

A white dog, possibly a Golden Retriever, is lying down on a dark surface. A person wearing a bright blue coat is petting the dog's back with their right hand. The dog has a large, vibrant pink flower attached to its black collar. The background is a plain, light-colored wall.

# OVC PET TRUST

## BE BOLD

*Strategic Plan 2022-2027*

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UNIVERSITY  
of GUELPH

IMPROVE LIFE.



## MESSAGE FROM THE DEAN

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Dr. Jeff Wichtel  
Professor and Dean  
Ontario Veterinary College  
University of Guelph

Since its inception OVC Pet Trust has lived up to its promise to support the rich history of the Ontario Veterinary College (OVC) by enabling discovery in companion animal medicine, investing in infrastructure to create state-of-the-art healthcare facilities and providing support for advanced training and specialty services.

OVC Pet Trust is a differentiating factor for OVC. As the bridge that connects pet owners, industry, and veterinary professionals with the forefront of care, we continually push the boundaries in veterinary medicine to achieve excellence in innovation, education and healthcare.

Investments in companion animal clinical research and discovery through OVC Pet Trust directly contribute to our college's leadership position in veterinary science and our institutional ranking as first in Canada, third in North America and fifth in the world.

The landscape of veterinary medicine is changing, and we recognize we have many challenges ahead of us. The demand for complex veterinary care is dramatically increasing. Pet ownership is growing at a rapid rate creating new pressures in the fields of veterinary medicine and animal welfare. And, as the value of the human-animal bond and the key role animals play in our own well-being is more widely accepted and understood, social justice issues related to diversity, inclusion and access to care must be addressed.

As we boldly enter the next five years and aim to tackle these complexities, we ask you to join us. Our work has only just begun as we launch OVC Pet Trust's 2022-2027 Strategic Plan we must answer the call to address these issues and Be Bold.

Dr. Jeff Wichtel  
Professor and Dean  
Ontario Veterinary College  
University of Guelph

Cancer patient Lacey visits the OVC Companion Animal Hospital for chemotherapy treatment.



## MESSAGE FROM LEADERSHIP



Kim Robinson  
Director, OVC Pet Trust  
Ontario Veterinary College  
University of Guelph



Dr. Doreen Houston  
Board Chair, OVC Pet Trust  
Ontario Veterinary College  
University of Guelph

OVC Pet Trust is more than just an organization. It is a place that is fuelled by the passion and synergy created when the people who care for pets and the people who care about pets come together to do good for animals — charting a path forward for the future of animal health and ensuring the pets we love, can live longer and healthier lives.

Together, these synergies have enabled OVC Pet Trust to deliver on its long history of innovative firsts. We were the first charitable fund dedicated to improving and advancing companion animal health and well-being in Canada — driving improvements in the standard of care around the world and across the entire veterinary profession. We built the first centre for animal cancer in Canada which allows us to offer therapeutic options to pets that are on par with human health care. We invest in translational medicine and clinical trials that are at the forefront to find answers to complex health issues and have the potential to advance both animal and human health. And, most recently, we are making strides in breaking down barriers to open access to veterinary care to our most vulnerable communities.

We have reached a critical moment in our development. Pet ownership is growing at an incredible rate and the veterinary profession is being challenged to keep pace with demand while managing the threats of compassion fatigue, burnout, and moral injury. We live in a world that is more complex than ever and the needs of our pets and the needs of the people who love them have undergone a dramatic shift.

Our environment is changing. OVC Pet Trust must change with it.

As we look ahead to the next five years, we know there will be challenges, but we are empowered and ready to Be Bold and address them. We hope you will join us.

Kim Robinson  
Director, OVC Pet Trust  
Ontario Veterinary College  
University of Guelph

Dr. Doreen Houston  
Board Chair, OVC Pet Trust  
Ontario Veterinary College  
University of Guelph

Patient Velcro is prepared for radiation therapy treatment at the OVC Mona Campbell Centre for Animal Cancer.



# STRATEGIC VISION

OVC Pet Trust will deliver on its promise to **BE BOLD** by:

## 1 FUELLING INNOVATION

We will fuel innovation through dedicated, sustainable programs and support researchers in their pursuit of discoveries that push the boundaries of veterinary medicine. We will empower clinicians, advanced veterinary trainees and student veterinarians to explore their passions, change the landscape of the veterinary field and expand their skills.

