

OVC INTEGRATED PLAN: 2007 -2012

Integrating Animal Human and Environmental Health



January 2011

Ontario Veterinary College Integrated Plan 2007 - 2012

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EXECUTIVE SUMMARY

Integrating the health of animals, people and the environment is at the heart of the Ontario Veterinary College (OVC). In today's society, avian influenza, West Nile Disease and food-borne diseases grab health headlines. Not far behind are research studies that look to canine cancers for answers to human cancers. With contemporary society placing an increasing value on animals and on the human-animal bond, veterinarians are dealing with the rising expectations of pet owners. New techniques and practices will see veterinary medicine and biomedical science radically transformed in the 21st Century.

Created in 1862 to ensure commercial success of Toronto's merchants through maintaining the health of delivery horses, the Ontario Veterinary College today is a world leader in veterinary health care, learning and biomedical research. OVC trains future veterinarians and scientists, improves the health of animals, ensures the safety of the food we eat and protects the environment that we all share. OVC faculty and graduates have demonstrated innovation and leadership to Ontario, Canada and the world – and will celebrate those accomplishments during celebrations of its 150th.

OVC has four departments (Pathobiology, Clinical Studies, Population Medicine and Biomedical Sciences) and the OVC Health Sciences Centre.

Major initiatives for 2011 and 2012 at OVC fall into the categories of Learning, Discovery and Healthcare. Given the nature of our organization – students, faculty and staff – the lines may at time blur and incorporate facets of all three categories, but the intent is clear: to ensure that OVC is positioned to maintain leadership in the health of animals, people and the environment for the next 150 years.

Learning

- To **Maintain Full Accreditation** is vitally important for OVC. In March 2009, the Canadian Veterinary Medical Association and the American Veterinary Medical Association granted OVC full accreditation for up to seven years. OVC must maintain momentum with on-going maintenance, repair and renovation to facilities. In addition, we must secure funding to build new clinical facilities to replace the hospital that was built in the 1950's. We will continue to provide quality learning opportunities and address the recommendations of the site review team.
- To **Maximize Learning** OVC taps into a number of areas --- training for rural community veterinarians, supporting diversity, enhancing engagement in student learning, improving learning facilities and technologies, preserving our 150-year history, attracting international DVM students --- to ensure that all students, staff and faculty have the skills, knowledge, aptitudes and attitudes they need to succeed.
- OVC celebrated the opening of the **Pathobiology/Animal Health Laboratory Building** in October 2010. The building captures efficiencies of modern research, teaching and diagnostic laboratory design and enhances interdisciplinary interaction and graduate student learning.

- In 2010, OVC welcomed the Human Anatomy Program. This project, in partnership with the College of Biological Sciences is part of the University of Guelph **Centre for Comparative Anatomy**.
- The **Masters of Public Health Program** is expanding the pool of highly qualified personnel in the field of public health. Now in its third cohort of students, the program emphasizes the importance of translating science into understandable communications that will ultimately influence public policy and legislation.
- The **Hill's Pet Nutrition Primary Healthcare Centre**, which opened in June 2010, is creating a global model for primary healthcare education and service delivery. It incorporates nutrition, rehabilitation, communication, public health, animal welfare, behaviour, good citizenship and research in the practice of preventive and general medicine.
- **Animal Welfare, Behaviour and Human Animal Bond Programs** have been greatly enhanced with donor funds directed towards an endowed chair in companion animal welfare and a university chair in animal welfare. This new support builds on the long history of animal welfare expertise at the University of Guelph. With other donor funding, the veterinary and societal issues of pet abandonment and pet overpopulation will be explored and plans developed.

Discovery

- **Enhancing Research** is a fundamental goal for OVC and is interwoven throughout all the other initiatives. A review of all College research activities and support is underway to identify the current and emerging research strengths. Over the next year, ways to ensure an attractive research environment will be ascertained and incentives will be investigated to attract, retain and sustain talented researchers. In addition, OVC will identify possible new revenue sources through avenues such as international collaboration and commercialization.
- The **University of Guelph Institute for Comparative Cancer Investigation (ICCI)** consists of a 1) research component, which connects and expands interdisciplinary and interspecies cancer research and the training of cancer scientists across the university and beyond; and a 2) clinical component (the Animal Cancer Centre), which will provide comprehensive cancer care for animals, train future cancer healthcare specialists and support important research into naturally occurring cancer in animals. The U.S. National Institutes of Health National Cancer Institute Comparative Oncology Trials Consortium (COTC) has selected the U of G's ICCI as the first international member of the Consortium. Architectural drawings for the Animal Cancer Centre have been completed, with construction to be begin in March 2011.
- The **University's Centre for Public Health and Zoonoses** engages in research, education and knowledge exchange to implement solutions in public health at the intersection of people, animals and the environment. The Centre creates and supports effective working relationships between researchers in diverse fields, advances education related to zoonoses and public health and forges new relationships with human public health organizations.

