



NFAHW Council Governance Forum: Breakout Session Feedback on Possible Governance Models

	Australian-style partnership	Pan Canadian Farmed Animal Health Network	US-Style Capacity Building
Pros	<ul style="list-style-type: none"> • Shared cost and responsibility • Clearly defined expectations • Highly collaborative • Proactive and strategic • Full scope – from planning to implementation • Good branding • Good conflict resolution 	<ul style="list-style-type: none"> • Creates national champion • Engagement at more senior level • Increased resources/capacity • Flexible technical committees • Action/policy oriented • Funding template is already in place • Would encourage consensus-based resolutions 	<ul style="list-style-type: none"> • Formalized • Well managed • Achieve effective clearinghouse for stakeholder views • Tradition and respect • Good information sharing and better communication • Some felt that cost burden would be low • Creates a community • Can be to develop without government buy-in
Cons	<ul style="list-style-type: none"> • Welfare is a separate mandate • Surveillance is weaker • Australia has isolated geographic conditions • Challenges of developing an equitable funding formula • Demands more resources from industry • Canadian federalism challenge 	<ul style="list-style-type: none"> • Could be expensive and unwieldy to roll all 14 CVOs into the organization and have high industry participation • Could favour CVO/ government voice over industry • Need to determine balance between technically-driven positions and consensus-building 	<ul style="list-style-type: none"> • Sometimes protracted debates • Lobbying vs. policy partnership • No decision-making authority • Time to establish credibility • Broad mandate difficult
Building Blocks	<ul style="list-style-type: none"> • Identify driver or champion • Formal commitments from all stakeholders • Establish clear timelines • Achieve critical mass, but not necessarily full consensus • Build industry capacity • Map gaps in existing regime • Determine how to achieve an equitable system 	<ul style="list-style-type: none"> • Identify champion – CVO or DM? • Formalize stakeholder relationships • Establish timelines • Leverage existing models • Define scope of goals • Determine cost sharing partnership • Clarify roles of technical vs. representational delegates to decision making bodies 	<ul style="list-style-type: none"> • Identify and get the buy-in of key stakeholders and players • Identify champion • Effective marketing and communications to build credibility and strength of the brand

Implementation costs	<ul style="list-style-type: none"> Unknown fiscal future due to the need to rationalize industry and government and reduce duplication Longer process sometimes requires more money Would need: seed money, new funding, in-kind contributions 	<ul style="list-style-type: none"> Comparative low cost, because build off existing funding and secretariat Could follow existing funding template and then gradually move to larger funding Could look to federal government and seek similar funding to Public Health Network Equity and shared costs, pooling of resources Need to bring in more policy staff for capacity building, which requires more funding 	<ul style="list-style-type: none"> Limited cost implications a big advantage in the current environment
Regulatory or Legal Changes	<ul style="list-style-type: none"> Identify framework to provide authority to partners Examine regulations and legislation, consider a new Act, formal MOUs 	<ul style="list-style-type: none"> No regulatory or legal changes required 	<ul style="list-style-type: none"> No legislative or regulatory changes required
Implementation priorities	<ul style="list-style-type: none"> Develop business case Seek acceptance from all stakeholders Agreement in principle at the highest level Consultations with stakeholders Branding Adapt model to Canadian context Think big picture Establish trust, start agenda-setting Seek buy-in of stakeholders Incremental implementation NFAHW Council should play lead role Opportunity to pool resources Establish clear accountabilities The need for political will 	<ul style="list-style-type: none"> Develop business case, sell the project, find a champion, connect to DM-level, and bring all the stakeholders together Create a code of practice Enhance capacity Report to ADM then DM-level Buy-in of industry/government Rigorous consultation and better integration of CCCVO and PHAC NFAHW Council should lead change Create working groups 	<ul style="list-style-type: none"> Better Communication Stakeholder buy-in Cost efficiency Sustainable funding from government/industry Build off current Council structure Expand to make more inclusive Set objectives, meet quarterly Leveraging the current positive momentum
Environmental Scan	<ul style="list-style-type: none"> Due to fiscal constraints of government and industry, need priority setting and collaboration Recognize potential resistance to change: bureaucratic, money required, control, accountability Importance of getting stakeholder buy-in Increasing maturity of stakeholders and interest in engaging Different sectoral perspectives exist 	<ul style="list-style-type: none"> Cash is tight, but this could actually present an opportunity to take innovative approaches and challenge assumptions Consumers are better educated: e.g. concerns around animal health and use of antibiotics and hormones On the other hand, there could be an “immunity factor” people are growing accustomed to health risks after multiple incidents 	<ul style="list-style-type: none"> There is a need to clarify the respective needs of health and welfare

Cross-Model Themes

Implementation processes	<ul style="list-style-type: none"> • Develop business case (before and after org charts, associated costs) • Generate stakeholder buy-in including consultations • Map gaps • Clarify approach to animal welfare • Establish council leadership (mandate & identify champions) • Build council policy capacity • Engage government at more senior level • Advocate consolidation within federal government • Increase collaboration with PHAC 	<ul style="list-style-type: none"> • Develop business case (before and after org charts, associated costs) • Generate stakeholder buy-in including consultations • Map gaps • Clarify approach to animal welfare • Establish council leadership (mandate & identify champions) • Build council policy capacity • Engage government at more senior level • Advocate consolidation within federal government • Increase collaboration with PHAC 	<p>Stages of Implementation</p> <ul style="list-style-type: none"> • Clarify the Welfare and Health Components • Expand the membership list for each area to ensure it's all inclusive • Broaden the subject matter experts to ensure that discussions are holistic • Establish the structure and mechanism to establish and address priority areas
	<ul style="list-style-type: none"> • Redefine model for Canadian context • Create a coalition of the willing • Pilot projects • Create a story through branding 		