



Canadian Veterinary
Medical Association

Association canadienne
des médecins vétérinaires

EXPANDING VETERINARY MEDICINE CAPACITY IN CANADA 2022-2032

Report of the Canadian Veterinary Medical Association
Congress on Veterinary Workforce
June 2022

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EXECUTIVE SUMMARY

THE CANADIAN VETERINARY MEDICAL ASSOCIATION'S COMMITMENT

The CVMA will take the lead and work collaboratively with stakeholders on veterinary workforce issues that are national in scope.

The CVMA will assist national, provincial, regional and local stakeholders with the integration of research findings and guidelines into their actions and plans to address workforce issues.

BACKGROUND

The CVMA responded to concerns and emerging trends that pointed to a significant current, and critical future, shortage of veterinary capacity in Canada and commissioned a comprehensive Veterinary Workforce Study in 2020 ([Link](#)). The Study examined the current and future supply/demand balance for veterinary services across the Canadian companion animal, food animal and equine sector.

A number of recommendations resulted, but the primary recommendation was that the CVMA and veterinary medicine/industry stakeholders across Canada work collaboratively to *“develop a long-term strategy to grow the Canadian veterinarian population at a net annual rate of 3.5 - 4.0% and develop a parallel strategy to address the shortage of veterinary technicians.”*

CVMA VETERINARY WORKFORCE CONGRESS JUNE 2022

Responding to the results of the workforce study, the CVMA hosted a two-day Veterinary Workforce Congress in June 2022, chaired by Dr. Louis Kwantes, CVMA President. Congress attendance was by invitation with representation from more than 50 stakeholders from the veterinary profession, clinical practice, industry and government from across Canada. The primary objectives of the Congress were:

1. To identify the top priority workforce-related issues that require national collaboration and define how the CVMA could best facilitate the advancement of solutions to these issues, and
2. To engage participants **(a)** in working together to identify solutions and **(b)** in continuing to work collaboratively in the future to further develop and implement solutions.

CONGRESS RESULTS

1. The Congress developed a set of *“emerging priority pathways”* that identified the CVMA's role in addressing veterinary workforce issues at a national level and the roles of other stakeholders for those issues within their span of control or influence, and
2. The Congress initiated broad stakeholder collaboration and provided for the beginning of a dynamic pathway of continued collaboration on a national level.

PRIORITY PATHWAYS

A. Veterinary Professional Supply:

1. Increase capacity of Canadian Veterinary Colleges.
2. Assess/resolve veterinary shortage in remote and rural areas.
3. Increase number of graduates from accredited programs in animal health technology.
4. Ameliorate processes for immigration of veterinarians and veterinary technicians.
5. Develop and implement pathway for restricted/specific licensure for Canadian and internationally trained veterinarians.
6. Increase National Examining Board (NEB) capacity to credential international graduates.
7. Attract graduates from internationally accredited schools to the Canadian labour market.

B. Retention and Veterinary Service Delivery:

1. Quantitative and qualitative study on attrition / retention.
2. Based on research, provide tools for veterinary practices on effective management and retention of veterinary teams (including showcasing veterinary practices that excel at leadership and creating a positive work culture).
3. Provide tools and services addressing veterinary professional wellness.
4. Build and manage most effective veterinary teams (including using full knowledge and capacity of veterinary technologists/technicians).
5. Partner for national program to promote pet insurance.
6. Launch public awareness campaign on the value and roles of veterinarians in practice.

C. General:

1. CVMA investigates and contracts a government relations advocate for the veterinary profession on a national level.
2. CVMA publishes a Report of the Workforce Congress.
3. Share best practices among all stakeholders:
 - Establish an on-line sharing platform
 - Share up-to-date data, plans, tools, achievements (for example funding for veterinary education).
4. Exchange updates, plan collaboration, coordinate actions among stakeholders at least twice a year (e.g. during annual CVMA Provincial Forum; at the end of the calendar year via Zoom).

