



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

INSTILLING PUBLIC CONFIDENCE IN VETERINARY REGULATION



ANNUAL REPORT

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WELCOME

We are the College of Veterinarians of Ontario and we seek to understand the risks involved in the practice of veterinary medicine. We collaborate with our partners to reduce the potential for harm to animals and to people. Welcome to our 2019 Annual Report where we share our priorities and our progress.

WHAT WE DO

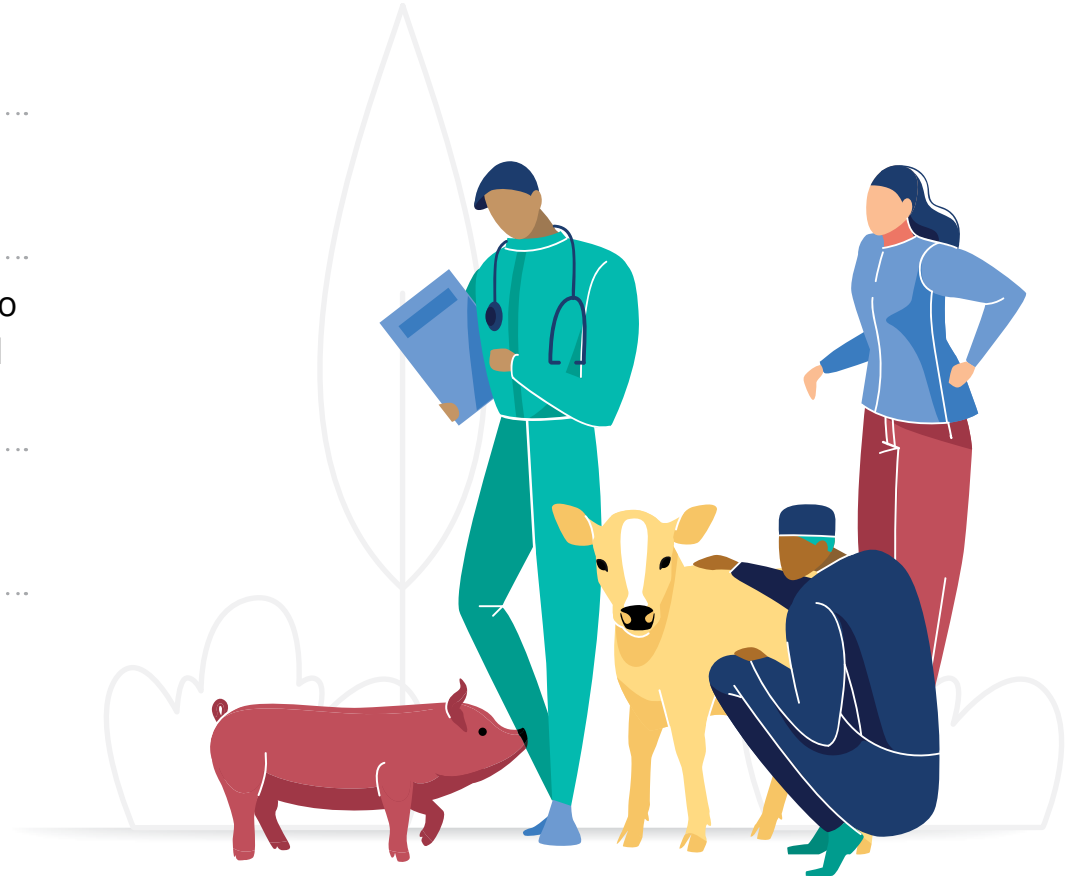
WE SET the requirements for becoming a licensed veterinarian in Ontario.

WE SUPPORT quality and safety in veterinary care through practice standards and public policy.

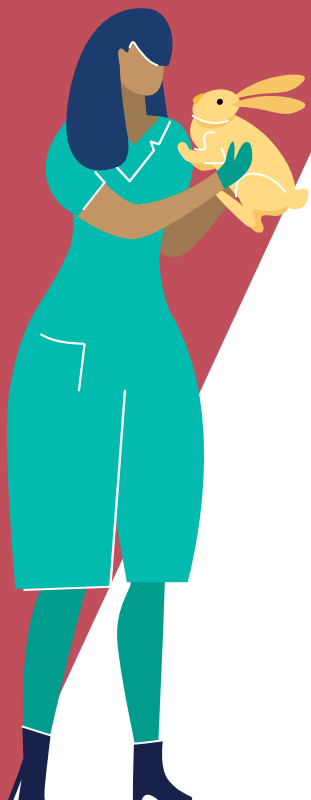
WE INSPECT AND ACCREDIT veterinary facilities so you know they provide a professional environment and contain the essential equipment for patient care.

