

Annual Report **2022**



Welcome to our 2022 Annual Report

We are the College of Veterinarians of Ontario and we regulate the practice of veterinary medicine in Ontario. We serve the public by understanding the risks involved in the practice of veterinary medicine and working with our partners to reduce the potential for harm to animals and people.



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What do we do?



We ensure Ontario's veterinarians **practise competently and safely** while meeting the requirements **for licensure**.

We develop and set **practice standards** and policies that support the public's access to **safe, competent veterinary medicine**.



We **inspect and accredit veterinary facilities** so they provide a professional environment and contain essential equipment for patient care.



We **address concerns or complaints** about the conduct of veterinarians.

We provide **programs** to encourage veterinarians **to engage in ongoing quality improvement** and to **demonstrate professionalism** throughout their careers.



We **engage and educate the public** about the role of the College and what they should expect from their veterinarian.

We provide a **Public Register** to help the public make **informed choices** about their veterinarian and veterinary facility.

Leadership Message

Making a Difference in a New World

This last year is almost indescribable. It is like moving fast and moving slow all at once. Emerging from the clutches of the pandemic has demanded patience. And time has been confounding — what really happened when? Making progress has at times felt like pushing heavy weights uphill.

But here we are converting the word “problem” into “what is next”.

In finding our way, the College has relied heavily on the direction and wisdom of its Council and on the commitment and skill of its staff. Their steadfast approach to a brighter future has kept our focus on the future and not planning a return to the days before COVID-19. This is paramount to embracing a new world view and finding solutions to the challenges we face — some old, most new.

Our past year is about optimism and the list is long:

- A move to a new location;
- A new look and logo;
- New ways of working — celebrating the hybrid environment;
- A new focus on wellness for all;
- New voices in decision making;
- A new strategic plan in development; and
- High hopes for new legislation.



Dr. Lorie Gold
COUNCIL PRESIDENT



Jan Robinson
REGISTRAR AND CHIEF
EXECUTIVE OFFICER



Snapshot of the Profession

5,300+
licensed veterinarians

2,300+
veterinary facilities

This optimism also seeps into the veterinary profession that has experienced unprecedented challenges in managing staff shortages on veterinary teams at the same time as the public demand for their services escalates. The profession remains respected and needed. Veterinarians are increasingly recognized for having a key role in a healthy society. Veterinarians, veterinary technicians and other animal care professionals are working together to deliver great outcomes. And access to care for all animals is front and centre in current discussions.

Stepping up and out is what we need to continue to do to find our solid footing in this new place. We are so appreciative to walk this journey with our partners, the Ontario Veterinary Medical Association, the Ontario Association of Veterinary Technicians, the Ontario Veterinary College and the Canadian Council of Veterinary Registrars. And of course, the Ontario public and our valued veterinarians and their teams.

Here's to progress — **together.**

For more data about the veterinary profession and facilities, please visit the 2022 supplementary data report.

Strategy 2023

Strategy 2023 lays the foundation for the College's key objectives and priorities.

Strategic Objectives

- ◆ Promoting professionalism to assure quality care.
- ◆ Modernizing the oversight of the veterinary profession.
- ◆ Regulating proactively to mitigate risks.
- ◆ Championing One Health.
- ◆ Assuring impact through outcomes.

Promoting professionalism to assure quality care:

Pilot of the new Accreditation Model and Standards — 29 facilities participated with 7 different facility types, including companion animal hospitals and mobile, food animal mobiles; and hospitals, equine mobiles, specialty hospitals and spay-neuter clinics. Input gathered from the pilot will help evaluate the draft standards for clarity and consistency.

Practice Advisory Service — The College's popular Practice Advisory Service team received 1,815 requests for guidance on the College's expectations over the past year.

- The most common questions from the public dealt with a complaint about a veterinarian's conduct, business and management practices, prescribing, and COVID-19.
- The most common questions asked by veterinarians and veterinary teams were about the Veterinarian-Client-Patient Relationship (VCPR), medical records and information, dispensing, prescribing and delegation.

North American Essential Competencies Profile for Veterinary Medicine — In June, Council endorsed the North American Essential

Competencies Profile for Veterinary Medicine. The Profile describes the key competencies necessary for safe and effective practice throughout a veterinarian's career. The College is a partner in the profile project, joined by the American Association of Veterinary State Boards, the Canadian Council of Veterinary Registrars, and the International Council for Veterinary Assessment.

