

ANNUALREPORT **2004**



THE COLLEGE OF VETERINARIANS OF ONTARIO

The principal object of the College is to regulate the practice of veterinary medicine and to govern its members in accordance with this Act, the regulations and the by-laws in order that the public interest may be served and protected.

Veterinarians Act, 1989

3.-(1)

The Vision

“Complete public trust through professional excellence”

The Mission

“To protect the public by regulating and enhancing the veterinary profession in Ontario”

Core Values

Integrity
Equity
Transparency
Responsiveness

Key Result Areas

Government Relations
Quality Assurance
Public and Member Communication and Education

PRESIDENT'S/COUNCIL ANNUAL REPORT

As I look back over my year as President, I am struck by the sheer volume of issues that were handled by Council with the capable and dedicated assistance of the CVO staff. Council adopted the **Strategic Plan: 2004 and Beyond** in January, which gave clear direction to Council, CVO committees and staff as we progressed through the year.

President's Representation

In addition to chairing Council and Executive Committee meetings, I attended a number of functions throughout the year. The OVMA conference in Ottawa included meetings with OAVT and CVMA, and I did attend some of the excellent continuing education sessions as well.

I also attended the CVMA conference in Quebec City, which included the Summit of Veterinary Leaders and a presentation by the National Examining Board. November found me at the CVMA Leadership Conference in Ottawa. A little closer to home, I very much enjoyed the annual Student Soiree with the graduating class of 2004.

On my behalf, Dr. Alma Conn, vice-president, attended the Grey-Bruce Veterinary Association Conference, the Northern Ontario Veterinary Association Conference, and attended the convocation for the graduating class of OVC. Dr. Mark Spiegle, past president, addressed the first year class of OVC and Dr. Michele Dutnall addressed the Central Canada Veterinary Association Conference.

Dr. Barbara Leslie attended the Toronto Academy of Veterinary Medicine Annual General Meeting.

Finance

Council, through Board Governance, had clear guidelines for supervision of the budget. Annual licensing fees were increased to counter rising costs associated with the CVO's discipline function. It is the first fee increase in over a decade.

Councillor Changes

Council said good-bye to five very capable members this year, whose terms of office were completed. Professional members, Dr. **Steve Stewart**, Dr. **Cheryl Yuill**, Dr. **Deji Odetoyinbo** and Dr. **Wendy Parker** stepped down in November and one of our public members, Mr. **T.G. Menen**, completed his appointment to Council in June. Each of them has made a valuable contribution to the public through their service. Mr. Paul Tripp, public member, retired in January 2004 and we also suddenly and sadly lost Mr. **Mike Johnston**, a public member who always put a positive spin on issues.

We welcomed our new councillors, Dr. **Tim Arthur**, Dr. **Sheila Etue**, Dr. **Grant Maxie**, Mr. **Don Stobo**, Dr. **Lois Valli**, and Mr. **James Williams**.

In closing, I have to say that my year as President has been an exciting and memorable time. I have had the privilege of "giving something back." I know that those who follow in my footsteps will find themselves challenged at times, but always surrounded by an atmosphere of excellence.



Melody Mason, DVM
president

Dr. James Clark
Dr. Alma Conn
Dr. Ed Doering
Dr. Michele Dutnall
Dr. Nasim Gulamhusein
Mr. Michael Johnston
Dr. Richard Liddell
Mr. T.G. Menen
Dr. Deji Odetoyinbo
Dr. Wendy Parker
Dr. Mark Spiegle
Dr. Steven Stewart
Mr. Donald Stobo
Mr. Paul Tripp
Dr. Arie Vreugdenhil
Mr. Doug Walper
Mr. James Williams
Dr. Cheryl Yuill

Staff:

Dr. Barbara Leslie
Ms. Christine Simpson

Changes to Ontario Regulation 1093, By-laws, Minimum Standards for Veterinary Facilities in Ontario and Position Statements

Amendments to Ontario Regulation 1093

(passed June 2004)

