



**WSAVA**  
Global Veterinary Community

## **WSAVA Strategic Plan 2014-2019: Executive Summary**

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### **Introduction**

The WSAVA is at a unique juncture in its evolution having recently formalized itself as an incorporated not-for-profit entity as well as many of its administrative processes/policies, embarked on a plan of direct Congress oversight that is destined to set the tone for future fiscal security & autonomy, and having experienced the largest growth in membership in recent history. However, we remain in a transition state dominated by the need for fiscal prudence but brimming with opportunity; this period in our evolution needs to be managed with focus determined by a re-evaluation of current committee/projects structure & function together with prioritization of future initiatives and direction.

Additionally, much of our past service has been “top down” – the provision/dissemination of derived knowledge through our Congress, CE Programme, and outcome of committee/project work. A stronger global small animal community, based on the goal of “united we learn, united we speak, and united we serve small animals and one health” needs to focus on inclusivity and greater connectivity and involvement of all WSAVA members. We need to own and live our new tag line “global veterinary community”.

Much of the constraint in realizing our vision, mission, and potential as an association, is resource limitations – both fiscal and human. Whereas steps have been taken towards fiscal security, the association would benefit from a comprehensive business plan that balances current and future income, with the expanding opportunities and needs of the membership. With respect to human resources, historically too many responsibilities have fallen on a select few restricting association ability to realize opportunities, a failure to maximize a collaborative committee/project approach, and undermining interest in volunteering as the commitment can be seen as daunting. While a formal Central Secretariat has gone a long way towards removing the burden of administrative tasks from volunteers, the growing dependence on a single (and only) employee whose focus is on meeting defined regulatory & accounting requirements associated with our not-for-profit status, poses secretariat limitations as well as risk for institutional memory loss.

**Strategic Plan 2014-2019**

## *Revised Vision & Mission*

Vision: “All companion animals worldwide receive veterinary care that ensures their optimal health and welfare”

Mission: “To advance the health and welfare of companion animals worldwide through an educated, committed and collaborative global community of veterinary peers”

### Fundamental Goals & Guiding Direction – the foundation of the Strategic Plan:

1. Furthering and enhancing the current pillars of WSAVA activities, while ensuring they are of immediate relevance to our members:
  - a. Continuing education
  - b. World Congress
  - c. Animal Welfare
  - d. Standardization projects
2. Greater internal alignment, communication, and collaboration
3. Greater external alignment, communication, and collaboration
4. Expansion of the volunteer base
5. Expansion of the administrative and logistical support
6. Realizing financial autonomy and security

The above Vision, Mission, and 6 fundamental goals will be used to guide and prioritize current initiatives, future opportunities, and fiscal allocation under the following strategic areas:

1. Ensure ready access for all veterinarians to become members of the WSAVA through their own developed and supported companion animal veterinary medical association.
2. Develop the WSAVA members into an engaged, inclusive, interactive, and self-supporting community
3. Promote better animal welfare for companion animals
4. Promote lifelong learning through continuing education regionally, globally, and online
5. Establish guidelines and implementation tools for practicing veterinarians on issues affecting companion animals that are of global relevance
6. To position the WSAVA as the global voice of companion animal veterinarians and the animals they treat in the global One Health agenda
7. To become financially self-sufficient, ensuring adequate resources to and independence in achieving the WSAVA goals

These will be realized by the following strategic initiatives (SI):

*SI#1: Develop a member association support structure that provides member association assistance in realizing their own developed and supported companion animal veterinary medical association. This program would encompass both member association (e.g., administrative, SOP., logistical, etc) and individual members (e.g., CE and other clinically relevant resources) needs. It will be needs-based and supported by WSAVA Central Secretariat, Committees/Projects, and through WSAVA member associations in a mentoring/networking program.*