Standard of Care — Council is committed to providing clarification on the concept of standard of care in accordance with recommendations from a working group tasked with reviewing College expectations and potential causes of anxiety in practice related to regulation. The working group's recommendations include helping the profession understand the difference between standard of practice, standard of care, and clinical practice guidelines.

Ethics Resource Hub — The Ethics Resource Hub was launched in 2021 and consists of online tools, such as learning modules and case scenarios, to assist veterinarians with developing skills in ethical decision-making. More than 1000 visitors to cvo.org/hub made use of the Ethics Resource Hub over the past year.



Modernizing the oversight of the veterinary profession:

Regulatory Changes — The Ontario government changed Regulation 1093 related to advertising and accreditation on July 1, 2022. The changes streamline the accreditation process and increases clarity on accountability. Further, the changes pave the way for introducing a new accreditation model in 2023.

Regulatory changes relating to accreditation are:

- The facility director is required to submit all facility accreditation forms; and
- The College no longer approves veterinary facility names.

The changes also confirm that facility directors are obligated to be involved in the practice of veterinary medicine at the facilities they oversee.

Recognition of Specialties — College Council adopted a Recognition of Specialties policy statement which broadens the inclusion of specialties that are recognized by the College. The new policy statement includes the American Veterinary Medical Association — Recognized Veterinary Specialty Organizations and the European Board of Veterinary Specialisation — Recognized Veterinary Specialist Colleges as organizations that grant specialty certification to veterinarians.

Legislative Reform — The College continues to work with the Ontario Ministry of Agriculture, Food and Rural Affairs, in collaboration with the Ontario Association of Veterinary Technicians and the Ontario Veterinary Medical Association, towards the goal of modernizing the College's governing legislation, the Veterinarians Act.

Telemedicine — College Council revised its telemedicine standard with changes to aspects of the policy that focus on jurisdiction and prescribing. The College's updated standard continues to maintain safeguards related to the delivery of emergency care and management of adverse reactions.

Peer Review of Medical Records — The Peer Review of Medical Records program is a mandatory component of the Quality Assurance Program. The program was put on hold due to COVID-19 and resumed in July 2021. Last year, 105 reviews were completed with 60% receiving a successful outcome, 34% were partially successful outcome, and 6% were not successful. The College emphasizes complete medical records are central to the delivery of safe, quality veterinary medicine and provide the basis for continuity of care.

Peer Advisory Conversation — The Peer Advisory Conversation launched as a voluntary Quality Assurance program in September 2021, following a delay due to COVID-19. Although uptake is slow, the College continues to reach out to the profession to invite their involvement in the conversation.

Championing One Health:

One Health Strategy — Council remains focused on the role of veterinary medicine in One Health. Council approved the recommendations of its One Health working group. A project manager is assisting the working group, which continues to meet quarterly.

Animal Welfare Agenda — Year 3 of the Council's animal welfare agenda is in progress and includes launching an animal welfare podcast series and advancing work on decreasing regulatory barriers to accessing veterinary care in indigenous communities.

Assuring impact through outcomes:

Impact Strategy Unit — The unit is responsible for developing a plan to implement new or revised Council policies. In measuring impact, the unit reviews the goal of the policy, identified methods for implementation, and sets an evaluation plan.

The following areas are moving through the outcomes-focused regulation framework:

- Clarifying the role of the facility director
- Improving drug management
- Examining the outcomes of remedial undertakings
- Applying data from the Peer Review of Medical Records
- Promoting a culture of learning in veterinary practice
- Reinforcing the veterinarian-client-patient relationship
- Supporting good practice in antimicrobial prescribing habits



Regulating proactively to mitigate risk:

Focus on Risk — The Council discusses risks through reviewing key performance indicators at each meeting. Twice a year, the Council reviews strategic risks, those which could impact the strategic plan, the regulatory environment or veterinary practice.

Veterinary Wellness — The College is engaged in several initiatives to support well-being in the profession. The College has partnered with the Ontario Veterinary Medical Association, Ontario Association of Veterinary Technicians, and the Ontario Veterinary College to form the Ontario Collaborative for Well-Being in Veterinary Medicine to consider the opportunities for collective work on wellness in veterinary medicine in Ontario.

The Shortage of Veterinarians — The current shortage of veterinarians and veterinary technicians has contributed to challenges in after hours care, limited availability of emergency facilities, and the increased use of technology. The College, the Ontario Veterinary College and the Ontario Veterinary Medical Association are working together on measures to help address the shortage of veterinarians.

