

Minutes

Legacy Council Meeting

March 16, 2026

2-71 Hanlon Creek Blvd.

In-Person Meeting

Presiding Officer: Dr. Louise Kelly

Members present: Dr. Patricia Alderson
Mr. Ted Arnott
Dr. Kathleen Day Dunbar
Mr. John de Bruyn
Ms. Cathy Hecimovich
Ms. Catherine Knipe
Dr. Lena Levison
Dr. Clayton MacKay
Dr. Sami Qureshi
Dr. Jessica Retterath
Dr. Yashvir Varma
Dr. Wade Wright
Dr. Michael Zigler

Regrets: Dr. Sean Marshall
Dr. Alana Parisi
Mr. Douglas Reynolds

Appointed Officer: Jan Robinson, Registrar and CEO

Staff attending: Ms. Aneeta Bharij, Principal, Accreditation
Ms. Kim Huson, Director, Communications & Engagement
Dr. Kim Lambert, Associate Registrar, Regulatory Programs
Ms. Kali Pieters, Policy & Projects Coordinator
Ms. Lesley Rankin, Director, People & Resources
Ms. Shilo Tooze, Deputy Registrar
Ms. Alice Couto, Executive Assistant

1. Call to Order

A Land Acknowledgement was read aloud by the President.

Dr. Kelly called the meeting to order at 9:33 am and welcomed Councillors and guests.

2. Roll Call

A roll call was conducted.

Dr. Jessica Retterath presented Dr. Louise Kelly with the President's pin.

3. Approval of Agenda

MOTION: It was moved and seconded,

"That the agenda be adopted as presented."

CARRIED

4. Conflict of Interest

No conflicts were declared.

5. Consent Agenda

Councillors reviewed the consent agenda.

The following consent agenda items were approved as presented:

5.1. Approval of Minutes

- November 26, 2025 – Legacy Council
- December 17, 2025 – Annual Council Meeting

5.2. President's Report

5.3. Registrar's Report

5.4. Committee Reports

- 5.4.1. Accreditation
- 5.4.3. Complaints
- 5.4.4. Discipline
- 5.4.5. Executive

MOTION: It was moved and seconded,

"That the Council of the College of Veterinarians of Ontario approve the Consent Agenda with item, 5.4.6 – Quality Assurance to be discussed separately."

CARRIED

5.4.6 Quality Assurance

Dr. Patricia Alderson, Chair of the Quality Assurance Committee provided an overview the PRMR report. Dr. Alderson noted that the Peer Review report has been well received. She outlined some key findings and noted that the report can be found on the College website.

A discussion ensued and Council recommended exploring Artificial Intelligence (AI) data related to its impact on record keeping.

MOTION: It was moved and seconded,

“The Council of the College of Veterinarians approve Consent Agenda items 5.4.6.”

CARRIED

6. Strategic Alignment

6.1 Evaluation

Dr. Kelly introduced this agenda item.

Council reviewed the meeting evaluation from its meeting held on November 26, 2025. Dr. Kelly encouraged Councillors to be more specific when commenting in the evaluations to ensure that concerns are addressed appropriately. She also reminded Councillors to project their voices when speaking during Council meetings.

6.2 Strategic Plan

6.2.1 Year-3 Tactics Progress Report

Ms. Shilo Tooze, Deputy Registrar joined the table and introduced this topic. Ms. Tooze provided Councillors with the Summary from Year-3 Tactics. A final report with items that will need to continue being tracked will be presented at the September Council meeting.

Ms. Tooze and the Registrar answered questions from Council members.

6.3 Performance Measurement

6.3.1 Key Performance Indicators

Ms. Tooze introduced this topic.

The performance indicators are intended to assist Council to focus on the risks to the organization and within the practice of veterinary medicine. Council is provided with a Dashboard on a quarterly basis.

A discussion ensued and Ms. Tooze answered questions posed by Council.

6.3.2 Risk Factors

Ms. Tooze noted that at its annual review, the Risk Analysis and Mitigation Unit (RAM) proposed the addition of three new risk factors and updates to some of the risk scores. The three proposed new risk factors include, inadequate reserves, contracts not managed appropriately and relationships with key partners. A copy of the entire risk factor analysis with track changes was provided to Council for its review.

