discipline Facts and Figures	19
Quality Assurance.....	21
Quality Improvement.....	23
Facility Accreditation	25
Facility Accreditation Facts and Figures	27
Standards and Policy	29
Looking Forward to 2018.....	31
Summary Financial Statements	32
Council	36
Committees.....	37
Staff	38





LEADERSHIP MESSAGE

Building on a position of strength, 2017 served as an opportunity for the Council of the College of Veterinarians of Ontario to reflect on its past – successes and challenges – and consider the future, in setting a next strategic framework to guide its work.

Our newest 'road map', Strategy 2020, has been built on the voices of key informants, valued stakeholders, and licensed veterinarians. These perspectives served to reinforce existing areas of College emphasis, to challenge certain assumptions, and to illuminate areas needing regulatory leadership and focus. And, in the spirit of renewal of direction, Council also chose to simplify and bring greater clarity to its statements on mission and vision.

Mission

Governing the practice of veterinary medicine

Vision

Instilling public confidence in veterinary regulation

Strategy 2020 has five broad objectives against which Council's strategic work is set.

These include:

- Advance public voice in regulatory policy
- Promote professionalism and self-regulation in the practice of veterinary medicine
- Achieve commitment to the legislative reform of the Veterinarians Act

- Ensure agility in public access to veterinary medicine
- Champion One Health initiatives through veterinary leadership

In each of these, serving the public interest remains the foremost consideration for the Council and for the College. The needs and expectations of clients regarding their animals, the demands of public health, and the matters related to animal welfare all require Council's thoughtful consideration on behalf of the profession and its societal commitment to sound profession-based regulation.

Great leadership depends on great governance. The College Council continually strives to utilize informed and diverse voices and evidence in its decision-making. Debate is robust and the questions asked are significant, with an intent to make solid decisions. The Council continually evaluates its work to assure currency in the rules and standards it sets on behalf of public protection. Increasingly, the College's efforts to create engaged interaction with veterinarians and the public, are supported by transparency and accountability.

Leadership in a dynamic environment requires attentive leaders who show courage, tenacity and the willingness to listen and act. The College's progress in 2017 is a testament to the unwavering commitment of Council, staff and veterinarians. Thank you to everyone.

Marc Marin, DVM, President

Jan Robinson, Registrar and Chief Executive Officer

ACCOMPLISHMENTS STRATEGY 2017 AND 2020

2017 was a transitional year for the Council with the completion of strategic achievements in Strategy 2017 and renewed focus established in Strategy 2020.

Achievements

The Council confirmed its approach to Quality Practice and launched the pilot phase of the Peer Advisory Conversation.

Significant progress was made in developing strong and constructive stakeholder relationships through the establishment of task forces, advisory groups and online consultation tools.

Council facilitated One Health stewardship and public health initiatives in veterinary medicine with a focus that has included shelter medicine, antimicrobial resistance, rabies, and public education.

Council continued to lead the modernization of the Veterinarians Act with public consultations on key concepts, and collaboration with the Ontario Association of Veterinary Technicians on a scope of practice model which focuses on the system of veterinary care delivery and specific areas of risk in the delivery of animal medicine.

The launch of Strategy 2020 in March 2017 was the result of extensive consultation and it now provides a focus to Council’s priorities and financial allocations. Strategy 2020 is centered around five key objectives.

Key Objectives

- Advance public voice in regulatory policy
- Promote professionalism and self-regulation in the practice of veterinary medicine
- Achieve commitment to the legislative reform of the Veterinarians Act
- Ensure agility in public access to veterinary medicine
- Champion One Health initiatives through veterinary leadership

Year One Accomplishments Regarding Strategy 2020 Objectives

- The Peer Advisory Conversation tools are being tested through the pilot phase. Peer advisors have been recruited and trained.
- The complete legislative reform concept paper, “Achieving a Modern Approach to the Regulation of Veterinary Medicine in Ontario,” has been circulated for consultation. Following review of feedback, the report will be presented to the provincial government for consideration in 2018.
- An Innovation and Technology Advisory Group has been established to assist Council in better understanding the impact of evolving technology on the practice of veterinary medicine in Ontario.
- Council has established two expert panels, one with veterinarians and one with the public, to inform Council during policy deliberations. Membership to the panels will be established in 2018.
- Planning is underway for a symposium on the future of veterinary medicine in Ontario, with the interest and support of the Ontario Veterinary College and the Ontario Veterinary Medical Association.
- The College released its final report “Setting an Action Agenda for Veterinary Stewardship of Antibiotic Use in Food-Producing Animals in Ontario.” The report identifies six priority actions for Veterinarians in Ontario.
- The Veterinary Leadership Collaborative on Antimicrobial Resistance is being established. The collaborative includes the College, the Ontario Ministry of Agriculture, Food, and Rural Affairs, the Ontario Veterinary Medical Association, and the Ontario Veterinary College.

PERFORMANCE REPORT

The College uses a Balanced Scorecard tool to evaluate its performance against its mandate. The Balanced Scorecard is a tool used to measure the outcomes of an organization’s activities and initiatives.

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.

- 70–79% of complaints cases are decided within 150 days

Appeals Upheld

Appeals to Health Professions Appeal and Review Board (includes Complaints, Licensure and Accreditation decisions).

In 2017, 17 out of 20 College decisions were upheld when appealed to the Health Professions Appeal and Review Board.

Facilities Noted with Deficiencies in Accreditation Processes

80% 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. A new accreditation model is being proposed to address this area of public protection.

LICENSURE

The College ensures veterinarians have the education and professionalism required to practise competently and safely in Ontario.

When a veterinarian initially completes an application for licensure, the College reviews his/her education, training, employment and practice history. The applicant also provides information on his/her health, previous conduct and character. The specific requirements to qualify for licensure are 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. When the applicant fulfills all registration requirements, he/she is granted a licence to practice veterinary medicine in Ontario.

If an applicant does not meet all the requirements, the application is referred to the Registration Committee for consideration. 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

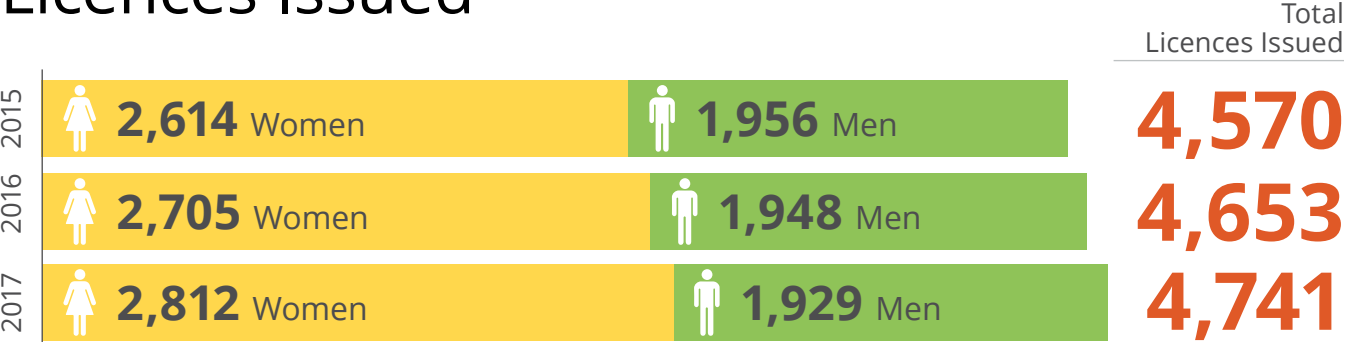
The College is committed to fair, transparent, impartial and objective registration practices as demonstrated annually in a report for the Office of the Fairness Commissioner (OFC). A link to the College’s Fair Registration Practice Report can be found on the College’s website.

