

Canadian Veterinary Medical Association (CVMA)
Strategy Map 2024-2026

Instituted - September 28, 2023

Updated- June 18, 2025

CVMA Core Values: Collaborative | Inclusive | Innovative | Integrity | Science-based | Professional | Respectful | Supportive | Sustainable

VISION	MISSION	METRICS/MEASURING SUCCESS		
		STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	PROGRESS IN 2024
The CVMA establishes the veterinary profession as the key influencer in shaping national legislation, regulation, policy and social narrative on matters of animal health and welfare, and veterinary public health.	The CVMA gives voice and support to Canadian veterinary professionals as they work to sustain and enhance animal health and welfare, veterinary public health, and the wellbeing of all.	1. A veterinary workforce that addresses Canada’s needs in animal health and welfare, and veterinary public health ¹ .	a. Advance National Workforce Initiative Goals (re: enrollment, veterinary technicians, retention, immigration etc.) and foster equitable access for candidates via innovative models in collaboration with partner organizations.	Actively collaborated with Immigration and Refugee and Citizenship Canada (IRCC) to deliver seminars and communications on immigration pathways, foreign trained veterinarian recruitment. Promoted team delivery of veterinary services and increased RVT profile through Animal Health Week. Shared CVMA workforce goals with partner associations, government and industry.
			b. Inform government of the profession’s impact on the Canadian economy and our role in protecting and promoting animal welfare.	Advocated for the veterinary profession through meetings with members of parliament highlighting the economic importance and public good provided by veterinarians for animals and veterinary public health. Contributed to AAFC, CFIA, PHAC and HC and Animal Health Canada committees and policy discussions on issues such as dog importations, disease surveillance, AMR, animal welfare and food safety.
		2. A veterinary profession that enjoys a healthy working environment.	c. Promote equity, diversity, and inclusion in the profession.	Hosted EDI related discussions and events including: - Accessibility and EDI Panel discussion at 2024 Convention - EDI training for Staff and Council - Webinar for improving accessibility in veterinary clinics Established collaboration with Rick Hansen Foundation Accessibility Certification program and allyship with the Black Veterinary Association of Canada. Signed Pride VMC Gender Identity Bill of Rights.
			d. Promote the utilization of the entire animal healthcare team by working with partners to fully utilize peoples training and skillsets.	Launched communications campaigns promoting health care team approach to fully utilize all skillsets within the practice team through work with Registered Veterinary Technicians and Technologists of Canada.

¹ The FAO/UN’s summary on veterinary public health: <https://www.fao.org/animal-health/areas-of-work/veterinary-public-health/en/>

		e. Engage with students of the profession.	<p>Actively engaged with students through Meet and Greet opportunities, student associations, special events at colleges and outreach through social media.</p> <p>Published articles written by students, President’s Welcome Message to students, and articles focused on veterinary education in the CVJ. Hosted writing workshop at CVMA convention geared to students.</p>
		f. Review member services and benefits and ensure value to members.	<p>Reviewed CVMA journals to ensure they are relevant and impactful for the veterinary community. CVJ review completed, and changes made.</p> <p>Engaged marketing firm to support and enhance membership renewal and marketing.</p>
		g. Develop, adopt, and promote a national CVMA wellness and retention program.	<p>Renewed and added partnerships with key companies/services to augment member benefits.</p> <p>Developed new CVMA Mentorship Pilot (Leading Edge for Veterinarians) Program for launch in April 2025.</p>
			<p>Hired a director for member Wellness, EDI and Accessibility programming. Merged EDI Working Group and Wellness Committee into a sustainable Wellness, Inclusivity, Diversity, Equity, and Accessibility Committee.</p>
			<p>Published 3-part series in CVJ on Veterinary wellness, promoted veterinary health and wellness resources including Togetherall, the Working Mind, and mental health webinars geared to the veterinary profession and provided Wellness Zone at 2024 Convention.</p>
		h. Support members by making tools available to enhance veterinary practice (AMU, business management, etc.).	<p>Launched a revitalized mentorship program for veterinarians in career transitions with anticipated outcomes to improve resilience, retention, and professional self-worth.</p> <p>Provided information and tools on antimicrobial use, business management and other topics for practitioners, and position statements on several issues topics through the CVMA website and the CVJ.</p>