WE RESPOND to your concerns about the conduct of veterinarians.

WE ENCOURAGE veterinarians to engage in ongoing quality improvement and to demonstrate professionalism throughout their careers.



VETERINARY MEDICINE IN ONTARIO



5,000+
VETERINARIANS



2,300+
VETERINARY FACILITIES

LEADERSHIP MESSAGE

ANNUAL REPORT 2019

Veterinary medicine and profession-based regulation are in a sea of change – not new and not bad but certainly disruptive of a traditional mindset. Regularly changing veterinary practice business models; an ever-increasing need and utilization of the skills of veterinary technicians; rising public expectations for accessibility of veterinary care; calls for assurance that the decisions of regulators are made with the public, not the profession's, interests in mind; and the overarching demand for accountability for the continuing privilege of society's trust are but a few on a lengthy list of meaningful observations – and pressure to perform. At the CVO, Council's leadership is constantly attentive to this shifting environment and intentionally sets its mind to excellence in its role.

Promoting vigilance in good governance practices is key to the College's success. Strong orientation programs, ongoing Councillor education on governance policies, and a 'heads up' approach to understanding the regulatory environment at the

provincial, national and international level bring consistency and depth to our work.

Creating an unwavering focus on risk in the practice of veterinary medicine in the province provides a platform for right-minded decision-making in the public interest. It fosters an understanding of underlying problems and promotes attention to strategies that mitigate and reduce real or potential harm. Understanding current and emerging risk ensures an evidence-informed approach to our work.

Assuring our capacity for strategic influence is built on a stable operational foundation. Our finances are strong; our regulatory programs are well-established and evolving; and our performance measurement tools solidly demonstrate our strengths and our areas for continued improvement.

Nurturing strong stakeholder relationships is essential to our success. Our work with associations

and academic and industry leaders promotes a collaborative path to the future with relevant decisions. An engaged public and veterinary community are central to achieving our mandate.

As the College Council embarks on setting its next strategic framework for 2023, our data and our breadth of collaborative discussion keep our "True North" clear.



Dr. Patty Lechten
President



Jan Robinson
Registrar and CEO

STRATEGY 2020

YEAR 3 ACCOMPLISHMENTS

ADVANCE PUBLIC VOICE IN REGULATORY POLICY

- | | |
|---|---|
| • Convene public advisory panel meetings and report on discussions | ✓ |
| • Utilize 2018 public opinion survey data | ✓ |
| • Implement strategies to increase public newsletter readership | ✓ |
| • Broaden content in the public newsletter to include One Health and animal welfare | ✓ |
| • Explore options to engage more voices in public consultations | ✓ |

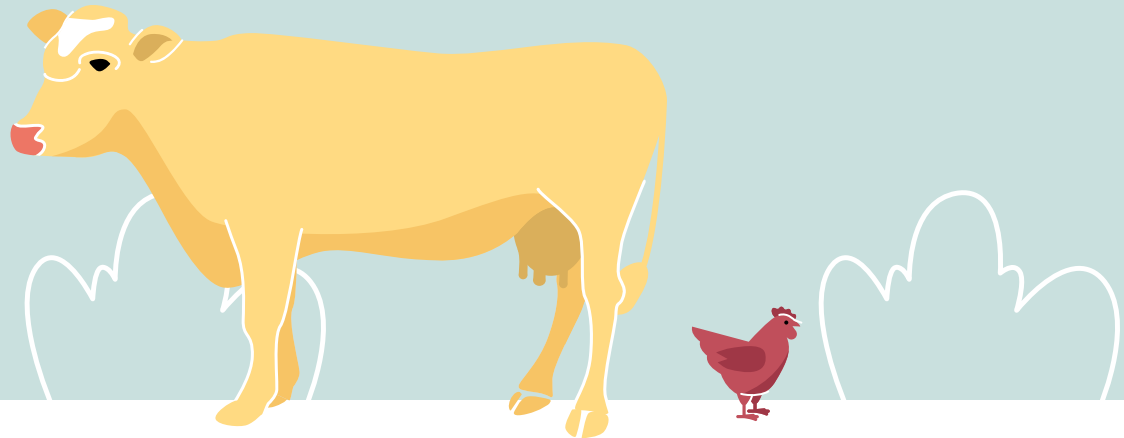
PROMOTE PROFESSIONALISM AND SELF-REGULATION IN THE PRACTICE OF VETERINARY MEDICINE

