

AnimalHealthCanada



STRATEGIC PLAN

2022-2025





VISION

A sustainable agriculture and agri-food sector strengthened by an inclusive industry-governments partnership protecting the health and welfare of farmed animals.



MISSION:

Animal Health Canada provides leadership in building a collaborative, multi-partner model that clarifies the respective roles, responsibilities and accountabilities of each partner implementing an animal health strategy for Canada, beginning with emergency management.

GUIDING PRINCIPLES

Overlaying all priorities for our organization are two key principles; the lenses through which we view all activities in the organization:

1. AHC is a leader in One Health and One Welfare. These two concepts involve the critical intersection of animals, people, and the environment, and underscore our belief in continual improvement of health and welfare of animals, people, and the environment.
2. AHC is an agency of communication and integrity. We are leaders, convenors, facilitators, and collaborators for the farmed animal sector. This means identifying important issues across the sector, bringing together stakeholders to solve those issues, and communicating to the broader community.

Animal Health Canada strategic pillars 2022-2025

Our organization commits to four major strategic pillars upon which we will focus during 2022-2025. The pillars include:

1. Emergency management: preparedness and response
2. Animal welfare
3. Disease surveillance
4. Development of a resilient governance and operational model

Overview of Outcomes 2021-2024

We have divided the activities into priorities, that will guide the timelines and order in which we will advance activities

Priority 1: Complete the groundwork- Build upon a robust organizational foundation for a lean and action-ready organization

- Finalize and action organizational structures (governance and operations) to be able to lead into the next phase of the organization
- Secure funding for critical projects in the next policy framework
- Renew financial model
- Finalize roles and responsibilities to ensure clarity between public and private partners.
- Continue current and planned activities of Animal Health Canada and its divisions and projects
- Develop the AHC Online Training Centre, a capacity building resource offering rapid, effective training to prepare for animal emergencies

Priority 2: Become the central collaborator and support for emergency preparedness and response for farmed animal emergencies and emerging threats

- Become the central collaborator to bring appropriate groups together before, during and after an animal health emergency
- Advance animal health surveillance to be a system that is internationally recognized, and trusted/valued by Canadian stakeholders as a protection against disease threats
- Develop and advance a Canadian animal welfare strategy for farmed animals during emergencies and non-emergency times

Priority 3: Advance emergency management, surveillance, and welfare priorities

- Advance and action traceability and biosecurity support
- Increase surveillance forecasting for new and emerging disease threats
- Identify and prioritize research gaps in strategic pillars



Appendix 1: Sequencing of activities by strategic pillar with detailed listing of activity, outcome, and sequence.

Appendix 2: Methodology of the strategic plan

APPENDIX 1 - DETAILED STRATEGIC ACTIVITIES AND OUTCOMES



STRATEGIC PILLAR 1: Emergency Management and Preparedness

Priority	Strategic Activity	Role of AHC	Status	Success Factor/Outcome indicating success
1	Clarify expectations and future opportunities for AHC during new outbreaks, new emergencies, as well as planning for other issues	Facilitate/clarify/lead to secure buy-in	New strategic activity	Delivery of a plan with clear roles, responsibilities, and expectations of AHC during new and known emergencies.
1	Continue ASF EMB into 2022-2023	Leadership/convenor/knowledge disseminator	Already underway but will need additional support	Develop a plan including generic overview (while avoiding duplication) and mapping the roles and responsibilities of stakeholders.
1	Activities currently performed by AHM project are continued to allow ongoing support for activities like ASF EMB, development of activities to build awareness, preparedness, and capacity for emergency management.	Leadership/convenor/knowledge disseminator	AHM funded up to March 2023	<p>Activities are identified and executed to secure sustainable funding for activities currently performed under AHM.</p> <p>Government, farmed animal commodities continue to engage with emergency management activities.</p> <p>Interim goal (1 year): Identification of gaps in emergency management in each sector and development of an action plan to fill these gaps.</p> <p>Long term outcome: Livestock producers have emergency response plans for their operations and undertake training to build capacity</p>
1	Support for establishing and upholding zoning arrangements	Facilitator	New strategic activity	Provide strategic support to industry and government looking to establish zoning agreements by acting as a facilitator.
	Foot and Mouth Disease Vaccine Bank	Convenor	Currently underway but needs more funding to be realized with this vision	A roadmap and strategy has been developed for the establishment of a FMD vaccine bank
1	Resource list for producer specific, Canadian mental health supports is collated and maintained.	Convenor	New strategic activity	A comprehensive resource list that is useful for producers, producer groups, and those affected by emergencies and mental health challenges can access.