Healthcare

- The creation of the **Ontario Veterinary College Health Sciences Centre** (Health Sciences Centre) extends and amplifies our message that veterinary medicine has a major role to play in animal, human and environmental health. OVC has revised its master plan for infrastructure needs for the Province for consideration of funding. Planning for the Health Sciences Centre includes service delivery, operations, marketing and communications.

Improvements to the existing **Companion Animal and Large Animal Medical Complexes** are being made. These include an electronic medical record system, and a picture archival system. Planning for a 24/7 emergency service and a minimally invasive surgical suite are underway.

- The **Equine Sports Medicine and Reproduction Centre is in the planning stages** with conceptual drawings completed and a business plan being developed. Fund-raising is underway to provide needed resources for construction and personnel.
- **Global Engagement and Internationalism** has long been part of OVC; we will emphasize this vision of animal, human and environmental health through ecosystem approaches to health with a global focus.

INTRODUCTION

The Ontario Veterinary College (OVC) is fully accredited by the Council on Education of the American Veterinary Medical Association (AVMA) and Canadian Veterinary Medical Association (CVMA). Accreditation is based on annual reports and a comprehensive review every seven years, the last being in February 2009.

Currently, there are approximately 120 faculty/Veterinarians and 420 full time and temporary part time staff who support the activities of the four academic departments (Biomedical Sciences, Population Medicine, Clinical Studies and Pathobiology) and the OVC Health Sciences Centre, which includes two University of Guelph initiatives – the Institute for Comparative Cancer Investigation and the Centre for Public Health and Zoonoses.

Base funding for OVC comes from the Ontario Ministry of Training, Colleges and Universities (MTCU) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), including the Veterinary Clinical Education Program (VCEP). Research funding is expanding with external funding from the Natural Sciences and Engineering Research Council, the Canadian Institute of Health Research, the Canadian Foundation for Innovation and the Canada Research Chairs program. Other research funding comes from industry, including animal health companies, and commodity organizations and from private contributions to OVC, OVC Pet Trust Fund <http://www.ovc.uoguelph.ca/pettrust/>, Equine Guelph <http://www.equineguelph.ca/> and the OVC Alumni Association <http://www.ovc.uoguelph.ca/alumni/ovcaa/>.

Academic Programs

- Innovative four-year DVM program (480 student capacity). On average, greater than 70% of the successful applicants to the program have completed at least part of their pre-veterinary education at the University of Guelph.
- MSc, MPH, PhD and DVSc graduate programs with about 260 students.
- Clinical specialists-in-training programs, including one-year internships and DVSc graduate students with a residency component in their program, which meets the education and research requirements for board certification in a variety of clinical specialty colleges.
- OVC also provides essential components of many University of Guelph undergraduate degree programs. Approximately 700 BSc Major students are registered in the Bio-Medical Science BSc program, which is jointly managed by the OVC and the College of Biological Sciences. In addition, OVC faculty participates in the delivery of the Toxicology BSc program with three other colleges. OVC faculty teach in more than 75 non-DVM courses with enrollment of more than 6,400 students.
- The Summer Leadership and Research Program is an intensive one-on-one and small group learning experience for undergraduate students designed to nurture their interests in graduate work and research careers. Every year more than 50 DVM and BSc students participate in this program.

Functional Areas

The OVC provides an important foundation for life sciences education and research at the University of Guelph. We build on interdisciplinary approaches to create progressive scientific discoveries that play a role in *Changing Lives and Improving Life*. OVC is working to strengthen existing collaborations and build new relationships across departments, colleges, universities, agencies and industries. Our Integrated Plan is based on four functional areas:

1. **Translational Biomedical Discovery:** *The animal-human health link; translating fundamental research into practical biomedical applications for animals and people.*
2. **Public Health and Animal Population Health:** *Creating integrated approaches to the health of ioanimal and human populations and the environment. OVC and the veterinary profession are in the forefront of many of the critical health and economic issues facing modern society, such as emerging and chronic diseases, zoonoses and pandemics and food safety.*
3. **Individual Animal Health and Welfare:** *Improving healthcare for animals and service delivery for animal owners and referring veterinarians. OVC is committed to discovering new diagnostic procedures and treatments for our patients and preserving the bond between people and their animals.*
4. **Maximizing Learning:** *Ensuring all our graduates have the skills, knowledge, aptitude and attitude they need to succeed where there is increasing demand for comparative scientific expertise and unique approaches to solving problems confronting Ontario, Canada and the world.*

STRATEGIC INITIATIVES – PROGRESS REPORT/FUTURE PLANS

1. Maintain Full Accreditation

Actions completed 2010:

- Developed and implemented plan for on-going maintenance and repair of infrastructure to maintain full accreditation from American and Canadian Veterinary Medical associations
- Developed on-going standardized information collection and reporting process
- Began DVM program review to be led by Associate Dean, Academic, assisted by part-time educational specialist
 - OVC Curriculum Committee began program review
- First report to OVC community about DVM program review Fall 2010