MOTION: It was moved and seconded,

“That the Council of the College of Veterinarians of Ontario support the proposed changes to the risk factors analysis as presented.”

CARRIED

6.3.3 Risk Appetite

Council participated in a risk appetite exercise led by College staff.

6.4 Outcomes Focused Regulation

6.4.1 Outcomes Focused Regulation Update

Ms. Tooze provided an update of The Impact Strategy Unit (ISU) meeting held in December where it completed an assessment of all its current projects to determine what should continue as part of the ISU agenda. Some areas had become a standard part of the College’s work and did not belong on the agenda any longer. The focussed areas will continue in The Management of Drugs, The Role of Facility Directors, The Evaluation of Remedial Undertakings, Peer Review of Medical Records (PRMR), and Establishing and Maintaining Appropriate Professional Boundaries.

The process for considering policy implementation and impact at The Impact Strategy Unit was provided to Council.

6.4.2 Value of Remedial Assessments Report

Ms. Tooze introduced this agenda item. She noted that the remedial assessment report is intended to provide Council with an updated status of this work and determine any need for ongoing work in this area. She outlined the College’s approach to remediation and provided an overview of the 2020, 2022 and 2025 reviews. Ms. Tooze highlighted four areas of consideration for Council, including the removal of Pre-Medial Assessments, Cost of Assessments, the Impact of Remedial Assessments and the Further Study of Unsuccessful Remediations.

A discussion ensued. Council agreed with the recommendation that the practice of remedial assessments be discontinued. Council agreed with the recommendation that the member should pay for the cost of assessments. Council recommended that the study of the value of remedial assessments be completed with this work and that post remedial assessments remain a standard part of college process. Council agreed that College staff continue to study occurrences where remediation is not successful in order to determine if there is a proactive approach to better manage these cases.

7.0 Finance

7.1 Financial Statement ending January 31, 2026

Ms. Lesley Rankin, Director, People and Resources joined the table. Council reviewed the Variance Report, Balance Sheet, and Revenue and Expense Statement ending January 31, 2026.

The documents are presented as information only.

The Registrar outlined the challenges that the Investigations and Resolutions (I&R) team have been experiencing in their workload. In the last three months there have been many staffing changes leading to the opportunity to look at different strategies to manage the existing backlog of cases. College staff reviewed concerns with other Colleges that have faced backlogs in recent years, and several strategies are being considered. An external consultant has been hired to assist the team and work through some of the teams' challenges. She noted that it is anticipated there will be a budget variance for 2026 in the I&R area. This will likely result in a deficit to the budget.

A discussion ensued and Council agreed that focus on the I&R team is important and supported a potential budget variance for 2026.

8. Public Policy

8.1 Position Statement: Veterinary Stewardship of the Responsible Use of Antimicrobial drugs in Animals

Dr. Kim Lambert, Associate Registrar, Regulatory Programs joined the table. She noted that one of the tactics within the College's Strategic Plan is to consider updating Legacy Council's existing Position Statement on Veterinary Stewardship.

Council was provided with the current Position Statement and with a draft revised Position statement that included a proposed new title for the Position Statement, and several other revisions that reflected the importance of antimicrobial stewardship and responsible prescribing by veterinarians.

A discussion ensued and Council provided its feedback. Dr. Lambert answered questions posed by Council.

MOTION: It was moved and seconded,

"That the Council of the College of Veterinarians of Ontario direct that the revised position statement be approved as presented."

CARRIED

8.2 Regulatory Sandbox (in-camera)

MOTION: It was moved and seconded,

"That the Council of the College of Veterinarians of Ontario, the Registrar, Dr. Kim Lambert, Ms. Kali Pieters and the recording secretary move to go in-camera."

CARRIED

MOTION: It was moved and seconded,

“That the Council of the College of Veterinarians of Ontario, the Registrar, Dr. Kim Lambert, Ms. Kali Pieters and the recording secretary move to go out of in-camera.”

CARRIED

MOTION: It was moved and seconded,

“That the Council of the College of Veterinarians direct that the OVRS proposal be approved as presented.”

CARRIED

8.3 Accreditation Standards for Veterinary Facilities in Ontario

8.3.1 Antimicrobial Stewardship

Dr. Kim Lambert and Ms. Aneeta Bharij, Principal, Accreditation joined the table.

