

September 24th, 2025

Takeaways on the Importance of Working Together

2025 Animal Health
Canada Forum



ACER
CONSULTING

The Pitfalls of Going it Alone

Collaboration Isn't Optional

Barriers & Blinds Spots

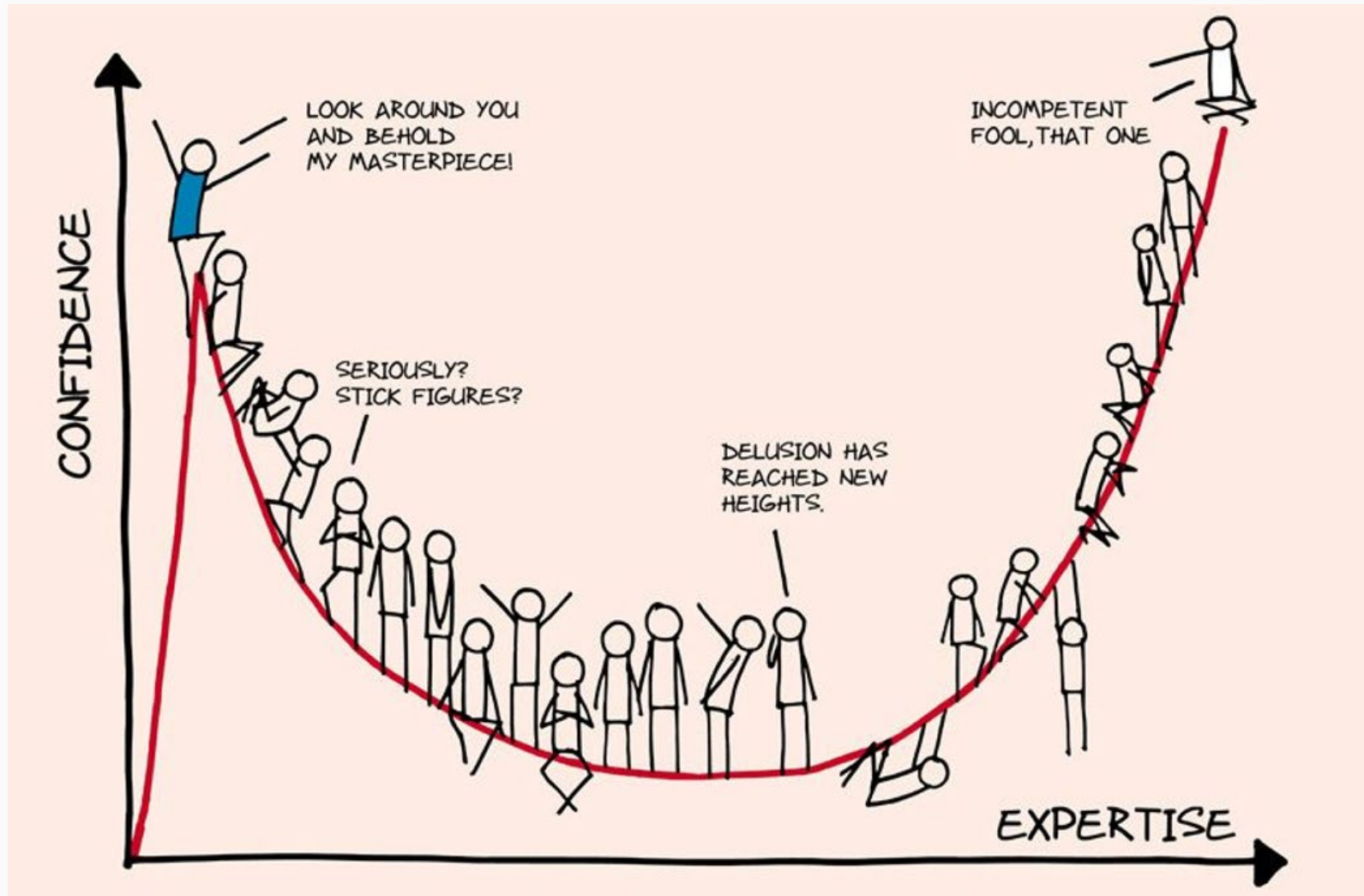
Potential Solutions



Pittsburgh 1995, a man walks into a bank



Dunning-Kruger Effect



We don't know
what we don't
know

Why This Matters...