- | | |
|--|---|
| • Build culture around professionalism | ✓ |
| • Engage Council in strategic risk discussions to identify policy focus | ✓ |
| • Resolve alignment with veterinary own use accounts | ✓ |
| • Align industry incentives with professionalism principles | ✓ |
| • Launch the enhanced Peer Review of Medical Records program and link to outcomes-based regulation | ✓ |
| • Study data from outcomes-based remediation that demonstrates remedial undertakings make a difference to practice | ✓ |
| • Champion and coordinate the development of a national competencies framework for veterinary medicine in Canada | ✓ |
| • Complete the pilot of the Peer Advisory Conversation prior to launch in 2020 | ✓ |
| • Complete the draft accreditation model standards for the pilot phase in 2020 | ✓ |

ACHIEVE COMMITMENT TO THE LEGISLATIVE REFORM OF THE VETERINARIANS ACT	
• Present remaining changes to the Veterinarians Act to the provincial government by the fall of 2019	✓
• Begin work on the regulations	✓
• Support government interest in the modernization of the Veterinarians Act	✓

ENSURE AGILITY IN PUBLIC ACCESS TO VETERINARY MEDICINE	
• Convene the Practice Advisory Panel meetings and report on progress	✓
• Host the Future of Veterinary Medicine Symposium in November 2019 which will support Council's strategic planning	✓
• Continue discussion on telemedicine, including the use of artificial intelligence and evolving technologies	✓

CHAMPION ONE HEALTH INITIATIVES THROUGH VETERINARY LEADERSHIP	
• Refresh the College's position on pain management	✓
• Continue collaboration on antimicrobial stewardship	✓
• Promote stewardship programs in all areas of practice	✓
• Develop public education on complementary and alternative medicine	✓
• Monitor policy initiatives related to the provincial animal welfare agenda	✓



FOCUS



RISK

The College is committed to managing the risks associated with the delivery of veterinary medicine. When a risk is identified, the College takes action to reduce the potential for harm to animals and to the public.

- Strategic risk discussions with Council
- Public policy
- Discipline hearings
- Facility accreditation inspections



PROFESSIONALISM

Being a professional has meaning in society. It indicates a veterinarian has undertaken training and education to hold specialized knowledge and skills. The College supports veterinarians in meeting public expectations and earning their trust.

- Peer Advisory Conversation
- New accreditation standards
- Coordination of national competencies framework
- Undertakings with a remediation component



PUBLIC VOICE

The College seeks opportunities for public involvement in its mandate. This includes engaging with the public and the profession through a variety of communication tools.

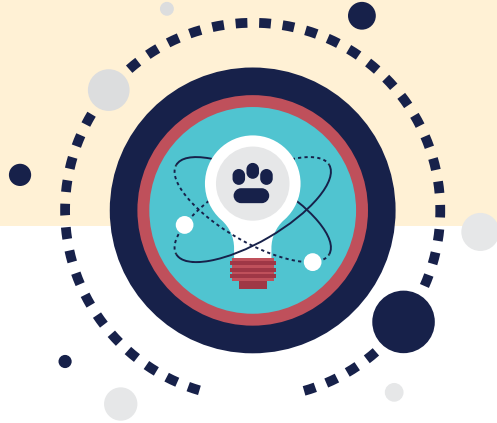
- Public advisory panel
- Public newsletter
- Public consultations



LEGISLATIVE REFORM

The College is working with the Ontario government to modernize and improve the Veterinarians Act.

- Developing regulations to support a revised Veterinarians Act
- Proposing recommendations for Council composition and selection



INNOVATION & TECHNOLOGY

The College is engaged in broad dialogue on the changing components of veterinary practice and the delivery of safe veterinary medicine. The impact of changing technology on treatment and on the delivery of veterinary medicine is at the forefront of Council's policy deliberations.

