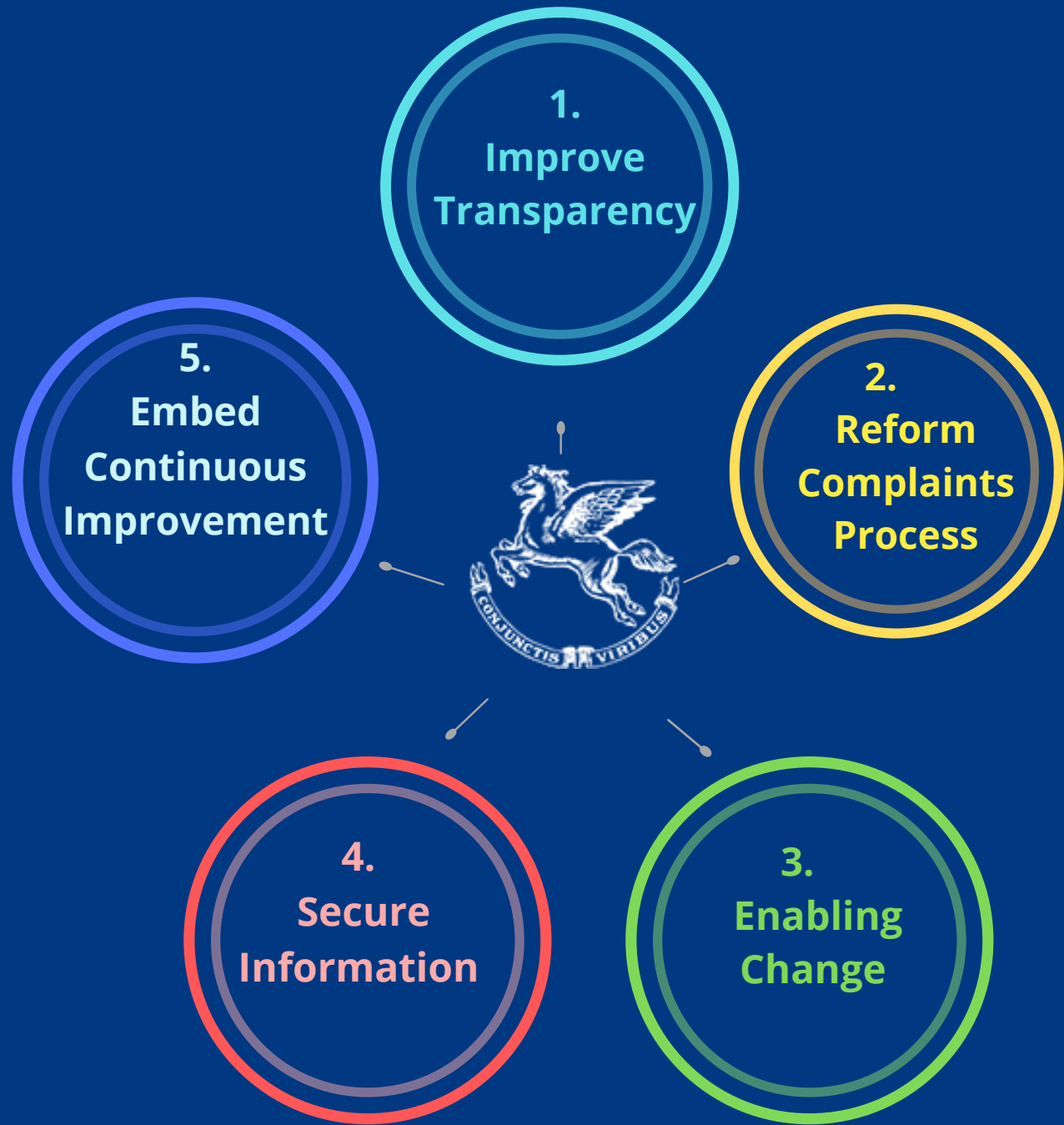


CVBC Complaints and Investigation Reform Action Plan



Our Mission

To instill public trust and confidence in a competent and ethical veterinary profession by leading and supporting veterinarians through compassionate, transparent, fair, and effective regulatory oversight of the practice of veterinary medicine.

Our Vision

A community where veterinarians and the public work in harmony to advance the health and well-being of all animals.

The CVBC regulates the delivery of veterinary medicine in the province of British Columbia to ensure the public and animals are served by a competent and ethical profession.

All veterinarians working in British Columbia must be licensed by the CVBC which sets and enforces standards of veterinary practice and conduct

Action 1. Transparency and Communication with the Public

Actions	Timeline
Develop a Communication Package for Registrants and the Public	Ongoing
Roll out of Report Findings and Action Plan A. Benchmarks <ul style="list-style-type: none"> 1) Roll out to Staff and Investigators 2) Roll out to the Investigation Committee 3) Notification of the Ministry 4) Draft a media statement 5) Roll out to Registrants <ul style="list-style-type: none"> ➤ Start notification of townhall to registrants ➤ Host townhall 6) Roll out to the Public 	Completed Completed July 11, 2022 June 2022 (completed) Week of June 27, 2022 Week of July 13, 2022 Week of July 13, 2022
B. Engaging communications support to assist with facilitation of the townhall and press release	Completed
C. Establishing progress reporting process and frequency	August 2022
D. Seeking feedback along the reform process to ensure positive progress is being made	1 year post implementation review