- Licensure (sections 5(3), 7(1) and the Schedule to the Regulation)
- Remote Area Companion Animal Mobile (sections 11, 13, 14(1) and the Schedule of the Regulation)
- Confidentiality (section 17(1) 6)
- Laboratory Tests (section 17(1) 7.1)
- Disposal of Animals and Wastes (sections 17(1) 21, 22 and 22.1)
- Abandoned Animals (subsection 17(1.1))
- Ketamine and Targeted Drugs (sections 23-33)
- Drugs (sections 23(1) and (2), 27(4), 28, 29, 30, 33)
- Providing Drugs to Clients on Behalf of Another Veterinarian (sections 26 and 33)
- T-61 (section 33(f))
- Conflict of Interest (sections 42 and 43)
- Conflict of Interest: Veterinarians Working at Universities or Colleges (section 43)

By-law amendments

(ratified at the Annual General Meeting January 29, 2004)

- Succession of councillors on the Executive Committee
- Electronic motions
- Quorum for Annual General Meeting

Proposed By-law amendments

(to be presented to the membership at the Annual General Meeting January 19, 2005)

- Section 15. (Part 3 - Council - Procedure)
- Section 33.2 (Part 6 - Finance - Remuneration)
- Section 33.4 (Part 6 - Finance - Remuneration)

Amendments to the Minimum Standards for Veterinary Facilities in Ontario

(approved September 29, 2004)

- Respiratory stimulant (clause 5.5.2 of titles 1,2,3,5,6,7 and 9 and clause 4.6.2 of titles 4,8,10 and 10.1)
- Ketamine and targeted drugs (titles 1,2,3,4, 5, 5.1, 6,7,8,9,10 and 11)

Position Statements *(approved by Council June 2004)*

- Licensure of Veterinarians in Emergency Situations
- Delegating to Auxiliaries in Food Animal & Equine Practice

REGISTRAR'S ANNUAL REPORT

Guided by our Strategic Plan

The Strategic Plan developed by Council has guided many of the staff activities this year. The plan recognizes the key result areas of government relations, quality assurance and public and member communication and education.

Fostering communication with OMAF

Government relations have progressed and we were pleased to have many new regulations passed by government Cabinet this year. We enjoyed a very fruitful meeting with the Honourable Steve Peters, Minister of Agriculture and Food, and continue to have ongoing liaison with his staff.

Quality Assurance

We are in the process of designing the new Quality Assurance program, as directed by Council. Components of this program will be rolled-out later this year and throughout 2005. Early components include focus groups that will be conducted around the province, and a survey of the membership. Information gleaned from these initiatives will help to direct future developments in this exciting area.

Reaching Out to Members

Council has directed that Member Communication efforts include the goal to help members understand self-regulation and the expectations of the College. To this end, staff has

conducted "Open Exchanges" around the province over the last two years and has greatly enjoyed meeting with members to discuss concerns and ideas.

We have also embarked on the development of position statements and guidelines to facilitate a better understanding by members on the expectations of the College. This is intended to be a very interactive process, with member and stakeholder input.

The draft position statements regarding Medical Records, Licensure of Veterinarians in Emergency Situations and Delegating to Auxiliaries in Food Animal & Equine Practice were circulated and posted on the website for open consultation and comment. We are pleased that many members took these valuable opportunities to make their voices heard by Council.

Your participation is important

We will continue to strive to achieve the mission "to protect the public by regulating and enhancing the veterinary profession in Ontario."

Staff have endorsed our new Strategic Plan with excitement and energy. We invite you to share it with us.



Barbara Leslie, DVM
registrar



Melody Mason, DVM
chair

Dr. Alma Conn
Dr. Ed Doering
Dr. Mark Spiegle
Mr. Michael Johnston/
Mr. Doug Walper

Staff:
Dr. Barbara Leslie
Ms. Christine Simpson/
Ms. Beth Ready

EXECUTIVE COMMITTEE ANNUAL REPORT

Much of the Executive Committee's work relates to individual members, and must remain confidential. Hence, this report is statistical only.