Planned actions 2011, 2012:

- DVM program review continues
 - OVC Curriculum Committee continues program review
 - Issue updates to OVC through community and departmental meetings to discuss the review process
 - DVM competencies document to be reviewed and edited based on comments of faculty and students
 - Existing curriculum to be assessed to ensure it meets stated learning objectives
- Determine administrative efficiencies and reduction of costs that could occur with the centralization of some key administrative functions
- Alumni manager to work with anniversary classes to focus on class gifts to sustain and improve educational opportunities

2. Maximizing Learning

a. Optimize Use of OVC Learning Commons

The University Library has moved veterinary books and services from the OVC Learning Commons into the main library. OVC worked with the Library to minimize disruption to students, faculty and staff and make appropriate alternative arrangements for research and study.

OVC now has the opportunity to use the Learning Commons to promote group discussion and learning for students and for continuing education. The Learning Commons is part of the overall Master plan developed in the winter of 2009. Consultation with students and others is being used to determine the most appropriate use of the space.

Actions completed 2010:

- Finalized service level agreement with the library for the services they are providing to the OVC after May 1, 2010 (turnover date)

- Renovations completed to improve individual and group learning spaces
- Continued services for electronic journal access, reserve collection access (primarily to support teaching) and circulation services to and from the main library

Planned actions 2011, 2012:

- Develop plan for future utilization of the Learning Commons space in conjunction with the college's master plan

b. Celebrate OVC's 150th Anniversary (Summer 2011-December 2012)

Planning has been ongoing for the past 18 months for OVC's 150th anniversary in 2012. Not only will this be a celebration of OVC, but also of veterinary medicine in Canada and the relevance of veterinary medicine in today's society.

Actions completed 2010:

- The 150th Anniversary Project Manager position was developed and approved; new hire started February 2010
- Branding strategy developed; implementation began
- Coordinated and hosted 2010 Symposium on *Changing Cultures... Veterinary Medicine and Literature* May 10 and 11
- Developed project plans for all activities and events
- Established plan for four books:
 - 150 OVC/Canadian veterinary firsts: initial timeline created, firsts collected, in selection process
 - Stories by veterinarians on infectious diseases transmitted between people and animals: Invited selected authors to write stories, editing process started
 - Collection of literary works about veterinarians, animals and their owners: call for submissions issued
 - OVC history: Retired Professor Terry Crowley at work on this book
- Identify potential honorary doctorate candidates; began to submit to Senate
- OVC publication *Crest* redesigned for 150th
- Contracted with writer to create five dramatic vignettes to highlight OVC history
- Started plans for May 2011 Symposium on *Changing Roles of Animals in Society . . . Human and Animal Bond*

Planned actions 2011, 2012:

- Identify and secure sponsorship opportunities and funding for celebration.
- Create 150th website
- Create OVC history vignettes
- Complete planning and host 2011 Symposium on *Changing Roles of Animals in Society . . . Human and Animal Bond* and practitioners' forum
- Develop concepts and invitation list for 2012 Symposium on *Changing the Globe . . . International Veterinary Medicine*.
- Move forward with four books to be published in 2011:
 - Seek quotes for publishing; select publisher(s)
 - Finalize submissions for zoonoses and literary books
 - Determine firsts to be in 150 firsts book

- History book written
- Complete marketing plans for books
- Carry out community day to kick off 150th celebration – summer, fall 2011
- Work with Portico for Fall 2011 issue with focus on OVC anniversary
- Plan gala for culmination of celebration in Fall 2012

c. Solidify Training for Rural Community Veterinarians

OMAFRA provided funding to OVC to develop a plan to attract, enroll and train rural community veterinarians. One of the key objectives of this initiative is to develop admission strategies specifically designed for veterinarians working with food animals. In addition, focus will be placed on establishing an enhanced curriculum for student veterinarians who intend to work in rural communities, as well as for those who identify international veterinary medicine as a career goal.

Actions completed 2010:

- Faculty committee created to work on new model for the delivery of food animal education
- A new experiential learning experience was piloted for the students in the food animal stream with a local private practice; received positive reviews from both students and practitioners
- A one-week equine primary care elective offered three times and attracted 12 students
- Bovine Education Trust launched in April 2010 at the annual meeting of the Ontario Association of Bovine Practitioners to support learning activities of students interested in bovine veterinary medicine
 - Website for information purposes and donations created
 - Several gifts received by the fund
 - 11 final year students were funded for external learning opportunities

Planned actions 2011, 2012:

- Develop and administer a ‘rural attitudes survey’ to current students to determine their views on rural practice.
- Finalize a proposal regarding this initiative to be reviewed by OVC and OMAFRA.
- Finalize plan for delivery of food animal education
- Work with Senior Development Manager to increase contributions to the Bovine Education Trust
- Implement a new elective for food animal students
- Review 4th year mixed animal stream for gaps in learning opportunities for rural community and international veterinarians

d. Increase Diversity

As the only veterinary college in Ontario, it is critical for OVC to encourage potential applicants from diverse backgrounds. The percentage of women students (88%) reflects the percentage of women in our applicant pool, but not the overall population. Our goal is to increase the overall percentage of students from visible minorities in the student body to mirror the Ontario population and double the number of men in the student population.