Action 1. Transparency and Communication with the Public

Actions	Timeline
<p>Reviewing all communication materials</p> <p>A. Website</p> <ul style="list-style-type: none">➤ revise text to be easier for the public and registrants to understand➤ publish all Discipline Committee decisions including pre-hearing applications➤ ensure the process to file a complaint can be easily found on the website <p>B. Formalize a support process for members of the public who are not able to communicate in writing in English (contract a translation service, provide opportunity to file complaints verbally)</p> <p>C. Review and improve templates for documents that are sent to registrants and the public for plain language</p> <p>D. Continue to work with stakeholders to develop training on veterinarian communication skills</p> <p>E. Incorporate complaint outcomes requiring public notification into the online registry</p>	<p>Update by August 2022</p> <p>Completed</p> <p>September 2022</p> <p>Ongoing</p> <p>January 2023</p>
<p>Key Performance Indicators</p>	

1. Number of website page visits
2. Number of communication activities

Action 2. Reforming the Complaints Process

Actions	Timeline
<p>A. Develop a standard on the duty to report for registrants that articulates retaliation against a person making a complaint in good faith is unacceptable</p> <p>B. Develop a risk assessment process for the staff at the complaint intake stage</p> <p>C. Develop a decision support document for the Intake Panel and the Investigation Committee</p> <p>D. Develop a template for presenting information to and reporting information from the Intake Panel and the Investigation Committee that explains why the decision protects the public and references the relevant standard/bylaw that may have been breached.</p> <p>E. Formalize a process to present the Investigation Committee with previous decisions or failures to adhere to Consent Agreements or Consent Orders when determining the disciplinary outcome/penalty after an assessment of noncompliance has been made (i.e., once the Investigation Committee has identified that a breach of the standards has occurred)</p> <p>F. Develop a template and guidelines for case presentation to the Investigation Committee</p> <p>G. Modify current Investigation Committee operations to allow it to be more nimble and timely.</p> <p>Options include:</p> <ul style="list-style-type: none"> ➤ Sub Committees or panels based on the nature of non-compliance ➤ Sub Committees or panels based on risk ➤ Other options for consideration presented by committee members, staff, Council. 	<p>July 2023</p> <p>August 2022</p> <p>August 2022</p> <p>August 2022</p> <p>Completed</p> <p>September 2022</p> <p>October 2022</p>

Action 2. Reforming the Complaints Process

Actions	Timeline
H. Establish an approval process for Investigation Committee minutes in advance of the next meeting to allow staff to act on Committee decisions in a more timely way	July 2022
I. Review administrative processes to eliminate duplication of effort and minimize administrative burden	December 2022
J. Define a process for utilizing an interim order under Section 65 of the Veterinarians Act and if and when it should be applied	October 2023
K. Identify specific bylaw and professional standard breaches in the memo to the Intake Panel to help inform their assessment process	Complete
L. Ensure public members are present on all sub committees which will require a public member recruitment process as currently there are two public members on the Investigation Committee	Timeline to be determined when a vacancy on the IC occurs
M. Establish a monitoring process for conditions and undertakings, as well as a process to address failure to meet conditions and undertakings.	January 2023

Key Performance Indicators:

1. Number of complaints received vs number of complaints resolved
2. Overall time between complaint and resolution reduced

Action 3. Enabling Change to Happen

Actions	Timeline
Review Staffing Levels <ul style="list-style-type: none"> A. Build operational capacity of the Complaints department and Investigations Committee B. Enhance paralegal capacity C. Review human resource capacity to ensure sufficient support to implement change D. Appoint a Chief Information Officer who is fully trained in information management and FOIPPA requirements 	<p>September 2022</p> <p>August 2022</p> <p>Complete</p>
Training <ul style="list-style-type: none"> A. Develop training for Intake Panel <ul style="list-style-type: none"> ➤ Provide clear guidance on what can constitute a dismissal based on the criteria identified in the Act ➤ Establish a process for the Intake Panel to prioritize files for investigation based on risk ➤ Establish a process that is capable of assessing cases that are low risk and do not require in depth investigation ➤ Data security training 	<p>November 2022</p>
<ul style="list-style-type: none"> B. Develop training for the Investigation Committee <ul style="list-style-type: none"> ➤ Training in the role of a Committee member in public protection, and legislated requirements associated with a breach of regulations or standards with respect to conduct or competency. ➤ Develop training on the implementation of the new committee process when finalized ➤ Data security training 	<p>Complete</p> <p>September 2022</p> <p>March 2023</p>

Action 3. Enabling Change to Happen

Actions	Timeline
C. Develop or source training for staff <ul style="list-style-type: none">➤ Tactical communications➤ Any training that may be required as an outcome of process reform➤ Data security training	As required
D. Develop training for Investigators <ul style="list-style-type: none">➤ Guide to investigation and actions for low, medium and high-risk investigations➤ Tactical communications➤ Data security training	December 2022
E. Complete revisions to Complaints Manual	March 2023

Key Performance Indicators

1. Number of training sessions delivered
2. Changes to staffing levels to address human resource needs

Action 4. Information Governance - Information Management and Data Security

Actions	Timeline
A. Develop an Information Management and Cybersecurity Framework and Policy	March 2023
B. Further enhance security practices with respect to data management	August 2022

Key Performance Indicators:

1. Policy developed for information management and cybersecurity
2. Number of enhanced security practices for data management

Action 5. Learning From Complaints and monitoring of Performance for Improvement

Actions	Timeline
A. Improve data reporting to more clearly identify the nature of complaints, effectiveness of remediation, non-compliance trends, and compliance with orders which should then be used to guide standards, training, and professional development	January 2023
B. Establish a process to seek feedback from the public and registrants who have been through the complaints process after change implementation	July 2023

Key Performance Indicators:

1. Number of trends identified in the complaints process
2. Number of standards developed as a result of data analysis of the complaints process
3. Number of respondents to the feedback survey