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ANIMAL  HEALTH  
CANADA

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# MOVING FORWARD STRATEGICALLY

FORUM 2022

# PLANT AND ANIMAL HEALTH STRATEGY

- Led by the Canadian Food Inspection Agency (CFIA)
- Co-developed with a wide range of partners



# PLANT AND ANIMAL HEALTH STRATEGY

## GUIDING PRINCIPLES



**PREVENTION  
FOCUSED**



**EFFICIENCY &  
CONTINUOUS  
IMPROVEMENT**



**ADAPTIVE,  
EVIDENCE &  
RISK-BASED  
APPROACH**



**SHARED  
ACCOUNTABILITY**



**COLLABORATION,  
SHARING, &  
TRANSPARENCY**

**Objective 1:** Canada has the necessary information and awareness needed to support forward-looking risk management and evidence-based decisions.

**Objective 2:** Canada has a comprehensive, effective and integrated system that prevents and proactively addresses plant and animal health risks.

**Objective 3:** Canada has a robust and responsive plant and animal health system that supports economic growth and market competitiveness for Canadian products.

AHC was tasked with the coordination of reporting on the animal health components of the PAHS

## REPORT METHODOLOGY

- PAHS Working Group guidance
- Background review and evaluation framework
- Interactive collection of feedback at Forum 2021
- Animal Health partner interviews
- Reporting





## KEY OUTCOMES – PART I: UNDERSTANDING, ALIGNMENT, VALUE AND INFLUENCE

## UNDERSTANDING

- Interviewees generally described the Strategy at a high level
- Often stated that it described a set of goals and objectives, with a broad strategic vision meant to guide priorities for animal health and welfare in Canada
- Roughly two thirds of interviewees noted that they had been personally involved in preliminary PAHS consultations in 2016
- Participants often mentioned not referring to the Strategy when setting goals and/or priorities over the past few years, and a few participants were unaware of the Strategy prior to registration in the Forum in 2021

## ALIGNMENT, VALUE AND INFLUENCE

- A few participants did feel one of the positive aspects of the Strategy, was its emphasis on the need for collaboration and/or increased communication between industry and government
- Many commented that the Strategy did not contain specific indicators or guidance on how to achieve the priorities, making it difficult to act on
- Interviewees generally felt that their responsibilities under the PAHS were limited or were not well communicated
- Despite this, respondent actions, priorities, and achievements were aligned with many goals stated in the PAHS



## KEY OUTCOMES – PART 2: PAST PRIORITIES AND SUCCESS STORIES

# PAST PRIORITIES AND SUCCESS STORIES

- AHC's role in championing the African Swine Fever Executive Management Board, the NFACC Codes of Practice, and Canadian Animal Health Surveillance System were seen as good examples of successful frameworks for collaboration on complex issues
- Increased collaboration, coordination and communication between industry partners and governments was seen as a key success
- Many success stories are highlighted in the report, which demonstrates the continued need for industry and government collaboration:
  - Emergency preparedness and response
  - Surveillance and disease monitoring
  - Biosecurity
  - One Health
  - Quality Assurance Programs
  - Animal Welfare and Codes of Practice
  - Antimicrobial Use, Resistance and Stewardship





Credit: Farm & Food Care

## KEY OUTCOMES – PART 3: LESSONS LEARNED FROM COVID-19

# LESSONS LEARNED FROM COVID-19

## ■ Challenges:

- Production issues, delays in receiving imported goods, backlogs and supply chain disruptions
- Staffing shortages and absenteeism
- Shifting to virtual operations