STRATEGIC PILLAR 1 continued

Priority	Strategic Activity	Role of AHC	Status	Success Factor/Outcome indicating success
2	Develop standardized operating Procedure for developing emergency response and preparedness plans (based on international standards), including building a framework/template for emerging serious animal diseases	Leader/Convenor	Underway but needs amplification	Year 1: funding is secured to complete this activity Year 1: standard operating procedures learned from ASF EMB are documented as the framework of a playbook. Year 2-3: Tools are developed to support frameworks including a playbook for response, including the roles of industry, governments and the intersection of government and industry, and exercised. Tools developed to support emergency preparedness and response, including plans and identification of roles of industry, governments and the intersection of government and industry
1-2	Identify gaps in research for emergency preparedness and response topics.	Coordination/ knowledge dissemination	New strategic activity	Produce a regular report of research needs transferred to appropriate stakeholder
3	Coordinating "After Action Response" work	Convenor/ Leadership	New strategic activity	Creation of after response support like ASF EMB "lite" to document lessons learned and add to national institutional knowledge, as well as communicate across agriculture in collaboration with other agencies compiling their own After Action Responses.
1-2	Environmental scan of national biosecurity resources present in the farmed animal sector including zoonotic disease, as well as current barriers to implementation and adoption.	Convener and knowledge disseminator	New strategic activity	Report mapping the existing practices for biosecurity measures by commodity including plans for the next 5 years.
3	Support the advancement of traceability in agriculture as a key pillar of emergency management and disease surveillance.	Convenor	New strategic activity	Conduct a gap analysis report of private vs public information available in traceability including response in non-federally reportable disease and who can access data in certain non-reportable disease outbreaks, including data ownership and privacy, and stakeholder buy-in

STRATEGIC PILLAR 2: Animal Welfare

Priority	Strategic Activity	Role of AHC	Status	Success Factor/Outcome indicating success
1	Clarify the roles and responsibilities of NFACC within AHC	Convener, leader	New strategic activity	<p>Roles and responsibilities clearly defined through fulsome consultation</p> <p>Governance of NFACC within AHC explored and defined</p> <p>Governance/decision making model of NFACC is clarified.</p>
1-2	With partners, identify a strategic animal welfare vision and action plan	Convener, leader	New strategic activity	<p>Gap analysis of animal welfare in Canada through fulsome consultation including diverse viewpoints.</p> <p>Clearly defined animal welfare vision for AHC, and action plan for Animal Health Canada.</p>
All	Continued work to develop, review, and re-new Codes of Practice for farmed animals in Canada	Leader	Current activity	<p>New codes are developed, codes are renewed and revised.</p> <p>Funding for this work is obtained.</p>
3	Assist interested industries with recognition of the Codes of Practice by trading partners, and integration of Codes of practice into provincial and territorial government policy.	Interested stakeholder	New strategic activity	<p>Interested industries feel supported by AHC in this initiative.</p> <p>AHC facilitates the use of the Codes of Practice in the provincial and territorial governments.</p>
1-2	Explore government recognition of animal care programs for interested industries.	Convener	Partially underway but will need more support and resources	Report detailing options, opportunities, and challenges for government recognition of animal care programs is co-created with relevant stakeholders
3	Identify gaps in research for animal welfare topics.	Leadership	Current activity, needs to be amplified	<p>Produce a report of research needs transferred to appropriate stakeholder</p> <p>Completion of an inventory of national and international animal welfare issues and trends.t</p>

STRATEGIC PILLAR 3: Surveillance

Priority	Strategic Activity	Role of AHC	Status	Success Factor/Outcome indicating success
1	Ensure sustainable support for CAHSS (permanent core funding), and advocacy for surveillance in the absence of crisis	Leader/Convenor	Currently included in this year's funding discussion	Sustainable long-term funding for CAHSS sourced Impact report for CAHSS developed to clarify positive impact of programming.
2	Facilitate and coordinate the delivery of expanded national surveillance as identified by partners (i.e. influenza in swine); improved funding of research for surveillance strategies	Leader - Evergreen program to share processes, and lesson learned in establishing and operating sector specific surveillance	Requires permanent funding of program	Canada is a leader in surveillance tools, methodology, and stakeholders have confidence in the system
2	Better knowledge transfer of information back to end user; evaluate and improve knowledge transfer process and determine if CAHSS should have sole responsibility or if AHC can leverage and assist; systems analysis of knowledge cycle, assessment of gaps, best practices	Knowledge disseminator	New strategic activity	End-users (producers, public health, others) feel surveillance effort results in useful information to engender action and change
2	Develop national framework of endemic diseases for collecting, interpreting and disseminating information on these disease issues consistently across the country.	Convening industries (including both food animal and equine), advocacy	Depends on permanent funding	Priority endemic diseases identified by each species group. Surveillance information about these diseases is regularly collected, examined, interpreted, and information disseminated across the sector. Canada is a leader in research and innovation as it pertains to surveillance tools, methodology, and stakeholders have confidence

STRATEGIC PILLAR 3 continued

Year	Strategic Activity	Role of AHC	Status	Success Factor/Outcome indicating success
3	Foresee future pandemic risks, surveillance needs, and produce knowledge translation materials to relevant stakeholders, including collaborating with organizations that are active in this space (e.g., PHAC, CEZD, CFIA etc).	Convener	Depends on permanent funding	CAHSS is a leader in identifying new risks to One Health in Canada and gaining agreement on next steps to make recommendations to AHC Board for action.
2	Environmental Scan of activities – research and surveillance (including technology, research, and difference between industries) including international and interprovincial regulatory changes	Convener, Knowledge disseminator	Partially underway but will need more support and resources	Completion of report on understanding of current AMR/AMU issues, regulation and gaps as a proactive response to the final release of the Pan-Canadian Action Plan for AMU/AMR.
3	Facilitate collaboration across all stakeholders on AMR/AMU as Canada meets requirements for the Pan-Canadian Action Plan for AMU/AMR, including the pillars of surveillance, research and innovation, stewardship, infection, prevention and control.	Convener	Partially underway but will need more support and resources	Gaps identified in report in year 2 are being actioned Use results of gap analysis to develop key messaging including supporting results/data and identify tactics to amplify and share for the sector.