Further details on implementation, time frames and responsibility for these Priority Pathways can be found in **Appendix A - VETERINARY WORKFORCE - Most Impactful National Level Actions & Priorities - June 30, 2022**. The CVMA Council expressed its support of the Priority Pathways as per Appendix A in July 2022.

THE PATH FORWARD – NEXT STEPS

1. CVMA staff will develop and implement a 12-month plan in alignment with the priority pathways.
2. CVMA will share the full Congress Report with participants.
3. CVMA will engage/encourage stakeholders to indicate ownership/take leadership of actions and collaborate with those needed to make progress on priority pathways.

THE PATH FORWARD – NEXT STEPS (continued)

4. Where possible, CVMA will track and report progress on priority pathways such that stakeholders can be kept apprised of progress; and
5. Where possible, CVMA will support and create future opportunities for stakeholder collaboration on issues that are national in scope.

FULL REPORT ON THE CVMA VETERINARY WORKFORCE CONGRESS - JUNE 2022

CVMA VETERINARY WORKFORCE CONGRESS JUNE 2022

Responding to the results of the workforce study, the CVMA hosted a two-day Veterinary Workforce Congress in June 2022, chaired by Dr. Louis Kwantes, CVMA President. Congress attendance was by invitation with representation from more than 50 stakeholders from the veterinary profession, clinical practice, industry and government from across Canada. The primary objectives of the Congress were:

1. To identify the top priority workforce-related issues that require national collaboration and define how the CVMA could best facilitate the advancement of solutions to these issues, and
2. To engage participants (a) in working together to identify solutions and (b) in continuing to work collaboratively in the future to further develop and implement solutions.

CONGRESS PARTICIPANTS

To maximize representation from across the veterinary profession, educational institutions, government and the country, the CVMA invited stakeholders from the following groups (*Appendix B: Detailed list of Congress participants*).

- Provincial Veterinary Medical Associations
- Provincial Veterinary Regulatory Bodies (Registrars)
- National veterinary species groups
- Federal/Provincial/Territorial Chief Veterinary Officers
- Federal/Provincial/Territorial funders of veterinary education
- Veterinary colleges (Deans)
- Industry veterinarians (appointed by CAHI)
- Corporate practices
- Private practitioners
- Veterinary Technicians/technologists (RVTTC)
- National Examining Board (NEB)
- Veterinary Technicians Education Programs
- McEachran Institute
- Dr. Jason Coe, Professor at OVC
- Dr. Debbie Stoewen, DVM, MSW, RSW, PhD
- CVMA Workforce Advisory Group
- Dr. Louis Kwantes, CVMA President and Congress Chair

BACKGROUND – WHY A CONGRESS WAS NEEDED

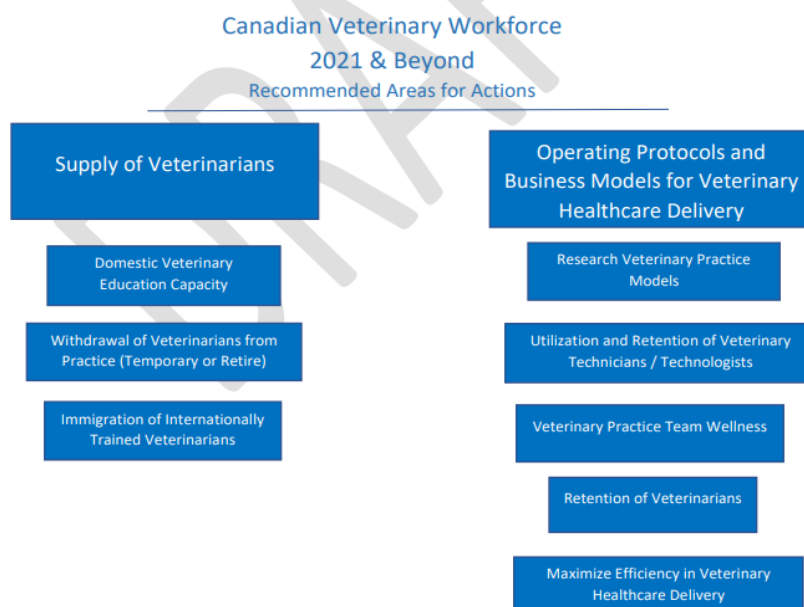
2020 CVMA Workforce Study Final Report - The CVMA responded to concerns and emerging trends that pointed to a significant current, and critical future, shortage of veterinary capacity in Canada and commissioned a comprehensive Veterinary Workforce Study in 2020. The Study examined the current and future supply/demand balance for veterinary services across the Canadian companion animal, food animal and equine sector. The Study recommended that stakeholders:

- 1.** Develop and implement a long-term strategy to grow the Canadian veterinarian population at a net annual rate of 3.5-4.0%. Includes:
 - (a)** Align with government and the veterinary colleges to develop a long term plan for a sustainable increase in veterinarian graduates.
 - (b)** Investigate the degree to which the supply of internationally-trained veterinarians can be forecasted as a reliable and manageable source of growth.
- 2.** Develop a parallel strategy to address the shortage of veterinary technicians (including education opportunities; attrition; and underutilization of their capacity).
- 3.** Address the unique situation in Quebec: CVMA should partner with stakeholder organizations to identify partnership opportunities in Francophone international schools and/or look for expansion of FMV.
- 4.** Address the unique situation in remote and rural communities: CVMA should investigate the degree to which telemedicine and training of local "nurse practitioners" can suffice for day-to-day well-care needs.

March 2021 - Report of the Working Group on the 2020 CVMA Workforce Study ([Link](#))

The CVMA Working Group on Workforce Shortage provided further perspective and recommended actions under the categories **(a)** Supply of Veterinarians and **(b)** Operating Protocols and Business Models for Veterinary Healthcare Delivery.

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November 2021 - CVMA Council committed to Veterinary Congress for 2022. CVMA committed to investing throughout 2022 to address the veterinary workforce shortage in Canada. As one of the initial steps, the CVMA will invite the major stakeholder groups to a **Veterinary Workforce Congress** with the objective of identifying and coordinating plans and actions.

June 14 & 15, 2022 - CVMA hosted a Veterinary Workforce Congress where stakeholders met to discuss issues, brainstorm solutions and actions, identify stakeholders needed to deliver on the actions, and prioritize those actions that, if taken, would have the most impact. The input from stakeholders formed the foundation for the priority pathways identified in this report.

The format of the Congress included five breakout groups followed by full group sessions to discuss common and important issues and ideas. (Results from the five breakouts and full group sessions are appended for Congress Participants only).

GENERAL PRIORITIES

The Congress led to the following outcomes:

1. General agreement that the priorities that emerged from the Congress were the initiatives that would be most impactful if addressed (see Appendix A for details);
2. That the CVMA, in its national role, would build on these priorities and use them as a foundation to develop strategies and actions (later named *Priority Pathways*) that would be national in scope and/or requiring stakeholder collaboration,
3. That the CVMA would take the lead and work collaboratively with stakeholders on veterinary issues that are national in scope;

4. That the CVMA would assist national, provincial, regional, and local stakeholders with the integration of research findings and guidelines into their actions and plans to address workforce issues; and
5. That stakeholders would lead and/or collaborate and support activities identified in the Priority Pathways.

JUNE - AUGUST 2022: POST-CONGRESS PROGRESS

June - July 2022 - Forging a Path to Solutions - CVMA and its Veterinary Workforce Advisory Group reviewed the Congress outputs and established priorities. These priorities were further presented to CVMA Council, and some stakeholder groups present at the Annual CVMA Convention in Halifax, July 2022. On July 21st the Convention hosted a Summit – ***Time for a Veterinary Workforce Paradigm Shift*** where guest speakers and participants were invited to consider new ways of approaching the veterinary profession's challenges related to workforce in the go-forward.

Late July - CVMA Council approved, in principle, the CVMA mandate regarding its role in helping solve the veterinary workforce shortage in Canada and provided guidance for the go forward.