Professional Incorporation

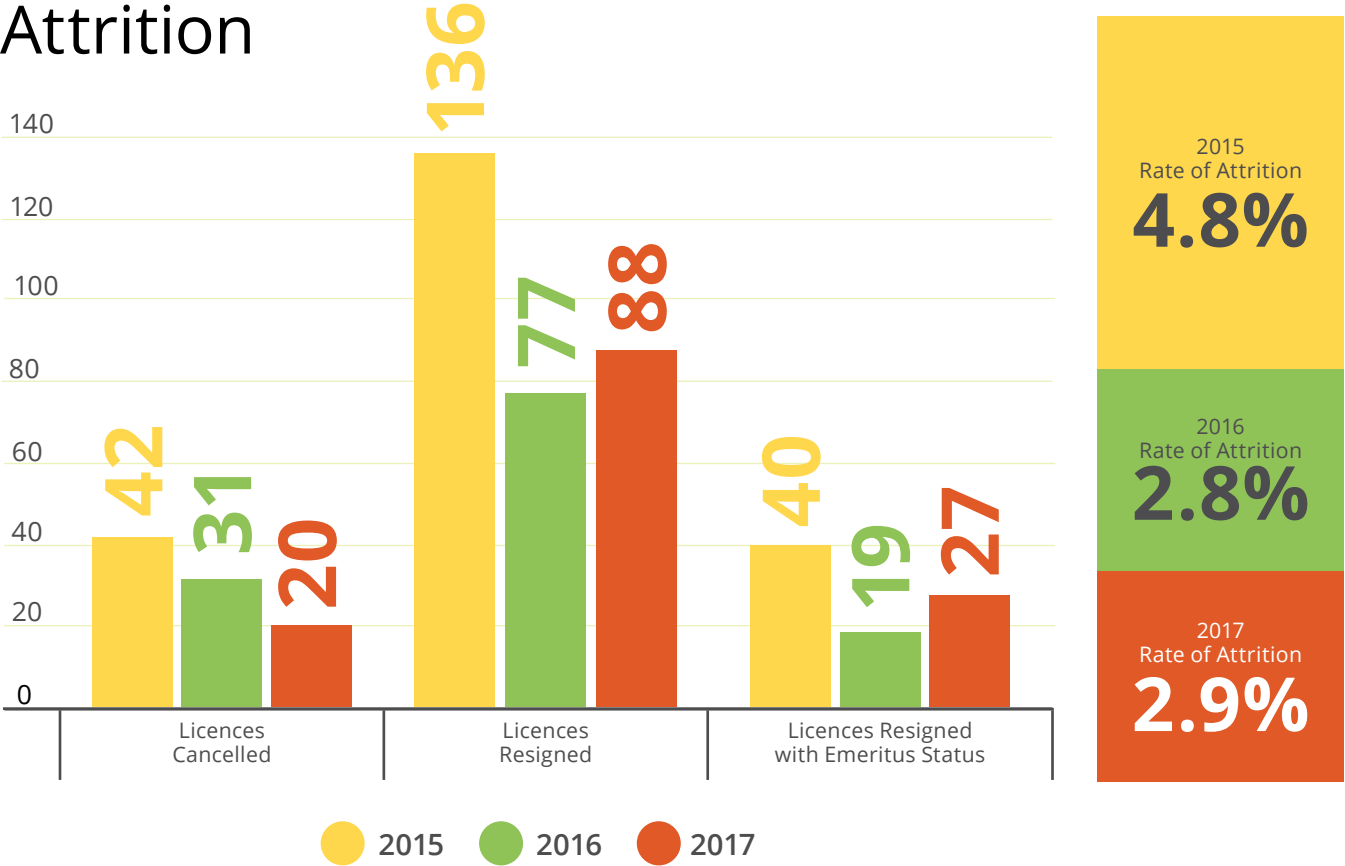
The College administers a Professional Incorporation program for veterinarians as required by the provincial government. The program permits eligible veterinarians to establish a corporation through which veterinary medicine is practised. In 2017, the College processed 88 new professional corporations. Currently, there are 1433 active professional corporations.