## 2 PURSUING EXCELLENCE

We will pursue excellence by fostering our culture of collaboration. We will move toward a digital-first environment utilizing technologies to inform data-driven decisions, optimize strategic communications to enhance brand clarity, build capacity to address the needs of our community and create a more diverse workplace.

## 3 STRENGTHENING CONNECTIONS

We will strengthen connections by building clear and impactful pathways for knowledge transfer and exchange, ensuring transparency in our decision-making, building clarity in our brand and its impact, and expanding upon our valued partnerships.



A registered veterinary technician guides patient Molly through physical rehabilitation in the pool at the OVC Hill's Pet Nutrition Primary Healthcare Centre.

## OUR CORE VALUES

### COMPASSION

We care for one another and treat each other with respect. We are empathetic, inclusive, supportive, kind, and fair in our interactions with others.



### INTEGRITY

We build trust through honest conversations and relationship building; transparent decision-making and use of funds; strong moral and ethical principles and scientific rigor.



### GRATITUDE

We focus on building a culture of gratitude. We take the time to notice and appreciate the things we often take for granted and express thankfulness for the things we have.



### COLLABORATION

In working together and with community partners, we care about diverse voices. We are curious and explore different perspectives in an open-minded and respectful way. We work together to seek innovation in our work.



### COURAGE

We are courageous and bold. We create new ways of looking at the world to find inspiration in what we do. We are inspired by creativity and curiosity in our work and see mistakes as a chance to learn.



### EXCELLENCE

We focus on excellence every day. We strive for high standards in our work. We recognize the contributions of our entire team in these areas.



We are committed to our vision, mission and core values.

Our **VISION** is simple: To improve life for pets and the people who love them.

Our **MISSION**: To help the pets we love, live longer, healthier lives.

Our **CORE VALUES** are fundamental principles of OVC Pet Trust that guide our behaviour and help us understand what matters in our day-to-day actions at work. We commit to our core values as we strive to make a positive difference in the lives of pets and the people who care for them.



Blood donor dog Roxy is prepared to give blood. The OVC Blood Donor Program provides life-saving transfusions to help treat patients at the OVC.

# PLANNING TIMELINE

The process of developing OVC Pet Trust's 2022-2027 strategic plan has helped build consensus on our path forward. Through fall 2021 and winter 2022 our planning team engaged internal and external stakeholders including pet owners, staff, students, faculty, researchers, donors, members of the broader University of Guelph (U of G) community and college leadership team. Through these consultations we gathered valuable insights that have informed this plan.

## STRATEGY EXPLORATION

2021	<p><b>November</b> Internal Stakeholder Focus Groups conducted</p> <ul style="list-style-type: none"> <li>OVC Pet Trust Advisory Board</li> <li>OVC and U of G Advancement, OVC Communications, OVC Health Sciences Centre (HSC)</li> <li>OVC Pet Trust Staff Team</li> <li>Project Steering Committee (OVC Pet Trust funded researchers, U of G, OVC and HSC leadership)</li> </ul>
	<p>External Stakeholder Focus Groups conducted</p> <ul style="list-style-type: none"> <li>Veterinary Professionals and Industry Partners</li> <li>Pet owners and HSC clients</li> <li>Annual Fund level donors (\$1-\$25,000)</li> <li>Major Gift level donors (\$25,000+)</li> <li>Planned Giving/Estate donors</li> </ul> <p>Project team reviewed data collected; developed drivers and themes</p>

## STRATEGY DEVELOPMENT

2022	<p><b>January</b> Validating/Reviewing/Testing of drivers and themes (with Steering Committee; Leadership and OVC Pet Trust Team)</p>
	<p><b>March</b> Validating/Reviewing/Testing of objectives (with Leadership and OVC Pet Trust Team)</p>
	<p><b>May</b> OVC Pet Trust Strategic Plan endorsed by Dean, OVC</p>
	<p><b>June</b> OVC Pet Trust Strategic Plan endorsed by Advisory Board</p> <p>Internal and public launch of plan</p>

ICU Patient Charlie receives treatment.



## FUELLING INNOVATION

We will fuel innovation through dedicated, sustainable programs and support researchers in their pursuit of discoveries that push the boundaries of veterinary medicine. We will empower clinicians, advanced veterinary trainees and student veterinarians to explore their passions, change the landscape of the veterinary field and expand their skills.