The veterinarian shortage has impacted companion animal emergency clinics in their ability to meet the conditions of their accreditation due to limited staffing. The Accreditation Committee has provided exemptions in some cases and continues to monitor the situation.

Complaints Process Improvements — A number of changes have been implemented in the complaints process this year in order to increase its efficiency. A Case Administrator has been hired to summarize issues and prepare case summaries, which is intended to increase the number of cases that can be reviewed by the Committee at each panel meeting. A Navigator has been hired to provide customer service to complainants and veterinarians involved in the process by setting reasonable expectations for the purpose of the process and the amount of time it will take to complete. Further, a resource for grieving complainants is under development to support individuals with the emotions associated with the loss of a pet.

Competency Examination and Assessment Pathways Policy Statement — In June 2022, Council approved changes to the Competency Examination and Assessment Pathways Policy Statement to reflect the NAVLE failure policy for graduates of accredited veterinary schools. Accredited school graduates are required to complete the Clinical Proficiency Examination (CPE) to qualify for a certificate of qualification after three or more NAVLE fails.

CVO Jurisprudence Exam — The College launched the refreshed CVO Jurisprudence Exam in February 2022. Licensees who could not complete the exam during the pandemic

are required to successfully complete the CVO Jurisprudence Exam to maintain licensure.

Exam Advisory Group — In September 2022, Council established a CVO Jurisprudence Exam Advisory Group. It is responsible for supporting the exam maintenance and scoring process and facilitate continuous quality improvement of the CVO Jurisprudence Exam. The group will begin working towards a refreshed exam in 2023.

Fair Access to Regulatory Professions and Compulsory Trades Act (FARPACTA) — FARPACTA includes requirements for regulatory bodies related to ensuring transparency, objectivity, impartiality and fairness in its licensure/registration decisions. The Working for Workers Act 2022 sets requirements for regulators related to language proficiency testing, Canadian experience, decision-making timelines for processing of licensure applications and emergency registration plans. The College already meets the majority of the new requirements and submits its Fair Registration Practices Report to the Office of the Fairness Commissioner annually. The College continues to explore opportunities for continued improvement of its processes.





Our Commitment to Inclusion

The College has embraced our commitment to inclusion:

- To promote and strengthen our organizational culture to be person-centered and compassionate,
- To identify and implement initiatives that promote humility and respect amongst veterinary professionals, and
- To conduct an independent review of College processes and practices to identify and address bias and systemic racism,
- To collaborate with our stakeholders and contribute to solutions advocating for changes that address discrimination in the sector.

The College's work over the past year has included establishment of an Inclusion, Diversity, Equity and Access task force to consider the independent audit report and contribute to a workplan.

Compassionate Regulation

The College seeks opportunities to enhance its relationship with the public and its licensed members. This work includes exploring opportunities that create a more positive experience for our customers.

800+
responses

have been received to a customer experience survey that was distributed to veterinarians and members of the public.

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, 2022, 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, 2022 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 7, 2022.

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”.

Mehta Professional Corporation
Chartered Professional Accountants
Authorized to practice public accounting by the Chartered Professional Accountants of Ontario
December 7, 2022 — Toronto, Ontario

Summary Statement of Financial Position as at September 30, 2022

	2022	2021
ASSETS		
Current assets		
Cash	\$ 254,801	\$ 463,469
Accounts receivable	64,616	74,527
Investments	3,851,336	973,352
Prepaid expenses	263,183	145,898
	<u>4,433,936</u>	<u>1,657,246</u>
Investments – long term	<u>3,253,517</u>	<u>2,562,000</u>
Capital assets		
Tangible	169,074	774,328
Intangible	-	60,018
	<u>169,074</u>	<u>834,346</u>
	<u>\$ 7,856,527</u>	<u>\$ 5,053,592</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	<u>\$ 372,675</u>	<u>\$ 356,054</u>
Net assets		
Invested in capital assets	169,074	834,346
Unrestricted	<u>7,314,778</u>	<u>3,863,192</u>
	<u>7,483,852</u>	<u>4,697,538</u>
	<u>\$ 7,856,527</u>	<u>\$ 5,053,592</u>

