



**CANADIAN ANIMAL HEALTH COALITION**

**COALITION CANADIENNE POUR LA SANTÉ DES ANIMAUX**

# Concept Paper Outlining A National Animal Health Strategy

Prepared by,

**The Canadian Animal Health Coalition**



And

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Agriculture and  
Agri-Food Canada

Agriculture et  
Agroalimentaire Canada



Canadian Food  
Inspection Agency

Agence canadienne  
d'inspection des aliments

Agriculture and Agri-Food Canada (AAFC) and the Canadian Food Inspection Agency (CFIA) are pleased to participate in the Canadian Animal Health Coalition's (CAHC) *Animal Health and Emergency Management* related projects. Together, we are committed to working with our industry partners to increase public awareness of the importance of the agriculture and agri-food industry to Canada.

Opinions expressed in this document are those of the CAHC and not necessarily of AAFC and/or or CFIA.

## ■ Executive Summary

The Canadian Animal Health Coalition has facilitated the development of a Concept Paper that proposes a National Animal Health Strategy (NAHS) for Canada. Drafting of the NAHS Concept Paper has involved extensive consultation with over 50 industry and government stakeholders representing all sectors of the Canadian animal industry and representatives from the Canadian public health sector.

This Concept Paper is a concept (not a full strategy, but a directional document) that:

- Offers a starting point for detailed discussion about a NAHS
- Identifies the key parameters for development of a full strategy

### →The NAHS Concept

*The NAHS Concept is an innovative, far-reaching animal health management strategy that creates a framework for linking industry and government expertise, infrastructure and resources to manage wild and kept animal health issues; and identifies their close relationship to human health.*

The NAHS addresses all Canadian animal health issues through a single lens	
The lens is focused through six filters	It embraces all Canadian animal sectors (wild and kept animals) and stakeholders in public health
Filters	Micro Strategies* (These are in various stages of development)
1. Public health	Wildlife Disease Strategy
2. Animal health	Aquatic Animal Health Strategy
3. Economic health	National Farmed Animal Health Strategy
4. Environmental health	Companion Animal Health Strategy
5. Public confidence	Zoo Animal Health Strategy
6. Food safety	Research Animal Health Strategy
* See NAHS Model Schedule Three	Public Health Strategy

### →A Compelling Reality

*The NAHS is predicated on a compelling reality – neither government nor industry can tackle a strategy of this scope independent of the other.*

- The issues are complex, far reaching and require the resources, expertise, infrastructure of both the private and public sectors
- An integrated approach is the only way animal disease issues (particularly as they relate to human health) can be anticipated, planned for and managed strategically



**The NAHS is the first and only attempt at collapsing silos of animal health activities in Canada and integrating them strategically**



## →The NAHS Rationale

*Convergence is occurring, but in a very fragmented manner. The NAHS Concept sets out the strategic framework to address both the convergence and animal health issues.*

- There is no existing strategy of this nature, scope and breadth in Canada. There are many silos of activity – few are communicating or merging resources, experience and expertise. Few sectors have the infrastructure to manage an issue by themselves
- There are some existing alignments between stakeholder groups, however when public health urgency is at stake, or Canada’s competitive stature in the international market is under scrutiny, expediency of knowledge and experience transfer is critical
- There is insufficient trust and coordination between industry and governments
- Animal health issues do not occur in isolation, and while their occurrence may not be predictable they must be anticipated and planned for – collaboratively and strategically
- Animal diseases like Foot and Mouth Disease (FMD) easily cross species
- The integrity of Canada’s global market access cannot be compromised. Demonstrating the ability to collaborate across all animal industry sectors is imperative to build confidence with trading partners and the public at large
- Public scrutiny of animal health issues is intensifying – A coordinated strategy holds all stakeholders accountable for humane treatment of animals
- Animal and human health are connected – intrinsically
- An FAD outbreak is inevitable – as an industry, governments, and global trading economy, Canada is not prepared

**Impending hazards (e.g. AI) will occur – this is the planning window**

## →The NAHS Premise

*To build an integrated approach, The NAHS Concept is premised on enhancing existing programs and infrastructure, and facilitating knowledge transfer between governments, supply chains, industry organizations and geographic regions*

NAHS Premises	NAHS Priorities
Frames or positions existing and new programs; strengthens existing networks and facilitates collaboration and future planning among all	Surveillance with regard to animal and human health impact
Science based	Hazard Management including emergency response and financial risk management
Assigns priorities and shares resources	Research and development and governance
Earns domestic and global recognition for excellence	Communication
	Bio-security and animal care
	Governance

## →The NAHS Scope

*The NAHS is designed on two strategic levels: macro to engage all stakeholders, and micro to recognize the special needs of individual stakeholders groups and the existing relationships between many of them*

Two Levels		Common Criteria for Both Levels
Macro Strategy	Micro Strategic Example	Definitions (animals/animal health/stakeholders)
		Vision/Objectives
		Components and targets
		Roles and responsibilities
		Resources (finance, legislation, human, infrastructure)
		Governance

The full Concept Paper outlines the vision, objectives concept and scope of both The NAHS Concept and The National Farm Animal Strategy (as an example of one of the micro strategies).

## →The Economic Drivers

### Disease = Economic Impact

- An outbreak of AI in the Fraser Valley of British Columbia (2004) resulted in 19 million birds destroyed on 42 farms over a 81 day period
- One case of BSE (2003) eliminated an annual export market of \$1.8 Billion for two full years with total impact on Canada estimated at \$7.3 Billion
- The 2003 outbreak of SARS affected 438 people; caused the deaths of 44 Canadians and paralyzed Ontario's tourism industry
- The estimated cost of a FMD outbreak in Canada is \$30 Billion

### Healthy Animal Industry = Strong Canadian Economy

- Agriculture drives 8.3% of the GDP and employs one in eight Canadians
- Animal agriculture represents over 50% of farm cash receipts
- Animal agriculture drives over 25% of Canadian agricultural exports (\$ 24.4 Billion)
- The potential economic impact of an FAD occurrence in Canada is \$46 Billion

### Animal Disease Outbreaks = Far Reaching Implications

- Increased costs for medication, treatment, emergency management and regulatory control on the health systems for farmed animals, public health wildlife and companion animals
- Limitation of international trade in other agricultural sectors because of movement restrictions and loss of domestic and global consumer confidence
- Limitation of international travel
- Loss of domestic confidence in the political and regulatory systems



## → Three Critical Next Steps

*The NAHS Concept paper is at a draft stage – at the 30,000 foot level. To move forward, the CAHC needs:*

### Agreement ■ Commitment ■ Funding

<p><b>Agreement</b> in principle by Key Stakeholders</p>	<p>Endorsement of the NAHS Concept, the Premise and Scope, Macro and Micro level applications</p>
<p><b>Commitment</b> by industry and government to flesh out the framework (Oversight Committee)</p>	<p>Macro level framework led by CFIA                  Micro level framework led by CAHC                  (Two levels to be developed jointly through a single Joint Task Force over the next 18 months)</p>
<p><b>Funding</b> for the next 18 months</p>	<ul style="list-style-type: none"> <li>• Oversight Committees</li> <li>• Project Manager</li> <li>• Travel Expenses Project Coordinator</li> </ul>
<p style="text-align: center;"><b>This document is a call to action for industry and government!</b></p>	

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## Acronyms

AAHS	Aquatic Animal Health Strategy
AI	Avian Influenza
CAHC	Canadian Animal Health Coalition
CFIA	Canadian Food Inspection Agency
FAD	Foreign Animal Disease
FAHS	Farmed Animal Health Strategy
FMD	Foot and Mouth Disease
NAHC	National Animal Health Coalition
NAHS	National Animal Health Strategy (Macro)
NFAHS	National Farmed Animal Health Strategy (Micro)