During the fiscal year, the Executive Committee held 12 meetings. The committee:

- entered into 11 new Mutual Acknowledgement & Undertakings
- issued five orders for Registrar's Investigation
- made three referrals to the Discipline Committee
- issued five Letters of Advice
- reviewed the legal audit
- met with Minister Steve Peters

- forwarded one issue to legal counsel for drafting of amendments to legislation
- authorized one court action regarding alleged unlawful practice
- dealt with a total of 58 member specific issues ⁽¹⁾
- forwarded 25 issues to Council ⁽²⁾
- forwarded seven motions for ratification ⁽³⁾

(1) includes such matters as investigation of allegations and impairment issues

(2) includes proposed policies and amendments to legislation

(3) includes appointments to committees and any other business conducted by executive between council meetings that requires council ratification

Council 2003/2004



(Front row, from left): Dr. James Clark, Dr. Melody Mason, Dr. Wendy Parker, Dr. Michele Dutnall, Dr. Alma Conn, Dr. Cheryl Yuill, Dr. Nasim Gulamhusein (Second row, from left): Dr. Steve Stewart, Mr. T.G. Menen, Dr. Mark Spiegle, Dr. Arie Vreugdenhil, Dr. Richard Liddell, Dr. Deji Odetoyinbo, Mr. Doug Walper, Dr. Ed Doering (Missing from photo: Mr. Michael Johnston, Mr. Donald Stobo, Mr. Paul Tripp and Mr. James Williams)

ACCREDITATION COMMITTEE ANNUAL REPORT

The Accreditation Program is responsible for the accreditation of veterinary facilities in Ontario. There were 328 inspections performed over the past fiscal year by trained CVO inspectors.

These inspections consisted of:

- regular renewals,
- new practices,
- the addition of, or change of category (e.g., adding a mobile to a hospital or upgrading from an office to a hospital),
- changes of ownership, and
- facilities that relocated.

All veterinary facilities in Ontario must meet, or be exempted from, the *Minimum Standards for Veterinary Facilities in Ontario*, which are developed under the authority of the *Veterinarians Act*. Staff handle daily calls and inquiries, act as a resource to members, and process accreditations which have no requests for exemptions or consideration of specific circumstances.

Requests for exemptions and special circumstances are referred to the Accreditation Committee. The committee also considers circumstances that may require amendments to the *Minimum Standards*. The CVO council must approve such amendments.

During the past year, the committee held seven meetings (three by teleconference), at which they reviewed 12 requests for exemptions, and reviewed three cases.

Some of the policy topics that the committee discussed over the year covered:

- Doxopram Hydrochloride,
- amendments to the *Minimum Standards*,
- specialty practices,
- the “self-contained” issue,
- Remote Companion Animal Mobiles,
- new practices with deficiencies.

Our role as committee members is to ensure that the public interest is protected while considering both member and public concerns.



Deji Odetoyinbo, DVM
chair

Dr. Gerald Honeywood
Dr. Richard Liddell
Mr. Donald Stobo
Mr. Doug Walper
Dr. Cheryl Yuill

Staff:
Dr. Alec Martin
Ms. Tania Gallant/
Ms. Louise Hamilton

ACCREDITATION CATEGORY	
Companion Animal Hospital	885
Companion Animal Office	59
Companion Animal Mobile Office	3
Companion Animal Mobile	226
Companion Animal Emergency Clinic	12
Companion Animal Spay-Neuter Clinic	3
Food-Producing Animal Hospital	19
Food-Producing Animal Mobile	421
Equine Clinic	11
Equine Mobile	159
Poultry	5
Total	1803



Wendy Parker, DVM
chair

- Dr. Nasim Gulamhusein
- Dr. John Valsamis
- Dr. Arie Vreugdenhil
- Mr. Doug Walper

Staff:

- Dr. Barbara Leslie
- Ms. Karen Gamble

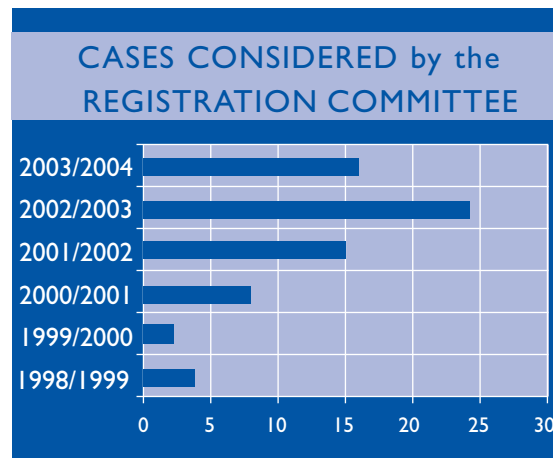
REGISTRATION COMMITTEE ANNUAL REPORT

CVO staff handles registration for applicants who meet all of the requirements for licensure. The Registration Committee reviews only those applications for licensure that do not meet the requirements and request exemptions or limited licenses. The Registration Committee may exempt an applicant from compliance with any qualification or requirement for a licence. Decisions of the committee may be appealed to the Health Professions Appeal and Review Board (HPARB) for a review or a hearing.

