



Public confidence
in veterinary regulation

Strategy 2026

Final Outcomes Report

Vision

Instilling public confidence in veterinary regulation

Mission

Governing the practice of veterinary medicine

Principles

In collaboration, we strive to be:

- **TRANSPARENT:** Ethical, fair, clear and direct
- **RELIABLE:** Competent, well-informed, evidence-based and adequately resourced
- **RELEVANT:** Risk-aware, current, responsive and nimble
- **INDEPENDENT:** Mandate-focused and objective
- **COMPASSIONATE:** Approachable, supportive and adaptable to context
- **INCLUSIVE:** Respectful of all voices, conscious of personal bias, open-minded and committed to learning
- **ACCOUNTABLE:** Performance driven, impact oriented and publicly responsible

In the development of Strategy 2026, Council confirmed the College's mission and vision and refreshed the principles that represent the College. This final outcomes report on Strategy 2026 concludes the three years of the College's strategic plan focused on five objectives over the period of June 2023 to June 2026. This report demonstrates Council's commitment to making progress in all areas and its focus on continuous quality improvement.

The report provides the visions for each objective adopted by Council and a summary of the work completed on each strategic objective.

Objective 1

Championing legislative reform to affirm an agile future

Vision

The College has been leading conversations and initiatives to create a receptive environment for modernizing the *Veterinarians Act* for almost a decade. With current government commitment and the continuing support of important partners such as the Ontario Association of Veterinary Technicians and the Ontario Veterinary Medical Association, reforming the legislation to better meet the public interest is now making significant progress. By 2026 the College of Veterinarians of Ontario will be transformed to a next regulatory model which will support two professionals, veterinarians and veterinary technicians, and better advance animal health and welfare in the province.

Outcome

Council's work on legislative reform established the foundation for a more agile regulatory future. The passage of the *Veterinary Professionals Act* in June 2024 marked a significant milestone in modernizing veterinary regulation in Ontario. Legacy Council, Transition Council, partners, and College staff have continued to work toward implementation of the new legislation, with regulations, by-laws, policies, and operational plans progressing well. Legacy Council has supported this implementation work through existing financial reserves, while continuing to oversee the completion of member matters through its statutory committees.

Communications played a key role in preparing the profession and the public for change. Newsletters, townhalls, website content, a Presidents' Luncheon, and conference participation helped celebrate the College's history while building excitement and awareness of the new legislation. The establishment of the new CVPO logo and brand guide further supported this transition, and minor amendments to the *Veterinary Professionals Act* were included in Bill 109. Throughout the strategic plan, Council also prioritized liaison with its partners, including the Ontario Veterinary Medical Association and the Ontario Association of Veterinary Technicians, to support shared understanding and readiness for the new Act.

Objective 2

Partnering for improved access to veterinary services

Vision

Access to veterinary services is paramount to animal health and welfare in Ontario. While the veterinary workforce has had long standing patterns of abundance versus shortage, the effects of the pandemic, the shifting mindset related to work, and the increased public demand for service have created a crisis impacting access in every area of service.

Over the next three years, the College will continue to lead, convene and influence strategic initiatives that inform improved access to veterinary care for all species and public health purposes.

Outcome

Council advanced this objective by supporting new thinking, partnerships, and pathways intended to improve access to veterinary services.

A national pilot project to produce competency assessment tools for limited licensure was completed and adopted by Legacy Council in 2025. The Canadian Council of Veterinary Registrars is working to finalize implementation of this new pathway nationally.

The Future of Veterinary Medicine project was also completed, creating a series of conversations intended to provide vision for the future of veterinary medicine. Together, these initiatives helped position the College to respond to workforce needs and evolving expectations for access to veterinary care.

Council also supported work to strengthen team-based care and explore new models of service delivery. The College completed a research project to understand the current perspectives on team-based care from veterinarians and veterinary technicians. Personas were developed to better support communication with a diverse group of licensed members. A podcast series was released to provide examples of varying delivery models, and there is ongoing work focused on leveraging the use of teams in veterinary medicine.

Education on the spectrum of care philosophy remained a priority.

A new webpage was launched to support newly licensed veterinarians as they enter the workforce, a Workforce Data Advisory Group was established to explore the College's role in collecting workforce data, and a Shelter Medicine Advisory Group was implemented to study new approaches that enhance animal health care in shelters.