PRIORITY AREAS & PATHWAYS

Area A. Veterinary Professional Supply:

1. Increase capacity of Canadian Veterinary Colleges.
2. Assess/resolve veterinary shortage in remote and rural areas.
3. Increase number of graduates from accredited programs in animal health technology.
4. Ameliorate processes for immigration of veterinarians and veterinary technicians.
5. Develop and implement pathway for restricted/specific licensure for Canadian and internationally trained veterinarians.
6. Increase National Exam capacity to credential international graduates.
7. Attract graduates from internationally accredited schools to the Canadian labour market.

Area B. Retention and Veterinary Service Delivery:

1. Facilitate quantitative and qualitative study on attrition / retention.
2. Based on research, provide tools for veterinary practices on effective management and retention of veterinary teams (including showcasing veterinary practices who excel at leadership and creating a positive work culture).
3. Provide tools and services addressing veterinary professional wellness.
4. Build and manage most effective veterinary teams (including using full knowledge and capacity of veterinary technologists/technicians).
5. Partner for national program to promote pet insurance.
6. Launch public awareness campaign on the value and roles of veterinarians in practice.

Area C. General:

1. CVMA investigates and contract or hire a government relations advocate for the veterinary profession on a national level.
2. CVMA publishes a Report of the Workforce Congress.

3. Share best practices among all stakeholders:
 - i. Establish an on-line sharing platform
 - ii. Share up-to-date data, plans, tools, achievements (for example funding for veterinary education).
4. Exchange updates, plan collaboration, coordinate actions among stakeholders at least twice a year (e.g. during annual CVMA Provincial Forum; at the end of the calendar year via Zoom).

EXPECTED IMPACTS

Veterinary Professional Supply

1. Long term strategy and solution for appropriate number of seats at Canadian veterinary colleges and less reliance on internationally trained veterinarians, since their numbers are difficult to control.
2. With data in hand, seek public incentives for veterinarians to practice in rural and remote areas (this may go hand-in-hand with remote campuses of veterinary colleges, where applicable). Diversity in the profession can only increase with diversity in the applicant pool, this includes applicants from rural and remote areas of Canada.

EXPECTED IMPACTS (continued)

3. Attracting appropriate candidates to apply to veterinary education programs will help them succeed in the profession (and hopefully decrease attrition, which will require an appropriate work environment).
4. An expedited process for immigration and credentialing will mean that internationally trained veterinarians will be able to work much faster and the employer will need to invest less time in the employment process, thus freeing more time to care for animals. (Note: Particular collaboration needed with QC, given the varying immigration formalities).
5. Species specific licensure will require species specific proficiency testing which is expected to attract more internationally trained veterinarians with expertise in a specific area of practice and decrease their time in the national exam process (e.g. less failures) while addressing potential concerns of Fairness Commissions regarding perceived un-due hurdles of admission to the profession. For Canadian trained veterinarians, veterinary education programs need to move towards streaming, with a focus on different species, rural practice or urban practice. This will increase efficiency in education of veterinarians, which will require targeted assessment or competency.
6. As of July 2022, in the short term (e.g. 12 months), an estimate of approximately 150 additional international candidates from non-accredited schools could partake in the Clinical Proficiency Exam (CPE) and potentially obtain a Certification of Qualification (CofQ) for licensure. In the medium to long-term timeframe, significantly more candidates may become eligible to enter the profession. If a review of the CPE would allow a shorter time for the in-person CPE (e.g. if possible, parts being moved to an on-line exam), the delivery of the exam would become less laborious, hence more attractive for CPE sites and potentially less costly and time intensive for candidates.
7. Graduates from accredited schools will only have to pass the North American Veterinary Licensing Examination (NAVLE) which means that they will become eligible for a CofQ much faster, at a lower cost than international graduates from non-accredited programs.

Retention and Veterinary Service Delivery

More supply of veterinary professionals will not solve the workforce shortage problem if an effective business model and retention plan cannot be attained. Without retention strategies, continually filling what seems to be a bottomless bucket is not efficient or sustainable.

