



Animal Health Canada - Progress Report

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Animal Health Canada

VISION

A sustainable agriculture and agri-food sector strengthened by an inclusive industry-governments partnership protecting the health and wellbeing 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.

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What Are the Drivers?

- ▶ *"The core problems facing the governance of animal health policy in Canada ... are the fragmentation of authority and responsibilities, the large number of actors inside government and out, and the lack of a streamlined and transparent mechanism for achieving overall coherence in a complex policy area. In short, the system needs to be rationalized."*

- *Institute on Governance, 2013*

- ▶ National Plant and Animal Health Strategy

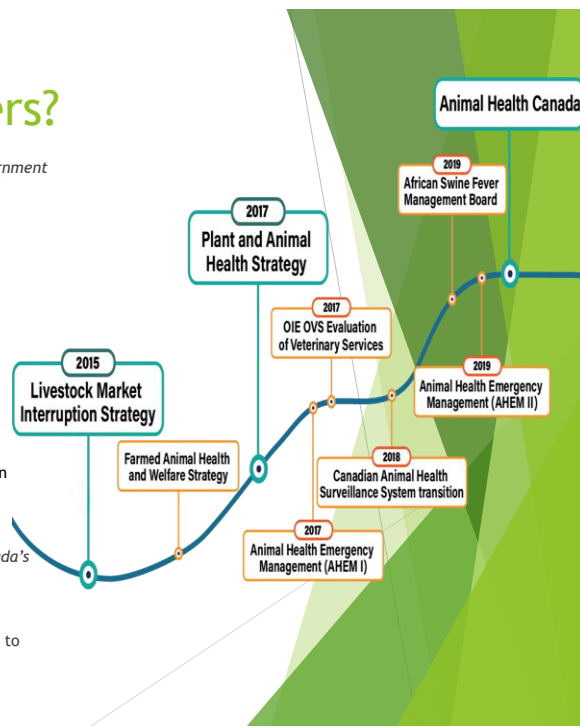
- ▶ Assess other countries' approaches for domestic partnerships for feasibility in the Canadian context
- ▶ Develop mutual resource-sharing agreements, including those for surge capacity, between key partners
- ▶ Develop a process for enabling targeted partnerships for carrying out activities
- ▶ Incorporate industry as signatory to Foreign Animal Disease Emergency Support Plan (FADES)

- ▶ *"The threat is from border-closing foreign animal diseases and, more importantly, Canada's sluggish and fragmented system to prevent, prepare, respond and recover from them."*

- *McAlpine, Preston, and Archibald, 2019*

- ▶ Canada requires "an agile regulatory system that supports innovation, provides certainty to industry, and protects health and safety"

- *Report of Canada's Economic Strategy Tables - Agri-Food*



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Accomplishments To Date

- ▶ Robust working group with extensive industry and government representation
- ▶ Committed and Engaged CEO Champions Committee to provide guidance and oversight
- ▶ \$185,000 in cash contributions from industry and government partners
- ▶ At least \$110,000 in industry in kind contributions to the initiative

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On Going Activities

- ▶ Exploring enhanced government-industry collaboration through African Swine Fever preparedness planning
- ▶ Examination of the implications including risks and lessons learned of public-private partnerships within the Canadian context, looking specifically at examples such as the Canadian Blood Services to be completed in Dec 2019
- ▶ Ongoing partner outreach

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On Going Activities

- ▶ Gap analysis and economic assessment near completion - Synthesis Agri-Food Network
- ▶ Findings: Structural and Organization Gaps

Overall, the largest gap is the lack of a cohesive national approach that can provide stronger FPT government -- industry collaboration.

The current fragmented structure leads to inefficiencies, missed opportunities for synergies and slower decision making.

The end result of the current structure is increased risk and overall cost for both government and industry.

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Key Success Factors To Optimize the System

- ▶ Purposeful integration of industry into the decision-making process (without impacting government's regulatory autonomy).
 - ▶ Incorporating industry into a joint FPT government partnership will help in ensuring clear and timely three-way communication (real time, back and forth).
- ▶ Authority, roles and responsibilities need to be clear for all stakeholders.
- ▶ Trust, openness and higher levels of transparency (information sharing) are required to effectively co-manage issues.
- ▶ Communication to stakeholders needs to be clear, consistent and simultaneous for both Federal and Provincial/Territorial networks.