STRATEGIC PILLAR 4: Develop resilient governance and operational structures

1	Complete governance study	Leadership	Underway	Clear plan for AHC governance for 2023 fiscal year and beyond with stakeholder buy in
1	Solidify financial model for long term sustainable funding for AHC	Leadership	Underway	Clear financial model developed for AHC with stakeholder buy in and agreement with ideal implementation April 1 2023. With confirmation of AHC's role within emergencies, creation of plan to fund emergency activities quickly.
1	Develop operational infrastructure to accommodate new AHC work and governance.	Leadership	Underway	AHC is poised and ready to take on year 2 strategic activities.
2	Develop a strategy for how One Welfare, One Health, and communications will be applied as concepts to all of our AHC activities.	Leadership	New strategic activity	AHC has a clear plan for applying One Welfare, One Health, and Communications across all AHC activities.

STRATEGIC PILLAR 4 continued

Year	Strategic Activity	Role of AHC	Status	Success Factor/Outcome indicating success
2	Become a public facing communicator on the One Health, One Welfare, and strategic priorities and activities of Animal Health Canada. As a communicator and listener, assist the enhancement of public trust in animal health and welfare by sharing the collaborative activities being performed under Animal Health Canada.	Communicator	New strategic initiative	<p>Revamp communications strategy to allow simple and clear messaging to stakeholders and parties external to agriculture on the work being done in agriculture to improve and advance animal health and welfare.</p> <p>Implement and resource a communications strategy for AHC with measurable outcomes based indicators to amplify and share the collaborative work being done through AHC.</p> <p>Increase knowledge translation and transmission to politicians, farmers and veterinarians</p>
2	Monitoring and continual improvement of governance and operational infrastructure of AHC	Leadership	Not started	Simple way to monitor and report progress as well as decision points for growth or change.
2	AHC provides education curriculum to integrate the many moving parts of animal ag, animal health, biosecurity, transportation, emergency management, and surveillance/health topics, public health and role of AHC, including small holder producers.	Convener and knowledge dissemination	New strategic activity- CLT is ongoing	<p>AHC is providing training and building capacity in critical knowledge areas to professionals within the animal health industry such that they are prepared for their roles in surveillance, welfare, and emergency management.</p> <p>Increased number of animal health professionals have completed disease response training, building capacity for serious animal disease outbreak response</p> <p>Create a financial model that is self-sustaining for training/capacity building</p>
1 and 2	Create meaningful opportunities to increase the awareness of the value of and interconnectedness of the AHC strategic priority activities in agriculture sector across Canada	Convener and knowledge disseminator	New strategic activity	<p>Dedicate a session at the annual AHC Forum to disease simulation, tabletop exercise etc.</p> <p>Implementation of communication strategy linked to demonstrating the value and interconnectedness of disease surveillance, animal welfare, emergency management, and traceability</p> <p>Measurable change in training in biosecurity standards</p>



APPENDIX 2 - METHODS

Animal Health Canada hosted two planning sessions in March of 2022. Invitees were invited to participate in both sessions to establish clear priorities and co-create a workplan including a set of strategic activities for the next 3-5 years. An external firm, AMC NPO Solutions was hired as the designer and facilitator of the sessions.

Prior to the planning sessions, a survey was sent to a list of stakeholders. A total of 58 responses were received from organizations across Canada (54 English respondents and 4 in French). The survey was anonymous and summarized by the external firm at the outset of the planning sessions. Following the sessions, a draft strategic plan was created and circulated to the Animal Health Canada Working Group, Animal Health Canada Board of Directors and Government Advisory Committee, and attendees of the strategic planning sessions. Further consultation was sought from the Regulatory Assistant Deputy Ministers of Agriculture from all federal, provincial, and territorial governments before final approval at the AHC Board of Directors in July 2022.



The following organizations were represented at the strategic planning sessions:

Canadian Animal Health Institute
Canadian Cattlemen's Association
Canadian Hatching Egg Producers
Canadian Meat Council
Canadian Pork Council
Canadian Sheep Federation
Canadian Veterinary Medical Association
Chicken Farmers of Canada
Conestoga Meat Packers
Dairy Farmers of Canada
Dairy Processors Association of Canada
Dean's Council

Egg Farmers of Canada
Equestrian Canada
Maple Leaf Foods
National Cattle Feeders' Association
National Sheep Network
Turkey Farmers of Canada
Government of Alberta
Government of British Columbia
Government of Manitoba
Government of New Brunswick
Government of Newfoundland and Labrador
Government of Northwest Territories



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