## ■ Introduction

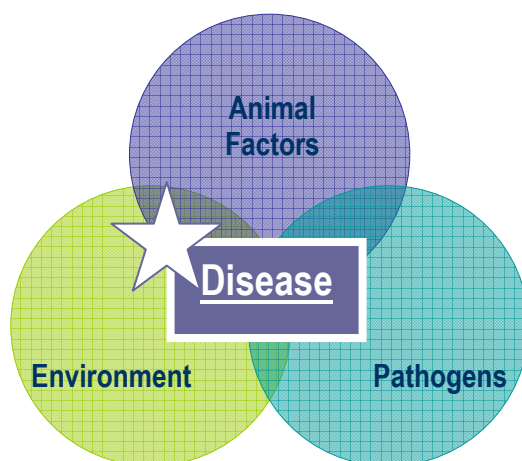
### → The Current Canadian Animal Health Picture

*Animal health has been described as “the outcome of the interaction in animal factors, their environment and pathogens”. This considers:*

- Animal nutrition
- The quality of an animal’s living environment
- Animal genetics
- An animal’s interaction with pathogens around it

Disease is at the centre, where pathogens interact with both weak animal factors and a weak environment. However, disease and the factors that impact it, can managed through emergency responsiveness, prevention measures and health promotion.

#### Diagram One – Current View of Animal Health



### → Disease Impact on Animal and Human Health

Disease threats are a serious concern to animals and people alike.

- Since the mid-1970s, approximately 75% of new emerging infectious diseases of humans have been caused by zoonotic pathogens<sup>1</sup>.
- Diseases like Foot and Mouth Disease (FMD) easily cross between species. FMD crosses between cloven hoofed animals like cattle, sheep, pigs, goats and deer.

<sup>1</sup> “Animal Health at the Crossroads: Preventing, Detecting, and Diagnosing Diseases”, National Academic Press, 2005

## → Economic Impact of Disease

- An 2004 outbreak of Avian Influenza (AI) in the Fraser Valley of British Columbia saw 19 million birds destroyed on 42 farms in an outbreak that lasted 81 days<sup>2</sup>
- In 2003, a single case of BSE in a cow from Alberta eliminated an export market worth \$1.8 billion<sup>3</sup> annually and resulted in a total Canadian impact of \$ 7.3 Billion
- In 2003 an outbreak of SARS affected 438 individuals and resulted in the deaths 44 Canadians<sup>4</sup>.

## → A Comprehensive Approach is Imperative

These three cases exemplify the great risks that animal health presents to the welfare of animals, human health and the economy. Disease prevention is a critical component of animal health, but it is part of a larger picture which includes health promotion and emergency preparedness<sup>5</sup>. Given the complex scope of animals in Canada (which includes wildlife, farmed animals, zoos, aquaculture, research and pets etc.) it is clear that animal health in one species is not independent of animal health in another.



Only by improving the health of all animals in Canada will the risks truly be minimized.

Dr. Brian Evans (Canadian Food Inspection Agency, CFIA) articulates the purpose of an animal health strategy as protection from various drivers. The image he describes is also useful summarizing the context for this Concept Paper. He describes a NAHS as a protective umbrella.

**Diagram Two – NAHS Drivers**



<sup>2</sup><http://www.bcac.bc.ca/documents/F1%20Marvin%20Friesen%20BC%20Poultry%20Industry.pdf>

<sup>3</sup><http://www.statcan.ca/english/research/11-621-MIE/11-621-MIE2004010.htm>

<sup>4</sup> Kumanan Wilson and Harvey Lazar, “From SARS to Avian Flu- Why Ottawa must lead Canada’s response”, Policy Options, February 2006

<sup>5</sup> Kumanan Wilson and Harvey Lazar, “From SARS to Avian Flu- Why Ottawa must lead Canada’s response”, Policy Options, February 2006



## → Current Approach to Canadian Animal Health



Currently, Canada has a fragmented approach to animal health management. It is not coordinated, or integrated with the complex scope of animals in Canada, nor is there alignment with existing public health programs. In reality, neither industry nor government can manage animal health issues independently – both sectors need the other. The entire animal industry (private and public sectors) must manage convergence – strategically.

While there are several **existing strategies** that address animal health, they are focussed on narrow components of a broader animal health system as noted in the initiatives listed below. As well, they tend to be:

- Specie specific
- Driven and resourced by individual producer/commodity organizations using check off dollars
- Isolated from other species and generally not aligned with other complementary animal programs
- Varied in terms of resource availability, government endorsement and industry acceptance
- In most cases, not tied into other supply chain links including processors, retailers, food service, distributors – i.e. farm gate specific

Examples of **current industry initiatives** in the food animal sector that address animal health include:

- Animal care programs (most are provincial)
- ID and traceability programs
- Disease surveillance and diagnosis
- Emergency response management
- On farm food safety programs
- Biosecurity protocols
- Disease specific initiatives (BSE, AI, Scrapies etc.)

In terms of the **broader inclusive strategy** that encompasses all of the initiatives (listed above), there are three significant animal health initiatives that are well underway. These include:

- National Wildlife Disease Strategy
- Aquatic Animal Health Strategy
- Ontario Animal Health Strategy
- These are complemented by a National Public Health Strategy.

## → A New Paradigm – Single Lens on Animal Health

A National Animal Health Strategy proposes a holistic approach that sees all animal health issues through a single lens. The lens provides a focus for managing and coordinating all animal health issues of the complex animal scope.



## →The Concept Paper Development Process

Development of this Concept Paper has involved extensive consultation with over 50 industry and government stakeholders representing all facets of Canada’s animal and public health sectors. The process of consultation and drafting this document has incorporated six steps:

Step One	Workshop I Ottawa January 29/30, 2006	To generate a wide range of viewpoints and demonstrate transparency of process
Step Two	February 1 <sup>st</sup> to 7 <sup>th</sup> , 2006	First draft of Concept Paper
Step Three	Oversight Committee Meeting 07.03.06	To debate positions, further develop concept
Step Four	March 8 <sup>th</sup> to 24, 2006	Revised Draft Concept Paper
Step Five	Workshop II March 31 <sup>st</sup> 2006	To generate broader stakeholder input to Concept Paper
Step Six	Final Draft Concept Paper Current	For circulation to key stakeholders and industry at large

(Note: Lists of all stakeholders are included in Appendices)

## →Moving Forward

With general acceptance of the direction set out in this Concept Paper, the CAHC would move forward on three fronts:

- Further honing of the NAHS and a National Farmed Animal Health Strategy (NFAHS) in collaboration with the CFIA and other stakeholders
- Lobbying for support with Federal and Provincial Ministers and food industry corporations
- Development of missing components of the NAHS

## →First Front – Refining the NAHS and NFAHS Filters

The Oversight Committee used to date (Appendix Two) would refine the filter for a NAHS and engage all appropriate stakeholders, including representatives from all animal categories with a focus on:

- Tightly defining the Vision and Objectives of a NAHS
- Describing Roles and Responsibilities
- Developing a Governance model

Concurrently, it would drive development of a [National Farmed Animal Health Strategy \(NFAHS\)](#). The Committee would focus on five priorities in the next six months:

- Refine the Vision and Objectives of a NFAHS
- Identify its key components and targets
- Outline its Roles and Responsibilities
- Resources, including finance, legislation, human (vets and other key personnel) infrastructure
- Propose a Governance model

Further Development of the National Animal Health Strategy and the Farmed Animal Health Strategy	
Seven Month Roll-Out	Step
Month One	Oversight committees to draft vision statements for the NAHS and the NFAHS
Month Two	Oversight committee to define the roles and responsibilities for a NAHS
Month Two	Oversight committee to define the components, targets, roles/responsibilities of a NFAHS
Month Four	All associations with current roles in the components of the NFAHS to submit current activities to Oversight committee (includes activities detail, role filled, human and financial capital)
Month Five	Oversight committee to prepare a gap analysis for the NFAHS, including components, roles/responsibilities, and resources.
Month Five	Oversight committee to develop a governance model for the NAHS
Month Six	Develop a governance model for the NFAHS
Month Seven	Presentation of NAHS and the NFAHS

<sup>1</sup> These dates are only intended as a guide. The process itself needs to confirm the reality of the timelines.