It's not a lack of effort that holds us back in animal health.

We are confident in our plans, but are limited by the blind spots we can't see.

Collaboration helps us spot the lemon juice on our own faces before it costs us.

A Cautionary Tale... The Modified Cage.

- The “modified” or “enriched” cage for laying hens was grounded in solid research:
 - Better group sizes, perches, dust baths, nesting areas, and reduced negative behaviours.
- **The industry perspective:** it is a welfare improvement over conventional cages.
- **The public perspective?** It's still a cage!
- **Collaboration gives us perspective.**



Emergency Preparedness...

- Emergencies are messy. Planning in peacetime is essential.
- Effective response demands tight coordination across FPT governments and industry.
- Plans, policies, and programs only work if they integrate seamlessly across actors.
- Tabletop exercises provide perspective by testing our actions...



Emergency Preparedness...

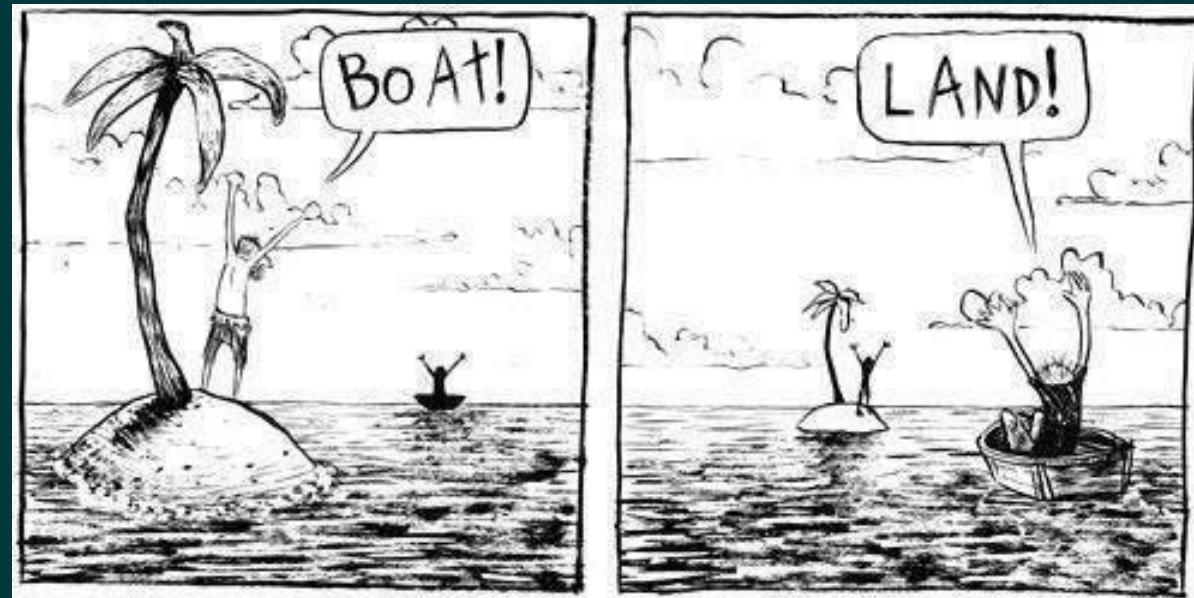
These exercises force us to come to face with the evidence of our assumptions, misunderstandings, and blind spots... collaboration prepares us.



The Need for Collaboration



The power of collaboration is that it helps us gain a wider lens on the issue through fresh perspectives and shapes more robust outcomes



The Need for Collaboration



The lemon juice story is funny in hindsight, but in our world, the **stakes are much higher.**

If we stay in silos, we risk missing **critical signals, duplicating efforts, or leaving gaps uncovered**

Collaboration Isn't Optional





AnimalHealthCanada

The Stakes



We Know the Power of Collaboration



Shared accountability.
Catches mistakes early and builds collective ownership.



Stronger trust.
Relationships built in collaboration carry us through crises.