Actions completed 2010:

- Featured male student veterinarians in promotional materials, use their stories in print materials and videos
- Conducted individual interviews with current veterinarians and group interviews for veterinary students from a variety of communities
- Promoted OVC tours for prospective minority students at recruitment events, in university student newspapers and at special events (e.g. College Royal)
- Worked with the U of G Aboriginal Resource centre to create awareness of veterinary medicine as a career choice
- Created and distributed materials that reflect multiculturalism to minority BSc students and to ethno-cultural student clubs, groups and career counselors at key Ontario universities
- Liaised with independent schools serving minority communities and public schools in multicultural areas
- Created and advised DVM student diversity club
- Promoted the DVM program in Ontario student media in universities with large visible minority populations and developed a network of minority alumni and veterinarians

Planned actions 2011, 2012:

- Continue to promote selected diversity activities
- Work with media in diverse communities to promote DVM program
- Assess progress annually in reaching goals and adjust initiatives as needed

e. Attract International Students to DVM Program

OVC wants to enroll 15 international students in the DVM program per class.

Actions completed 2010:

- Implemented suggestions from research commissioned to determine what attracts international DVM students to OVC
 - Created new display for recruitment events
 - Created new materials for recruitment
 - Created YouTube videos of interviews with current international students
- Continued to sign MOUs with U.S. universities to reserve international seats for qualified applicants – seven to date
- Ten international students enrolled in Fall 2010, up from five in previous year

Planned actions 2011, 2012:

- Continue activities from 2010
- Create website to attract international candidates for DVM program

f. Engage Students in their Learning

Although we regularly assess curricular inputs, we have not routinely assessed students' engagement in their learning. In March 2008, we administered the Graduate and Professional Student Survey to

our veterinary and graduate students. The survey assessed satisfaction with the program; quality of interactions with faculty and fellow students; satisfaction with course of study, program and department support provided; debt load and financial support; availability of university resources and overall quality of student life. Although initial results were generally positive, the survey identified several areas related to advising and skills enhancement that could be improved. This initiative is led by the Associate Deans, Academic and Students and incorporates a comprehensive assessment of the outcomes of the 'new' curriculum implemented in 2000.

Actions completed 2010:

- In March, Phase 4 completed a survey that focused on their learning experience and satisfaction with their respective programs
- Survey results analyzed, interpreted, presented
- Met with vet techs, DVSCs and residents to discuss results and begin to develop strategies to address issues raised by the students

Planned actions 2011, 2012:

- Determine what further strategies should be implemented
- Annual assessment of survey results against minimum desired standards

g. Improve Learning Spaces: New Clinical Skills Facility and Historic Barn 37 Renovations

The Canadian Council on Animal Care and the Council on Education of the AVMA require that teaching and research animals be housed separately from hospital patients. To provide separate housing for teaching animals, Barn 37 is being renovated to house all of OVC's teaching cattle, sheep and horses, as well as provide enhanced learning spaces for food animal medical skills. In addition, a new Clinical Skills building is being constructed to consolidate the large animal clinical skills laboratories.

Actions completed 2010:

- Renovations to Barn 37 and construction of Clinical Skills Facility underway

Planned actions 2011, 2012:

- Both facilities will be operational in 2011

h. Historic Building Preservation

Built in 1922, the historic OVC building is an iconic facility on campus. We are in the early stages of restoration – taking it back to its 'glory days.' The front stone staircase was restored and the roof soffits and cupola repaired. We have asked for old photographs of the building as reference and are soliciting alumni classes for funds to assist in the restoration effort.

Actions completed 2010:

- Pictures of all past deans were formatted into similar sizes and relocated to main OVC building hallway

Planned actions 2011, 2012:

- Continue fundraising for the C.A.V. Barker museum and other areas by engaging Alumni in the plans

3. Enhance Research and Discovery

The OVC Research Advisory Committee and the Associate Dean, Research and Innovation (ADRI) have formulated a Strategic Research Plan (SRP) that provides a vision, sets future directions and provides a plan for succession, sustainability and growth of research programs. The SRP emphasizes building on research uniqueness and strengths and provides a framework for success through interdisciplinary teamwork, collaborations (with industry, academia and government) and international partnerships. The ADRI is providing leadership to facilitate research programs through support and effective administration. Knowledge generation will be optimized through consistent and timely communication of research results to the scientific community, stakeholders and the lay public. OVC will continue to promote research to undergraduate and DVM students and maintain high standards for graduate training, research performance and graduate advising. OVC will work with faculty and graduate students to increase the success in acquiring stipends, to identify research program goals and expectations and to efficiently manage time and resources in order to meet and/or exceed graduate student enrolment and completion targets.