### → Second Front – Lobbying for Support

The second front is actively lobbying for support with Federal and Provincial Ministers and agriculture and food industry corporate leaders. To facilitate this, a Top-Line briefing document has been developed to ensure effective communication of clear messages.

A major component of the lobbying strategy is getting the Concept Paper on the agenda at the Federal/Provincial Assistant Deputy Minister Meeting this summer. If the NAHS is to be implemented it will need the support of the federal and provincial governments early in the process which implies:

- Agreement on the general concept
- Appreciation for the scope of the process
- Commitment to process
- Agreement on timelines and roles and responsibilities going forward
- Longer term – funding and allocation of resources

### → Third Front – Filling the Gaps

The third front involves actively assisting and encouraging key people, associations, or groups of associations to develop the missing parts of NFAHS. This involves two steps to:

- Generate a list of potential associations or people who could work on missing strategies
- Contact associations and provide support to get work underway



## → Recommendation – Joint Task Force



It is suggested that the NAHS and the NFHAS be advanced on these three fronts with dedicated human resources working together in a Joint Task Force.

The Task Force would be comprised of a “coalition of the willing” with representatives from the Federal (AAFC and CFIA) and Provincial governments and industry.

## ■ National Animal Health Strategy

### → Macro and Micro Strategies



The NAHS is designed on two strategic levels: macro to engage all stakeholders, and micro to recognize the special needs of individual stakeholders groups and the existing relationships between many of them.

#### → Macro Strategy – Broad, All Inclusive

This Concept Paper proposes a National Animal Health Strategy that is extremely broad in scope. Through a single lens, it focuses on:

- A national discussion about disease threats, animal health management and improving animal health
- The convergence of animal health issues with the broadest scope of animals in Canada including animals kept or wild in Canada and,
- Identifying their close relationship with public health

Note: The strategy makes no attempt to lay out plans for the health of people, but simply recognizes that the health of animals converges with public health.

#### → Micro Strategy – Recognizing the Unique Needs of Stakeholders

Stakeholders have identified the reality that there are jurisdictional issues within the industry and existing animal health initiatives strategies (albeit independent and in various different stages of completion). Additionally, there are significant differences in animal categories; therefore the development of more specific objectives is best suited to a micro level of strategy. As an example, this Concept Paper recognizes the National Wildlife Disease Strategy and the Aquatic Animal Health Strategy.

The micro level:

- Includes stakeholders whose interests are more closely aligned
- Combine the interests of a more narrowly defined range of animals
- Is consistent with the objectives at the macro level
- Addresses specific operating and marketing realities

#### → Common Components

Both strategy levels recognize:

- The close relationship of animals across categories and species
- The convergence of animal and public health issues

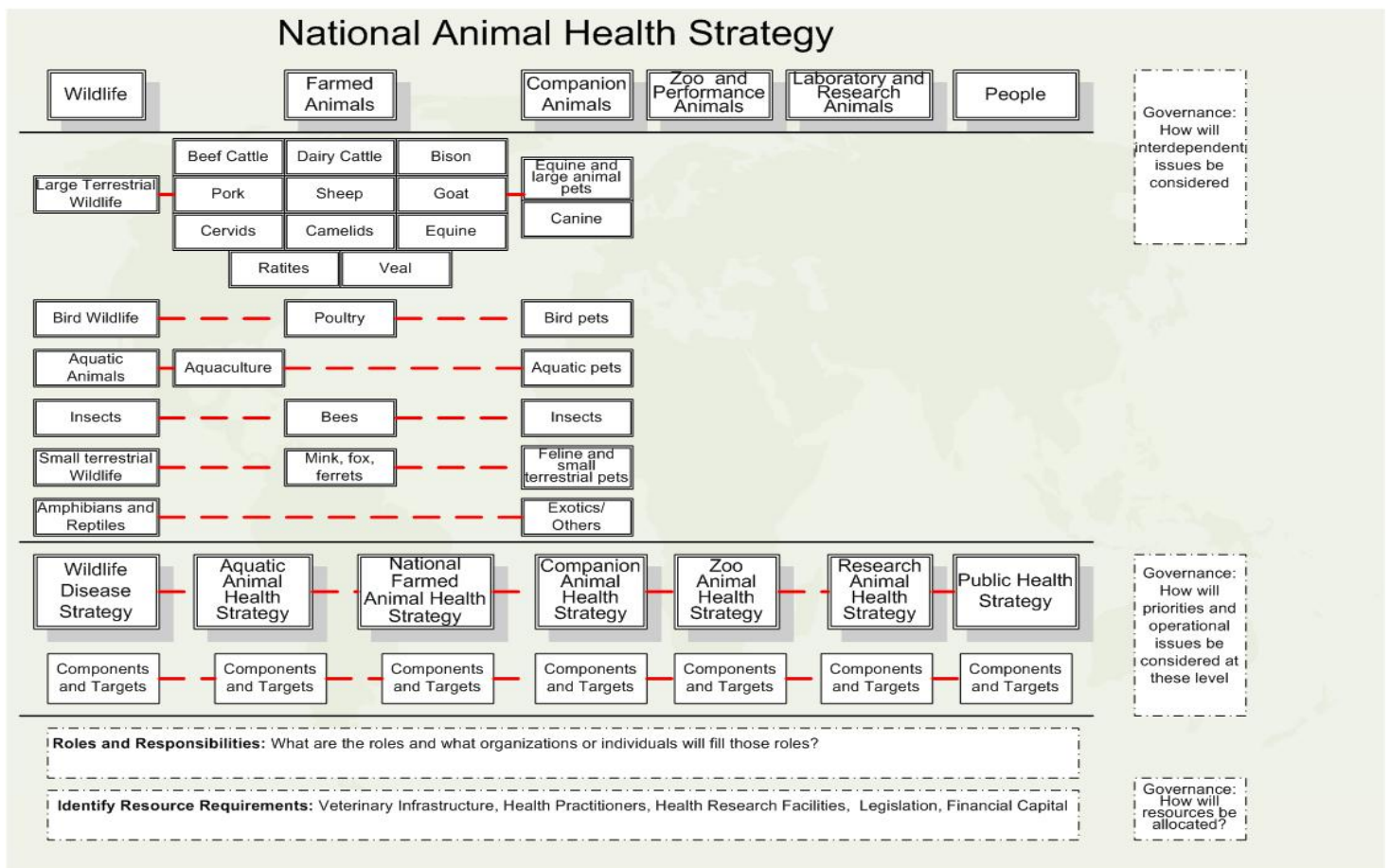
This Concept Paper addresses:

- The macro level strategy, which is the National Animal Health Strategy (NAHS) and which tends to capture the interest of Federal and Provincial government stakeholders
- The National Farmed Animal Health Strategy (NFAHS) as an example of a micro level strategy. The NFAHS has been chosen as a comparative model because it is well represented by the industry stakeholders involved in development of this Concept Paper and is in fact, the focus of their attention