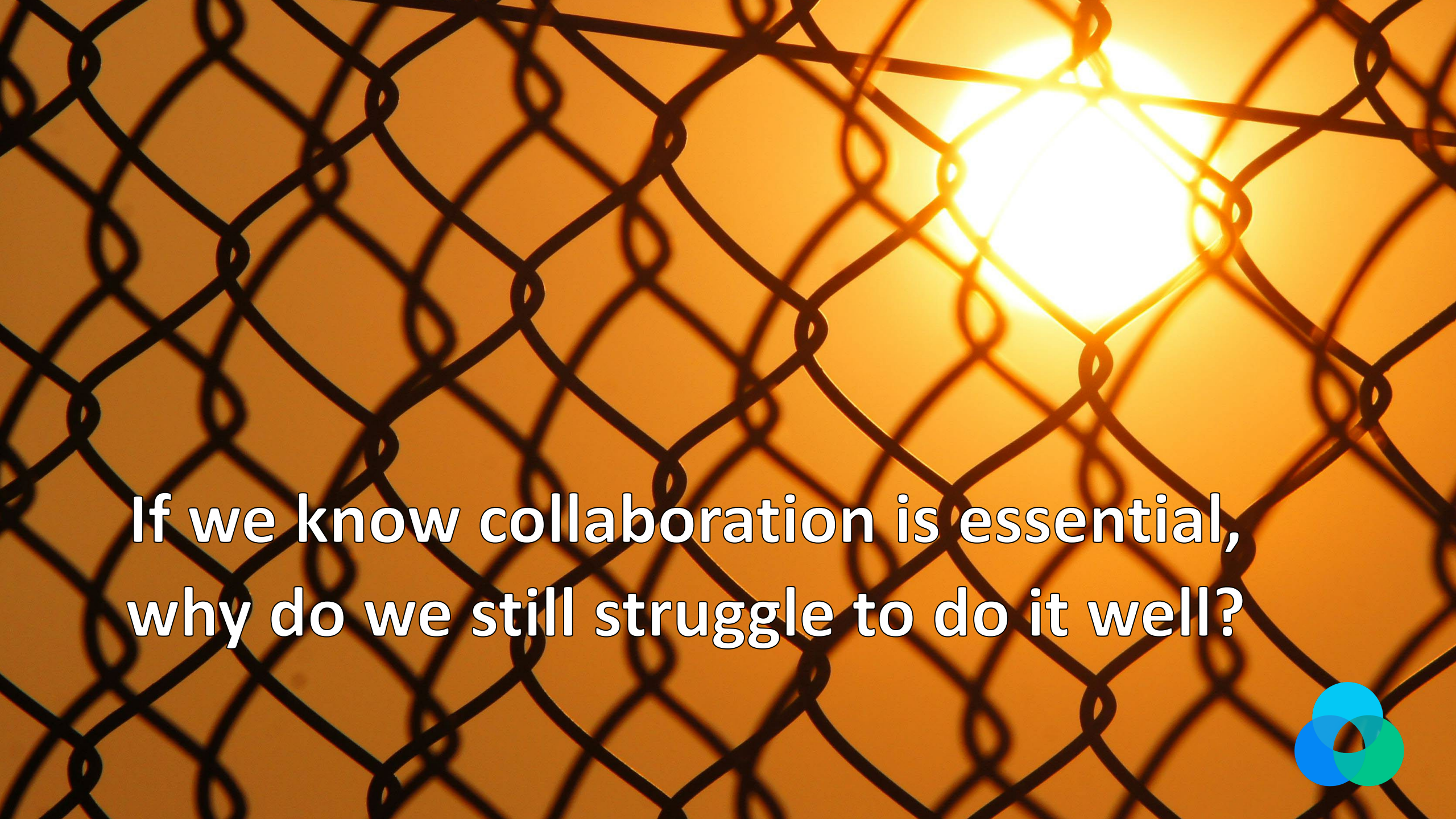
Resilient solutions.
Combining expertise makes decisions sturdier and longer-lasting.



Innovation spark.
Diverse voices fuel ideas none of us could reach alone.



Smarter progress.
Collaboration prevents duplication and channels effort where it counts most.



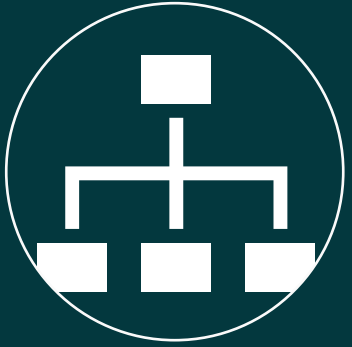
If we know collaboration is essential,
why do we still struggle to do it well?