SNAPSHOT OF THE PROFESSION

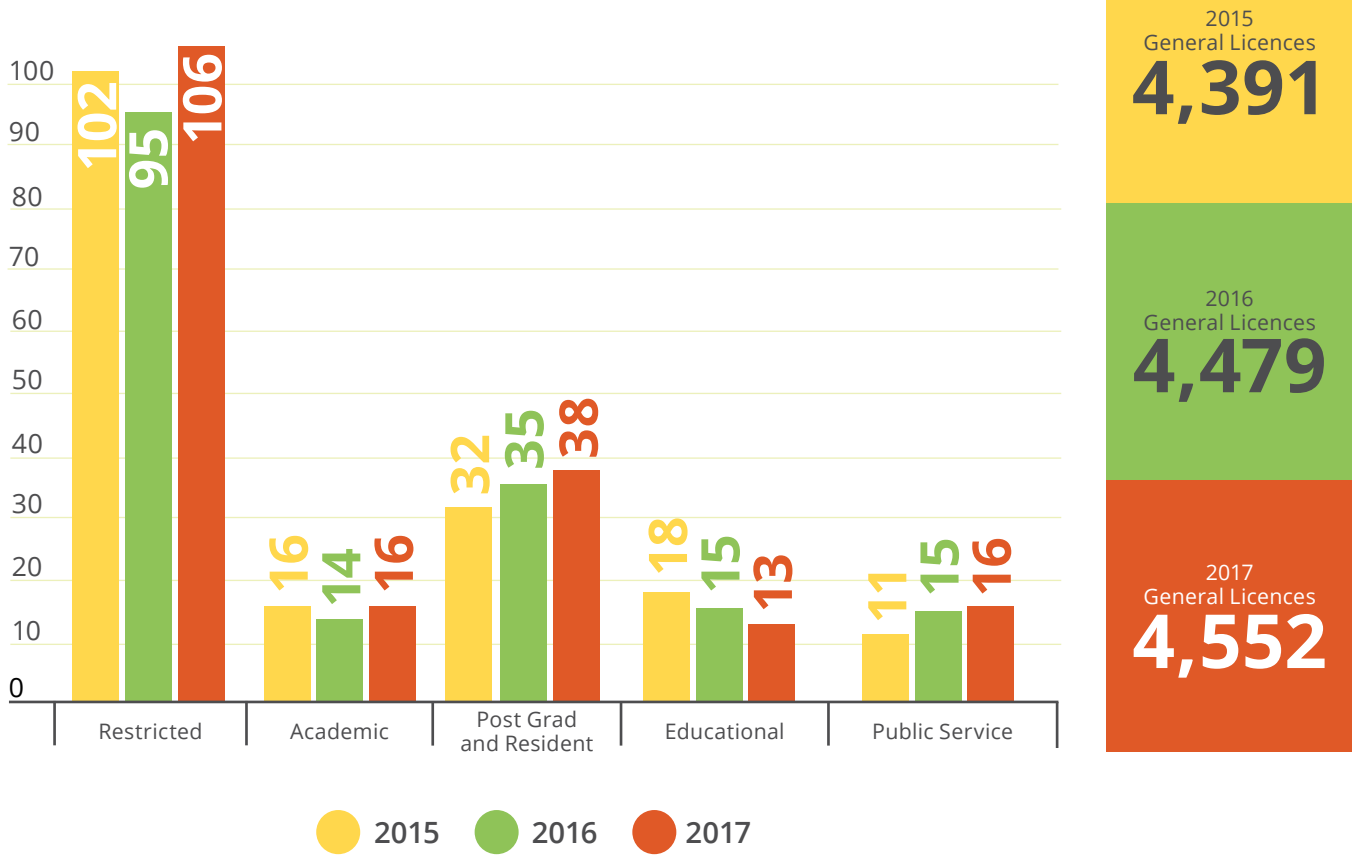
Licences Issued



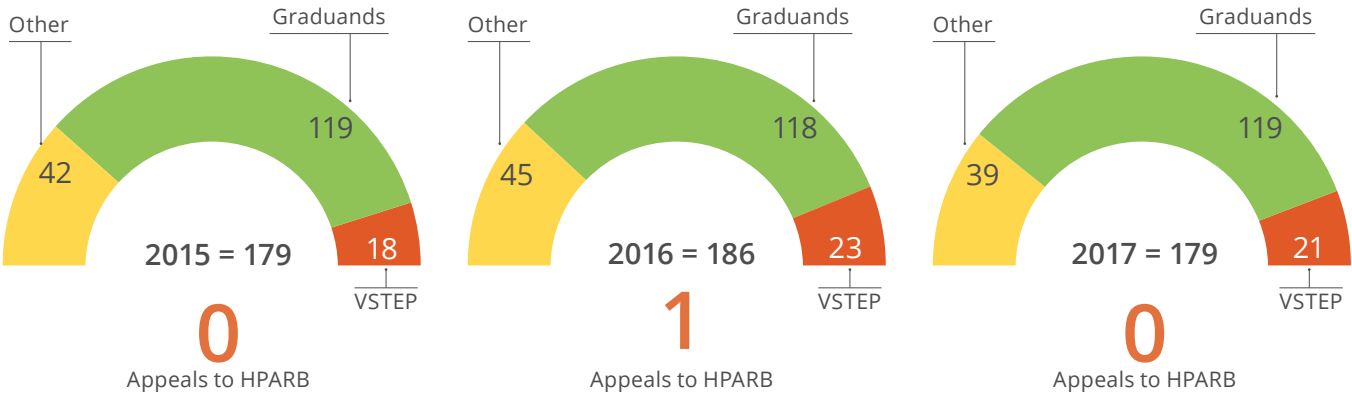
Attrition



Licences Issued by Type



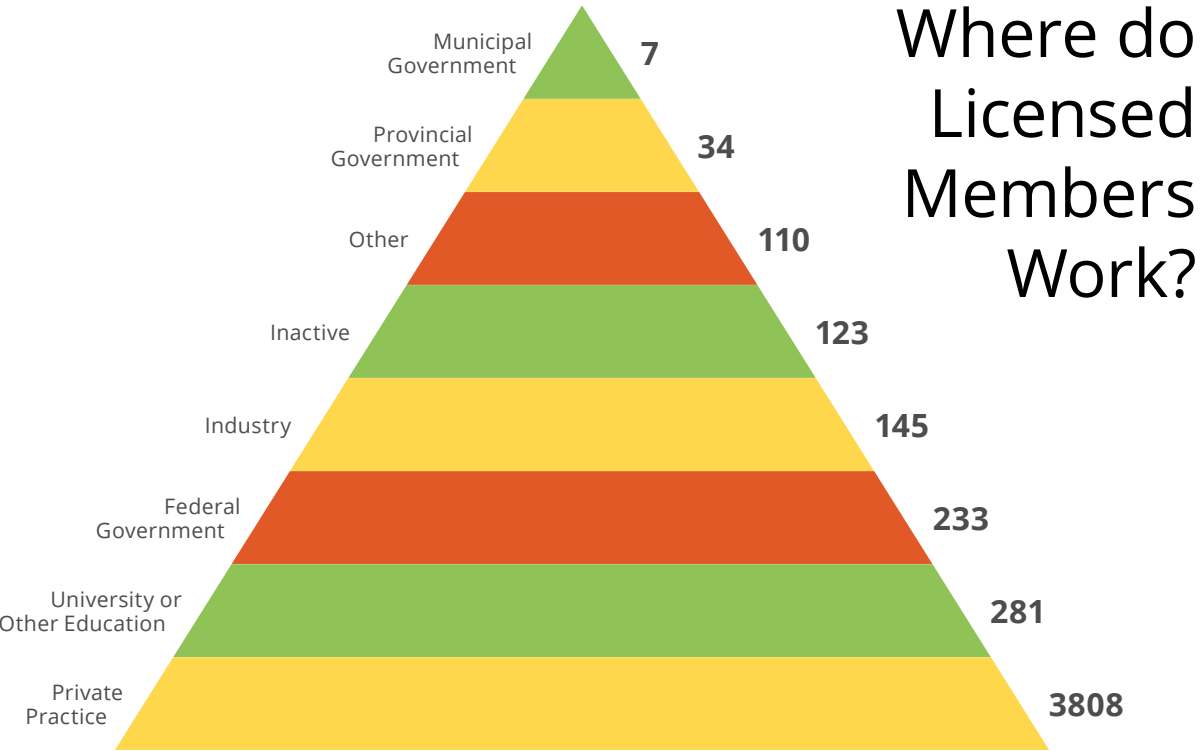
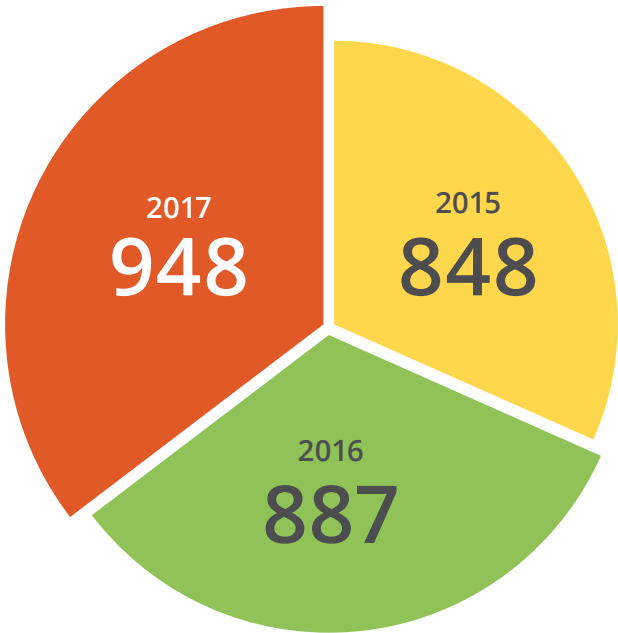
Applications Reviewed by the Registration Committee



VSTEP: Veterinary Skills, Training and Enhancement Program | HPARB: Health Professions Appeal and Review Board

Licences Held by Internationally Educated Veterinarians

Note: Includes VSTEP participants and those educated outside of Canada and the US.



Top 5 Specialties



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, which includes licensed veterinarians and a representative of the public, examines the details of each case.

The most serious cases, which are those referred to the Discipline Committee, include a public hearing. 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 2016–17, 11 claims of unauthorized practice were investigated by the College.