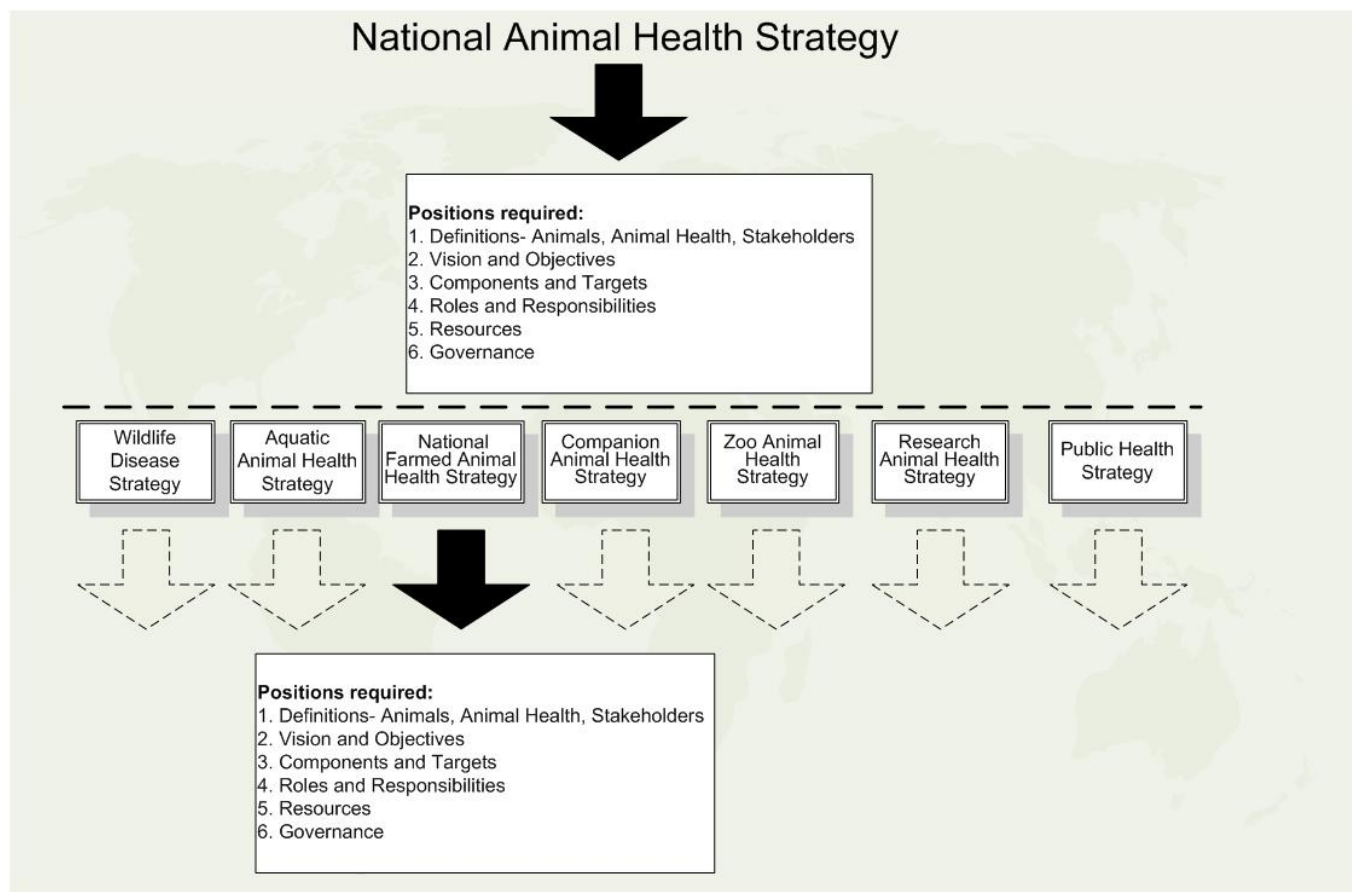
At both the macro and micro levels, there is a consistent structure including:

- Definitions (animals, animal health issues, stakeholders etc.)
- Vision and Objectives
- Components and Targets
- Roles and Responsibilities
- Resources (including finance, legislation, human, infrastructure)
- Governance

### Diagram Three – The National Animal Health Strategy Concept



**Diagram Four – Components of the Macro NAHS**



→The NAHS Premise



To build an integrated approach, The NAHS Concept is premised on enhancing existing programs and infrastructure, and facilitating knowledge transfer between governments, supply chains, industry organizations and geographic regions

NAHS Premises	NAHS Priorities
Frames or positions existing and new programs; strengthens existing networks and facilitates collaboration and future planning among all	Surveillance with regard to animal and human health impact
Science based	Hazard Management including emergency response and financial risk management
Assigns priorities and shares resources	Research and development
Earns domestic and global recognition for excellence	Communication
	Bio-security and animal care
	Governance



## →The Scope

The scope of the strategy first addresses a number of definitions followed by the vision and objectives of the NAHS. A more detailed discussion of components, roles and responsibilities and resources is included in the micro strategy section which follows this one.

## →Definition of Animals

An animal is defined as embracing all animals in Canada – i.e. all animals kept and wild including:

- Wildlife
- Farmed animals
- Companion animals
- Zoo and Performance animals
- Laboratory and research animals
- People

**Note:** Human beings are included in the NAHS discussion specifically because disease plays such a pivotal role in health and there is a convergence of public and animal health concerns.

## →Definition of Animal Health

Animal health is defined as the general condition of an animal body. Animal health is a product of animal factors, their environment, and pathogens. The definition recognizes that not all pathogens are of equal risk and further consideration is needed in defining the impacts of disease and their relative importance.

There are a number of themes that are implied in this definition, including some which relate to animal welfare, which has an agreed upon large role in animal health. These additional themes were considered but ruled out:

- The five freedoms<sup>6</sup> of animal welfare developed by the Farm Animal Welfare Council of the UK. These discuss ideal states of animal health rather than an animal current actual state or,
- The general condition of an animal's body and mind. It was concluded that describing an animal's mental state could be problematic

## →Definition of Stakeholders

These are the people and organizations that play a role in improving animal health. The following list has been modified from a publication of the National Research Council in the US<sup>7</sup> and is indicative of potential stakeholders:

- People on the front lines of the animal production unit, animal habitat, or companion animal owners

<sup>6</sup> <http://www.fawc.org.uk/freedoms.htm>

<sup>7</sup> "Animal Health at the Crossroads: Preventing, Detecting, and Diagnosing Diseases", National Academic Press, 2005