Barriers & Blind Spots



Why It's Hard. Common Pitfalls



Power gaps & mistrust.

Unequal influence and past tensions block engagement.



Unclear roles & processes.

Without clear goals, rules, and accountability, teams drift.



Time & resource pressure.

Building trust and alignment takes effort people often feel they lack.



Competing incentives.

Short-term wins rewarded over shared outcomes.



Fear of losing control.

Sharing authority feels risky.

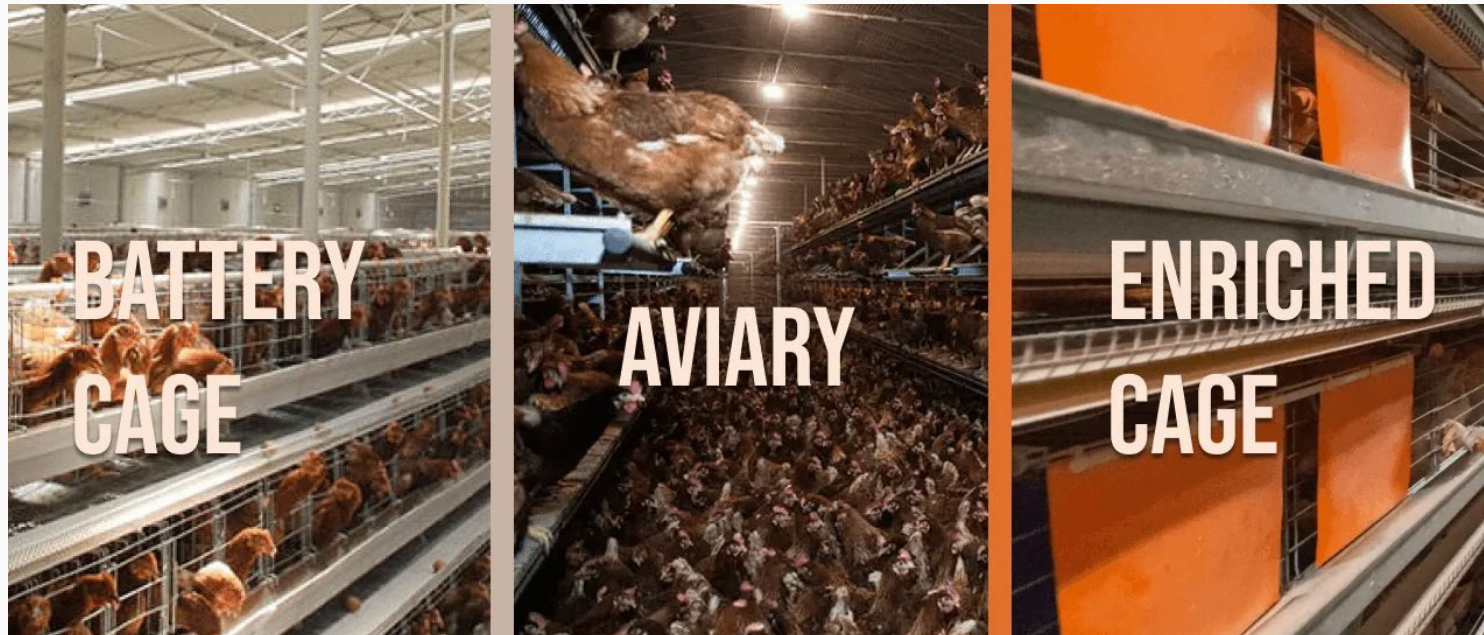


Myths

False Assumptions

Collaboration saves time.

Reality: It's slower at first, but can avoid costly mistakes and duplication later.