Summary Statement of Operations

for the year ended September 30, 2022

	2022	2021
REVENUE		
Registration fees	\$ 5,323,080	\$ 5,173,594
Premises inspection fees	233,333	41,324
Corporate registration fees	197,200	177,000
Application and examination fees	128,429	85,325
Interest	100,976	66,587
Penalties and other	60,243	149,443
	<u>6,043,261</u>	<u>5,693,273</u>
EXPENSES		
Staffing and related	2,749,238	2,400,506
Legal	821,858	888,250
Council and committees	439,883	256,403
Information management system	296,193	337,058
Office facilities	216,937	126,120
Bank and credit card charges	172,479	173,727
Special projects	161,025	21,624
Policy development	103,282	105,647
Insurance	103,214	85,735
Premises inspections	85,348	25,043
Investigations and hearings	66,044	76,249
Office and general	62,634	66,593
Communication	55,517	52,161
Exam administration	52,506	112,197
Networking and representation	45,971	6,996
Accounting and audit	42,000	44,845
Professional health program	40,618	58,056
Quality assurance	33,779	27,007
Amortization	106,459	190,092
	<u>5,654,985</u>	<u>5,054,309</u>
Excess of revenue over expenses from operations	388,276	638,964
Gain on sale of land and building	<u>2,398,038</u>	<u>-</u>
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	<u>\$ 2,786,314</u>	<u>\$ 638,964</u>



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.



Public confidence
in veterinary regulation.

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**For more information
on the College and
its Council, visit:**

cvo.org



Supplementary Data Report

2022

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Important Notes for this Report

This report supplements the College of Veterinarians of Ontario's 2022 Annual Report and is intended to provide a transparent view of the trends over the past five years for a number of data points collected and publicly reported by the College.

It should also be noted that this report follows College's fiscal year, which runs from September 30, 2021 to October 1, 2022.



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Licensure

Licences Issued

	2018	2019	2020	2021	2022
Total licences issued	4,878	5,013	5,124	5,247	5,386
Rate of attrition	2.0%	3.0%	3.0%	2.9%	2.9%

Licences Issued by Gender

	2018	2019	2020	2021	2022
Licences issued to females	2,938	3,059	3,169	3,273	3,376
Licences issued to males	1,940	1,954	1,955	1,974	1,998
Licences issued to nonbinary individuals	Not reported				4
Licences issued to individuals who preferred not to declare their gender	Not reported				8

Internationally Educated Veterinarians

Licences issued to veterinarians educated outside of Canada and the United States

	2018	2019	2020	2021	2022
Licences issued	1,008	1,108	1,183	1,291	1,411

Licences Issued by Type

	2018	2019	2020	2021	2022
General licences issued	4,711	4,833	4,926	4,997	5,137
Restricted licences issued	80	101	116	163	161
Academic licences issued	18	18	15	14	14
Postgraduate and resident licences issued	41	44	41	45	47
Educational licences issued	12	13	11	12	11
Public service licences issued	15	14	15	16	16



Applications Reviewed by the Registration Committee

	2018	2019	2020	2021	2022
Total applications reviewed by the Registration Committee	168	200	207	255	237
Graduand specific applications reviewed by the Registration Committee	120	121	124	125	120
Appeals to the HPARB	0	0	0	0	1

Licensed Members Places of Work

	2018	2019	2020	2021	2022
Private practice	3,824	3,857	4,193	4,193	4,322
Industry	310	373	156	97	103
University or other educational institutions	266	229	297	278	270
Federal Government	241	244	240	219	234
Provincial Government	26	32	27	26	30
Municipal Government	10	14	7	8	7
Other workplaces	201	264	191	101	112
Inactive	Not reported	Not reported	13	325	308

Certified Specialists

Total specialists followed by the top five specialties in the province.

	2018	2019	2020	2021	2022
Total number of certified specialists in Ontario	301	301	302	317	324
Certified by the American College of Veterinary Pathologists	43	45	42	43	44
Certified by the American College of Veterinary Surgeons Small Animal	38	35	35	37	37
Certified by the American College of Veterinary Internal Medicine Small Animal	34	34	33	31	33
Certified by the American College of Poultry Veterinarians	20	20	20	18	17
Certified by the American College of Veterinary Anesthesia and Analgesia	14	15	16	16	15



Accreditation

Accredited Facilities and Inspections

	2018	2019	2020	2021	2022
Accredited facilities	2,344	2,371	2,388	2,405	2,378
Inspections	495	431	550	307	879
Requests for exemptions	34	38	46	48	56

Appeals to Health Professions Appeal and Review Board

	2018	2019	2020	2021	2022
Appeals	0	0	1	0	0

Most Common Deficiencies Noted in the Accreditation Process

2020	• Lack of evidence of a weekly audit of controlled drug inventory. • Lack of proper labels on secondary drug storage containers containing the name, strength, lot number and expiry date of the drug • The facility does not contain material for positive contrast gastrointestinal radiography.
2021	• Lack of evidence of a weekly audit of controlled drug inventory. • Lack of proper labels on secondary drug storage containers containing the name, strength, lot number and expiry date of the drug. • Lack of material in the facility for positive contrast gastrointestinal radiography.
2022	• Lack of evidence of a weekly audit of controlled drug inventory. • Lack of proper labels on secondary drug storage containers containing the name, strength, lot number and expiry date of the drug. • Fees and charges, showing separately those for drugs and those for advice or other services included in the records.