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Key Success Factors - continued To Optimize the System

- ▶ Improved co-ordination of existing efforts and groups across Canada and across animal species is an opportunity.
- ▶ Flexibility and agility is needed across the entire system to be able to respond to issues as the disease risks change
- ▶ Effective response will be a combination of data/information as well as practical knowledge and understanding of the environment. Incident command centres should include people with hands-on experience in that production area.

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On Going Activities

▶ Governance Model Review - Governance Solutions Inc.

- ▶ Initial consultations with leadership in government and industry to clarify vision of future state and no go zones
- ▶ Preliminary Review of existing models complete - Canadian Blood Services, Animal Health Australia, Biosecurity New Zealand, Animal Health Australia, Animal Health Ireland
- ▶ Deeper dive underway into existing models and options for Canada
- ▶ Workshop with working group and CEO Champions Committee in December 2019 to consult on options and seek feedback
- ▶ Final report anticipated mid January 2020

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Governance Model

▶ Interim Findings Informing Next Steps:

- ▶ The “status quo” is not sustainable
- ▶ A “virtual network” is not tangible enough to be viable
- ▶ A full-fledged arms-length “regulatory agency” is too far a stretch and is neither necessary nor addresses the real issues
- ▶ A form of “public-private partnership” has the most support and fits best: a true partnership collaboration of industry, governments and academia
- ▶ The culture issue is at least as important as the structure
- ▶ No single comparable model is a great fit for Canada: instead, we will graft pieces of best practice onto a made-in-Canada solution for AHC

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Next Steps

- ▶ Identify a preferred governance model supported by government and industry
- ▶ Presentation of the proposed model to FPT Regulatory Ministers in July 2020
- ▶ Determine implementation plan

For More Information:

<https://www.ahwcouncil.ca/work-areas/animal-health-canada>

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Animal Health Canada CEO Champions Committee

Rick Bergmann	Chair, Canadian Pork Council
David Colwell	President, JBS Canada
David Haywood-Farmer	President, Canadian Cattlemen's Association
Bob Lowe	Canadian Cattlemen's Association - CEO Champion Industry Co-Chair
Michael McCain	President and Chief Executive Officer, Maple Leaf Foods
David Wiens	Vice-President, Dairy Farmers of Canada
Rene Dufresne	Deputy Minister, MAPAQ
Chris Forbes	Deputy Minister, Agriculture and Agri-Food Canada
Greg Meredith	Deputy Minister, OMAFRA and CEO Champion Government Co-Chair
Dr. Siddika Mithani	President, Canadian Food Inspection Agency
Wes Shoemaker	Deputy Minister, BC Ministry of Agriculture

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Animal Health Canada Working Group

2019 Working Group Membership

Canadian Animal Health Coalition	Jennifer MacTavish
Canadian Cattlemen's Association	David Moss
Canadian Meat Council	Kim O'Neil
Canadian Pork Council	John Ross
Canadian Sheep Federation	Corlena Patterson
National Sheep Network	Jennifer MacTavish
Dairy Farmers of Canada	Cheryl Schroeder
Dairy Processors Association of Canada	Chathurika Dayananda
Maple Leaf Foods	Rory McAlpine
Canadian Poultry Industry	Robin Horel/Drew Black
National Cattle Feeders Association	Janice Tranberg
NFAHW Council	Rob McNabb/Dr. Megan Bergman
Agriculture and Agri-Food Canada	Luc Marchand/Lucie Dubois
Canadian Food Inspection Agency	Dr. Cornelius Kiley/Dr. Lorne Jordan
Canadian Veterinary Medical Association	Dr. Henry Ceelan
Provincial and Territorial Governments	
British Columbia	Graham Knox
Quebec	Dr. Helene Trepanier/Yvon Doyle
Saskatchewan	Dr. Betty Althouse/Grant Zalinko
Ontario	Basia Florio