





Strategic Plan 2019 - 2022

World Small Animal Veterinary Association (WSAVA)

WSAVA Mission: ‘To advance the health and welfare of companion animals worldwide through an educated, committed and collaborative global community of veterinary peers.’

Tagline: “Celebrate our diversity in a way that unites and empowers our community to enable positive changes in the world”

Core Values:

-  **Integrity:** We conduct our organization without conflicts of interest, by promoting transparency, honesty, fairness and consistency in honoring our commitments
-  **Professional:** Our organization reflects the character of our profession. We are passionate, competent, qualified, capable and we strive to represent and uphold the status of our profession
-  **Engaging:** We are an inclusive community, welcoming member associations, members, volunteers, committees, staff, strategic partners and are always accessible for those seeking opportunities for involvement.
-  **Empowering:** We believe that to lead the profession we must create leaders by welcoming the minority opinion while striving for consensus, and to provide support and capacity building with local communities and members to be key drivers of development according to their own determined needs and goals. All our partnerships must serve to strengthen this commitment and not take away the privilege of this responsibility.

Our “Why” (Purpose for being)

- *We believe in a culture of advocacy for the welfare and wellbeing of animals and the veterinary team, thus nurturing the Human-Animal Bond and its positive effects on communities*

Our How (Value proposition)

- Aim to enable high quality veterinary care through Continuing Professional Development and Global Standards.
- Aim to lead a respected and empowered global veterinary community of veterinary peers by strengthening member associations and forming alliance with strategic partners.

Our What (Our products, services, Outcomes)

-  WSAVA Structure
-  Branding
-  Communications Strategy
-  Volunteer management
-  Member Relations
-  Global Guidelines
-  Global CE/CPD
-  Communication Strategy
-  Strategic Partnerships
-  Advocacy

WSAVA Secretariat Office

72 Melville Street
Dundas, Ontario
Canada L9H 2A1
Tel: +905.627.8540
Fax: +905.627.8425
Email: wsavasecretariat@gmail.com





Note on acronyms

EB	Executive Board
CEO	Chief Executive Officer
LNC	Leadership and nomination committee
SPTF	Strategic planning task force
CS	Central Secretariat (Includes CEO, administration staff and PR consultant)
NCA	"Needs and Capacity Assessment Guided Interview". Designed to assess all WSAVA member association needs and capacity for engagement and contribution. NCA developed by input from EB, Committees and Secretariat. Strategic planning task force to execute, analyse and provide feedback to EB and all committees.

WSAVA Structure

Objectives: Ensure the internal structure and processes fulfill the needs of the organization.



-  *Sub-objective: Membership of WSAVA reflects the global veterinary community*
Outcome: By-laws and membership process reflects accepted definition of global veterinary community
-  *Sub-objective: Efficient governance*
Outcome: goals and timelines met

Activity

- Review the internal structure and processes of the organization including conducting a gap analysis and skills assessment ***Under responsibility of EB and CEO**
- Redefine membership of WSAVA to be inclusive of complete veterinary professional teams. (Link to Member Relations)
- Structure of existing internal structure is clarified and made known to public through WSAVA website, Policy and procedures and Code of Conduct documents.
- Revise the scope of responsibility of EB and all committees in order to improve engagement and efficiency in an expanded leadership circle
- Create a transparent and fair process and communication channels to welcome expansion and inclusivity ***Currently underway by LNC, EB and CEO**
 - Membership
 - Assembly members
 - Volunteers
 - Committees
 - Guideline groups
 - Executive board
- Review current structure of hired and outsourced HR on an ongoing basis (set time for annual review of needs and outcome) ***Under responsibility of CEO**

WSAVA Brand

Objective: To ensure the WSAVA brand reflects our identity, core values and our member's perception of the community

-  *Sub-objective: Our brand identity and marketing strategy reflects the objectives and goals of the organization.*
Outcome: Marketing strategy
-  *Sub-objective: Maintain integrity of brand and organizational Image*
Outcome: SOPs and Policy & Procedures developed and adhered to

WSAVA Secretariat Office

72 Melville Street
Dundas, Ontario
Canada L9H 2A1
Tel: +905.627.8540
Fax: +905.627.8425
Email: wsavasecretariat@gmail.com