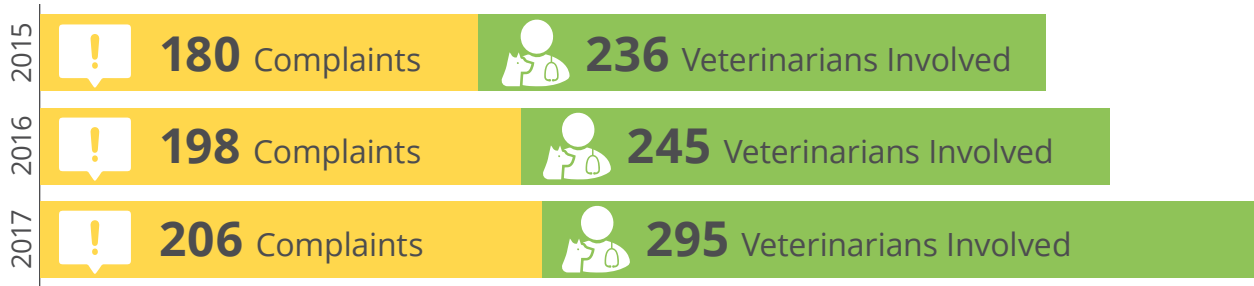
Mediated Resolutions Program

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 2016–17, 5 cases were referred to the MRP program. None of these cases have ended in a satisfactory mediated resolution.

COMPLAINTS FACTS AND FIGURES

Matters Dealt with by the Complaints Committee



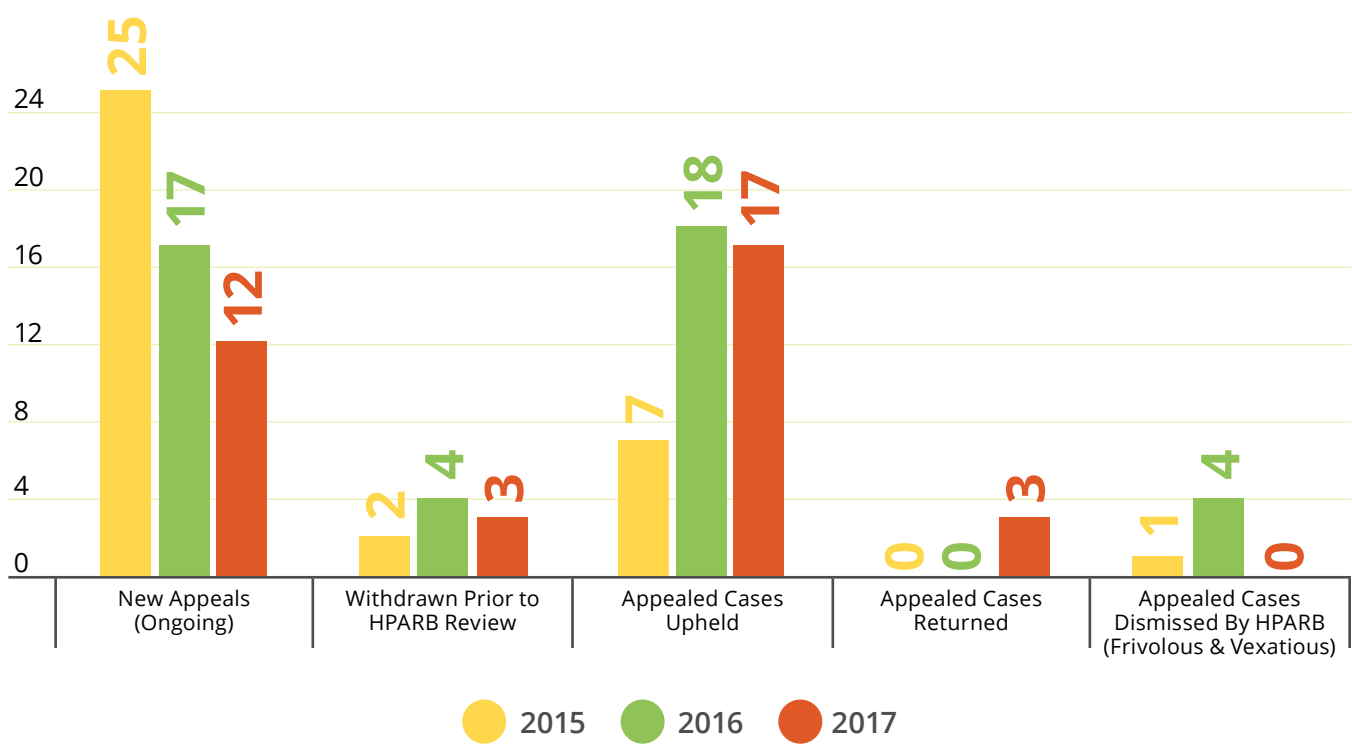
Complaints Committee Decisions

Number of No Concern Decisions		2015	2016	2017
2015	Concerns - Written Advice	55	55	48
150	Concerns - Verbal Advice	3	8	7
2016	Concerns - Undertaking	6	6	4
153	Referred to Discipline Committee	5	6	5
	Frivolous & vexatious	3	0	4
2017	Withdrawn	2	6	6
212	Remaining Under Consideration	12	11	9