The committee met six times this year and a total of 16 applications were reviewed. Requests reviewed by the committee included exemption from

the Test of English as a Foreign Language and Test of Spoken English or equivalent English tests, exemption from the requirement that there has been no finding of guilt of, and that there is no charge pending involving an allegation of, an offence relevant to the applicant's suitability to practice veterinary medicine, exemption from the local examination and exemption from all or part of the National Board Exams. One application was re-reviewed after HPARB recommended granting a limited licence.

The Registration Committee would like to remind members who are hiring veterinarians to ensure that they are licensed with the College of Veterinarians of Ontario. Staff at the CVO will assist with any inquiries.



BREAKDOWN OF MEMBERS IN EACH CONSTITUENCY

CONSTITUENCY #1	(Essex, Kent, Lambton, and Middlesex)	214
CONSTITUENCY #2	(Brant, Elgin, Regional Municipalities of Haldimand-Norfolk, Hamilton-Wentworth and Niagara)	280
CONSTITUENCY #3	(Oxford, Perth, Regional Municipality of Waterloo)	238
CONSTITUENCY #4	(University of Guelph)	194
CONSTITUENCY #5	(Bruce, Dufferin, Grey, Huron and Simcoe)	243
CONSTITUENCY #6	(Wellington)	221
CONSTITUENCY #7	(Haliburton and Districts of Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Temiskaming and Thunder Bay and the District of Muskoka)	147
CONSTITUENCY #8	(Dundas, Frontenac, Glengarry, Grenville, Lanark, Leeds, Lennox and Addington, Prescott, Renfrew, Russell and Stormont and the Regional Municipality of Ottawa-Carlton)	422
CONSTITUENCY #9	(Members Employed by the Crown in Right of Canada or an Agency of the Crown in Right of Canada)	187
CONSTITUENCY #10	(Metropolitan Toronto and Regional Municipality of York)	540
CONSTITUENCY #11	(Hastings, Northumberland, Peterborough, Prince Edward, Victoria and Regional Municipality of Durham)	267
CONSTITUENCY #12	(Halton and Peel)	293

REGISTRATION STATUS - LICENSE TYPE

General	3 195
General Non-Resident	233
General with Conditions/Limitations	47
Public Service	8
Academic	14
Educational	16
Postgraduate & Resident	22

GENDER



1 862
53%



1 673
47%



Steven Stewart, DVM
chair

Dr. Tim Arthur
Dr. Leslie Brangers
Dr. David Brown
Dr. Craig Cornell
Dr. David Desmond
Dr. Darlene House
Dr. David Kerr
Mr. T.G. Menen
Dr. Diane Smith
Dr. Darren Stinson
Mr. Donald Stobo
Dr. Roger Thomson

Staff:

Dr. Alec Martin
Ms. Rose Robinson
Ms. Mary Wyness

COMPLAINTS COMMITTEE ANNUAL REPORT

In the past year two members of the Complaints Committee completed their six year terms: Dr. Darlene House and Dr. Craig Cornell. As well, the term on Council of our Public Member, Mr. T.G. Menen, was concluded. I acknowledge with gratitude their contributions.

The committee welcomed three new members, Dr. Tim Arthur of Toronto, Dr. David Desmond of Mississauga and our new Public Member, Mr. Don Stobo of Teeswater.

The Complaints Committee is a statutory committee under the *Veterinarians Act*. Committee members are appointed annually by council and may serve up to six years. New committee members are selected using the selection protocol approved by council.

The Complaints Committee met seven full days and one half day and reviewed 170 cases involving 199 veterinarians. In many cases, the complaint is filed against more than one veterinarian; each veterinarian's conduct is reviewed individually and each receives a separate decision. A complaint may contain anywhere from a single to several dozen allegations against the veterinarian.