- Telemedicine
- Artificial intelligence
- Future of veterinary medicine symposium

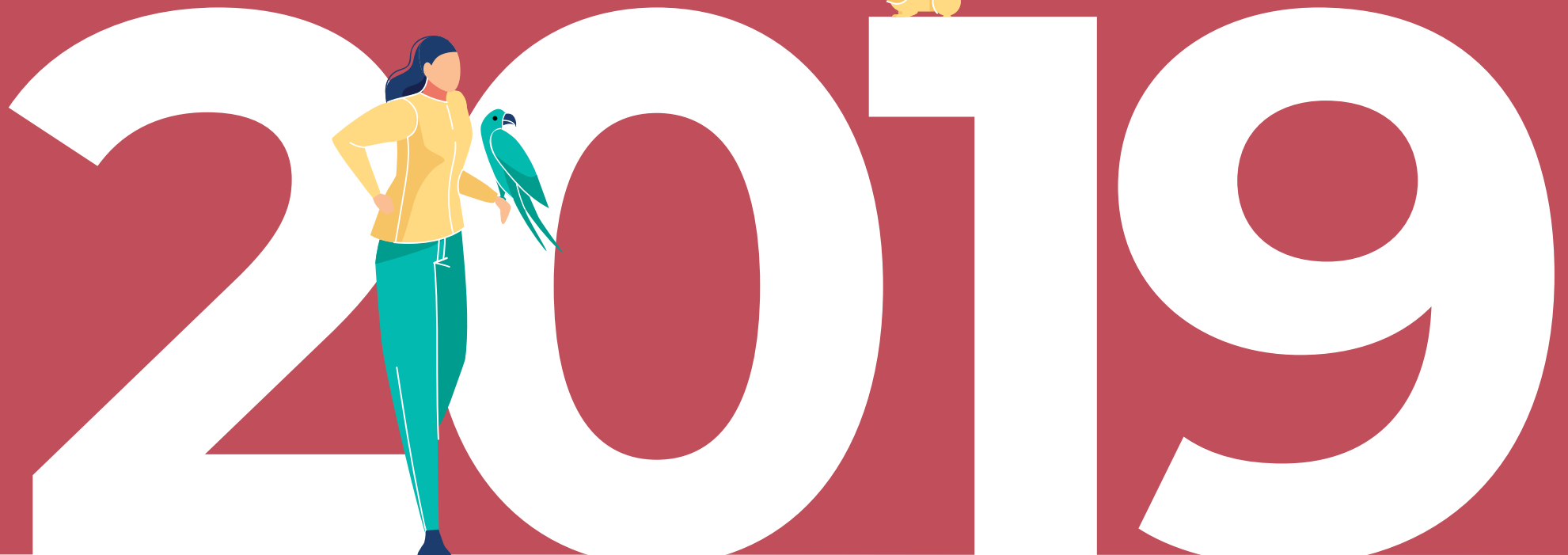


PUBLIC HEALTH

The College supports veterinary initiatives which promote public and animal health and welfare. Physicians, ecologists and veterinarians all share the responsibility of managing and controlling threats to public health.

- Policy development on humane animal handling and restraint and on pain management
- Antimicrobial stewardship program education
- Monitoring provincial animal welfare agenda

YEAR AT A GLANCE



2019 AT A GLANCE LICENSURE



5013 LICENCES
ISSUED TO
VETERINARIANS
IN ONTARIO
(61% FEMALE / 39% MALE)



1108 LICENCES
ISSUED TO
VETERINARIANS
EDUCATED OUTSIDE
OF CANADA AND THE
UNITED STATES



**301 CERTIFIED
SPECIALISTS**



**276 SUCCESSFUL
NEW APPLICATIONS**
FROM VETERINARIANS WANTING
TO WORK IN ONTARIO



**WHERE
VETERINARIANS WORK**
**3857 LICENSED VETERINARIANS WORK
IN PRIVATE PRACTICE IN ONTARIO**
229 work in education / **290** work
in government at either municipal,
provincial or federal level /
637 are inactive or work in another
area of veterinary medicine



**129 VETERINARIANS
RESIGNED**
3% RATE OF ATTRITION

LICENCE TYPES:
4833 general licences / **101** restricted /
18 academic / **13** educational /
14 public service / **44** postgraduate and resident



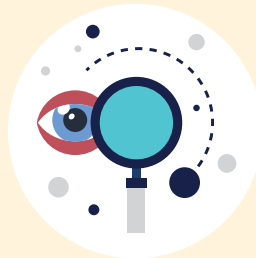
2019 AT A GLANCE

INVESTIGATIONS & RESOLUTIONS

COMPLAINTS COMMITTEE



202 COMPLAINTS
INVOLVING **258 VETERINARIANS**



7 CASES REFERRED TO THE
DISCIPLINE COMMITTEE



148 CASES WHERE THE
COMPLAINTS COMMITTEE HAD
NO CONCERNS



79 VETERINARIANS
RECEIVED WRITTEN OR VERBAL ADVICE
OR COMPLETED AN UNDERTAKING BY
THE COMPLAINTS COMMITTEE

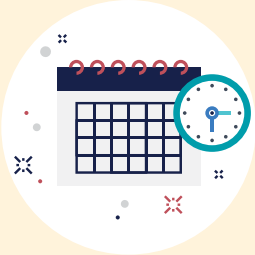
APPEALS OF COMPLAINTS COMMITTEE DECISIONS