Activity

- Hired marketing firm to link marketing plan to our WHY, Core values and SP as a whole ***Under responsibility of Secretariat and marketing firm**
- Position WSAVA as the global knowledge organization
- New branding launch
 - Results of members survey from marketing survey (“Companion animal” instead of “Small animal”) to be incorporated along with input from external partners and the NCA (“Needs and Capacity Assessment Guided Interview”)
- Logo usage, branding SOPs to uphold value of our brand

Communication Strategy

Objective: To have effective internal and external interactive communications to improve transparency, trust and to facilitate sharing of knowledge and resources

-  *Sub-objective: Internal communication strategy aligns EB, Volunteers, Assembly members and Secretariat (Link to WSAVA structure)*
Outcome: All parties are informed of WSAVA strategy and structure; and leverage formed from internal collaborations
-  *Sub-objective: External Communication Strategy fulfills membership needs*
Outcome: Communication tools developed

Activity

Internal

- Identify gaps of communication from NCA.
- Develop an internal communication strategy that is robust and ongoing.



External

- Identify needs of community from NCA
- Create and engage with the veterinary community online and empower a self-sustaining network by becoming a “connector” to facilitate:
 - International exchange of knowledge by connecting vets to clinics and projects
 - Discussion and feedback
- Members have access to a range of high-quality outputs, resources and materials (link to CE/CPD and Strategic partnership)

Volunteer Management

Objective: All volunteers feel they are an appreciated integral part of our operations and are empowered to take ownership of the WSAVA*

**Volunteers encompasses: Volunteers: EB, Committee Chair and members, Assembly members, congress volunteers*

-  *Sub-objective: To Identify, recruit and engage WSAVA volunteers with clear transparent process and open opportunity.*
Outcome: SOPs and Guidelines for volunteers
-  *Sub-objective: WSAVA volunteers feel supported and valued*
Outcome: Volunteer management scheme

Activity

- Manage volunteer resources (***currently being developed by LNC**)
 - Generate invitation/recruitment and guidelines to become engaged as a volunteer(s)
 - Standardize ToR for committees and committee chairs
- Set up/Hire Volunteer Coordinator ***possible consisting of past committee chairs/presidents that volunteer from 3 regions or if hired can be same person as “CE co-ordinator”**
 - Manage and match new volunteers with needs in the association
 - Develop recognition protocol and toolkit for “WSAVA ambassadors, volunteers”
 - Implement positive ongoing internal communication

Member Relations

Objective: To generate an effective partnership in a community that reflects the vision of WSAVA members at large.

- 🐾 *Sub-objective: Membership is a relevant representation of the global veterinary community*
Outcome: Membership structure revised and made public
- 🐾 *Sub-objective: Activities of the WSAVA answer to needs of the membership*
Outcome: Output strategies for 2020 onwards incorporate NCA identified needs

Activity

- Set up review group for membership structure (***proposed to be done by calling for volunteers at our WC 2019**)
 - Determine current and future membership makeup
 - Identify by-law changes if needed to reflect proposed changes
- Undertake an assessment of all Member Associations to better understand their organisational capacity and needs in order to better support or engage them using a guided interview process; NCA (Needs and Assessment Guided Interview)
 - Develop an assessment process for interviewing and collecting information from member associations (***will be done by SPTF Q2 2019**)
 - Conduct interviews with member associations (***Q3+Q4 2019**)
 - Collate information from assessments and produce a report that outlines capacity, needs and a strategy for providing for those needs (***will be done by SPTF by Q4 2019**)
 - Take information to relevant committees to incorporate into their action strategy by Q1 2020
 - Implement strategies linked to NCA outcome (Global Education, Communications, Brand, Guidelines) – Q1 2020 onwards.

Global Guidelines

Objectives: To raise and unify the standards of veterinary care

- 🐾 *Sub-objective: Guidelines address relevant issues in veterinary care*
Outcome: Global guidelines developed to meet NCA needs
- 🐾 *Sub-objective: Increase reach and implementation*
Outcome: Guidelines are translated, disseminated and endorsed by all member associations

Activity

- Create a process to strategically identify topics and resource needs when developing future guidelines or other WSAVA outputs
 - Can follow outcome of NCA
 - This should be expanded to include all other outputs:
 - Guidelines
 - CE curriculum
 - Position statements for key topics affecting animal, professional and environmental welfare
 - Capacity building of members
- Search out collaborative relationships in guideline development, translation and dissemination
- Campaign to encourage endorsement from member associations and strategic partners

