

Swine Health Ontario (SHO) Strategic Plan 2022-2026

To help the SHO Leadership Team effectively update the strategic plan, a survey was generated to gather information on how select industry and producer representatives viewed the organization and its value to the industry. There were 19 responses received (primarily from producers) and the results were presented to the Leadership Team during the strategic planning session in more detail. To summarize, the main takeaways were:

- SHO's value to the pork sector is to bring stakeholders together and inform the sector of important health issues
- SHO's role should be to act as the primary agency for swine health policy development and communication
- SHO should continue to provide strategy and tools for disease response, including through the Ontario Swine Incident Command Centre (OSICC)
- The most important gaps in swine health in Ontario were biosecurity and disease prevention, particularly related to assembly and transport, as well as financial aid during large-scale incidents
- The top five ranked swine health issues were ASF, PRRS, PED, antibiotic use and resistance and influenza/transportation (tied for fifth)

These results were then kept in consideration throughout the strategic planning session and in the development of the 2022-2026 strategic plan detailed in this document.

Vision and Mission, Core Values

The vision, mission and core values were reviewed from the previous strategic plan and were updated to reflect the direction of the updated strategic plan and noted below.

Previous Vision: Swine health excellence enables the Ontario industry to maintain a global competitive advantage.

Updated Vision: *(no changes)*

Previous Mission: Continuous improvement in swine health management through a proactive, practical, and responsive plan that collaboratively engages the entire swine industry.

Updated Mission: Continuous improvement in swine health management for Ontario producers through proactive, practical, and responsive plans that collaboratively engage the entire swine industry.

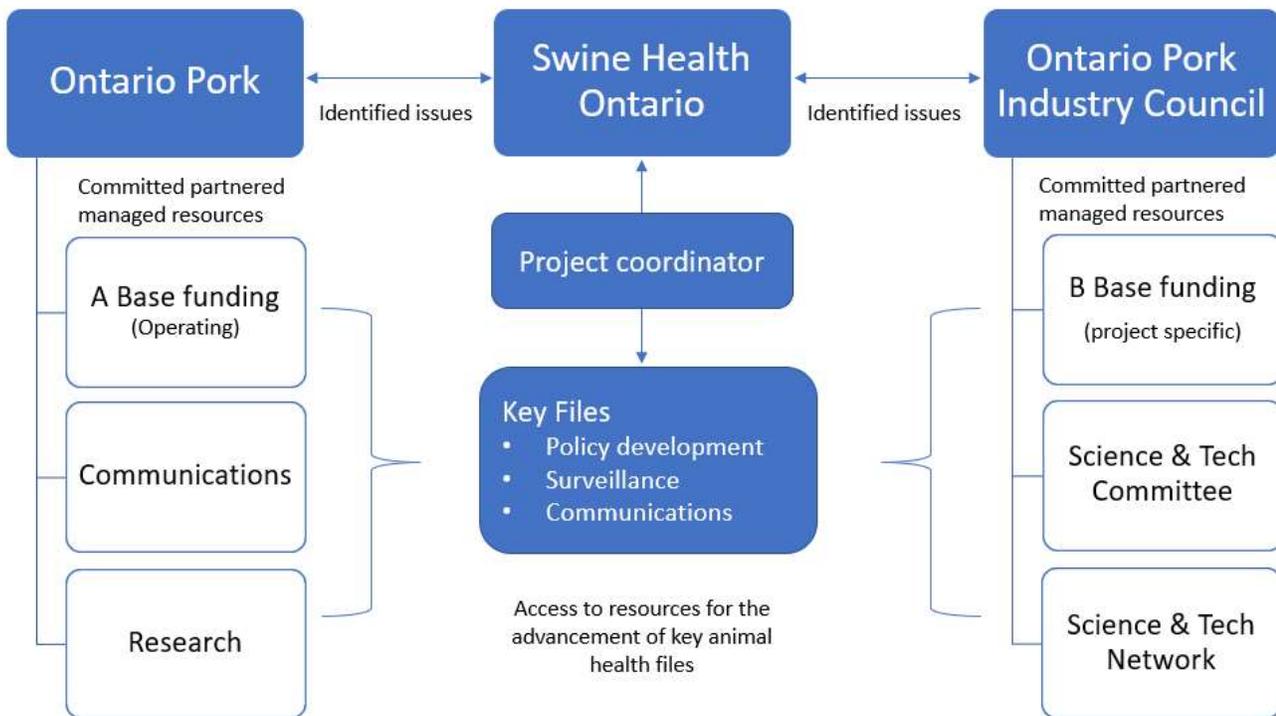
Core Values

- Coordination – effective coordination of activities and groups within the industry
- Collaboration – promote collaboration among groups and organizations to achieve the overall vision and mission