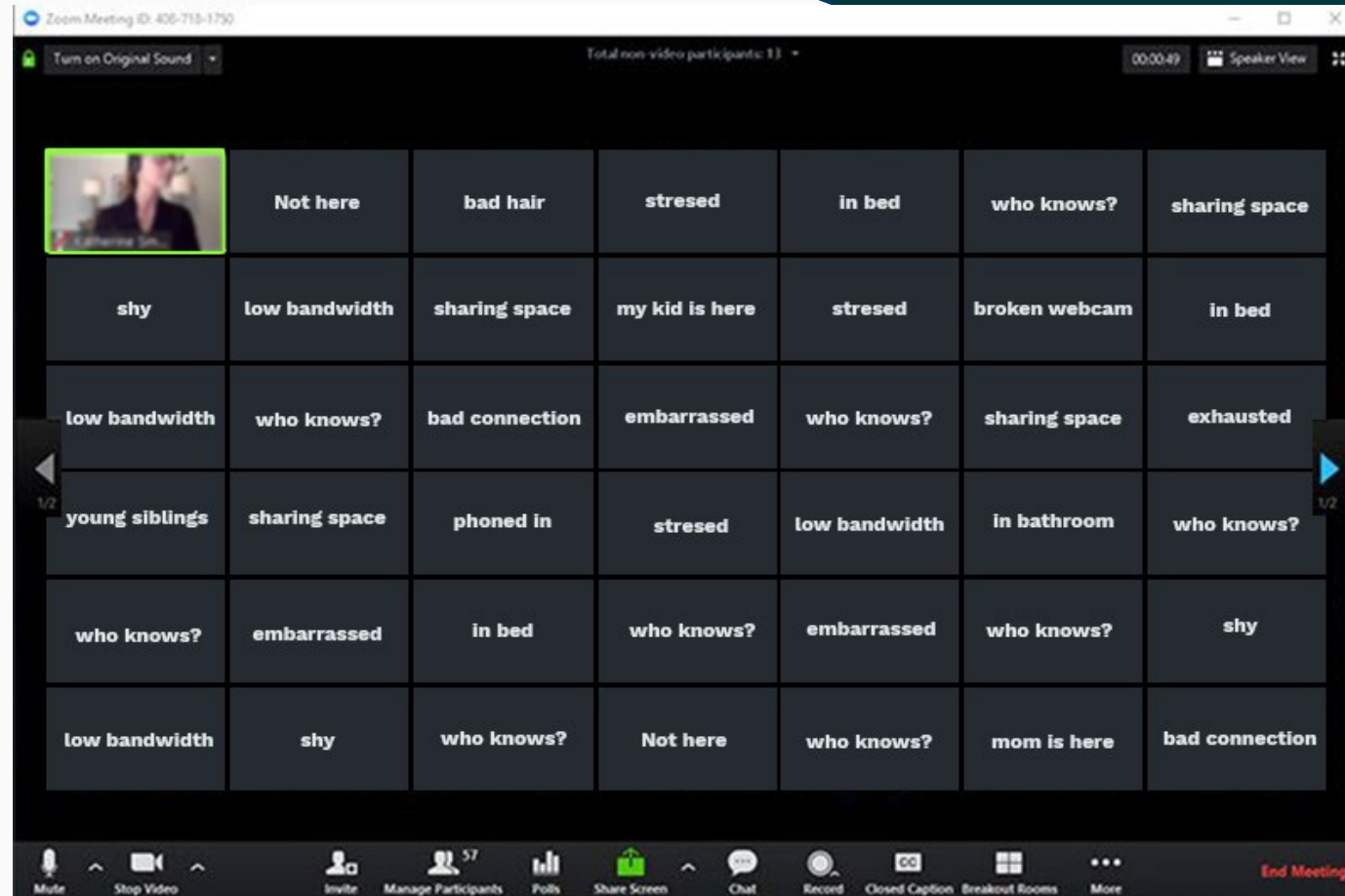


False Assumptions

Sitting in the same room is enough.

Reality: True collaboration needs facilitation, structure, and shared accountability.

Myths



Myths

False Assumptions

Relationships will take care of themselves.

Reality: Trust and transparency require ongoing investment and intentional design.



Keys to Success



Setting the Foundation



**Vision, not
vagueness.**

Define outcomes so
partners stay aligned
even when priorities
differ.



Trust isn't optional.

Transparency and
reliability are the
currency of
collaboration.



**Structure with
flexibility.**

Clear roles give
stability; adaptable
processes keep
momentum.



**Incentives must add
value.**

Partnerships when
benefits are real and
shared.



**Learn, measure,
adapt**

Evaluation drives
accountability and
sustained progress.