Actions completed 2010:

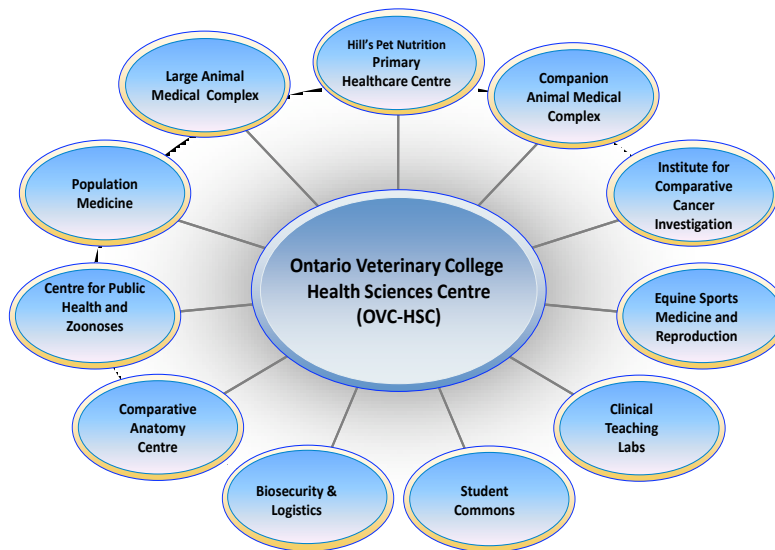
- Formulated a strategic research plan that complements the OVC Integrated Plan and the Strategic Research Plan of the University
- Signed memoranda of understanding with research institutes in China and Bangladesh to enable collaborative veterinary research and training
- Initiated dialogue with various industry groups to establish research partnerships.

Planned actions 2011, 2012:

- Implement strategic research plan
- Create new research website to maximize SRP

4. Operationalize the Ontario Veterinary College Health Sciences Centre (HSC)

The OVC Health Sciences Centre will transform the current campus and allow OVC to enhance its current healthcare facilities and expand its role as a world-class centre for advanced study that attracts top professionals from around the globe. It provides increased research opportunities to expand knowledge of and detection and control of diseases. Additionally, it ensures healthy farm animal production and a safe food supply. HSC provides for expanded veterinary involvement in ecosystem health and opportunities to work collaboratively to study and understand complex systems. The HSC extends and amplifies our message that veterinary medicine has a major role to play in both animal and human health.



a. Funding for the HSC – Infrastructure Ontario/MTCU

Significant funding is needed for expanded infrastructure, equipment and additional personnel to maintain our accreditation and provide cutting edge learning opportunities and healthcare. In February 2009, the U of G and the OVC submitted a comprehensive infrastructure master plan and business plan for the HSC to Infrastructure Ontario (IO) and the Ministry of Training, Colleges and Universities (MTCU). This proposal encompassed renovation and expansion of OVC facilities into a teaching and specialty referral medical complex with several new interconnected centres. With this proposal, the necessary equipment would be funded through donations and the additional personnel through increased revenue and donations.

In 2010 we continued to refine the plan and discuss the project with key government representatives. The MTCU has now asked UofG to revise and reduce the scope of the OVC proposal.

If provincial funding is ultimately not secured, the infrastructure improvements would have to be developed in stages over many years with funding raised through donations and increased revenue.

Actions completed 2010:

- Two-day retreat of Dean’s Council to refine HSC concept

Planned actions 2011, 2012:

- Finalize HSC administrative, operational, personnel and financial plans
- Revise proposal for MTCU
- Develop priorities and plan for 2012 infrastructure improvements

b. Funding for HSC – Campaign fundraising

Actions completed 2010:

- Funding for Animal Cancer Centre (infrastructure, personnel, equipment) is approximately 60% completed.

Planned actions 2011, 2012:

- Partner with other units on campus to find areas of common interest and to identify corporate and other donors with goal of delivering high value to the partners and overall benefits to the university. Coordination will be needed among the colleges, Alumni Affairs and Development, Office of Research, Business Development Office, Career Services, Office of Open Learning, and other areas on campus.
- Develop fundraising plans in concert with the overall University Better Planet Project.
- For Animal Cancer Center, focus fundraising on (1) purchase and installation of a linear accelerator for radiation therapy, (2) adding essential personnel and (3) equipment
- Develop a Grateful Client Program and create protocols to capture the gratitude felt by clients after their visits to the HSC
- Develop a process to identify needs of the HSC units at various levels of giving to match them with the desires of clients and alumni who want to support a specific piece of equipment or program and to build esprit-de-corps within the faculty and staff.
- For the Equine Sports Medicine and Reproduction Centre Phase I, focus fundraising on construction costs, equipment and personnel.
- Develop fund raising plans for research programs.

c. Communications and Marketing for HSC

Our communications and marketing strategy communicates initiatives, activities and clinical services offered by the HSC to referring veterinarians and the public. The plan includes visual identification for the complex, outreach to referring veterinarians and a public relations campaign. Special emphasis is placed on social marketing initiatives and the creation and optimization of the HSC website.