### PROGRAM DEVELOPMENT

#### OBJECTIVES:

Conduct an inventory, audit and enhance existing OVC Pet Trust programs to remain relevant and valued.

Identify and develop new innovative programs to enhance the connection between pets, their people and veterinary care givers.

### RESEARCH PROGRAM

#### OBJECTIVES:

Re-evaluate OVC Pet Trust's research program.

Re-evaluate and implement new reporting requirements for funded researchers to improve OVC Pet Trust brand recognition and demonstrate impact.

### SUSTAINABLE FUNDING

#### OBJECTIVES:

Identify strategies to financially support research, health care and education for OVC.

Identify new strategic partners to ensure sustainable funding for OVC Pet Trust.



Crouton recovers from surgery with his care team.

## PURSUING EXCELLENCE

We will pursue excellence by fostering our culture of collaboration. We will move toward a digital-first environment utilizing technologies to inform data-driven decisions, optimize strategic communications to enhance brand clarity, build capacity to address the needs of our community and create a more diverse workplace.

### CULTURE & COLLABORATION

#### OBJECTIVES:

Develop a current and future state organizational design to meet the needs of the strategic plan.

Enhance opportunities for collaboration (strategic priorities, relationships, sharing of ideas) with internal partners including, OVC External Relations, the OVC Health Sciences Centre and the University of Guelph.

### STRATEGIC COMMUNICATIONS

#### OBJECTIVES:

Develop clarity in brand for key stakeholder groups of OVC Pet Trust.

Evaluate and optimize OVC Pet Trust communications to increase exposure and brand awareness.

### BOARD OPTIMIZATION

#### OBJECTIVE:

Optimize the OVC Pet Trust board for the future direction of OVC Pet Trust.

### DATA & TECHNOLOGY

#### OBJECTIVES:

Conduct an audit of current and future data needs and develop a strategy to support informed decision making and strengthened connections.

Maximize the use of digital technology to support expanding brand awareness.



Diesel, an eight-year-old German Shepherd, is monitored 24/7 in the OVC Companion Animal Hospital's intensive care unit while he receives supportive care for his condition.



## STRENGTHENING CONNECTIONS

We will strengthen connections by building clear and impactful pathways for knowledge transfer and exchange, ensuring transparency in our decision-making, building clarity in our brand and its impact, and expanding upon our valued partnerships.

### OBJECTIVE:

Develop, implement and evaluate communication and engagement strategies to enhance brand awareness and knowledge translation with OVC Pet Trust's key stakeholder groups.



PET OWNERS



RESEARCHERS



STUDENTS  
AND ALUMNI



VETERINARY AND  
INDUSTRY PARTNERS

Bailee wakes up under the care of her team in the Anesthesia Recovery Room after undergoing eye surgery at the OVC Companion Animal Hospital.



## THANK YOU

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Thank you to our colleagues, volunteers, donors, friends and partners for taking the time to provide insights into the development of this plan. We appreciate your candid and honest feedback that highlighted our strengths and outlined opportunities for growth. We look forward to continued engagement as we implement this work.

We acknowledge the work done by others who came before us, and we are honoured to have the opportunity to build on that history; expand on our solid foundation and continue to push the boundaries to improve life for pets.

Now is the time to be bold.

# OVC PET TRUST

**We improve life for pets and the people who love them.**

As part of the Ontario Veterinary College (OVC) at the University of Guelph, OVC Pet Trust is Canada's first charitable fund dedicated to advancing pet health and well-being. We do this by raising funds to support innovative discoveries, healthcare and education that improves the prevention, diagnosis and treatment of diseases of companion animals. Since 1986, more than \$73.5 million has been raised to improve life for pets and the people who love them. In 2022, OVC ranked first in Canada and fifth in the world for veterinary science by Quacquarelli Symonds' World University Rankings.

To learn more or to donate visit [www.pettrust.ca](http://www.pettrust.ca).



Scan the QR code to watch our video and experience the impact of giving to OVC Pet Trust.

OVC Pet Trust is part of the University of Guelph, a registered charity.  
University of Guelph charitable registration number: 10816 1829 RR 0001



IMPROVE LIFE.



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