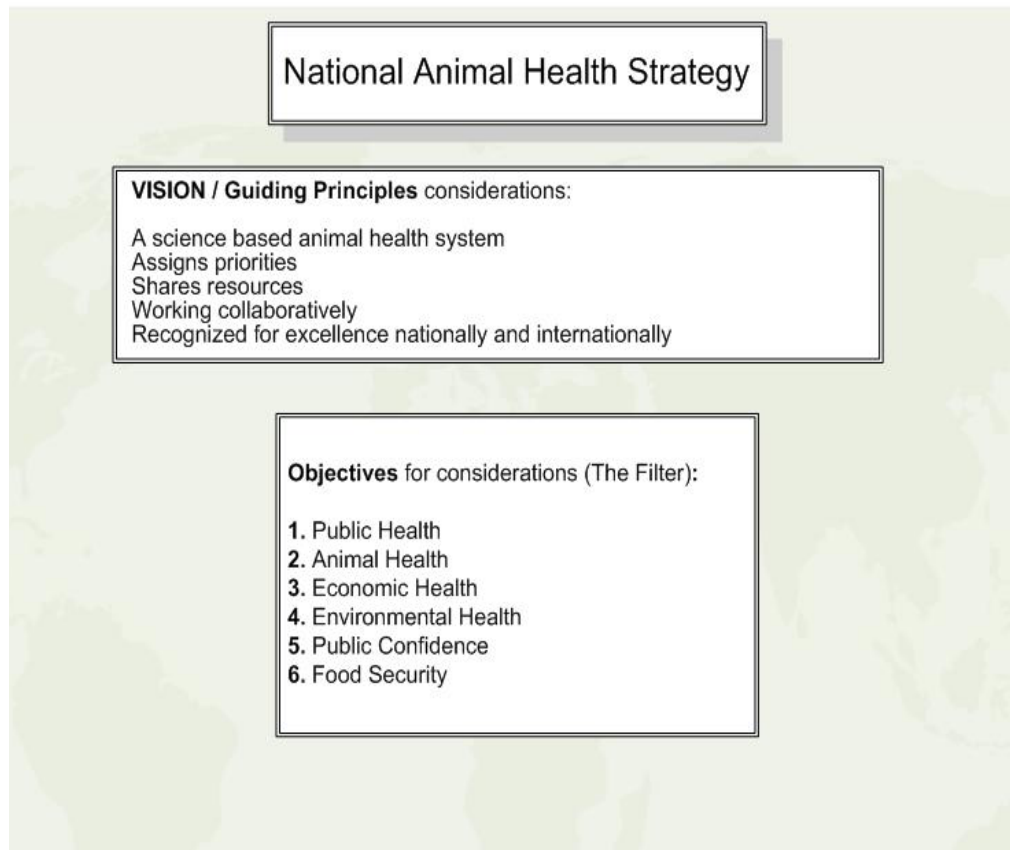
- General public
- Veterinarians and other sources of professional advice and care for health-related issues (such as universities and diagnostic laboratories)
- Federal, provincial, and local animal health and public health agencies
- International collaborations among agencies, organizations, and governments
- Supporting institutions, industries, and organizations (including educators and the public health and intelligence communities)

### →The Vision – Guiding Principles

While it was considered that a detailed visioning exercise was premature in a Concept Paper, the following parameters were identified by stakeholders as being the foundation for a NAHS vision. The NAHS process will:

- Be science based animal health system
- Assign priorities
- Enable resource sharing
- Work collaboratively
- Be recognized domestically and globally for excellence

### Diagram Five – Principles and Objectives of the NAHS



## → Objectives and Filters

Given the broad defining parameters of the potential vision, the next step is to clearly outline the specific objectives of the macro level strategy. In time, these will be used as the filter for micro strategies.

**Objective filters** include:

- Public Health
- Animal Health
- Economic Health
- Environmental Health
- Public Confidence
- Food Security

## → Priorities

Macro level priorities represent components of animal health that will also need to be addressed by micro level strategies. Issues related to disease are included here because they cross species and animal groups. Priorities include:

- Health surveillance and diagnosis
- Hazards Management
- Health Research
- Communication

## → Governance

In the context of this Concept Paper, Governance describes and defines the mechanisms for:

- Making decisions
- Implementing and monitoring policy
- Determining the parameters for stakeholder input

A NAHS Governance Model must address these questions:

- Who are the stakeholders – animal keepers or representative associations?
- Are national, provincial, municipal, and international animal associations considered?
- Are national, provincial, municipal, international government interests considered?
- How are the interests of veterinarians, medical practitioners, and researchers included?

## → Governance Case Study

As an example of governance, Animal Health Australia (AHA) oversees a wide range of animal health strategy and programs, policies and communication in Australia. In effect, AHA develops, implements and operates certain programs supported by Federal and Provincial governments and industry. Its existence does not preclude the ongoing need for program development and operation from individual governments or industry organizations.

AHA is a not for profit public company comprised of 24 member organizations spanning Federal (1) and State (8) governments, livestock industries (13), and service delivery (2) participants. A representative from each member organization participates in a National Animal Health Consultative Group. Member organizations elect seven members to a Board of Directors who work alongside management to implement company programs. Twice per year, the National Animal Health Consultative Group meets with the Board of Directors and management to discuss issues of relevance to the company.

This example offers a potential governance model. However, its implementation in a Canadian context will have a number of important considerations:

- How to involve Provincial marketing boards, Provincial animal associations, and less influential animal organizations
- It does not involve stakeholders like pet owners, universities, private labs, public health officials and consumers
- The limited membership has the benefit and weakness of being small in size
- As a benefit, each member is afforded a larger voice in the organization, and the major food animal sectors are well placed
- It also makes the costs sharing structure simpler to develop
- The membership may not serve the interests of smaller food animal industries, regional commodity groups, special interest groups, and affiliated government departments

Ultimately the governance model chosen for the NAHS will be a *"made in Canada"* model aligned with needs of key stakeholders in Federal and Provincial governments and industry.

The members of AHA are as follows.

<b>Australian Government</b>	
Australian Government Department of Agriculture, Fisheries and Forestry	<a href="http://www.daff.gov.au">www.daff.gov.au</a>
<b>States and Territories</b>	
State of New South Wales	<a href="http://www.dpi.nsw.gov.au">www.dpi.nsw.gov.au</a>
State of Queensland	<a href="http://www.dpi.qld.gov.au">www.dpi.qld.gov.au</a>
State of South Australia	<a href="http://www.pir.sa.gov.au">www.pir.sa.gov.au</a>
State of Tasmania	<a href="http://www.dpiwe.tas.gov.au">www.dpiwe.tas.gov.au</a>
State of Victoria	<a href="http://www.dpi.vic.gov.au">www.dpi.vic.gov.au</a>
State of Western Australia	<a href="http://www.agric.wa.gov.au">www.agric.wa.gov.au</a>
Australian Capital Territory	<a href="http://www.act.gov.au">www.act.gov.au</a>
Northern Territory	<a href="http://www.primaryindustry.nt.gov.au">www.primaryindustry.nt.gov.au</a>
<b>Livestock Industries</b>	
Australian Chicken Meat Federation Inc	<a href="http://www.chicken.org.au">www.chicken.org.au</a>
Australian Dairy Farmers' Limited	<a href="http://www.adff.com.au">www.adff.com.au</a>
Australian Egg Corporation Limited	<a href="http://www.aecl.org">www.aecl.org</a>
Australian Harness Racing Council	<a href="http://www.harness.org.au">www.harness.org.au</a>
Australian Honey Bee Industry Council	<a href="http://www.honeybee.org.au">www.honeybee.org.au</a>
Australian Horse Industry Council	<a href="http://www.horsecouncil.org.au">www.horsecouncil.org.au</a>
Australian Lot Feeders' Association Inc	<a href="http://www.feedlots.com.au">www.feedlots.com.au</a>
Australian Pork Limited	<a href="http://www.australianpork.com.au">www.australianpork.com.au</a>
Australian Racing Board	<a href="http://www.australian-racing.net.au">www.australian-racing.net.au</a>
Cattle Council of Australia Inc	<a href="http://www.cattlecouncil.com.au">www.cattlecouncil.com.au</a>
Goat Industry Council of Australia	
Sheep Meat Council of Australia Inc	<a href="http://www.sheepmeatcouncil.com.au">www.sheepmeatcouncil.com.au</a>
Wool Producers	<a href="http://www.woolproducers.com.au">www.woolproducers.com.au</a>
<b>Service Delivery/Non-Program Participants</b>	
Australian Veterinary Association	<a href="http://www.ava.com.au">www.ava.com.au</a>
CSIRO - Australian Animal Health Laboratory	<a href="http://www.csiro.au/aah/">www.csiro.au/aah/</a>

## ■ The National Farmed Animal Health Strategy (NFAHS)



The NFAHS has a logical fit with Agriculture and Agri-Food Canada's Agricultural Policy Framework (AFP) which has been developed in five year increments. The NFAHS has direct alignment with AFPII.