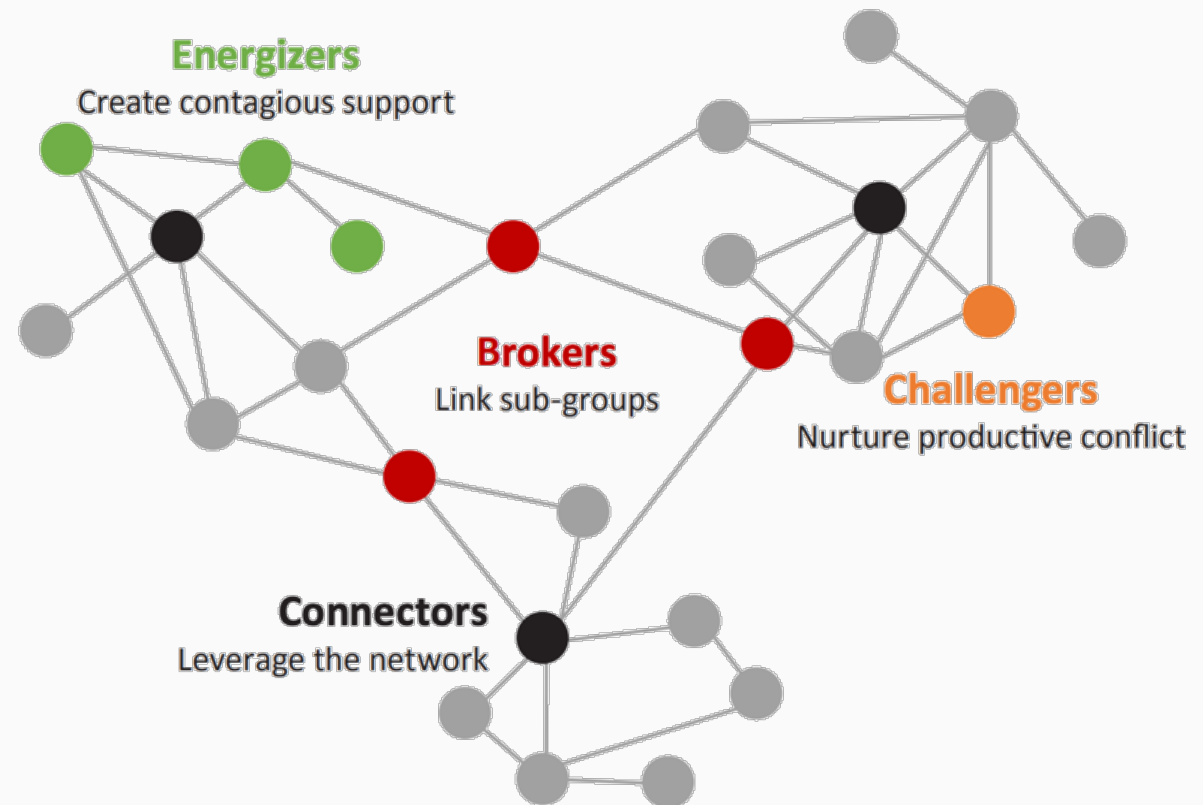
This is about people

Policies help with commitment to take collaborative action

Processes are essential

Pay to play - skin in the game

We need to position our people



Models & Examples



World Organisation
for Animal Health

Public-Private Partnerships in the veterinary domain

To strengthen the effectiveness of Veterinary Services in the long term, collaborations between the public and private sectors are invaluable. Public-Private Partnerships enable the pooling of resources and create synergies across sectors to help improve access to services that would otherwise be unattainable by either sector working in isolation.