12 new appeals / **2** appeals withdrawn prior to
HPARB* review / **10** appealed cases confirmed /
2 appealed cases returned / **3** appealed cases
dismissed by HPARB (frivolous & vexatious)

*Health Professions Appeal and Review Board

2019 AT A GLANCE INVESTIGATIONS & RESOLUTIONS continued...

DISCIPLINE COMMITTEE



22 DAYS OF
**DISCIPLINE
COMMITTEE
HEARINGS**

**6 APPEALS OF DISCIPLINE
COMMITTEE DECISIONS**

4 appealed to Divisional Court /
1 dismissed by all Courts / 1 dismissed
by Divisional and Appeal Courts



11 CASES

INVOLVING 13 VETERINARIANS HEARD
BY THE DISCIPLINE COMMITTEE
7 reached agreement / 4 were contested /
2 adjourned sine die

EXECUTIVE COMMITTEE



**8 REGISTRAR'S
INVESTIGATIONS**



12 CLAIMS OF
**UNAUTHORIZED
PRACTICE**
INVESTIGATED

4 NOTICES OF INTENTION

BY THE EXECUTIVE COMMITTEE TO
APPOINT A BOARD OF INQUIRY



**44 LETTERS OF ADVICE
OR CAUTION / 4 REMEDIAL
UNDERTAKINGS**

BY THE EXECUTIVE COMMITTEE



2019 AT A GLANCE

QUALITY PRACTICE



24 VETERINARIANS PARTICIPATED
IN THE FINAL PHASE OF THE
**PEER ADVISORY
CONVERSATION
PILOT PROJECT**

VETERINARIANS LOGGED
AN AVERAGE OF **111 HOURS** OF
**CONTINUING
PROFESSIONAL
DEVELOPMENT**
IN 2018



**1840 INQUIRIES ANSWERED
THROUGH THE COLLEGE'S
PRACTICE ADVISORY
SERVICE**



**TOP 3 INQUIRIES
FROM VETERINARIANS AND VETERINARY STAFF:**
DISPENSING MEDICATION; MEDICAL RECORDS;
VETERINARIAN-CLIENT-PATIENT RELATIONSHIP

**TOP 3 INQUIRIES
FROM THE PUBLIC:**
REFERRED ELSEWHERE;
PRESCRIBING MEDICATION;
DISPENSING MEDICATION



2019 AT A GLANCE

FACILITY ACCREDITATION



2371 VETERINARY FACILITIES
ACCREDITED



431 VETERINARY FACILITIES
INSPECTED

38 REQUESTS FOR EXEMPTIONS
TO THE MINIMUM STANDARDS FOR VETERINARY
FACILITIES IN ONTARIO. DEFICIENCIES WERE
NOTED IN 85% OF FACILITIES INSPECTED.



2019 AT A GLANCE

CONSULTATIONS



SIX POLICY TOPICS
SHARED FOR CONSULTATION



120+ IDEAS,
FEEDBACK SUBMITTED
DURING POLICY
CONSULTATIONS



176 DAYS OF
CONSULTATION
WITH THE PUBLIC AND
THE PROFESSION

2019 AT A GLANCE

PROFESSIONAL
CORPORATIONS



124 NEW
**PROFESSIONAL
CORPORATIONS**

1534 ACTIVE
PROFESSIONAL
CORPORATIONS



2019 AT A GLANCE

COMMUNICATIONS



175,000 VISITS
TO CVO.ORG



137,000 ONLINE
VISITS TO THE
COLLEGE'S
**PUBLIC
REGISTER**
THROUGH THE FIND
A VETERINARIAN
SEARCH FEATURE



2800 VIEWS AND LISTENS
TO THE COLLEGE'S
VIDEOS & PODCASTS



950 SUBSCRIBERS
TO THE COLLEGE'S
PUBLIC NEWSLETTER

PROGRAM HIGHLIGHTS

LICENSURE

CVO Jurisprudence Exam: Veterinarians need to have current knowledge and understanding of jurisprudence for the delivery of effective, lawful, safe and ethical veterinary practice. That is demonstrated through successful completion of the CVO Jurisprudence Exam. An updated exam was launched in the fall of 2018. The exam has 105 questions and takes three hours to complete.