Actions completed 2010:

- Initial communications and marketing strategy developed
- Created Request for Proposal for web services for new websites; awarded tender December 2010

Planned actions 2011, 2012:

- Conduct focus group sessions for referring DVMS to determine communication needs, desires
- Website redesign:
 - Begin information gathering from practice areas
 - Conduct client focus groups
 - Gather information from referring veterinarians through focus groups
 - Create website design

5. Companion Animal and Large Animal Medical Complexes**a. Core Imaging Facility and Picture Archival Communication System**

The core imaging facilities house state-of-the-art imaging equipment and puts OVCHSC at the forefront of veterinary imaging for patient care, learning and research. All imaging equipment is

fully digital and includes conventional x-ray, fluoroscopy, MRI, CT, ultrasound and nuclear scintigraphy.

A Picture Archival Communication System (PACS) collects all digital material, such as images, patient demographics, exam information and interpretations and then archives the information. This integration not only eliminates the need to re-enter data, but provides radiologists and clinicians with the ability to review findings quickly and be able to present them to students and clients.

Planned actions 2011, 2012:

- Identify opportunities to integrate a PACS system with the new HSC electronic medical record information System.

b. HSC Information System

In 2010, OVC ended its contractual relationship with the firm that was to supply an HSC electronic medical record information system. After a thorough review of capabilities required, OVC selected a new information system. The implementation has moved quickly as much of the groundwork had been complete. The system will 'go live' in early 2011.

Actions completed 2010:

- Created new Request for Proposal for HSC Information System
- Analyzed bids, visited premises of bid finalists, selected vendor
- Customized software for OVC use

Planned actions 2011, 2012:

- Continue customization work
- Implement training sessions for
- Launch of system in February 2011

c. Implement Business Plan for OVC HSC

- Establish a referral path for the OVC Health Sciences Centre that focuses on exceptional service delivery to referring veterinarians and clients and increased caseload, revenue and personnel for the OVC-Health Sciences Centre.

6. Institute for Comparative Cancer Investigation, including the Animal Cancer Centre

The University of Guelph Institute for Comparative Cancer Investigation (ICCI) provides comprehensive cancer care for animals through the Animal Cancer Centre (ACC), expands interdisciplinary and comparative cancer research across the university and trains future cancer healthcare specialists and cancer scientists. Evidence-based discoveries benefit both people and animals.

ICCI captures the University's growing capacity for research and training in cancer studies. Companion animal cancers now account for approximately one-third of the caseload in the Health Sciences Centre Companion Animal Medical Complex. This Institute will build on existing expertise at U of G in both clinical care and basic cancer biology.

The ICCI includes a network of cancer investigators from OVC and across the University. The initiative will enhance co-ordination of cancer biology expertise by working to develop a new interdisciplinary graduate program in Cancer Biology.

Actions completed 2010:

- Developed MOU between the University of Guelph on behalf of the ICCI and the USA National Institutes of Health National Cancer Institute Comparative Oncology Trials Consortium. This makes the U of G the first international member of the consortium and facilitates industry-driven clinical trials of promising anti-cancer drugs using naturally occurring cancer in companion animals.
- Recruited Cancer Scientist/Oncologist
- Pet Trust allocated \$5M for design and construction of ACC; completed design
- Created a business plan for growth and operations of ACC
- Recruited intern and DVSc in medical oncology.
- Appointed Co-Directors for five-year term
- Held 3rd annual ICCI research symposium (June 2010)
- Developed client support materials to provide information on chemotherapy
- Upgraded software and training to improve radiation oncology planning procedures

Planned actions 2011, 2012:

- Build OVC Animal Cancer Centre to create the first comprehensive animal cancer centre in Canada; begin operations in new space Fall 2011
- Continue to fundraise for linear accelerator, oncology personnel and equipment
- Assign full-time Surgical Oncologist
- Veterinarian Specialist in Radiation Oncology to begin July 2011
- Recruit veterinary technician to help increase caseload and enhance clinical trials and investigational studies
- Begin Iodine 131 treatments

7. Hill's Pet Nutrition Primary Healthcare Centre

The Hill's Pet Nutrition Primary Healthcare Centre (PHC) creates a new model for companion animal primary healthcare and service delivery for the 21st century. The PHC introduces new learning opportunities for student veterinarians, visiting veterinarians and staff; it also establishes collaborations that provide value to OVC, the university and industry. The PHC will be a financially self-sustaining facility. Veterinary students from all four phases of the DVM program are learning in the PHC. Student veterinarian training includes eight integrated programs (communications, nutrition, public health, welfare, behaviour, rehabilitation, community outreach and research) for expanded healthcare for dogs, cats and small pets. Multimedia, web-based learning capabilities support international training and collaboration.