All veterinary profession stakeholders have a responsibility to examine the issues and take action to address retention of veterinary professionals, both in clinical practice and in other areas of the profession at large.

Some examples of pathways to retention include:

- Supporting member wellness to address issues of stress and prevent burnout.
- More universal pet insurance to decrease moral distress related to client access to appropriate care in practice and support retention.
- Public understanding and acceptance of the realities of veterinary practice.

EXPECTED IMPACTS (continued)

General

Collaboration and sharing

The veterinary workforce shortage is a Canada-wide challenge and, to a large extent, an international concern. Working together, stakeholders will have more impact; will learn from each other; will share data, guidelines, and tools; and will move ahead together.

Government and Stakeholder Relations

Critical pathways for action will require investment by various levels of government, supported by interested stakeholders such as provincial and municipal governments, industry groups and others.

A government and stakeholder relations advocate (contract or hire) will increase awareness of the veterinary profession and advocate on critical issues such as one health, economic impact, food safety and security, foreign animal disease risk, emergency preparedness and the veterinary workforce shortage. Timely and regular communication and advocacy (promoting the interests of the veterinary profession) with federal government ministries and stakeholders will help the veterinary profession build political capital and visibility on the vital role of veterinary professionals in Canada.

APPENDIX A

2022 CVMA Congress on Veterinary Workforce

As received by CVMA Council on July 20, 2022.

Council approved in principle the CVMA’s commitment as outlined.

CVMA Strategy: To address Veterinary Workforce issues of primarily NATIONAL scope and assisting national (e.g. veterinary species groups), provincial (e.g. VMAs), regional (e.g. veterinary colleges) and local (e.g. practitioners) stakeholders with the integration of research findings and guidelines into their plans and actions.

Most impactful actions to be addressed on a NATIONAL level, in priority order:

Identified from Congress outcomes and ranked under advice from CVMA Advisory Group on Veterinary Workforce.

“Priority Pathways”: High level statements; development phase will further frame the scope.

“Who”: Further stakeholders to be identified during implementation process.

“Time-Frame”: Will be reviewed during implementation.

This is an evolving process.

Although sections A and B below are inter-dependent they have at this time individual priority ranking: Ranking means that efforts and resources of stakeholders be first allocated to primary ranked priorities.

A) Veterinary Professional Supply

PRIORITY PATHWAYS	WHO	TIME-FRAME S = 0-18 months M= 1 ½ to 5 years L = over 5 years
1. Increase capacity of Canadian Veterinary Colleges:	Deans/VMAs/CVMA/Municipalities/ Consolidators/Industry	S – L
• Consider specific educational pathways for restricted Licenses	Deans/VMA’s/CVMA/CCVR	M – L
• Advocate for Federal Infrastructure Funding	CVMA* & Deans	M – L
• Support implementation of clinical year option for internationally trained NEB candidates	Deans/VMA’s/CVMA	M – L
• Canadian students in all seats at Canadian Veterinary Colleges	Deans/VMA’s/CVMA	S – M

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- | | | |
|--|------------------|-------|
| <ul style="list-style-type: none"> • Investigate opportunities for re-training of veterinarians wanting to re-enter clinical practice (micro-credentialing) | Deans | S – M |
| <ul style="list-style-type: none"> • Increase diversity in applicant pool – including rural applicants | All Stakeholders | S – M |

Expected impact: Long term strategy and solution for appropriate number of seats at Canadian veterinary colleges and less reliance on internationally trained veterinarians, since their numbers are difficult to control.

2. Assess/resolve veterinary shortage in remote and rural areas:

- | | | |
|--|--|-------|
| <ul style="list-style-type: none"> • Assess the shortage | CVMA* & VMAs | S – M |
| <ul style="list-style-type: none"> • Assess programs in place and their effectiveness | VMAs | S – M |
| <ul style="list-style-type: none"> • Advocate for Provincial / Municipal incentives for applicants to veterinary colleges | VMAs/Federal, Provincial and Municipal Governments | M – L |
| <ul style="list-style-type: none"> • Programs to encourage applicants from rural and remote areas | VMA's/Deans | M |

Expected impact: With data in hand, seek public incentives for veterinarians to practice in rural and remote areas (this may go hand-in-hand with remote campuses of veterinary colleges, where applicable). Diversity in the profession can only increase with diversity in the applicant pool, this includes applicants from rural and remote areas of Canada.