Global CE/CPD

Objectives: Global Education strategy is impactful and sustainable

- 🐾 *Sub-objective: WSAVA CE/CPD is effective in raising veterinary standards*
Outcome: Minimum competency levels or assessment criteria met
- 🐾 *Sub-objective: Achieves sustainability and global reach*
Outcome: Educational partnerships and collaboration

Actions

- Plans generated from Member associations/recipient groups so that strategy answers to our member's needs ***Under responsibility of CE committee**
- CE/CPD coordinator (Assign or hire) ensures that CE/CPD is organized, efficient and well managed
- Use a criteria to categorise and list priority countries (Tier 1 and Associate members)
- Develop action plans for each tier group (e.g. collaborate or take part as WSAVA stream in Tier 2 and 3 activities/congress)
- Member associations or recipient groups take part in facilitated workshop WSAVA One Care
 - Identify local group/stakeholders
 - Identify needs and resources
 - Develop a 2-3 year plan together with measureable outcomes
- Develop content and context of CE delivery suitable for recipient
 - Content
 - From NCA
 - Curriculum for tier 1 and associate members
 - Content from Existing and new guidelines development
 - Capacity building and leadership skills
 - Context of delivery
 - Face to face
 - Workshops
 - Online and digital platforms (link to Strategic partnerships and Communications)
 - WSAVA stream in Member association conference (tier 2)
 - Mini-congress
- Collating a list of WSAVA tutors suitable for CE/CPD delivery and develop a code of conduct



- Create sustainability by engagement of human resources and funding
 - Current sponsorship plans
 - Train the trainers program
 - Affiliate/Full member association resources and sponsorship
 - Strategic Partners (Link to Strategic partnership)
 - Academic and research partnerships
 - NGOs (Act Asia, Dogs Trust, VBB, WVS)
 - Industry sponsors
 - Educational partners: Clinicians Brief, ACT Asia
 - Other Existing educational groups (Edinburgh, City Univ/Hongkong, Tufts, Webinar Vet)
- Impact assessment – design method to assess impact in cycle of 2-3 years and set KPIs such as minimum competency levels

Strategic Partnerships

Objectives: To develop partnerships to create leverage in the various activities that can be collaborative with other existing groups or member associations

- 🐾 *Sub-objective: WSAVA included in key international dialogues on veterinary care*
Outcome: WSAVA is invited to key international functions and meetings
- 🐾 *Sub-objective: Partnerships will allow the WSAVA to carry out and expand activities in areas that we lack resources or expertise and provide more membership benefits*
Outcome: MOUs, Letters of agreement, endorsements and expanded activities

Activity

- Develop high level relationship and dialogue with Key international networks, Inter-government bodies and secure WSAVA status as a Global voice for companion animal veterinary profession (linked with Advocacy) ***Under EB and WSAVA President as lead**
- Identify and form strategic partnerships
 - with key groups such as NGOs, INGOs, academic and research institutions, sponsorship groups, etc
 - to provide or collaborate for activities that align with WSAVA goals such as education/CE, capacity building, welfare and wellness advocacy, member benefits, funding
- Explore non-veterinary partnership opportunities. Both to bring in additional funding but also to provide a wider range of incentives that could encourage membership. For example, travel or care hire companies that provide discounts to members.
- Establish the WSAVA Foundation as both a strategic partner in principal and practice

Advocacy

Objective: To bring forth the WSAVA global voice and create leverage power for change

- 🐾 *Sub-objective: Advocacy strategy reflects our WHY*
Outcome: Advocacy strategy by 2020
- 🐾 *Sub-objective: Create positive change for the veterinary community*
Outcome: Policy, Position statements that can be utilized for positive change





Activity

- EB to create advocacy strategy
 - Identify advocacy priorities
 - From all committees/groups and NCA
 - From public input
 - Develop Position Statements or policy
 - Have a special response policy and procedure on key position statement
 - Design response protocol
 - Active process from identified priorities
 - Passive process from public
 - Work with marketing team to create timelines for lobbying and campaigns
- Identify strategic partners for advocacy issues and incorporate network opportunities through VIP summit, f2f meetings and position statements
- Create opportunities for members to be included and engaged with advocacy activities
 - Signing of position statements and declarations
 - Take part in proposing advocacy issues

WSAVA Secretariat Office

72 Melville Street
Dundas, Ontario
Canada L9H 2A1
Tel: +905.627.8540
Fax: +905.627.8425
Email: wsavasecretariat@gmail.com