In the context of this Concept Paper, illustration of the parameters for the NFAHS has been included to show how micro strategies can fit into the macro NAHS. This example has been selected because the industry stakeholders in the NAHS embrace and support the need for a NFAHS. Most important, this micro strategy demonstrates the importance of consistent criteria and the potential to drill down to operational specifics in a variety of animal species within a broader overarching strategy.

### →NFAHS Scope

Animals are defined within the NFAHS (a Micro Strategy example) as per logical categories from an operational perspective. Specifically, animals in this strategy are defined as: farmed animals raised and kept for food, fur or game. The exception are aquaculture animals. These are not included, in large part, because this sector has already developed an Aquaculture Animal Health Strategy.

The definition of animal health is consistent with that of the macro strategy – i.e. *Animal health is defined as the general condition of an animal body. Animal health is a product of animal factors, their environment, and pathogens.*

### →NFAHS Vision

As a micro strategy, it will be possible to narrow the focus and create a vision specific to the needs of the stakeholders and industries involved. Parameters of the NFAHS vision will include:

- Sustainability of animal agriculture
- Growth in the animal agriculture industry

### →NFAHS Objectives


Following is a starting point for considerations that need to be factored into the objectives of an effective NFAHS. These include:

1. Profitable animal agriculture
2. Liberal access to international markets
3. The prevention of animal disease
4. The ability to respond effectively to animal health incursions
5. The proactive promotion of animal health
6. Development and maintenance of public trust and confidence in the farmed animal industry

## →The Key Components of the NFAHS – The Operating Model

Determining the key components of the NFAHS requires an analysis of each objective and identifying the steps required to reach each one.

Stakeholder consultations determined that identifying key components involves a four-step process followed by an implementation plan:

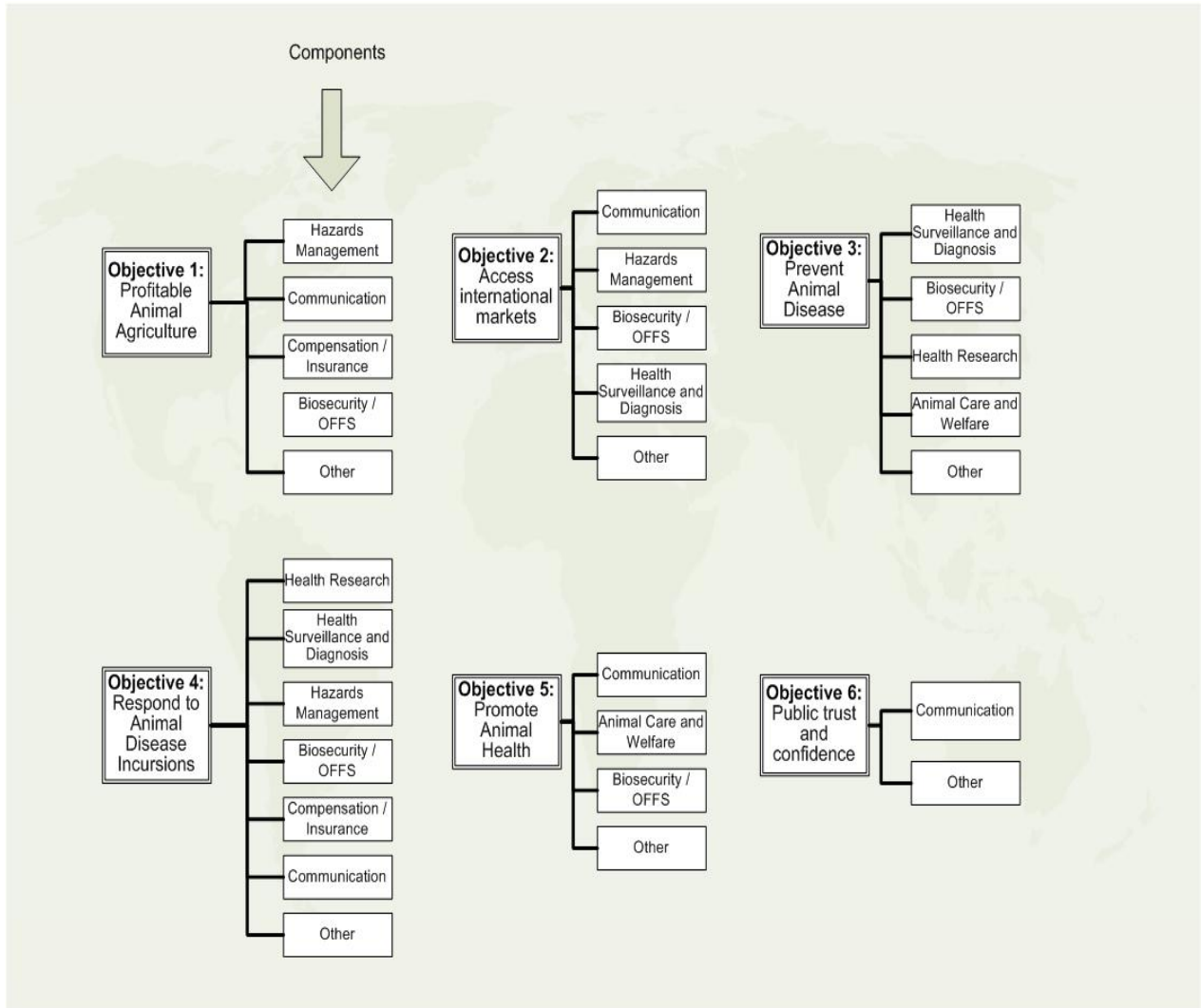
<b>Step One</b> Define the components	Find common definitions that all stakeholders can relate to, and agree on
<b>Step Two</b> Set targets	Targets should be quantifiable, time specific and agreed upon by all stakeholders
<b>Step Three</b> Define roles and responsibilities	Define what resources are required to implement and achieve the targets
<b>Step Four</b> Articulate the current state and identify the gaps	Determine what is being done, and where the gaps are to ensure a cohesive NFAHS. This will be followed by an Implementation Plan
<b>Implementation</b> Addresses questions 	<ul style="list-style-type: none"> <li>• Who or what organizations will fill roles in the future?</li> <li>• What are the resources required – financial, human, infrastructure, legislation, agreements etc.</li> <li>• What are the specific timelines for completing each component?</li> </ul>

Information generated from this process is proposed to be used by an Oversight Committee guiding a Joint Task Force over the next six months to develop a concrete implementation plan. Further discussion and resourcing will require an estimated 12 months.

The process of developing an implementation plan also provides a mechanism for:

- Articulating the NFAHS to key stakeholders
- Generating buy-in for the direction of the strategy
- Motivating support for it over the long-run