Actions completed 2010:

- Completed construction, acquired and installed equipment
- Celebrated ribbon cutting June 8, 2010

- Finalized some of the PHC programs, standard operating procedures, personnel plans, marketing and communications plans
- Finalized some of the curriculum for the Centre; Phase 4 students started in summer 2010 and Phases 1-3 in fall 2010
- Developed some of PHC learning objectives for all four years and are implementing in stages as case load grows
- Developed and implemented part of the systematic assessment program to provide opportunities for staff, Veterinarian, peer, self and client feedback for Phase 4 students in PHC
- Established PHC Advisory Board
- Veterinarians/Technicians/Receptionists hired early in 2010
- Computerized medical record established with integration of some programs
- CVO Accreditation obtained

Planned actions 2011, 2012:

- Continue to grow caseload for teaching and revenue generation
- Explore additional, collaborative opportunities for registered veterinary technicians and international veterinarians
- Primary Healthcare Symposium to be held March 2011 for practitioners
- Primary Healthcare Educators Conference to be held September 2011
- Select and hire a tenure-stream faculty member in Veterinary Communications with research focus in human and animal bond and veterinary communications; teaching efforts will involve DVM students in the PHC

8. Equine Sports Medicine and Reproduction Centre

The Equine Sports Medicine and Reproduction Centre will be a new centre at OVC. When built, the Centre will highlight and enhance our expertise in the diagnosis and treatment of performance limiting problems, infertility and reproduction. The Centre will provide direct access to OVC specialists with a focus on service to owners, trainers and veterinarians. It builds on the strengths of existing programs and will provide opportunities to develop new areas of expertise. Research to solve critical problems in performance and reproduction will be facilitated, as will an increased outpatient caseload for teaching. The Centre will support Ontario's multi-billion dollar equine industry, which includes the fourth largest racing jurisdiction in North America.

Actions completed 2010:

- Schematic drawings for Phases I and II completed.
- Architect selected to develop detailed drawings and construction tenders for Phase I
- Staged second Equi-Challenge to raise awareness and funds

Planned actions 2011, 2012:

- Fundraising is focused on Phase I facilities, endowed positions, and equipment.
- Start of construction for Phase I will depend on acquisition of sufficient funds.
- Hire a tenure-stream faculty member in theriogenology whose research work will focus on equine theriogenology

9. Centre for Comparative Anatomy – with the College of Biological Sciences

In January 2010, the College of Biological Sciences human anatomy program moved to renovated space adjacent to the Department of Biomedical Sciences on the ground floor of OVC's main building. The space consolidates the teaching of human and veterinary anatomy courses taught at the University. The relocation provides space better suited to the health and safety needs of human anatomy teaching. The move also provides benefits to DVM students who take a course in comparative animal anatomy in Phase I and BSc Bio-Medical Science students who take either human or mammalian anatomy in their third year in this facility.

Actions completed 2010:

- Design and renovation complete; open house held January 5, 2010
- Classes in the new facility began January 11, 2010

Planned actions 2011, 2012:

- Initiative has now been operationalized

10. Pathobiology/Animal Health Laboratory Building

The newly-opened Pathobiology-Animal Health Laboratory (AHL) building provides improved opportunities for research and enhanced diagnostic facilities and interaction between OVC and the AHL. The facility houses new classrooms (a 120-seat lecture theatre, two 60-seat seminar rooms and a 60-seat teaching laboratory), the Department of Pathobiology offices and research laboratories and the AHL. It will capture efficiencies of modern research, teaching and diagnostic laboratory design and enhance interdisciplinary interaction and graduate student learning. The design offers an optimal environment for the movement of specimens and people.

Actions completed 2010:

- Building completed; move into new space completed
- Grand opening October 2010

Planned actions 2011, 2012:

- Initiative has now been operationalized

11. Centre for Public Health and Zoonoses

The Centre for Public Health and Zoonoses (CPHAZ) co-ordinates existing, and promotes new, collaborative, interdisciplinary research activities designed to enhance our capacity to solve problems and implement solutions in public health at the human/animal interface throughout Canada and the world.

The research conducted by the CPHAZ includes collaborations with researchers from the Public Health Agency of Canada, the Canadian Cooperative Wildlife Health Centre, the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the Ontario Agency for Health Protection and

Promotion, and other organizations.

The Centre supports the advanced education of students, veterinarians and scientists to help meet the growing need for expertise in public health and zoonoses and in sound policy and decision-making in the public health sector. Research capabilities of CPHAZ will be expanded through Canadian Foundation for Innovation (CFI) funding to renovate and equip space for new laboratories, including a zoonotic pathogen isolate bank and labs for diagnostic sample analyses and investigation of infectious diseases.