COMPLAINTS

FACTS AND FIGURES CONT'D

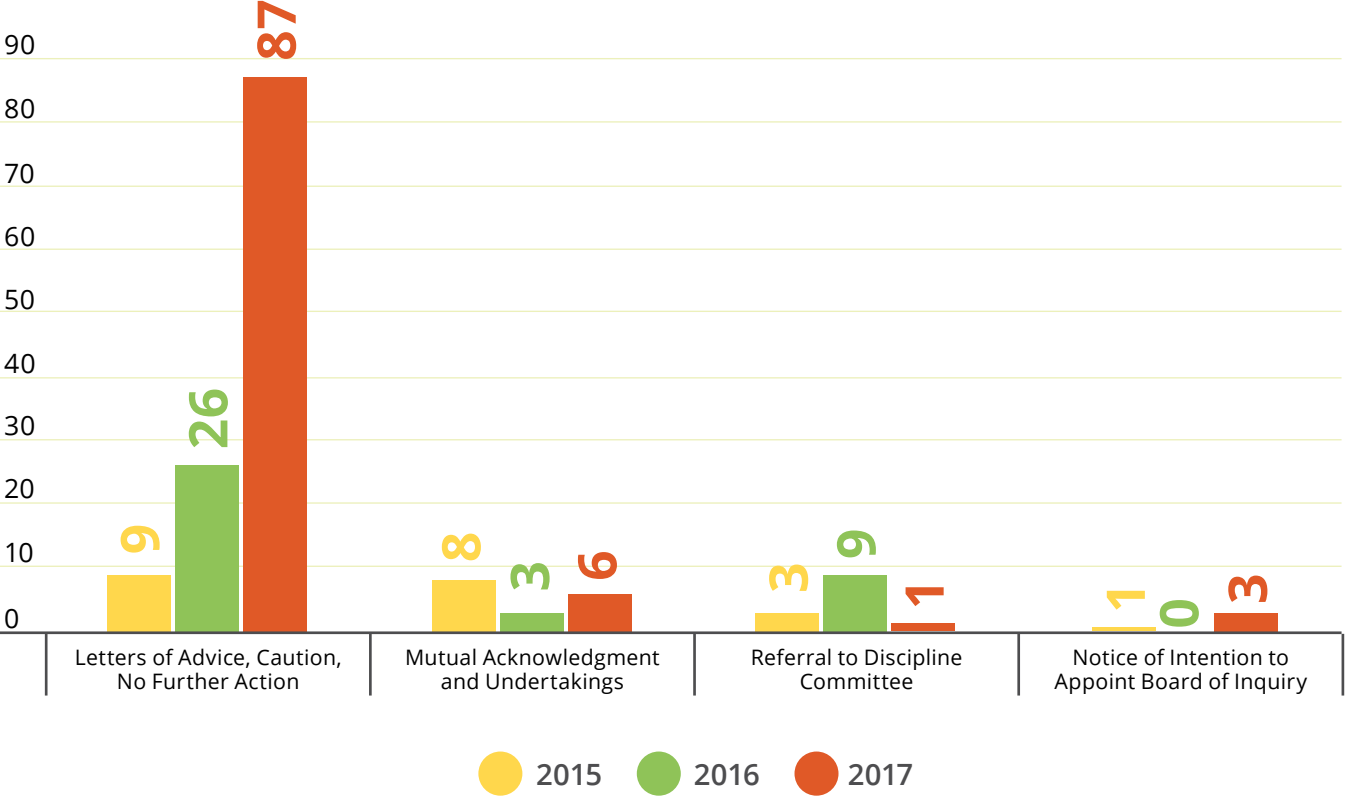
Appeals



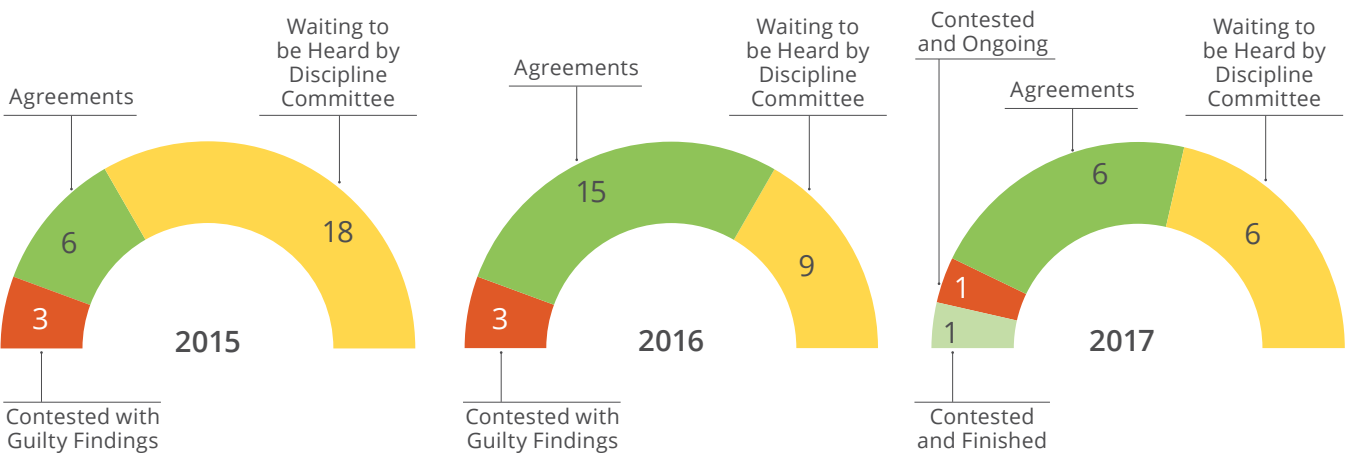
EXECUTIVE AND DISCIPLINE

FACTS AND FIGURES

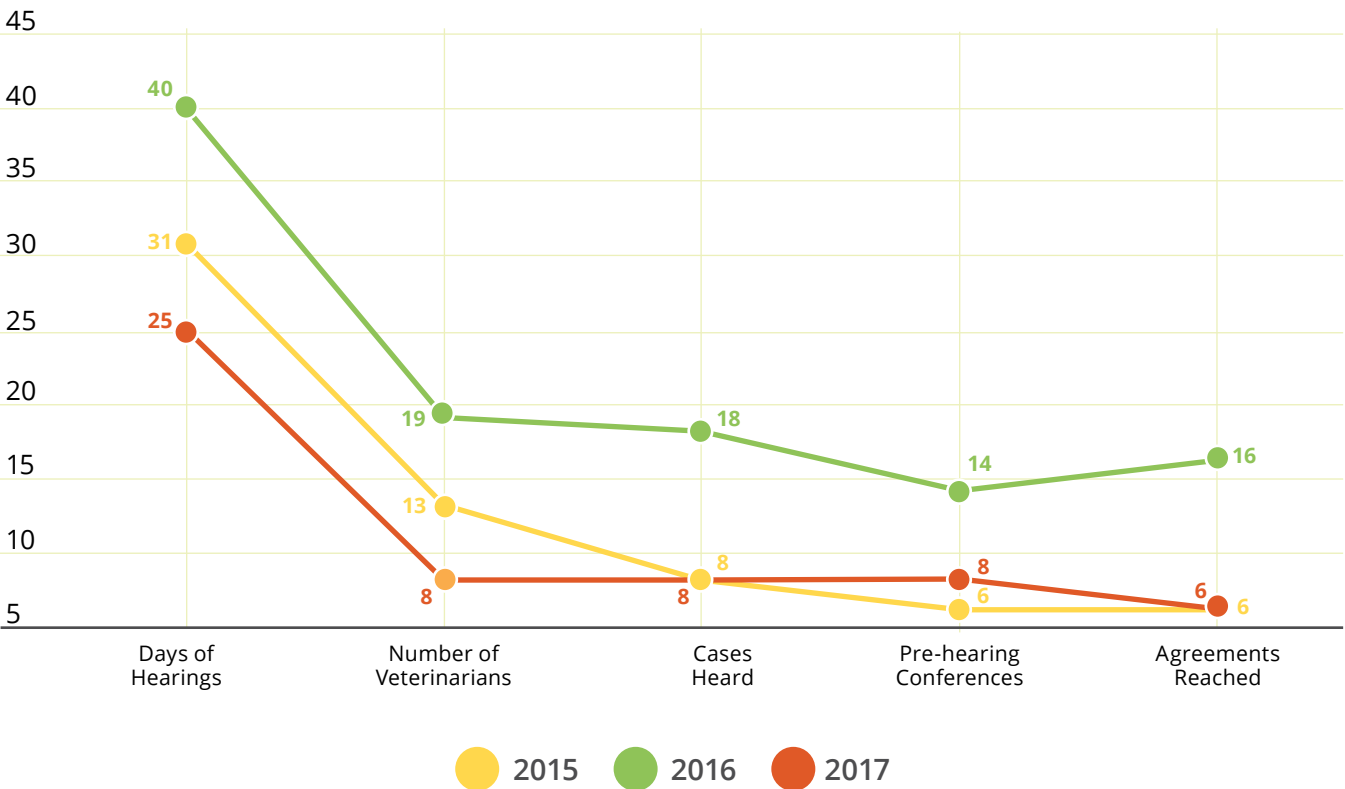
Matters Dealt with by the Executive Committee



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.

- Record assessments of diagnostic test results
- Document more details of surgical procedures
- Ensure emergency contact information is documented

Peer Advisory Conversation

The College of Veterinarians of Ontario has introduced the Peer Advisory Conversation, a voluntary pilot program that is underway until 2019. The purpose of the pilot is to develop a program that instills public trust in the quality of care provided by Ontario veterinarians, and is relevant, accessible and acceptable to the profession. The program will also be considered as a core component of a future mandatory Quality Assurance program.

Peer Review of Medical Records

From October 2016 to September 2017 46 practices participated in a peer review of their medical records.

71%

71% 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:

- Incorporate a Master Problem List
- Improve documentation of client communication

The Peer Advisory Conversation Pilot is being conducted in four phases. During the first two phases, volunteers participated in a conversation with a Peer Advisor focused on one of the three areas: continuing professional development, case based discussion, or non-technical skills. These focused conversations provided an opportunity to validate the conversation tools prior to launching the full conversation in Pilot Phase 3.