Ms. Cathy Hecimovich, Chair, Accreditation Committee introduced this item. She noted that currently, antimicrobial resistance (AMS) expectations are not explicitly embedded within the College’s Accreditation Standards. Incorporating AMS into facility accreditation standards would align with existing professional guidance and regulatory expectations, while reinforcing the role of facility accreditation in promoting safe, quality veterinary care.

Ms. Bharij noted that the Accreditation Committee reviewed a briefing note that outlined three options for embedding AMS principles into the Accreditation Standards. Council was provided with the briefing note and the proposed revisions to the Accreditation Standards for Veterinary Facilities in Ontario for the integration of AMS principles for its review.

A fulsome discussion ensued and the Registrar and Dr. Lambert answered questions posed by Council. Council provided its feedback on wording changes for increased clarity and agreed that the consultation be focused on facility directors.

MOTION: It was moved and seconded,

“That the Council of the College of Veterinarians of Ontario accepts option #3 as amended and requested that the revised proposed standard be circulated for stakeholder consultation.”

CARRIED

8.3.2 Revisions to the Accreditation Standards

Ms. Bharij introduced this agenda item noting that staff identified gaps and opportunities to improve clarity, strengthen terminology and address minor operations issues observed since the current accreditation standards were implemented in Fall, 2023.

Based on feedback from facility directors and inspectors, as well as an analysis of the current accreditation standards, the Committee provided Council with a list of standards reviewed, suggested changes and new requirements for review.

A discussion ensued and feedback was provided by Council. Ms. Bharij answered questions posed by Council.

MOTION: It was moved and seconded,

“That the Council of the College of Veterinarians of Ontario direct that the proposed revisions to the accreditation standards be circulated for consultation as amended.”

CARRIED

9. Organization Policy

9.1 Business Contingency Plan

The Registrar introduced this agenda item noting that the College has had a Business Contingency Plan for 14 years and it has been reviewed periodically, most recently after the pandemic and in keeping with increasing challenges in technology use and management.

The Executive Committee reviewed a revised Business Contingency Plan at its February meeting and provided its feedback which resulted in an updated Business Contingency Plan Policy and Appendix A – “The Plan.” Both were provided to Council for review.

A discussion ensued and the Registrar answered questions posed by Council.

MOTION: It was moved and seconded,

“That the Council of the College of Veterinarians of Ontario direct that the Business Contingency Plan Policy be approved as presented.”

CARRIED

10. Council Roundtable

10.1 Presentation on Ontario Veterinary Practice Context

Dr. Lambert provided Council with a presentation on Ontario Veterinary Practice Context.

10.2 General Trends

Councillors were given the opportunity to raise any matters that they believe is relevant to the College and its activities. Comments included:

Daylight Savings Time – could approximately 30,000 deer per year be saved.

<https://www.usatoday.com/story/news/nation/2022/11/02/permanent-daylight-savings-deer-collisions/8250556001/>

The ethics of veterinary involvement in non-traditional pet treatment and the animal welfare concerns related to ownership of these animals.

The concept of a national registry for veterinarians.

10.3 Public Trends

Councillors reviewed public trends that were provided by staff.

11. Notice of Motion

A Notice of Motion is the way in which a Councillor can request Council take action on an issue, as per Robert's Rules.

No notice of motion was made by any Councillor.

12. Confidentiality

Councillors were reminded that Council meetings are public meetings.

Information discussed in in-camera sessions must be kept confidential by all in attendance. All budget/financial/strategic alignment documents are not to be shared outside of the meeting as these documents are working documents of Council and not public material. Any inquiries regarding the package can be directed to the website where the public package is posted.

Minutes of the Council meeting are not approved until its next meeting.

13. Evaluation Form

The Council meeting evaluation form will be forwarded for completion electronically via Survey Monkey. Councillors are encouraged to complete the evaluation which is helpful in continually improving future Council meetings.

Councillors were reminded to submit their expense reports in a timely manner.

14. Date of Next Meeting

June 16, 2026

15. Adjourn

MOTION: It was moved and seconded,

“That the meeting of Council be adjourned.”

CARRIED

The meeting adjourned at 1:38 pm.



Dr. Louise Kelly
President



Jan Robinson
Registrar and CEO



Alice Couto
Recording Secretary