Investigations and Hearings

Matters Dealt with by the Complaints Committee

	2018	2019	2020	2021	2022
Complaints reviewed	236	202	194	170	216
Number of veterinarians involved	245	258	253	211	273

Complaints Committee Decisions

	2018	2019	2020	2021	2022
Received written or verbal advice or completed an undertaking	92	79	92	63	56
Referred to Discipline Committee	7	7	6	5	4
Frivolous and vexatious	17	5	0	5	12
Withdrawn	11	7	3	7	13
No concerns	153	148	120	110	172

Appeals of Complaints Committee Decisions

	2018	2019	2020	2021	2022
New appeals (ongoing)	18	12	11	11	20
Withdrawn prior to HPARB review	2	2	0	0	3
Appealed cases confirmed	16	10	9	6	12
Appealed cases returned	1	2	1	0	0
Appealed cases dismissed by HPARB	0	3	1	1	1

Matters Dealt with by the Discipline Committee

	2018	2019	2020	2021	2022
Days of hearings	21	22	30	17	16.5
Number of veterinarians	7	13	12	10	9
Cases heard	0	11	14	14	7
Pre-hearing conferences	6	12	10	7	6

Outcomes of Cases Before the Discipline Committee

	2018	2019	2020	2021	2022
Agreements	2	7	6	4	2
Contested	5	4	5	3	5
Uncontested	0	0	0	0	1
Waiting to be heard by Discipline Committee	12	3	3	10	2
Adjourned sine die	0	2	1	2	0
Motion hearings	0	0	2	2	0

Appeals of Discipline Committee Decisions

	2019	2020	2021	2022
Appeals	6	7	4	6

Matters Dealt with by the Executive Committee

	2018	2019	2020	2021	2022
Registrar's investigations	7	8	13	17	12
Claims of unauthorized practice investigated	14	12	8	11	8

Outcomes of Matters Dealt with by the Executive Committee

	2018	2019	2020	2021	2022
Letters of advice, caution, no further action	41	44	28	11	6
Mutual acknowledgment and undertakings	6	4	4	2	2
Referral to Discipline Committee	5	0	6	0	1
Notice of intention to appoint board of inquiry	0	4	0	2	3

Mediated Resolutions Program

	2018	2019	2020	2021	2022
Number of successful mediations	1	0	0	2	1

Professional Corporations

	2018	2019	2020	2021	2022
New Professional Corporations	68	124	88	141	128
Active Professional Corporations	1,472	1,534	1,552	1,583	1,559

Quality Practice

Continuing Professional Development

	2017	2018	2019	2020	2021
All licensed members (average number of hours reported)	142	111	105	98	102
Graduated in last 5 years	117	97	87	80	91
In clinical practice	128	102	99	95	98
In non-clinical practice	201	201	130	110	115

Peer Advisory Conversation

	2018	2019	2020	2021	2022
Veterinarians participated	18	24	Put on hold due to COVID-19.	N/A - Launched late 2021	6

Practice Advisory Service

	2018	2019	2020	2021	2022
Requests for practice advisory service	1,650	1,840	1,878	1,822	1,815

Top Three Practice Advisory Question Topics Asked by Members of the Public

2020	2021	2022
1. COVID-19 2. Referred to appropriate contact 1. Clinical practice and standards of care	1. COVID-19 2. Clinical practice and standards of care 3. Business and management practices	1. Complaints 2. Business and Management Practices 3. Prescribing

Top Three Practice Advisory Question Topics Asked by Members of the Profession

2020	2021	2022
1. Referred to appropriate contact 2. Veterinarian-Client-Patient Relationship (VCPR) 3. Dispensing	1. Veterinarian-Client-Patient Relationship (VCPR) 2. Medical records 3. Dispensing	1. Veterinarian-Client-Patient Relationship (VCPR) 2. Medical records 3. Dispensing