## ■ Successes:

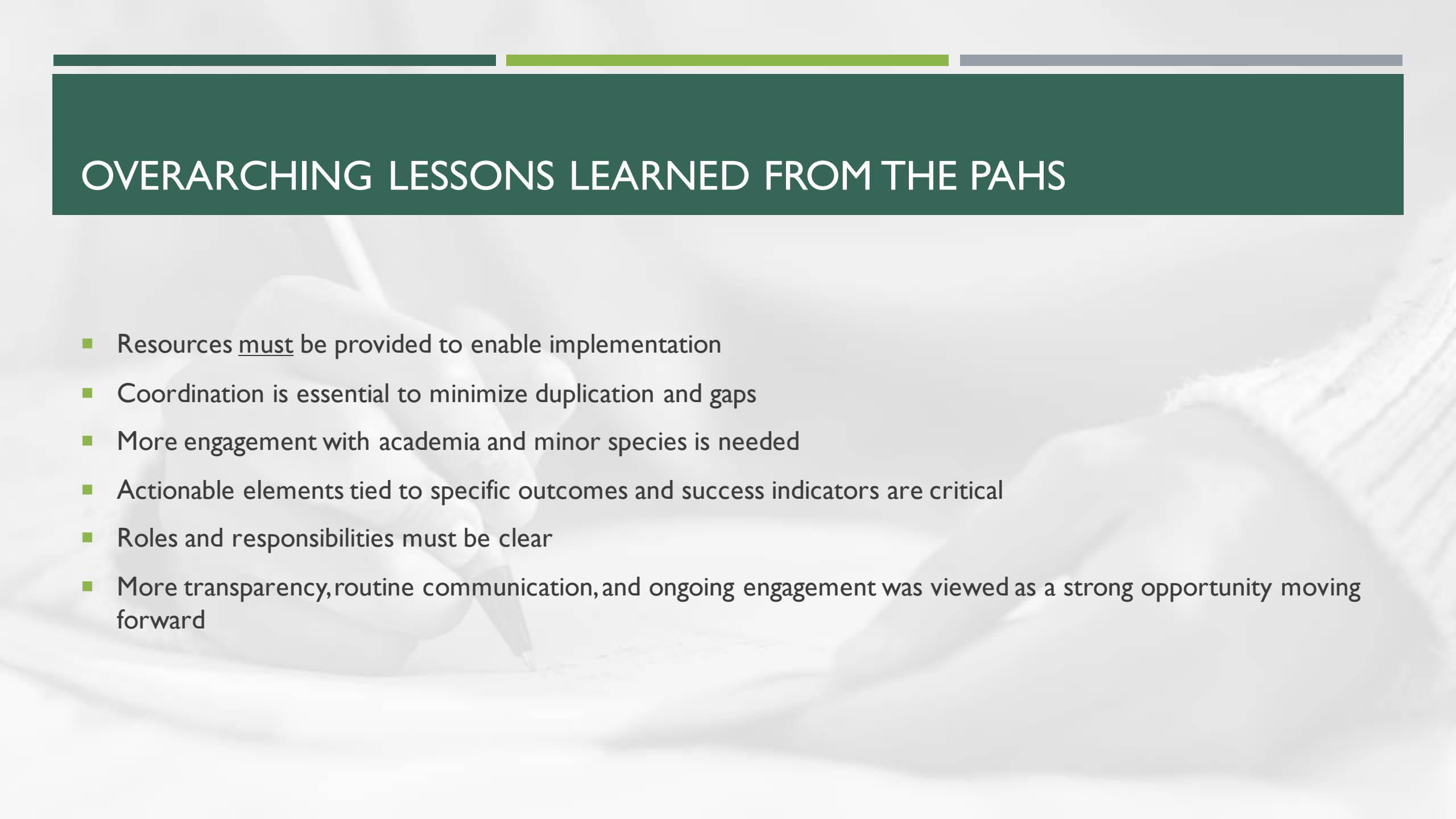
- Rapid adopting virtual means of communications, timely decision-making
- Leveraging the close working relationships between government and industry teams
- Adopting emergency management preparedness and response tools to address the issues that arose
- Intentional outreach and consultation within and between sectors and partners



**The pandemic underscored the importance of a One Health and One Welfare approach to preparedness and response**



# OVERARCHING LESSONS LEARNED FROM THE PAHS

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- Resources must be provided to enable implementation
  - Coordination is essential to minimize duplication and gaps
  - More engagement with academia and minor species is needed
  - Actionable elements tied to specific outcomes and success indicators are critical
  - Roles and responsibilities must be clear
  - More transparency, routine communication, and ongoing engagement was viewed as a strong opportunity moving forward

# OPPORTUNITIES

## Opportunities: Coordination, Collaboration, Communication

- Interviews demonstrated that the development of the Plant and Animal Health Strategy in and of itself was a meaningful exercise in strategic planning and direction
- Many government and industry partners feel the Strategy today adequately reflects key areas of emphasis that they have been working on - individually and collectively.