Actions completed 2010:

- CPHAZ, along with OVC and the Public Health Agency of Canada, co-hosted the Canadian Association of Veterinary Epidemiology and Economics meeting in Guelph in May 2010. The theme of this meeting was “One Health”.

Planned actions 2011, 2012:

- Complete renovations funded via CFI and ORF
- Host two to three workshops to address targeted public health issues, which will involve academic and government researchers; workshops will allow networking, information sharing and new collaborations

12. Masters of Public Health (MPH)

OVC continues to strengthen the Masters of Public Health program. A major funding proposal for an international program in ecosystem approaches to health is being developed. The proposal includes funding for a Chair in Ecosystem Health and a Chair in Infectious Diseases. We will expand the ecosystem health offerings in the Master of Public Health program with assistance from OMAFRA new initiative funding and continue to garner class gifts to support the Phase 4 ecosystem health course.

Actions completed 2010:

- 12 students have completed the requirements for the MPH degree
- Fall of 2010: 20 new full-time students enroll in program

Planned actions 2011, 2012:

- Continue to develop outcomes assessments
- Build links to outside agencies to provide access to a wide range of practica experiences for MPH students

13. Animal Welfare, Behaviour and Human Animal Bond Programs

This is a new initiative that will develop over the next year as the new faculty member in Companion Animal Welfare joins the other animal welfare faculty at the university. In addition, the connections between animal welfare, behaviour and the human animal bond will be explored in relation to pet abandonment and pet overpopulation.

Actions completed 2010:

- Endowed animal welfare faculty position filled

- Nestle Purina PetCare Chair in Communications funding received; chair appointed; and postdoctoral fellow started; developed research plan to investigate veterinary and societal issues related to pet abandonment and surrender, pet overpopulation, pet behavior and the human animal bond.
- Campbell Centre for the Study of Animal Welfare initiated a strategic planning process

Planned actions 2011, 2012:

- Develop program in companion animal welfare with the new Col. K.L. Campbell Chair in Companion Animal Welfare.
- Develop standards for animal welfare and behavior training in veterinary practices.
- Work with the Campbell Centre for the Study of Animal Welfare to complete a strategic plan for the Centre and for animal welfare science at U of G for the next five years.
- With new Nestle Purina PetCare Chair in Communications

14. Enhance Global Engagement and Internationalism

OVC has a long history of conducting research work and capacity building in the developing world through ecosystem approaches to health. This occurs both through global extension and research, as well as by hosting scholars from other countries at OVC. Global engagement occurs through hosting visiting professors from other countries. Student veterinarians engage in internationalism through volunteering with Veterinarians without Borders and Global Vets. More than 20 students each year travel to developing countries to volunteer their knowledge and expertise. Faculty at OVC actively work with these students to prepare for their experience. There is a one-week Phase 4 elective on international veterinary medicine. Global engagement and ecosystem approaches to health will continue to drive internationalism at OVC.

Planned actions 2011, 2012:

- Develop a long-term plan to expand expertise in ecosystem approaches to health
- Document current and past expertise at OVC
- Expand current offering for ecosystem approaches to health in the DVM curriculum
- Increase videoconferencing opportunities with other veterinary schools through the Primary Healthcare Centre
- Use the international veterinary medicine symposium in 2012 to focus our efforts on building collaborations with a select number of veterinary schools

APPENDIX 1: OPERATIONALIZED INITIATIVES

The following initiatives have been outlined in detail in earlier versions of the Integrated Plan and have now been operationalized.

1. Learning Technologies – College-wide Digital Library

The College-wide Digital Library will contain images, radiographs, lab data and sounds. It will allow faculty to video-access the material to develop curricular materials. We are collaborating with the U of G Library and Computing and Communications Services, in areas related to: storage space, software access, technical support and a summer student to assist in the development of the library.

2. Large Animal Isolation Unit

Construction is now complete on the state-of-the-art Large Animal Isolation Unit (LAIU). Funding was received by a federal infrastructure grant to the four Canadian veterinary colleges from Agriculture and AgriFood Canada with the support of OMAFRA and the University. The facility allows us to separate patients with infections, (including zoonotic and antibiotic resistant infections), from other hospitalized large animals.

3. Collaborative Graduate Program in Neuroscience

The University of Guelph Collaborative Graduate Program in Neuroscience <http://www.ovc.uoguelph.ca/biom/collabgrad/neuroscience/> provides a specialization for students engaged in research in the rapidly expanding field of neuroscience. It allows students to combine their departmental degree program with multidisciplinary experience in neuroscience. This unique combination of multidisciplinary studies provides students with the best possible foundation for academic careers in neuroscience and related areas. The program includes participation from faculty in Biomedical Science, Clinical Studies, Human Health and Nutritional Sciences, Integrative Biology, Molecular and Cellular Biology, Psychology and Animal and Poultry Science.