Once again the number of cases before the committee has increased both in number and complexity. As a result, in the past year we have had to add meeting dates and have found that meeting length and preparation time have expanded. In spite of the fact that we have the experience and talent of Dr. Patricia Klymas assisting with

the drafting of our final reports, it continues to be a constant struggle to move the cases through in an expedient manner. A review of the complaints process authored by Dr. Alec Martin, Deputy Registrar, can be found in the Vol. 20 No. 3 issue of the college newsletter *Update*.

The findings of the committee on complaints are categorized as shown below:

- Met the standard
- Did not meet the standard
 - With written advice
 - With oral advice
 - With undertaking
- Refer to the Registrar or Discipline Committee
- Frivolous and vexatious

The annual Complaints Committee retreat in December will involve, among other topics, an indepth discussion of ways to deal more efficiently with the added case load, that may include the committee being reduced to smaller panels.

With the combination of a very strong committee and a dedicated, hard working staff, together we make every effort to deal with cases in an equitable and speedy fashion.

Mutual Acknowledgements and Undertakings

Mutual Acknowledgements and Undertakings are legal documents used regularly by the Complaints Committee in the resolution of cases.

In a Mutual Acknowledgement and Undertaking, the veterinarian voluntarily agrees to specific remedial exercises. This gives him or her the opportunity to address deficits of professional skill or knowledge which

were identified in the course of a complaints investigation. The remediation typically includes a combination of mandatory attendance at a specified number of education sessions, submission of detailed literature reviews of a specific topic, or a period of mentorship under a veterinarian acceptable to the College.

Sub-standard medical record keeping is frequently identified as a problem area for veterinarians whose professional conduct failed to meet the required standards. Most undertakings require the periodic submission of medical records by the participating veterinarians until such a time that the individual's medical records meet the standards set out in the Regulations under the *Veterinarians Act*.

Mediation

Since the beginning of this year, 21 complaints were judged to be appropriate for mediation. Of these,

ten have been successfully mediated. Eight mediation attempts were unsuccessful and were subsequently forwarded for consideration by the committee, and three are ongoing cases.

During a mediation attempt, the deputy registrar and/or the complaints/discipline coordinator act as informal arbiters between the complainant and the veterinarian. Both parties must consent to participate in the process. A case selected for mediation does not allege serious professional misconduct, and typically focuses on requests for refunds of professional fees or straightforward matters of unsatisfactory communication between a veterinarian and client.

The outcomes of successfully mediated cases are submitted for ratification at a subsequent meeting of the committee.

Number of Veterinarians	199
Met the Standard	129
Did not meet the Standard with Written Advice	56
Did not meet the Standard with Oral Advice	1
Did not meet the Standard with an Undertaking	6
Referred to the Registrar or Discipline Committee	0
Frivolous and Vexatious	1
Withdrawn Cases	0
Remain under Consideration	6



Dr. James Clark, DVM
chair

- Dr. Alma Conn
- Dr. Michele Dutnall
- Dr. Nasim Gulamhusein
- Mr. Michael Johnston
- Dr. Richard Liddell
- Dr. Deji Odetoyinbo
- Dr. Wendy Parker
- Mr. Donald Stobo
- Mr. Doug Walper
- Dr. Cheryl Yuill

- Staff:
- Dr. Barbara Leslie
 - Dr. Alec Martin
 - Ms. Rose Robinson

DISCIPLINE COMMITTEE ANNUAL REPORT

Cases for the Discipline Committee are referred from Council, the Executive Committee or the Complaints Committee. Once a case is referred to the Discipline Committee, a discipline panel of three to five committee members is established to hear the case. One panelist must be a public member of council.

Hearing dates are set based on the availability of all the parties involved. These include: the member, legal counsel for the College, counsel for the member, the independent counsel for the panel, and the panel members. Although, the College attempts to address cases in a timely manner, finding dates that are mutually acceptable to all the parties involved is challenging.

Discipline cases are legal proceedings held in a court-like setting. The College conducts training sessions for the members of the committee, and

panels are advised by independent legal counsel to ensure procedural compliance. Appeals of Discipline Committee decisions can be made to the Ontario Court of Appeal.