**Many partners see an opportunity for AHC to take on the vision, guiding principles, and primary objectives of the Strategy...**

**... and integrate them into strategic planning as it continues to evolve in the Canadian animal health and welfare space**



## The opportunities identified in the Strategy complement Key Themes heard during AHC's Strategic Planning

1. Coordination through partnerships
2. A system founded on prevention and defended through effective response and recovery
3. Collection, analysis and information sharing
4. Enabling desired behaviours



## LOOKING TO THE FUTURE

**AHC will benefit by considering the lessons learned from the successes and challenges of the Strategy to set operationally-focused goals and desired outcomes to demonstrate impact.**

**Partners are ready for creation of a shared strategic plan they can action together**

- AHC has the potential to be a guiding body and organizational force in coordinating, collaborating, and communicating between all industry groups, government organizations, and associated stakeholders.



Credit: Farm & Food Care

# THANK YOU



- AHC would like to thank -
  - Members of the PAHS Working Group
    - Marina (Nina) von Keyserlingk (Chair, UBC, appointed April 2022); Colleen McElwain (CAHI); Jim Fairles (CVMA/AHL); Luc Marchand (AAFC); Patti Negrave (AAFC); Martin Appelt (CFIA); Jeff Wichtel (OVC); Keith Lehman (AB CVO); Cheryl Schroeder (DFC); and Lorne Jordan (CFIA) and others.
  - Stakeholders who contributed to the survey, live session, and individual interviews
  - Staff and contractors supporting the initiative throughout the year, including Colleen McElwain, Melanie Barham, Lucie Verdon and Kate Todd



# STRATEGIC PLAN

ANIMAL HEALTH CANADA



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# LEARNING FROM THE PAST

# BUILDING TOWARD THE FUTURE

- 
- Building on PAHS
  - Finalizing new governance roadmap
  - New agriculture funding framework
  - New name, mandate

# METHODOLOGY & FUNDING

- Funded jointly by industry, federal, provincial and territorial governments
- Split -
  - 1/3 federal
  - 1/3 provincial/territorial
  - 1/3 industry



## METHODOLOGY

- Application of formal project management framework
- Stakeholder register and stakeholder mapping and management plan
- Stakeholder survey sent to over 200 groups nationally
- Two live facilitated virtual sessions held in March 2022
- Creation of draft plan with broad consultation to multiple levels of government, and industry partners



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# STRATEGIC PLAN

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## **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:

- 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.
- AHC acts as a facilitator 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





WHAT ACTIVITIES ARE INCLUDED?

WHAT WILL WE TACKLE FIRST?

## PRIORITY I

Complete the groundwork-  
build upon a robust  
organizational foundation  
for a lean and action-ready  
organization

Finalize and Action	Finalize and action organizational structures (governance and operations) to be able to lead into the next phase of the organization
Secure	Secure funding for critical projects in the next policy framework
Renew	Renew financial model
Finalize	Finalize roles and responsibilities to ensure clarity between public and private partners.
Continue	Continue current and planned activities of Animal Health Canada and its divisions and projects
Develop	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

<b>Become</b>	Become the central collaborator to bring appropriate groups together before, during and after an animal health emergency
<b>Advance</b>	Advance animal health surveillance to be a system that is internationally recognized, and trusted/valued by Canadian stakeholders as a protection against disease threats
<b>Develop and advance</b>	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

<b>Advance and Action</b>	Advance and action traceability and biosecurity support
<b>Increase</b>	Increase surveillance forecasting for new and emerging disease threats
<b>Identify and Prioritize</b>	Identify and prioritize research gaps in strategic pillars



THANK YOU TO  
OUR PARTNERS

A close-up photograph of a red pushpin stuck into a map. The pushpin is the central focus, with its sharp metal point visible. In the background, another yellow pushpin is visible but out of focus. The map shows various colored lines representing roads and geographical features.

# FURTHER DETAILS

[WWW.ANIMALHEALTHCANADA.CA](http://WWW.ANIMALHEALTHCANADA.CA)