- 26 veterinarians participated in Pilot Phase 1
- 15 veterinarians participated in Pilot Phase 2
- The Peer Advisory Conversation Pilot is meeting its evaluation targets, except in the area of recruitment of conversation participants.
- Those that have participated in the Peer Advisory Conversation to date have been very positive about the supportive nature of the conversation.
- A top strength of the conversation, reported by both conversation participants

and Peer Advisors, was that it was a collaborative process and provided an opportunity to speak with a colleague.

- Conversation participants had positive comments about the relevance of the conversation to practice, the educational value of the conversation, and that their conversation met the goal of the program.
- The College continues to recruit participants in the pilot program. The input gathered will help shape the program for the future.

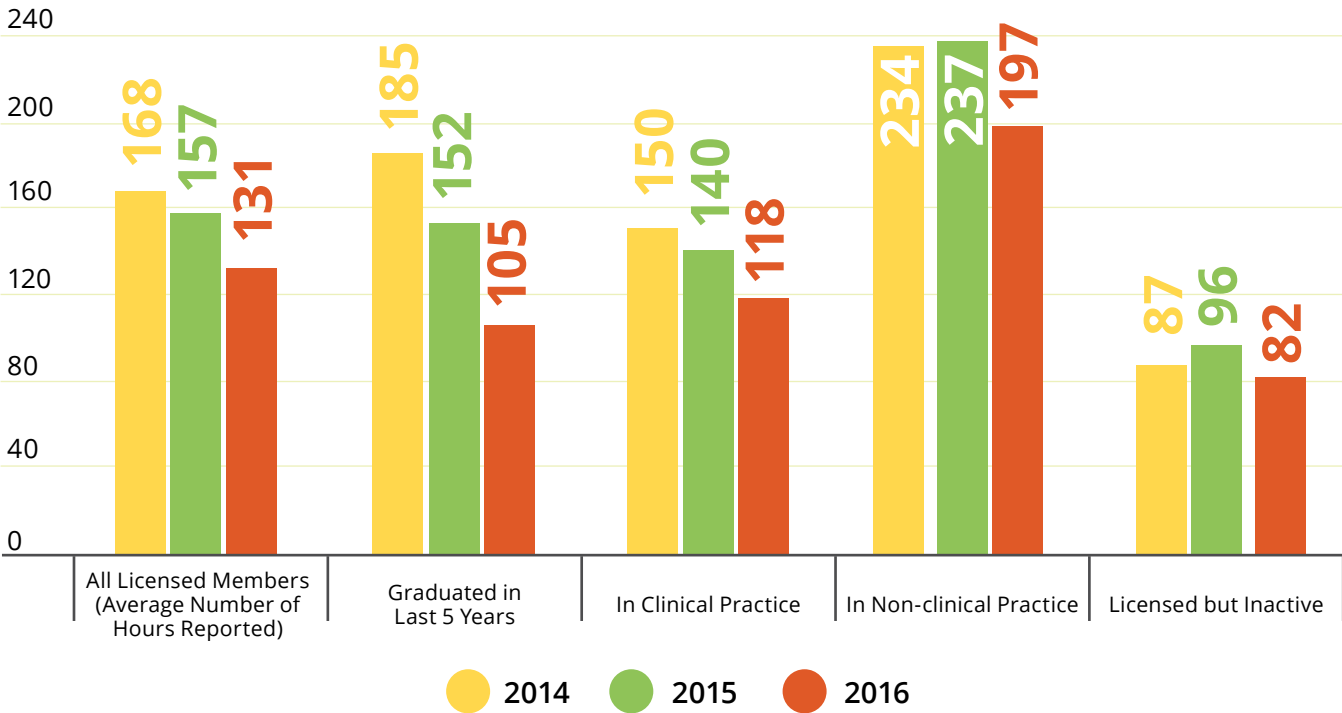


The College's team of peer advisors.

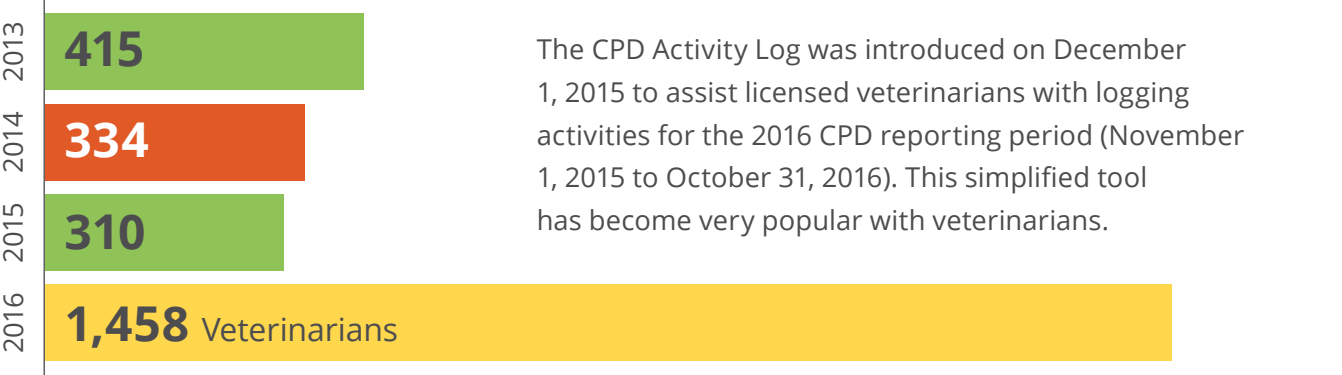
QUALITY IMPROVEMENT

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

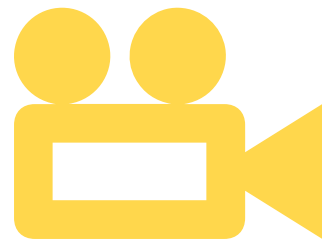


CPD Activity Log Users (# of licensed members)



The 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). This simplified tool has become very popular with veterinarians.

Videos



“How to” videos were launched in February 2017 to assist veterinarians with management of controlled

drugs: Maintaining a Controlled Drug Log and Conducting a Controlled Drug Audit.

Practice Advisory Service

The College’s Practice Advisor received

1,657

requests for practice advice over the past fiscal year.

Top 5 Practice Advisory Question Topics

Asked by Veterinarians and Clinic Staff

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

Asked by Members of the Public

1. Clinical Practice and Standards of Care
2. Prescribing and Dispensing
3. How to File a Complaint
4. Medical Records and Information
5. Business and Management Practices

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 began research on Canadian and international veterinary facility accreditation models, with the intention of proposing a new facility accreditation and inspection model that would combine facility accreditation and quality assurance, and would also be flexible to the evolving nature of veterinary medicine.

This year, with consideration to the feedback received during a public consultation, the Council approved the development of a new model of facility accreditation.

The next step is the appointment of Expert Advisory Groups to develop the Essential and Additional



Scope of Services Standards. The proposed recommendations for the Essential and Additional Scope of Services Standards will be reviewed by Council. Consultation with the profession is expected in 2019 with the implementation of a pilot project anticipated for 2020.