- Sustainability – promotion of long term, sustainable solutions
- Simplicity and Practicality – systems and solutions need to be simple and practical
- Efficiency and Cost-effectiveness – systems and solutions need to be efficient and cost-effective
- Continuous Improvement – strive to continually improve, including a formal annual review of this plan to benchmark progress and identify gaps
- Engagement through Education - build and communicate knowledge to facilitate engagement and effect positive change

Structure of SHO, the Founding Members and the Science & Technology Committee

A need was identified to more clearly define the flow of information and resources between SHO, the founding members (Ontario Pork and the Ontario Pork Industry Council (OPIC)) and the Science & Technology (S&T) Committee. Additionally, the S&T Committee, which had previously become too large to effectively manage, required more formal restructuring to focus the main S&T Committee (called the Core Committee) and the extended S&T Network, which provides a resource base to support specific issues. The process flow and roles of each organization are noted below.



ORGANIZATION	ROLE
Ontario Pork	Founding Member; 2 positions of the SHO Leadership Team provide direction. Primary source for operating resources as needed to support projects. May also provide project funding resources as appropriate. Responsible for the formal calls for research and support on communications.
Ontario Pork Industry Council (OPIC)	Founding Member; 2 positions of the SHO Leadership Team provide direction. Primary source for project-specific resources as needed. May also provide staffing resources as appropriate. OPIC holds ownership for the Science & Technology Committee and Network.
Swine Health Ontario (SHO)	Leadership Team consisting of 8 voting members (4 founding member positions and 4 industry positions), supported by the Chairs of the founding member organizations, OPIC staff, Ontario Pork staff and the SHO Manager. Provides direction on strategy on health-related issues brought forth internally or by any external organization and determines when to engage the Science & Technology Committee/Network on a given issue for further support.
Project Coordinator	Maintains accountability for any projects initiated as a result of policy directions within SHO or from the Science & Technology Committee/Network. This role may be filled by the SHO Manager or another designate as determined by the SHO Leadership Team.
Science & Technology Core Committee	Focused group of industry experts that provide knowledge (and potentially resources) towards addressing an issue/project.
Science & Technology Network	A network of contacts of various expertise (veterinary, animal welfare, feed, genetics, engineering, etc.) that can be called upon to support the review of a given issue/project at the discretion of the Science & Technology Core Committee, supported by SHO.

Target Areas and Goals

To fulfill the vision and mission, the target areas and goals were reviewed and updated below.

TARGET AREA	GOAL
Health Management	Develop an effective process to manage disease challenges and support affected producers as they arise. Provide the strategies and tools to support efforts to contain, and where possible eliminate, diseases such as PED, PRRS, SVA and other diseases of concern from the Ontario swine industry. Improve disease prevention through biosecurity and risk management measures, including assembly, transport, and on-farm (including the cull market chain).
Swine Health Information Systems	Continue to improve the ARC&E program with feedback received from producer and industry, including effective integration of AgManifest movement data. Increase voluntary enrollment by producers to provide a more complete picture of swine health in Ontario to enrolled producers and their veterinarians. Continue to develop the program's functionality to support FAD response plans.
Emergency Response	Continue developing the Ontario Swine Incident Command Centre (OSICC) as the industry level response plan for any large-scale incidents (i.e., disease and/or market interruption) in cooperation with government partners at OMAFRA and CFIA.
Communications	SHO is the primary source of all health-related communications in Ontario. Knowledge is disseminated to producers and industry in a timely fashion.
Education and Research	SHO fosters continuing education across the industry on relevant topics related to swine health in collaboration with the education outreach efforts of OPIC. SHO collaborates with Ontario Pork regularly to provide direction to researchers on important topics for future research to support the industry.