**Diagram Six – Matching and Linking Components to Objectives**

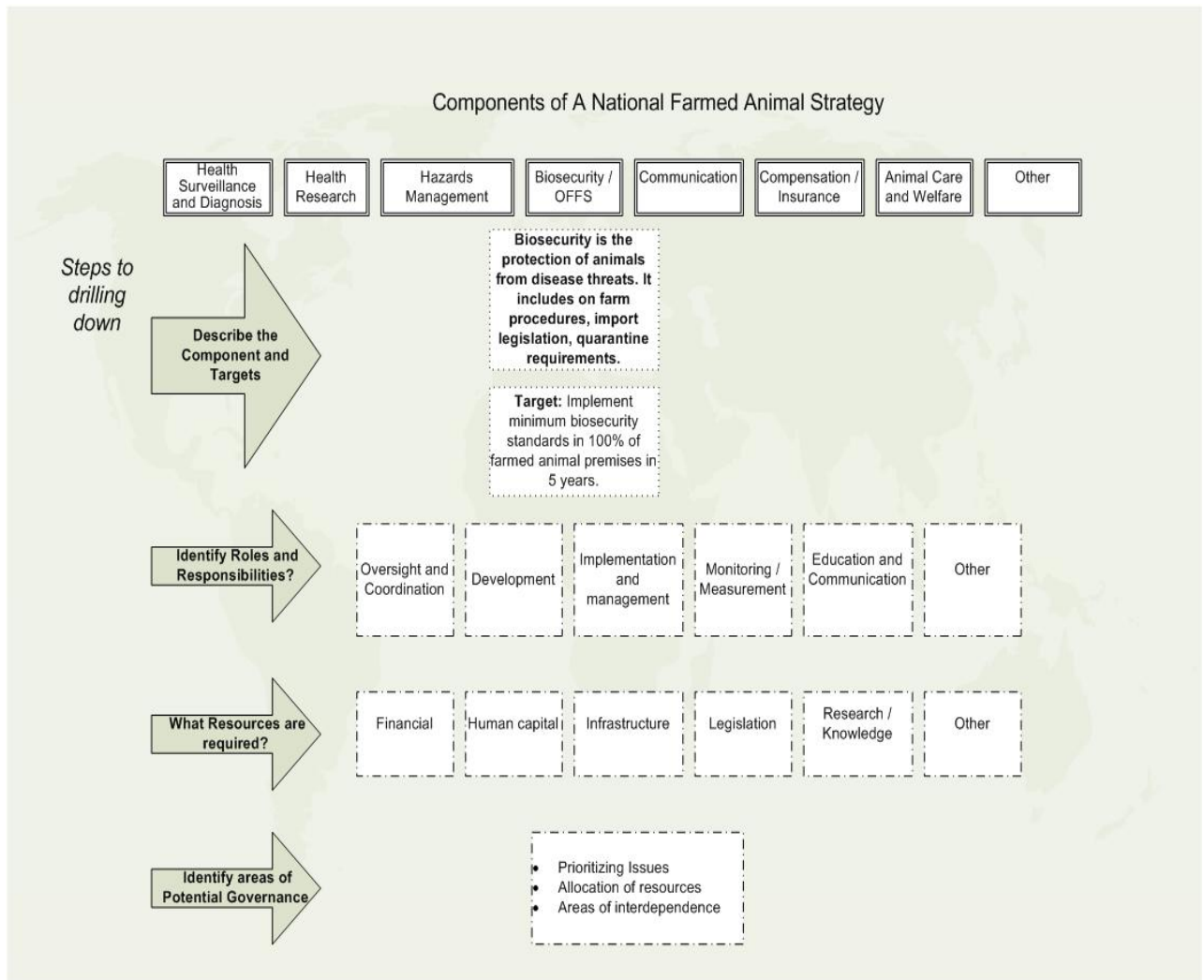


→Drilling Down to a Specific Component within an Objective

An example of a specific component within an objective (in the NFAHS) is biosecurity. This component is included within the second objective which states the importance of ensuring international market access. Biosecurity is identified as a critical component of this objective.

The diagram on the following page illustrates the planning process to address biosecurity within the context of a component within a key objective of the NFAHS.

## Diagram Seven – Planning Process for a Biosecurity Component



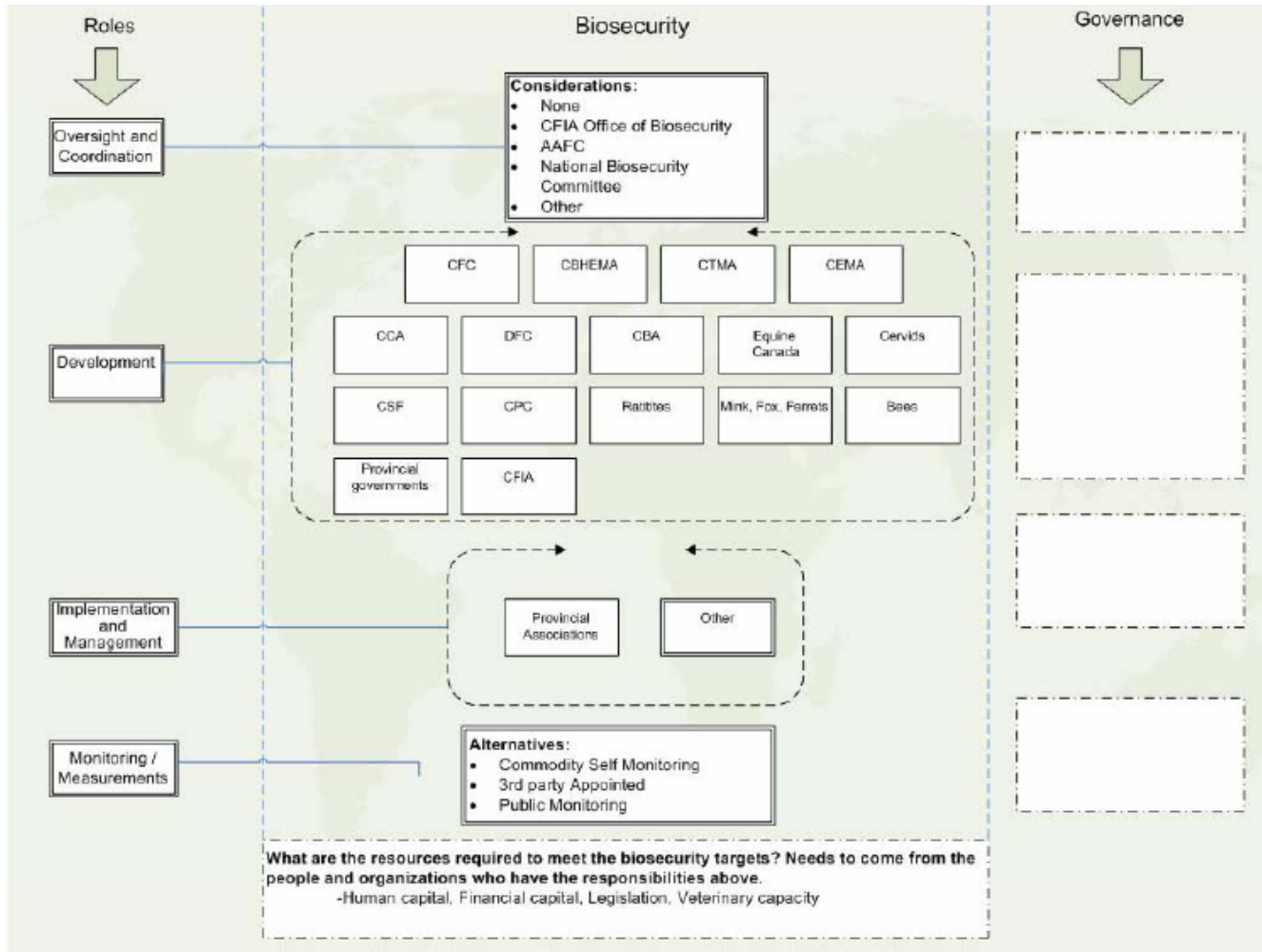
### →Component Considerations

In terms of biosecurity (and other components for that matter) it will be important to identify:

Considerations	Questions to Address
1. The scope of the animal health framework	Who is developing biosecurity standards? Who or what organizations are implementing them?
2. The gaps	What is missing?
3. Resource requirements	What is required to implement the component strategy on an operation level?
4. Governance needs	For example, if Public Health requested a specific biosecurity protocol in a zoonotic disease outbreak, how would this cooperatively addressed?