3. Increase number of suitable RVT graduates:

- | | | |
|--|-------------------------------|-------|
| <ul style="list-style-type: none"> • Promote and clarify the veterinary technician role to candidates of RVT programs | RVTTTC | S – L |
| <ul style="list-style-type: none"> • Advocate for more seats for RVT programs | VMAs/RVT programs/RVTTTC/CVMA | S – L |

Expected impact: Attracting candidates with the appropriate requirements will help them succeed in the profession (and hopefully decrease attrition, which will require an appropriate work environment).

4. Ameliorate processes for immigration of veterinarians and veterinary technicians:

- | | | |
|--|------------------|---|
| • Identify and work to eliminate barriers to Immigration of veterinary professionals | CVMA/VMA's/RVTTC | S |
| • Advocate with Immigration Canada and share with VMAs | CVMA* | S |
| • Advocate with provincial governments | VMAs/RVT orgs | S |

Expected Impact: An expedited process will mean that internationally trained veterinarians will be able to work much faster and the employer will need to invest less time in the employment process and thus have more time to care for animals. [Note: Particular collaboration needed with QC, given the varying immigration formalities.]

5. Develop and implement pathway for restricted/specific licensure for Canadian and internationally trained veterinarians:

- | | | |
|------------------|----------------|---|
| • Development | CCVR/NEB/DEANS | S |
| • Implementation | NEB* | M |

Expected impact: Specie specific licensure will require species specific proficiency testing which is expected to attract more internationally trained veterinarians with expertise in a specific area of practice and decrease their time in the national exam process (e.g. less failures) while addressing potential concerns of Fairness Commissions regarding perceived un-due hurdles of admission to the profession. For Canadian trained veterinarians, they need to move towards streaming, with a focus on different species, rural practice or urban practice. This will increase efficiency in education of veterinarians, which will require targeted assessment or competency.

6. Increase National Exam capacity to credential international graduates:

- | | | |
|---|--------------|---|
| • Create CPE centers including people to administer the exams | NEB* | S |
| • Review of CPE | NEB* & ECFVG | M |

Expected impact: In a short term (e.g. 12 months), an estimate of approximately 150 additional international candidates from non-accredited schools could partake in the CPE and potentially obtain a CofQ for licensure. In the medium to long-term timeframe, significant more candidates may become eligible to enter the profession. If a review of the CPE may allow a shorter time for the in-person CPE (e.g. if possible, parts being moved to an on-line exam), the delivery of the exam would become less laborious, hence more attractive for CPE sites and potentially less costly and time intensive for candidates.

7. **Attract graduates from internationally *accredited* schools to the Canadian labour market.** CVMA* S

Expected Impact: Graduates from accredited schools will only have to pass the North American Veterinary Licensing Examination (NAVLE) which means that they will become eligible for a CofQ much faster, at a lower cost.

B) Retention and Veterinary Service Delivery

Research, provide and promote guidelines for a successful veterinary practice model:

PRIORITY PATHWAYS	WHO	TIME-FRAME
		S = 0-18 months M = 1 ½ to 5 years L = over 5 years
1. Facilitate quantitative and qualitative study on attrition / retention.	CVMA* facilitate/ Universities	S
2. Based on above, provide tools on effective Management of retention of veterinary teams (Includes showcasing veterinary practice to promote leadership and culture).	CVMA* facilitate/ SME's/Practice Managers/RVTTC/VMAs	S – M
3. Provide tools and services addressing wellness.	CVMA* & VMA's	S – L
4. How to build and manage most effective Veterinary teams (including using full knowledge and capacity of RVT's).	CVMA* facilitate & OVC/SMEs/Practice Managers/RVTTC/VMAs	S – L
5. Partner for national program to promote Pet Insurance.	CVMA* facilitate/ VMA's/Industry	S – M
6. Launch Public Awareness Campaign of the value and roles on veterinarians in practice.	CVMA/VMA's/Industry	S – M

Expected impact: More supply will not solve the problem if an effective business model and retention plan can't be attained. Try to fill a barrel, without a bottom, with water... (Note: some of these pathways may overlap). More universal pet insurance will decrease moral distress related to client access to appropriate care in practice and support retention. Public understanding and acceptance or realities of veterinary practice will support retention.