*SI#2: Establish a regional ambassador liaison committee (RALC; representatives of South America, North America, Western Europe, Eastern Europe, Asia, Africa, Oceania, and Affiliates) to facilitate regional communication, align activities with regional as well as global need and WSAVA resources, and facilitate initiative implementation. Representative responsibilities will incorporate CE and SP functions. Additionally, regional business plans will be developed by Regional ambassador and the RALC in conjunction with regional associations and to align with WSAVA Vision, Mission, Goals and resources. This will become a key component of the annual strategic planning sessions.*

*SI#3: Establish a process and budget that would ensure that the bulk of WSAVA information and materials is translated into key languages (e.g., English, French, Spanish, Japanese, & Chinese). This should ideally be either driven by common technology (translation programs) or engage the expertise of member associations. The provision and or funding of translators should be considered for in-person meetings (e.g., Assembly)*

*SI#4 : Revise the current Assembly meeting structure to focus the business agenda and incorporate the Strategic Planning or major issue discussion.*

*SI#5: Undertake to establish an on-line strategic plan that encompasses WSAVA CE/information dissemination, member access, and a social media strategy to provide both information dissemination and interaction opportunities. This is to include various online formats including text, video, webinars, Facebook, Twitter, and expansion of the WSAVA website to include a members only section. To effectively implement, the WSAVA should develop an editor/editorial board.*

*SI#6: Work together with like-minded associations on issues of mutual interest/benefit to:*

- lobby on behalf of legislative changes that would improve animal care (e.g., standards of care, medication availability, etc). This will encompass the development and/or collation of guidance documents on standards of care and position statements relevant to animal welfare related issues*
- cohesively representing the veterinary discipline involvement in the one health debate*
- a collective resources inventory so that where information exists that supports the WSAVA Vision, Mission, Goals, and member needs, it be incorporated into SI#5*

*SI#7: To enhance communication and collaboration between WSAVA Committees & Projects and enhance effective incorporation and dissemination of committee, project, and other CE initiative outcomes, an*

*internal communication process will be established. This will be coordinated by a committee comprised of the WSAVA Vice President, Editor, CE Committee Chair, PR Committee Chair, and Congress Liaison Officer. Annual meeting between this committee and regional ambassador committee to develop annual plan for EB consideration and budgetary allocation.*

*SI#8: CE expanded to involve full veterinary healthcare team, including nurses and management*

*SI#9: The current protocol of standardisation project identification + sponsorship support should remain, including SAC involvement; however the focus should be refined to ensure it is clinically rather than academically relevant, be of direct benefit to WSAVA member associations, support the WSAVA goals structure. Every proposal should have both a business as well as a marketing plan.*

*SI#10: Maintain and/or expand membership status in OIE*

*SI#11: Develop a strategic alliance with a global human medical association (The World Medical Association and/or World Organization of Family Doctors) to provide scientifically accurate educational opportunities that develop standards of care that address human health issues relevant to small animal ownership, including areas of risk (e.g., zoonotic diseases) and benefit (i.e., HAB).*

*SI#12: Establish a comprehensive business plan that takes into account the prioritized direction of the WSAVA based on this Strategic Plan and available finances.*

*SI#13: Recognizing the critical importance of the Congress to the future financial health and autonomy of the WSAVA, develop and implement an appropriate management structure that ensures coordination between the Congress Steering Committee, PCO, Local Host Organization and the WSAVA EB/treasurer. The establishment of the Congress Liaison Officer as a separate EB position is recommended.*

*SI#14: Ensure proper risk management through the purchase of proper association insurance, including Congress coverage.*

*SI#15: Inventory and evaluate ways to better monetize WSAVA intellectual property yet retain our goal of open access to our member associations and their members.*

*SI#16: Expand on services provided by the Central Secretariat to work towards alleviating volunteer need to be involved in administrative responsibilities, ensuring their time is spent on volunteer function with a direct benefit to the WSAVA and member associations.*

The above strategic initiatives will be reviewed and prioritized annually by both the EB, Assembly members, and RALC for ongoing relevance and progress.