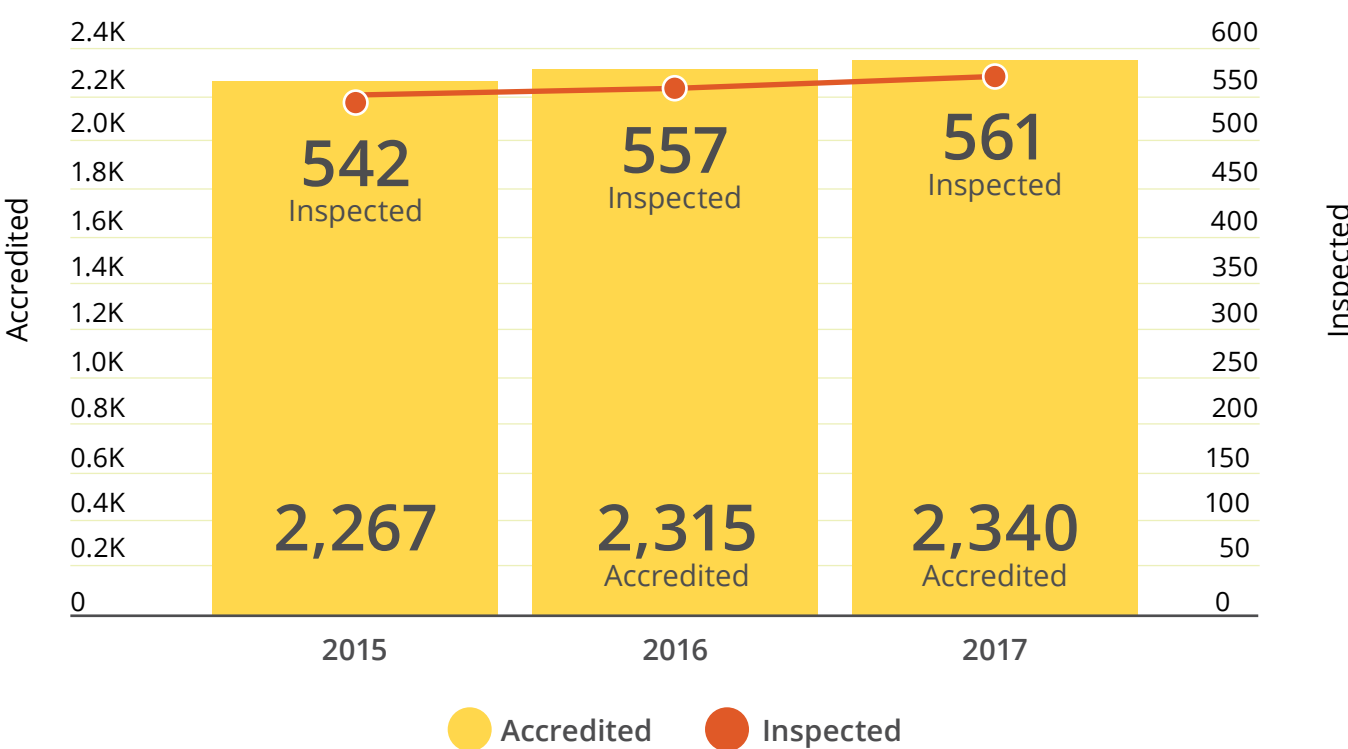


Facility Accreditation Emblem and Decal

A Facility Accreditation Emblem and Decal are available to all veterinary facilities that earn accreditation. The emblem can be displayed on the website and social media profile of an accredited facility and the decal 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



FACILITY ACCREDITATION FACTS AND FIGURES CONT'D

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 potential risk in veterinary practice.



In revising and establishing policy, the College engages a step-by-step process which begins with a thorough review of the 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, prior to 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.

The College consistently revises existing policy documents and introduces 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. New and refreshed official documents and guidance were drafted in the following areas in 2017:

- Telemedicine
- Prescribing
- Dispensing
- Advertising
- Quality Practice Program
- Veterinary Stewardship on the Role of Antimicrobial Drugs in Animals
- Veterinary Antimicrobial Drugs in Animals
- Managing Questions of Ownership and Ownership Disputes of Companion Animals
- Euthanasia

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

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 2016–17.

THANK YOU!

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

LOOKING FORWARD TO 2018

The coming year is clearly shaping up to be one of increasing public demand for the leadership of veterinarians in their important role as public health practitioners.

Issues such as antimicrobial resistance and veterinary stewardship; management of controlled drugs related to opioids; disease surveillance; access to veterinary services; and matters of animal welfare are front and centre.

With this in mind, College specific initiatives for 2018 will include:

- Publishing new and revised standards on prescribing, dispensing, extra label drug use and compounding
- Resources on veterinary oversight of antimicrobials for all animals

- Programs to support drug surveillance
- A guide on animal handling and restraint by veterinarians
- Updates to the telemedicine standard
- Presenting to government the key concepts for modernizing the Veterinarians Act

The College is in the risk business, understanding risk patterns and trends in the practice of veterinary medicine, and developing programs and policies to reduce potential harm. The profession's opportunity to influence its contributions to safe care for animals and the public has never been more prominent.

We look forward to an engaging and fruitful year of effective profession-based regulation on behalf of the public of Ontario.

SUMMARY 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, 2017, 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, 2017 and for the year then ended on which we expressed an unmodified opinion in our report dated December 5, 2017.

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, 2017 are a fair summary of those financial statements, in accordance with the criteria disclosed in the summary financial statements.

Cowperthwaite Mehta
Chartered Professional Accountants
Licensed Public Accountants

Toronto, Ontario
December 5, 2017

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, 2017

	2017	2016
ASSETS		
Current assets		
Cash	\$ 69,188	\$ 209,602
Investments	866,580	582,497
Accounts receivable	104,914	137,143
Prepaid expenses	101,321	104,786
	1,142,003	1,034,028
Investments - long term	1,568,000	1,300,000
Capital assets	1,235,958	1,177,411
	\$ 3,945,961	\$ 3,511,439
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 223,231	\$ 190,221
Capital lease obligations - short term	114,212	58,573
	337,443	248,794
Capital lease obligations - long term	178,164	204,163
	515,607	452,957
Net assets		
Invested in capital assets	943,582	914,675
Unrestricted net assets	2,486,772	2,143,807
	3,430,354	3,058,482
	\$ 3,945,961	\$ 3,511,439

Summary Statement of Operations for the Year Ended September 30, 2017

	2017	2016
REVENUE		
Registration fees	\$ 4,660,315	\$ 4,489,811
Premises inspection fees	126,025	134,512
Corporate registration fees	125,150	112,031
Penalties and other	73,927	76,276
Application and examination fees	72,781	67,575
Interest	53,148	48,737
Grants	36,292	15,000
	5,147,638	4,943,942
EXPENSES		
Staffing and related	1,975,245	1,724,323
Legal	984,951	1,039,822
Council and committees	301,886	335,692
Information management system	172,529	193,373
Office facilities	163,132	170,901
Bank and credit card charges	153,661	127,692
Office and general	134,755	103,253
Investigations and hearings	123,811	115,086
Policy development	111,530	66,740
Professionals health program	104,694	89,025
Insurance	75,805	71,220
Quality assurance	74,014	148,263
Premises inspections	68,287	71,303
Communication	66,231	63,615
Networking and representation	60,493	63,334
Accounting and audit	41,685	39,900
Exam administration	19,321	36,685
Interest on capital leases	12,544	8,744
Amortization	131,192	113,447
	4,775,766	4,582,418
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$ 371,872	\$ 361,524

COUNCIL

Council Leadership 2016–2017

- President
Dr. Marc Marin
- 1st Vice-President
Dr. Steven Jacobs
- 2nd Vice-President
Dr. Patricia Lechten

Elected Members

- Dr. Larry Caven
- Dr. Jennifer Day
- Dr. Tyrrel de Langley
- Dr. Richard Liddell
- Dr. Paula Menzies
- Dr. Sandy Rice
- Dr. Elizabeth Saul
- Dr. Suminder Sawhney
- Dr. Sarah Thompson
- Dr. Susan Warren