During the 2003/2004 (or past) fiscal year, members of the Discipline Committee heard three cases. Two of these involved pre-hearing conferences, which eliminated the need to hold full hearings and saved valuable time and resources for both the CVO and the members. The agreements from the pre-hearing conferences were presented to a discipline panel for consideration.

The duties of the Discipline Committee are among the most important functions of the College. Peer judgment is a vital requirement in a self-regulated profession.

Discipline cases are reported in *UPDATE*, as required by legislation, after they are completed. Detailed findings will not be included in this report.

HEARING	DAYS	OUTCOME
A	2	Completed
B	2	Completed
C	2	Completed

PROFESSIONAL ENHANCEMENT PROGRAM AND QUALITY ASSURANCE ANNUAL REPORT

The Professional Enhancement Program (PrEP) was in effect from the mid -1999 to June 2004. PrEP provided quality management tools to help CVO members meet the needs of clients and the public. The Program encompassed Peer Review of Medical Records and Medical Record Workshops, as well as leadership initiatives regarding Food Safety. The Medical Record Workshops were very well attended and highly rated by participating veterinarians.

In the *CVO Strategic Plan 2004 and Beyond*, CVO Council identified Quality Assurance (QA) as a key result area. Indicators of progress and success were established to ensure that the CVO could effectively monitor key result areas. These included hiring a director of quality assurance and establishing a goal to have a QA program in place by the end of December 2004.

I joined the CVO as Director of Quality Assurance in July 2004. Building on the sound foundation established, and following Council's clear direction for a QA Program, I have focused my energy on assessing the CVO's professional enhancement and QA initiatives to date and preparing a plan for the QA Program.

Council was presented with the QA plan at the September 2004 Council meeting. The plan, *Pride in the Profession*, will be communicated to CVO members in the new program year.

Benchmarks will be established for each program area, and measures of effectiveness will be identified for achieving program outcomes. Components will include continuing professional development and education, best practices and practice guidelines, mentorship and coaching, patient care and quality care and, recognition of achievements.

I am excited to be the newest member of the CVO team and look forward to developing the new QA program with membership input.



Susan Winter
director of quality
assurance

QA Committee:
Dr. Nasim Gulamhusein
Dr. Deji Odetoyinbo
Dr. Cheryl Yuill

Staff:
Ms. Susan Winter

AUDITOR'S REPORT

To the Members of the College of Veterinarians of Ontario

The accompanying summarized balance sheet and statement of operations are derived from the complete financial statements of The College of Veterinarians of Ontario as at September 30, 2004 and for the year then ended on which we expressed an opinion without reservation in our report dated November 3, 2004. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying summarized financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

The summarized financial statements do not contain all disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the College of Veterinarians of Ontario's financial position and results of operations, reference should be made to the related complete financial statements.

B O O Greenwood LLP

Chartered Accountants

Guelph, Ontario
November 3, 2004

Complete audited financial statements are available from the office of the Registrar.

The College of Veterinarians of Ontario Balance Sheet

<u>September 30</u>	<u>2004</u>	<u>2003</u>
Assets		
Current		
Cash	\$111,740	\$109,674
Accounts receivable	26,532	32,628
Interest receivable	16,365	10,995
Short-term investments	797,407	755,067
Prepaid expenses	26,903	38,043
	<u>978,947</u>	<u>946,407</u>
Capital	<u>1,169,946</u>	<u>1,205,986</u>
	<u>\$2,148,893</u>	<u>\$2,152,393</u>

Liabilities

Current		
Accounts payable and accrued liabilities	\$120,296	\$97,492
Net Assets		
Net assets invested in capital assets	1,169,946	1,205,986
Unrestricted net assets	858,651	848,915
	<u>\$2,148,893</u>	<u>\$2,152,393</u>