Internationally Educated Veterinarians Project: The College undertook a research project to better understand the supports that internationally educated veterinarians need to transition into practice in Ontario. A final report was submitted to the Ontario government, who provided funding for the project. Council directed the Registration Committee to analyze the report to determine future action.

REGISTRATION COMMITTEE

Deidentifying Information: The Registration Committee has removed identifying information from licence application documents. This change enhances fairness and reduces potential bias.

Alternative Pathways: The Registration Committee has granted general licences to two applicants that are graduates of an unaccredited school who have completed the Program for the Assessment of Veterinary Education Equivalence (PAVE). The PAVE program is a multi-step licensure pathway comprised of two multiple choice exams and requires completion of a clinical year at an accredited veterinary school.

Applications: The Registration Committee reviewed 200 applications for licensure which included 121 graduands.

Licensure Requirements Updated: Questions relating to academic and licensing examination misconduct have been added to the licence application form. Applicants are asked to declare if allegations of misconduct had been made or if they had been suspended, expelled or penalized for misconduct by a post-secondary institution or an organization that conducts examinations.

Veterinarians need to have current knowledge and understanding of jurisprudence for the delivery of effective, lawful, safe and ethical veterinary practice.



PROGRAM HIGHLIGHTS continued...

QUALITY PRACTICE

Peer Advisory Conversation: Phase Four of the PAC pilot was completed. Overall, conversation participants spoke positively about the supportive nature of the conversation and that the conversation was voluntary and confidential. The conversation will be launched in 2020.

Peer Review of Medical Records: In spring 2019, the Peer Review of Medical Records program became a mandatory component of the College's Quality Assurance Program with oversight by the Quality Assurance Committee. Changes to the PRMR process include revised selection criteria, measures for determining a successful assessment, and re-evaluation of records for practices that do not achieve a successful result in their assessment.

Learning Modules: Two new online learning modules were added this year. Foundations for Medical Record Keeping: Food Producing Animal, Equine and Poultry presents a series of self-study modules to assist veterinarians and team members in understanding the medical record keeping requirements. As well, The Elephant in the Room: Money Talk with Clients supports veterinarians in effectively communicating about the costs of veterinary care and financial issues.

ACCREDITATION

New Facility Accreditation Standards: Council approved the draft standards for the new facility accreditation inspection model, which uses an outcomes-based approach and reflects the scope of services provided at the veterinary facility. The review of the standards will continue through a pilot project in 2020.

Accreditation Inspection Results: Deficiencies were identified in 85% of facilities inspected last year. A significant area of risk to the public is the non-compliance with the management of controlled drugs. In efforts to address this concern, a veterinary facility which is not performing the weekly controlled drug audit will be referred by the Registrar to the Accreditation Committee. The Accreditation Committee may impose conditions and limitations on the Certificate of Accreditation, such as a shorter renewal term and possibly unannounced inspections.

Accreditation Hearing: In July 2019, an Accreditation Committee panel found a companion animal hospital ceased to meet the qualifications, requirements and standards prescribed for the issuance or renewal of a certificate of accreditation.

“As professionals that the general public trusts and looks to for guidance, I feel it is our responsibility to maintain the highest standards of care, education, and professionalism. Programs like this that allow us to check in and ensure we are meeting all expectations are very useful.”

– COMMENT FROM A PEER ADVISORY CONVERSATION PARTICIPANT



POLICY DEVELOPMENT & INTERPRETATION

In 2019, Council's work on public policy covered the following areas:

All standards and policies undergo extensive consultation prior to approval by Council. Council reviews all feedback to make informed decisions. Consultation summaries are available on the College website and provide an overview of input received and Council's decision-making process.

**HUMANE ANIMAL
HANDLING AND
RESTRAINT BY
VETERINARIANS**

Rabies and Reporting Bites

PRESCRIBING DRUGS

Telemedicine

Pain Management

COLLEGE BY-LAWS

Personal Use Accounts

Cannabis Act and Veterinary Medicine

ANIMAL WELFARE

**VETERINARY
EUTHANASIA**

**Modernization of
the Veterinarians Act**

INTERNATIONALLY EDUCATED VETERINARIANS

**Antimicrobial
Stewardship**

**After-Hours
Care Services**

Code of Ethics

Rabies Programs

Professionalism for Veterinarians

**FACILITY
ACCREDITATION
STANDARDS**

LOOKING AHEAD IN 2020

Moving into 2020, the College will continue to strengthen an outcomes-focused approach in order to fully demonstrate the impact of regulation on safe, quality veterinary medicine.