Publicly Appointed Members

- Ms. Diane Freeman
- Mr. Murray Hunt
- Mr. Andrew J. Glenny
- Ms. Claudia Newman
- Mr. Sean Ford *(until March 2017)*

COMMITTEES

Executive

- President
Dr. Marc Marin
- 1st Vice-President
Dr. Steven Jacobs
- 2nd Vice-President
Dr. Patricia Lechten
- Past President
Dr. Larry Caven
- Public Member
Ms. Claudia Newman

Governance, Audit and Risk Committee

- Mr. Murray Hunt, Chair**
- Dr. Larry Caven
- Ms. Diane Freeman
- Dr. Steven Jacobs
- Dr. Marc Marin

Registration

- Dr. Susan Warren, Chair**
- Dr. Larry Caven
- Dr. Jaspinder Komal
- Mr. Murray Hunt
- Dr. Paula Menzies

Complaints

- Mr. Andrew Glenny, Chair**
- Dr. Glenn Armstrong
(until June 2017)
- Dr. Kristin Baird
- Dr. Leann Benedetti
(until November 2016)
- Dr. Allan Corber
(joined June 2017)
- Dr. Moyra Horner
- Dr. Davinder Jassal
- Dr. Louise Kelly
- Dr. Richard Liddell
(joined December 2016)
- Dr. Lisa Schwarz
- Dr. Naomi Scromeda
(joined November 2016)
- Dr. Natalie Soligo
- Dr. Susan Warren
(until December 2016)

Discipline

- Dr. Jennifer Day, Chair**
- Dr. Martin Appelt
- Dr. Trevor Bachelder
- Dr. John Brajkovich
- Dr. Larry Caven
- Dr. Tyrrel de Langley
- 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 Lechten
- Dr. Lena Levison
- Dr. Richard Liddell
- Dr. Clayton MacKay
- Dr. Paula Menzies
- Dr. Lynn Morgan
- Ms. Claudia Newman
- Dr. Sandy Rice
- Dr. Elizabeth Saul
- Dr. Suminder Sawhney
- Dr. Sarah Thompson
- Dr. Susan Warren

Accreditation

- Dr. Sandy Rice, Chair**
- Ms. Diane Freeman
- Dr. Sara Untch
- Dr. Elizabeth Saul
- Dr. Suminder Sawhney

Quality Assurance

- Dr. Sarah Thompson, Chair**
- Dr. Sue Burlatschenko
- Ms. Claudia Newman
- Dr. Emmanuelle Verrette
- Dr. Tyrrel de Langley

STAFF

Registrar’s Office

Registrar and CEO

Jan Robinson

Policy Specialist

Anita Lovrich

Communications Specialist

Kim Huson

Corporate Services

Executive Partner,
Corporate Services

Beth Ready

Associate,
Corporate Services

Sarah Ellery

Ambassador,
Corporate Services

Jessie Molody

Business Intelligence Analyst

Ashley Coles

Quality Practice

Associate Registrar,
Quality Practice

Dr. Kim Lambert; DVM

Practice Advisor

Dr. Susan Sabatini; DVM

Principal, Quality Improvement
and Quality Assurance

Megan Callaway

Principal, Accreditation

Aneeta Bharij

Associate, Programs

Emily Lewis

Accreditation Inspectors

Adrian Darmon

Wilf Muller

Licensure

Associate Registrar, Licensure

Shilo Tooze

Principal, Licensure and
Professional Corporations

Lindsay Sproule

Associate, Licensure and
Professional Corporations

Sarah Kirby

Investigations and
Inspections Specialist

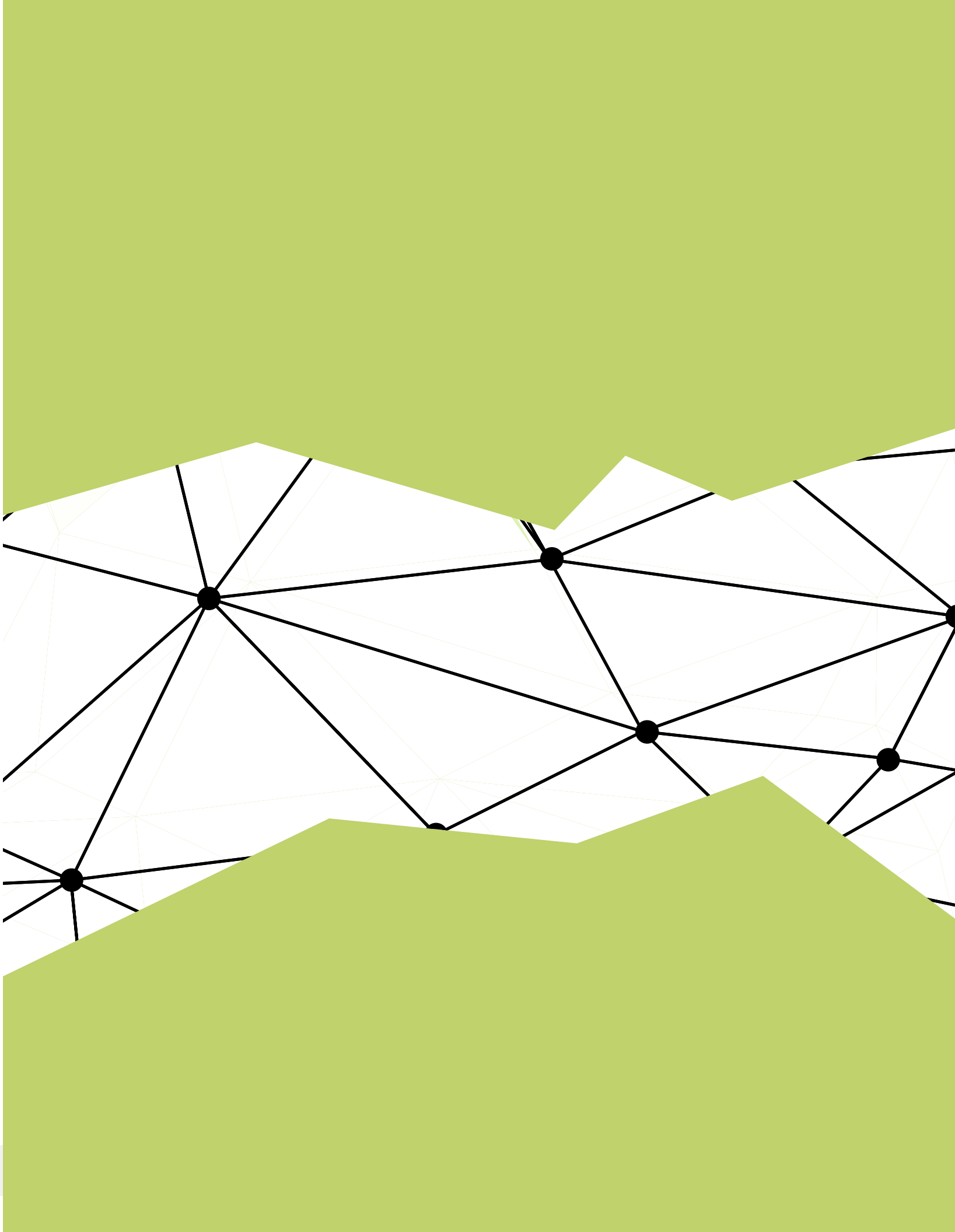
Martin Fischer

Principal, Investigations
and Resolutions

Rose Robinson

Associate, Investigations
and Resolutions

Cindy Rose





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