**Diagram Eight – Sample Roles, Considerations and Governance For Specific Components**



→ Focus Areas for the **Biosecurity** Component in the NFAHS

Details	Roles/Responsibilities	Resources	Governance
Definition: <i>Protection from diseases</i> On farm biosecurity plans including prevention, detection and response plans Import regulation Border inspection Quarantine requirements	Oversight, Development, Management, Monitoring  Need to know who is doing what in these areas  Identify gaps or roles that are not being currently filled	Stakeholders to identify:  Available resources Resources required Resource gaps	Is governance for biosecurity required within the NFAHS and the NAHS?  Model development required

The Biosecurity Component is targeting on-farm biosecurity plans within five years

## Focus Areas for Other NFAHS Components

Components	Details
Health Surveillance and Diagnosis	Surveillance for: <ul style="list-style-type: none"> <li>• Known diseases (domestic and global)</li> <li>• Emerging diseases (domestic and global)</li> <li>• New animal health initiatives</li> </ul>
Hazards Management	<ul style="list-style-type: none"> <li>• FADES agreements incorporating industry involvement and their roles</li> <li>• Emergency disease response plans for all stakeholders</li> </ul>
Compensation/Insurance	Insurance or compensation tied to a FAD response Insurance of compensation for other disease losses Insurance to risk limiting business practices
Health Research	Research on : <ul style="list-style-type: none"> <li>• New diseases</li> <li>• New vaccines and medicines</li> <li>• New diagnostic techniques</li> <li>• New technology</li> <li>• Genetics</li> </ul>
Communication	Communication regarding the activities, status and success of animal health initiatives to: <ul style="list-style-type: none"> <li>• Producers</li> <li>• Consumers (domestic and global) and the general public</li> <li>• Governments (domestic and global)</li> </ul>
Animal Care	<ul style="list-style-type: none"> <li>• On farm animal care programs</li> <li>• Veterinary client relationships</li> </ul>

### → Collaborative Efficiencies

As more detail is developed by each of the micro level strategies, more opportunities for collaboration will be identified in the macro NAHS strategy. As well;

- Synergistic use of resources and personnel will be identified
- Conflicts and resolution strategies will become obvious
- Cost efficiencies will be possible
- Health system integration and efficiencies may be possible



The NAHS strategy is the sum of all micro strategies and the platform for discussing all animal health issues.

## ■ Summary Conclusion

### → Concept – Not a Strategy (yet)

This Paper is presented as a Concept for a NAHS. It is not a strategy at this point because many of the key elements have yet to be completed. It is however designed as a document to trigger discussion, stimulate broader stakeholder input and motivate conceptual endorsement for the guiding principles that have driven it to this point.

### → Compelling Reality and Rationale



The NAHS is predicated on a compelling reality – neither government nor industry can tackle a strategy of this scope independent of the other.

- Animal health issues are complex, far reaching and require the resources, expertise, infrastructure of both the private and public sectors
- An integrated approach is the only way animal disease issues (particularly as they relate to human health) can be anticipated, planned for and managed strategically



Convergence is occurring, but in a very fragmented manner. The NAHS Concept sets out the strategic framework to address both the convergence and animal health issues.

- There is no existing strategy of this nature, scope and breadth in Canada. There are many silos of activity – few are communicating or merging resources, experience and expertise. Few sectors have the infrastructure to manage an issue by themselves
- There are some existing alignments between stakeholder groups, however when public health urgency is at stake, or Canada's competitive stature in the international market is under scrutiny, expediency of knowledge and experience transfer is critical
- There is insufficient trust and coordination between industry and governments
- Animal health issues do not occur in isolation, and while their occurrence may not be predictable they must be anticipated and planned for – collaboratively and strategically
- Animal diseases like Foot and Mouth Disease (FMD) easily cross species
- The integrity of Canada's global market access cannot be compromised. Demonstrating the ability to collaborate across all animal industry sectors is imperative to build confidence with trading partners and the public at large
- Public scrutiny of animal health issues is intensifying – A coordinated strategy holds all stakeholders accountable for humane treatment of animals
- Animal and human health are connected – intrinsically
- An FAD outbreak is inevitable – as an industry, governments, and global trading economy, Canada is not prepared



**Impending FAD outbreaks will occur – this is Canada's planning window!**

## → Call to Action

To move from a Concept Paper to a full fledged strategy, the CAHC requires:

### Agreement ■ Commitment ■ Funding


<p><b>Agreement</b> in principle by Key Stakeholders</p>	<p>Endorsement of the NAHS Concept, the Premise and Scope, Macro and Micro level applications</p>
<p><b>Commitment</b> by industry and government to flesh out the framework (Oversight Committee)</p>	<p>Macro level framework led by CFIA                  Micro level framework led by CAHC                  (Two levels to be developed jointly through a single Joint Task Force over the next 18 months)</p>
<p><b>Funding</b> for the next 18 months</p>	<ul style="list-style-type: none"> <li>• Oversight Committees</li> <li>• Project Manager</li> <li>• Travel Expenses Project Coordinator</li> </ul>
<p style="text-align: center;"><b>This Concept Paper is a call to action for industry and government!</b></p>	





■ **Appendix One**  
 → **Participating Stakeholders**

The following organizations have participated in the consultation process for the development of this Concept Paper for a National Animal Health Strategy

Industry	Government/NGOs
Canadian Animal Health Coalition	Agriculture and Agri-Food Canada
Canadian Animal Health Institute	Alberta Veterinary Association
Canadian Beef Breeds Council	Animal Nutrition Association of Canada
Canadian Cooperative Wildlife Council	Canadian Food Inspection Agency
Canadian Cattlemen’s Association	Canadian Veterinary Medical Association
Canadian Council of Grocery Distributors	CARC
Canadian Cervid Association	CBHEMA
Canadian Egg Marketing Agency	Manitoba Agriculture and Rural Initiatives
Canadian Federation of Agriculture	Ontario Ministry of Agriculture and Food
Canadian Goat Federation	Provincial Veterinarian Alberta
Canadian Livestock Genetics Association	Provincial Veterinarian Ontario
Canadian Meat Council	Provincial Veterinarian Director Quebec
Canadian Holstein	Provincial Veterinarian Saskatchewan
Canadian Mink Breeders Association	Public Safety and Emergency Preparedness Canada
Canadian Pork Council	 <p>The active participation and valuable input from all stakeholders is most appreciated.</p> <p>Every effort was made during the consultation process to create a balance between all stakeholder groups, recognizing that each one brings unique perspective, expertise and experience to the NAHS Concept.</p>
Canadian Poultry and Egg Processors Council	
Canadian Sheep Breeders Association	
Canada Swine Breeders Association	
Chicken Farmers of Canada	
Dairy Farmers of Canada	
Equine Canada	
Holstein Canada	
Maple Leaf Foods	
Norm Willis Group	
PHAC	
Semex Alliance	
Serecon Management Consulting Inc.	



## ■ Appendix Two

### → Oversight Committee Members

Name	Representing
Brian Evans	Canadian Food Inspection Agency
Ted Leighton	Canadian Cooperative Wildlife Health Centre
Rory McAlpine	Maple Leaf Foods
Clare Schlegal	Canadian Pork Council
Gerald Ollis	Alberta Chief Veterinarian
Duane Landals	Canadian Veterinary Medical Association
Bryan Walton	Canadian Council of Grocery Distributors
Tim Ogilvie	College of Veterinary Medicine
Lawrence Souigny	Canadian Egg Marketing Agency
Gordon Coukell	National Farm Animal Care Council

### → Considered Additions

Representatives from:

- Companion Animals
- Zoo Animals
- Performance Animals
- The Aquatic Animal Health Strategy
- Laboratory/Research Animals
- Health Canada



## ■ Appendix Three → Contact Numbers

Should you have questions, or require more detail please contact:

### **Canadian Animal Health Coalition**

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