C) General

PRIORITY PATHWAYS	WHO	TIME-FRAME S = 0-18 months M = 1 ½ to 5 years L = over 5 years
1. CVMA investigates and contract or hire a government relations advocate for the veterinary profession on a national level.	CVMA*	M – L
2. Publish Report of the Workforce Congress.	CVMA*	S
3. Share best practices among all stakeholders:		
• Establish an on-line sharing platform	CVMA*	S
• Share up-to-date data, plans, tools, achievements (for example funding for veterinary education).	All stakeholders	S
4. Exchange updates, plan collaboration, coordinate actions among stakeholders at least twice a year (e.g. during annual CVMA Provincial Forum; at the end of the calendar year via Zoom).	CVMA* facilitate/all stakeholders participate	S – L

Expected impact: Together we have more impact: Learn from each other; share data, guidelines and tools; move ahead together. Veterinary workforce shortage is a Canada-wide challenge and to a large extent an international concern.

A government and stakeholder relations contract or hire will advocate on critical issues such as one health, economic impact, food safety and security, FAD and emergency preparedness and the veterinary workforce shortage. Timely and regular communication and advocacy (promote interests of the veterinary profession) with federal government ministries and stakeholders. The veterinary profession builds political capital and visibility on the vital role of veterinary professionals in Canada.

***Areas in which the CVMA is suggested to play a primary role**

Appendix B

Breakout Session Participants and Facilitators

Dr. Ken Andrews, President, High Impact Facilitation INC, Ottawa, ON, **CONGRESS FACILITATOR**

1 Dr. Rob Ashburner, Director, CVMA-SBCV-Chapter, Vancouver, BC- **FACILITATOR Group 1**

Dr. Henry Ceelen, Secretary-Treasurer CABV/ACVB, Chair CVMA National Issues Committee, Rideau-St. Lawrence Vet Services, Ottawa

Dr. Jason Coe, Professor, OVC – Guelph University, Guelph, ON

Dr. Darrell Dalton, Registrar and CEO, ABVMA, Edmonton, AB

Dr. Mary-Jane Ireland, Chief Veterinary Officer of Canada, CFIA Executive Director, Ottawa, ON

Dr. Nicole Jewett, Registrar, NBVMA, Fredericton, NB

Dr. Stephanie Smith, Chief Veterinary Officer, Saskatchewan Ministry of Agriculture, Saskatoon, SK

Mr. John Stevens, CEO, OVMA, Milton, ON

Dr. Christine Theoret, Doyenne, FMV – Université de Montréal, Saint-Hyacinthe, QC

Ms. Shannon Thompson, Executive Director, RVTTTC, Kemptville, ON

Dr. Noémie Van Vyve, Vice-président, Canadian Association of Swine Veterinarians, Lévis, QC

2 Mrs. Ivana Novosel, Senior Talent Manager, Veterinary Emergency Group, Woodbridge, ON- **FACILITATOR Group 2**

Dr. Melanie Barham, Executive Director, Animal Health Canada, Guelph, ON

Dr. Rose Mary Garrett, President, PEIVMA, Vernon Bridge, PEI

Dr. Kathleen Keil, Chair, CVMA Wellness Advisory Group, Regional Veterinarian, Merck Animal Health, Calgary, AB