The College of Veterinarians of Ontario Statement of Operations

<u>For the year ended September 30</u>	<u>2004</u>	<u>2003</u>
Revenue		
Registration	\$1,767,568	\$1,699,033
Short-term interest	38,589	35,875
Premises inspections revenue	72,265	51,159
Other income	71,477	59,156
	<u>1,949,899</u>	<u>1,845,223</u>
Expenditures		
Office and staff	1,220,746	1,145,577
Other expenditures	261,659	201,500
Council and committees	210,849	197,061
Office	90,697	79,625
Accounting	25,406	26,565
	<u>1,809,357</u>	<u>1,650,328</u>
Surplus from operations	<u>140,542</u>	<u>194,895</u>
Less: Legal expenses	<u>166,846</u>	<u>336,698</u>
Net deficit for the year	<u>\$(26,304)</u>	<u>\$(141,803)</u>

Council

Dr. Melody Mason, *president*
 Dr. Alma Conn, *1st vice president*
 Dr. Ed Doering, *2nd vice president*
 Dr. James Clark
 Dr. Michele Dutton
 Dr. Nasim Gulamhusein
 Mr. Michael Johnston (*to April 2004*)
 Dr. Richard Liddell
 Mr. T.G. Menen (*to June 2004*)
 Dr. Deji Odetoyinbo
 Dr. Wendy Parker
 Dr. Mark Spiegle
 Dr. Steven Stewart
 Mr. Donald Stobo (*from June 2004*)
 Mr. Paul Tripp (*to January 2004*)
 Dr. Arie Vreugdenhil
 Mr. Doug Walper
 Mr. James Williams (*from September 2004*)
 Dr. Cheryl Yuill

Complaints

Dr. Steven Stewart, *chair*
 Dr. Tim Arthur (*from January 2004*)
 Dr. Leslie Brangers
 Dr. David Brown
 Dr. Craig Cornell (*to March 2004*)
 Dr. David Desmond (*from April 2004*)
 Dr. Darlene House (*to November 2003*)
 Dr. David Kerr
 Mr. T.G. Menen (*to June 2004*)
 Dr. Diane Smith
 Dr. Darren Stinson
 Mr. Donald Stobo (*from June 2004*)
 Dr. Roger Thomson

Discipline

Dr. James Clark, *chair*
 Dr. Alma Conn
 Dr. Michele Dutton
 Dr. Nasim Gulamhusein
 Mr. Michael Johnston (*to April 2004*)
 Dr. Richard Liddell
 Dr. Deji Odetoyinbo
 Dr. Wendy Parker
 Mr. Donald Stobo (*from June 2004*)
 Mr. Doug Walper
 Dr. Cheryl Yuill

Executive

Dr. Melody Mason, *chair*
 Dr. Alma Conn, *1st vice president*
 Dr. Ed Doering, *2nd vice president*
 Dr. Mark Spiegle, *past president*
 Mr. Michael Johnston (*to October 2003*)
 Mr. Doug Walper (*from November 2003*)

Accreditation

Dr. Deji Odetoyinbo, *chair*
 Dr. Gerald Honeywood
 Dr. Richard Liddell
 Mr. Donald Stobo (*from June 2004*)
 Mr. Doug Walper (*to May 2004*)
 Dr. Cheryl Yuill

Registration

Dr. Wendy Parker, *chair*
 Dr. Nasim Gulamhusein
 Mr. Michael Johnston (*from February 2004 to March 2004*)
 Mr. Paul Tripp (*to January 2004*)
 Dr. John Valsamis
 Dr. Arie Vreugdenhil
 Mr. Doug Walper (*from April 2004*)

Staff

Dr. Barbara Leslie	<i>registrar</i>
Dr. Alec Martin	<i>deputy registrar</i>
Ms. Lori Bennett	<i>receptionist</i>
Mr. Martin Fischer	<i>investigator</i>
Ms. Tania Gallant	<i>accreditation coordinator (acting)</i>
Ms. Karen Gamble	<i>registration and incorporation coordinator</i>
Ms. Louise Hamilton	<i>accreditation coordinator</i>
Mr. Don Huston	<i>accreditation inspector</i>
Ms. Beth Ready	<i>communications & executive committee coordinator</i>
Mr. Brian Redpath	<i>accreditation inspector</i>
Ms. Rose Robinson	<i>coordinator for complaints, discipline and the deputy registrar's office</i>
Ms. Christine Simpson	<i>executive assistant to the registrar</i>
Ms. Susan Winter	<i>director of quality assurance</i>
Ms. Mary Wyness	<i>assistant coordinator</i>

The College of Veterinarians of Ontario
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