		3. A veterinary profession supported by a national association that effectively advocates on its behalf on animal welfare and issues of national concern to the profession.	i. Focus on regulatory, political, and international issues with national implications.	<p>Met with 37 Members of Parliament, 2 Senators, and 4 senior staff during CVMA Advocacy Days on the Hill to discuss issues of importance to the veterinary community including workforce shortages and development, access to pharmaceuticals, Bill C-355 on horse slaughter, Bill S-15 on wild animal breeding, and the proposed capital gains tax increase.</p> <p>Provided CVMA AWC position to PMRA regarding drugs used for controlling predatory animals. Internationally, CVMA contributed comments to the revision of WOAHP guidance on animal welfare and presented on animal sentience at the World Veterinary Association congress.</p>	STRATEGIC PRIORITY 3 GREEN LIGHT – RIGHT ON TRACK
			j. Improve effectiveness of advocacy	<p>Promoted AWC initiatives and positions on high profile issues on social media.</p> <p>Follow-up meetings on recruitment of international veterinarians held with IRCC and ESCD. Strengthened advocacy with deans of veterinary colleges.</p> <p>Developed proposal to enhance SAVI as a sustainable tool for up-to-date guidance on AMU.</p>	
			k. Develop complementary advocacy approaches with partners on shared interests	<p>Partnered with CFIA, CKC and Pets Canada to address changes to US Dog Import rules.</p> <p>Provided support to animal welfare related groups.</p> <p>Worked with CAHI and Health Canada to address concerns regarding pharmaceutical and biologicals access.</p>	
		4. A veterinary profession represented by a national association that is trusted and highly valued by Canadians and the international community.	l. Capitalize on the political and news media conditions in Canada	Promoted CVMA position statements on subjects highlighted in the media concerning emerging zoonoses to amplify the messages of intergovernmental agencies such as WOAHP, WHO.	STRATEGIC PRIORITY 4 GREEN LIGHT – RIGHT ON TRACK
			m. Leverage the goodwill and the stories of the veterinary profession.	<p>Identified areas for highlighting the work of the profession including the CVMA website, social media and CVJ through features such as:</p> <ul style="list-style-type: none"> - “Amplify Joy” – curated stories celebrating the pride of the profession and where they find meaning in their work. - “Member highlights” to showcase recent award winners 	

		- “Where are they now?”- to follow up on graduates of the emerging leader’s program	
		n. Play an active role in promoting the profession.	<p>Promoted the profession through social media marketing, press releases directed to media outlets (approx. 8 times).</p> <p>Published articles on CVJ and other journals on a range of topics including One Health, role of veterinary technicians in food animal medicine, trends in veterinary care and practice management.</p>
		o. Play an active role in global issues of importance to the profession.	Actively participated in international meetings including World Veterinary Association, Australian Veterinary Association, International Veterinary Officers Coalition, North American Leaders, American Veterinary Medical Association, Federation of Veterinarians of Europe, World Small Animal Veterinary Association, and PanVet.
	5. A veterinary profession represented by a national association that is sustainable and future-ready.	p. Develop, adopt, and promote a comprehensive, Sustainable Veterinary Practice Initiative (SVPI).	Developed network and launched Sustainable Veterinary Practice initiative. Webinar series launched in March 2025.
		q. Increase CVMA membership.	<p>Renewal campaign used social media and targeted events to attract and recruit new members from provinces with lower membership.</p> <p>The benefits of CVMA membership and insurance program highlighted to recent grads and students.</p> <p>CVMA oral reports at OVMA board meetings and promotion of CVMA programs with the AMVQ board.</p> <p>Attendance at the AMVQ meeting of Quebec Associations</p>
		r. Examine all CVMA business practices and ensure they are consistent with SVPI.	Activities in 2024 have focussed on developing the SVPI to roll-out to clinics and to continue in 2025. Self-audit of CVMA business will be conducted in 2026.
		s. Actively work to protect and promote conditions that foster the health and welfare of animals, people and their shared places.	CVMA hosted several fora and roundtables and created partnerships to improve animal health and welfare. CVMA has increased awareness through communications campaigns and developed position statements on a range of issues.

STRATEGIC PRIORITY 5
GREEN LIGHT – RIGHT ON TRACK

STRATEGIC APPROACH

1. Focus on key tasks at hand, do not overextend and carefully manage time.
2. Leverage information through new communications technologies.
3. Leverage the strength of our people by better engaging members, volunteers, and SMEs.
4. Actively promote collaborative engagements with relevant partners and stakeholders (e.g. international, VMAs, industry, government, academia) on common priorities to increase efficiencies.
5. Capitalize on the unprecedented demographic conditions (i.e., retirement wave, new vets and techs entering workforce) to build new networks, recruit new members, leverage new generation of technologies in harmony with the work preferences of a new generation of veterinarians and technicians.
6. Capitalize on sponsorship opportunities ensuring they conform with CVMA ethical standards.
7. Key audiences - This strategy is intended for both internal and external audiences (e.g., economic importance and social relevance of the profession) so that it can guide internal program plans and operating budgets and at the same time help CVMA connect with stakeholders outside the profession.