Objective 3

Creating space for innovation and technology

Vision

Understanding, appreciating, and supporting the importance of innovation and the use of existing and emerging technological advances are key for the sustainable future of veterinary medicine in Ontario. The College has long recognized the impact of technology in the delivery of veterinary medicine and ensuring that new approaches are encouraged and fostered in an environment that promotes safety for all.

Outcome

Council created space for innovation and technology by clarifying expectations, encouraging dialogue, and monitoring new approaches to care delivery.

Legacy Council approved and published a position statement on *Embracing Innovation and the Digital Age* and a guidance document on the *Use of Medical Devices Enabled by Artificial Intelligence in the Practice of Veterinary Medicine*. These resources supported the profession in considering emerging technologies within a regulatory framework.

The Ontario Veterinary Regulatory Innovation Panel remained active and contributed to discussions on artificial intelligence in veterinary practice, including record-keeping scribes, and the broader promotion of innovation in veterinary medicine.

Regulatory sandbox projects remain an option for Council to support innovative approaches to veterinary care delivery models in the province. Ideas continue to be explored, approved and monitored by Legacy Council.

Objective 4

Promoting the importance of One Health

Vision

Since 2017 the College Council has recognized the importance of a broader animal and human health initiative within its strategic considerations. A One Health approach to public policy has gained momentum over the last many years, its importance for animals, humans and the environment is increasingly recognized in broader society. While the College must consider how veterinary regulation intersects with the broad array of issues that are constantly evolving, Council remains committed to its role as a convenor and influencer of discussion and action.

Outcome

Council promoted One Health by supporting education, collaboration, and practical initiatives that connect animal, human, and environmental health.

One Health was the focus of a provincial interagency dialogue, and a One Health communications and education strategy was undertaken to build awareness and understanding. A campaign title *Lock Label Locate* was launched to reduce repeated patterns of accreditation deficiencies related to drug management. Its success demonstrated how targeted education can improve regulatory outcomes. The College also engaged in conversations and offered support to Emergency Management Ontario and OMAFA on emergency management operations and processes involving animals.

This objective also included work focused on improving antimicrobial stewardship within the profession. Council approved an external report on antimicrobial stewardship and its recommendations, updated the position statement on *Responsible Prescribing of Antimicrobial Drugs in Animal Health Care through Antimicrobial Stewardship*, and undertook a consultation on whether requiring antimicrobial stewardship programs should be an obligation to meet facility accreditation standards.

A project with Matawa First Nations was a highlight of this strategic plan. An initial set of recommendations were developed to support increased access to care in the nine Matawa communities in Northern Ontario, and the recommendations were approved by both the Chiefs Council and Legacy Council in 2025. Work groups are now addressing the six approved objectives.

Objective 5

Focusing regulation on people and context

Vision

The College recognizes that its trustworthiness is built on its competence, its honesty and its reliability. Its impact, however, is built on its relationships. Relationships come in many forms — direct, indirect, large, small, daily, yearly and so on. Collaboration has been a primary driver in our approach. The recent pandemic, however, has taught our organization that our interests needed additional balancing, setting an importance on veterinary well-being, compassion, and inclusivity. Our aim in this plan is to build on these developing skills and aim for engagement and empowerment for the public good.

Outcome

Council advanced this objective by embedding compassion, inclusion, accessibility, and context into the College's regulatory work.

A new website was launched to better reflect the College's brand and focus on tone and voice and demonstrate a commitment to promote compassion in regulation. The College's work on the Ontario Collaborative for Well-being in Veterinary Medicine also continued with OVC, OVMA, and OAVT partners, and the website was refreshed to provide access to wellness resources.

Council also supported sustained work on inclusion, diversity, equity, and accessibility. *Our Commitment to Inclusion* was refreshed, and focused work to address the Action Plan was undertaken. Council, Committee members, and staff completed training sessions on diversity, equity, inclusivity, and accessibility, while quarterly learning circles with College staff explored IDEA topics such as power, privilege and positionality, and equity-centered work.

A "people and context" lens was integrated as a guiding tool for staff to help ensure the College's programs and policies consistently focus on context-informed and equitable outcomes. The Investigations and Resolutions team further supported this objective by implementing successful strategies related to the Navigator role for those involved in the complaints process and grief webinars to support those struggling with pet loss.