The College is in the risk business. We understand risk patterns and trends in the practice of veterinary medicine and develop 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.

The College looks forward to launching a refreshed strategic plan in 2020 which will provide strategic guidance through to 2023.

The College Council and staff value their varied partnerships with the public, industry, government, associations, and, of course, veterinarians in assuring the effective regulation of veterinary medicine in Ontario.

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

2020 initiatives will include:

- **Launching the pilot project to review the new model and standards for veterinary facility accreditation**
- **Publishing new and revised policy guidance on non-drug veterinary products, complementary and alternative veterinary medicine**
- **Revising the Code of Ethics to assist veterinarians with decision-making**
- **Introducing the voluntary Peer Advisory Conversation for use by veterinarians**
- **Updating the practice standard on telemedicine**
- **Continuing work on the modernization of the Veterinarians Act**



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 the year.

THANK YOU for your involvement in profession-based regulation in the public interest.



CVO COUNCIL, COMMITTEES & STAFF

COUNCIL

Dr. Patricia Lechten, *President*

Dr. Susan Warren, *1st Vice-President*

Dr. Tyrrel de Langley, *2nd Vice-President*

Dr. Patricia Alderson

Dr. Peter Borgs

Ms. Diane Freeman

(term ended June 2019)

Dr. Lorie Gold

Mr. Andrew J. Glenny

Dr. Christine Hickman

Dr. Steven Jacobs

Dr. Shannah Kavonic

Ms. Joy Levison

(term started August 2019)

Mr. Donald Mayne

Dr. Paula Menzies

Ms. Claudia Newman

(term ended June 2019)

Dr. Alana Parisi

Ms. Rena Spevack

(term started August 2019)

Dr. Sarah Thompson

Dr. Wade Wright



COMMITTEES

Executive

Dr. Patricia Lechten,
President
Dr. Susan Warren,
1st Vice President
Dr. Tyrrel de Langley,
2nd Vice President
Dr. Steven Jacobs,
Past President
Mr. Donald Mayne,
Public Member

Governance, Audit and Risk Committee

Mr. Donald Mayne, *Chair*
Dr. Steven Jacobs
Dr. Patricia Lechten
Dr. Susan Warren

Registration Committee

Dr. Paula Menzies, *Chair*
Dr. Peter Borgs
Mr. Andrew Glenny
Dr. Alana Parisi
Dr. Hamid Rezaei Koupaei

Complaints Committee

Mr. Andrew Glenny, *Chair*
Dr. Kristin Baird
Dr. Ehab Hanna
Dr. Moyra Horner
Dr. Louise Kelly
Dr. Lisa Schwarz
Dr. Naomi Scromeda
Dr. LeeAnn Sealey
Dr. Natalie Soligo
Dr. Wade Wright

Accreditation Committee

Dr. Lorie Gold, *Chair*
Dr. Patricia Alderson
Dr. Christine Hickman
Dr. Sara Untch

Quality Assurance Committee

Dr. Sarah Thompson, *Chair*
Dr. Sue Burlatschenko
Dr. Robert Berger
Dr. Shannah Kavonic
Mr. Donald Mayne

Discipline Committee

Dr. Steven Jacobs, *Chair*
Dr. Patricia Alderson
Dr. Martin Appelt
Dr. Trevor Bachelder
Dr. Peter Borgs
Dr. Tyrrel de Langley
Dr. Scott Gardiner
Dr. Meredith Geldart
Mr. Andrew Glenny
Dr. Lorie Gold
Dr. Christine Hickman
Dr. Douglas Hoover
Dr. Shannah Kavonic
Dr. Harold Kloeze
Dr. Lena Levison
Ms. Joy Levison
Dr. Clayton Mackay
Mr. Donald Mayne
Dr. Paula Menzies
Dr. Alana Parisi
Dr. Liz Saul
Ms. Rena Spevack
Dr. Sarah Thompson
Dr. Susan Warren
Dr. Wade Wright

STAFF

Registrar's Office

Jan Robinson, *Registrar & CEO*
Anita Lovrich, *Executive Partner,
Policy*
Sarah Kirby, *Policy & Projects
Specialist*
Kim Huson, *Executive Partner,
Communications*

Corporate Services

Beth Ready, *Executive Partner,
Corporate Services*
Sarah Ellery, *Records & Risk Officer*
Ashley Coles, *Business
Intelligence Analyst*
Leigh Bottomley, *Business Analyst*
Stephanie Lamarche,
Ambassador, Corporate Services

Licensure

Shilo Tooze, *Associate
Registrar, Licensure*
Lindsay Sproule, *Principal,
Licensure & Professional
Corporations*