Dr. Gillian Muir, Dean, WCVM – University of Saskatchewan, Saskatoon, SK

Mr. Jan Robinson, Registrar, and CEO, CVO, Guelph, ON

Dr. Craig Stephen, President, McEachran Institute, Nanoose Bay, BC

Dr. Nicole Wanamaker, NB Chief Veterinary Officer & Manager Provincial Veterinary Service, NB Department of Agriculture, Aquaculture and Fisheries, Sussex, NB

Mr. Corey Wilson, Executive Director, and Registrar, MVMA, Winnipeg, MB

Dr. Robert Tremblay, President, Canadian Association of Bovine Veterinarians, Rockwood, ON

3 Dr. Pil Buote, Deputy Registrar, ABVMA, Edmonton, AB- **FACILITATOR Group 3**

Dr. Andrea Ellis, Veterinary Science Advisor to the OIE Delegate, CFIA, Ottawa, ON

Dr. Catherine Filejski, President and CEO, CAHI, Guelph, ON

Dr. Cathy Furness, Chief Veterinary Officer, Ontario Ministry of Agriculture, Food and Rural Affairs, Guelph, ON

Mr. Jim Gabel, CEO, NVA Canada, Oakville, ON

Dr. Jean-Yves Perreault, Président, AMVPQ et DSAHR INC, Saint-Hyacinthe, QC

Dr. Shane Renwick, Manager, National Issues Committee, CVMA, Ottawa, ON

Dr. Angie Runnalls, Assistant Registrar, NSVMA, Lower Sackville, NS

Dr. Stephanie Van Deynze-Snell, CVMA Vet Workforce Advisory Group, Central Veterinary Services, Oak Bluff, MB

Dr. Jeffrey Wichtel, Dean, OVC, Guelph, ON

Dr. Jack Wilson, Chairman, NEB, Calgary, AB

APPENDIX B (continued)

Breakout Session Participants and Facilitators

- 4 **Dr. Melanie Hicks**, Past-President, CVMA, Moncton, NB- **FACILITATOR Group 4**
Dr. Sarah Allin, Vice President, SVMA, Swift Current, SK
Mr. Jost Am Rhyn, CEO, NEB Registrar, CVMA, Ottawa, ON
Dr. Megan Bergman, Registrar and CEO, CVBC, Richmond, BC
Mr. Maurice Bouvier, Assistant Deputy Minister, Manitoba Agriculture, Winnipeg, MB
Dr. Jane Corkum, Registrar, NSVMA, Halifax, NS- **FACILITATOR**
Dr. Heather Fretz, Director, Talent Acquisition, VetStrategy, Woodbridge, ON
Dr. Angélique Perrier-Edmunds, President, AMVQ, Laval, QC
Dr. Debbie Stoewen, University of Guelph, Guelph, ON
Dr. Lynn Tait, Founding Member, Small Ruminant Vets of Canada, Bentley, AB
Dr. Renate Weller, Dean, Faculty of Veterinary Medicine, UCVM, Calgary, AB
- 5 **Ms. Shelly O'Brien**, President, O'Brien Management Consulting, Ottawa, ON- **FACILITATOR Group 5**
Ms. Kirsti Clarida, Coordinator, Ontario Vet Technician Programs; President, Ontario Association of Veterinary Technicians, Guelph, ON
Dr. Jean Gauvin, Consultant/M. V, Jean Gauvin consulting, Montreal, QC
Dr. Keri Hudson Reykdal, President, MVMA, Thompson, MB
Dr. Louis Kwantes, President, CVMA, Sherwood Park, AB
Dr. Wilma Schenkels, Chief Veterinary Officer, Nova Scotia Department of Agriculture, Truro, NS
Dr. Alix Serapiglia, Veterinary Affairs Advisor, OMVQ, Granby, QC
Dr. Lesley Steele, Veterinarian, NLVMA, Fredericton, NB
Dr. John Vanleeuwen, Interim Dean, AVC - University of Prince Edward Island, Charlottetown, PEI
Mr. Aaron Frazier, President/General Manager, VCA Canada, Calgary, AB
Dr. Alison Moore, Acting Chair, Canadian Equine Veterinary Advocacy Alliance, Cambridge, ON