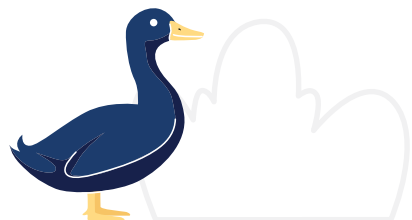
Sarah Adams, *Associate, Licensure
& Professional Corporations*
Rose Robinson, *Principal,
Investigations & Resolutions*
Martin Fischer, *Investigations
& Inspections Specialist*
Cindy Rose, *Associate,
Investigations & Resolutions*
Gabriella Klosak, *Associate,
Licensure & Investigations*

Quality Practice

Dr. Kim Lambert, *Associate
Registrar, Quality Practice*
Dr. Colette Larocque,
Practice Advisor
Dr. Susan Sabatini,
Practice Advisor
Emily Ewles, *Principal, Quality
Assurance & Improvement*
Aneeta Bharij, *Principal,
Accreditation*
Cindy Tang, *Associate,
Quality Practice*

Accreditation Inspectors

Mr. Wilf Muller
Mr. Adrian Darmon



SUMMARY FINANCIAL STATEMENTS



REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Members,
College of Veterinarians of Ontario

OPINION

The summary financial statements, which comprise the summary statement of financial position as at September 30, 2019, 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, 2019 and for the year then ended.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria disclosed in the summary financial statements.

SUMMARY 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 and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the College of Veterinarians of Ontario and the auditor's report thereon.

THE AUDITED FINANCIAL STATEMENTS AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial statements in our report dated December 5, 2019.

MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY 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 whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810 "Engagements to Report on Summary Financial Statements".

Cowperthwaite Mehta
Chartered Professional Accountants
Licensed Public Accountants
December 5, 2019
Toronto, Ontario

SUMMARY STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2019

ASSETS	2019	2018
Current assets		
Cash	\$ 151,990	\$ 114,275
Investments	817,591	454,895
Accounts receivable	60,366	79,269
Prepaid expenses	58,425	92,105
	1,088,372	740,544
Other assets		
Investments — long term	1,818,000	1,968,000
Capital assets		
Tangible	848,502	970,987
Intangible	323,334	248,347
	1,171,836	1,219,334
	\$ 4,078,208	\$ 3,927,878

LIABILITIES AND NET ASSETS	2019	2018
Current liabilities		
Accounts payable and accrued liabilities	\$ 227,381	\$ 269,001
Capital lease obligations — short term portion	78,063	100,101
	305,444	369,102
Long term liabilities		
Capital lease obligations — long term portion		78,063
	305,444	447,165
Net assets		
Invested in capital assets	1,093,773	1,041,170
Unrestricted	2,678,991	2,439,543
	3,772,764	3,480,713
	\$ 4,078,208	\$ 3,927,878

SUMMARY STATEMENT OF OPERATIONS FOR THE YEAR ENDED SEPTEMBER 30, 2019

REVENUE	2019	2018
Registration fees	\$ 4,946,908	\$ 4,803,394
Premises inspection fees	142,059	117,945
Penalties and other	109,408	100,281
Corporate registration fees	100,600	92,550
Application and examination fees	96,375	90,475
Interest	83,573	66,113
	5,478,923	5,270,758

Criteria applied in the preparation of the summary financial statements

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

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

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

EXPENSES	2019	2018
Staffing and related	2,224,527	2,101,162
Legal	901,320	1,089,982
Council and committees	392,795	339,140
Information management system	299,765	226,074
Office facilities	164,933	189,458
Bank and credit card charges	161,591	153,968
Investigations and hearings	117,662	127,981
Office and general	92,516	107,241
Professional health program	86,890	98,110
Insurance	81,236	81,381
Quality assurance	77,213	47,396
Policy development	62,138	113,770
Networking and representation	61,211	71,489
Communication	58,088	61,288
Premises inspections	54,616	57,108
Accounting and audit	45,125	40,290
Special projects	41,438	
Exam administration	19,980	92,478
Interest on capital leases	5,383	17,163
Amortization	238,445	204,920
	5,186,872	5,220,399
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$ 292,051	\$ 50,359

MISSION

GOVERNING THE PRACTICE
OF VETERINARY MEDICINE

VISION

INSTILLING PUBLIC
CONFIDENCE
IN VETERINARY
REGULATION



THE COLLEGE OF
VETERINARIANS
OF ONTARIO



College of Veterinarians of Ontario

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