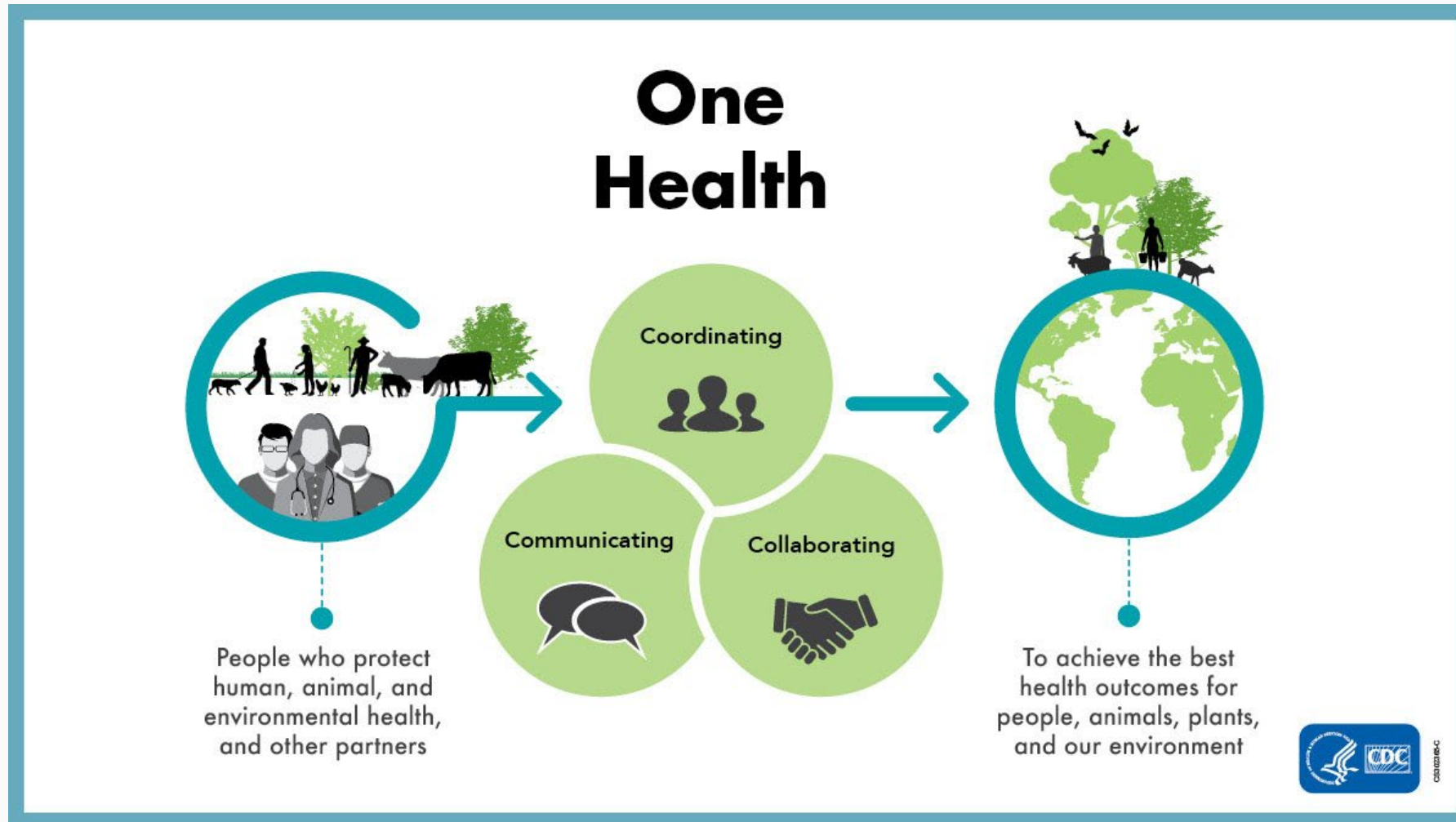
Models & Examples

RESPONSIBLE USE OF MEDICINES IN AGRICULTURE ALLIANCE

RUMA



It's In Our Frameworks



It's In Our Policies



Pan-Canadian Action Plan on Antimicrobial Resistance



A NETWORK of NETWORKS

CAHSS was designed as a network of networks to build on established animal health surveillance initiatives. Each CAHSS animal species and topic-focused network comes together regularly to share information in a cross-Canada roundtable, and to prioritize and work on surveillance activities. New ideas and projects to enhance surveillance are highlighted across the networks. Important animal health information is shared across networks when needed.



Animal Health Canada divisions help build unprecedented collaborative, multi-partner models that clarify respective roles, responsibilities, and accountabilities of each partner implementing animal health and welfare strategy for Canada.

It's In Our Programs

It's In Our Practices

NFACC is the only organization in the world that brings together animal welfare

groups, enforcement, government and farmers under a collective decision-making model for advancing farm animal welfare



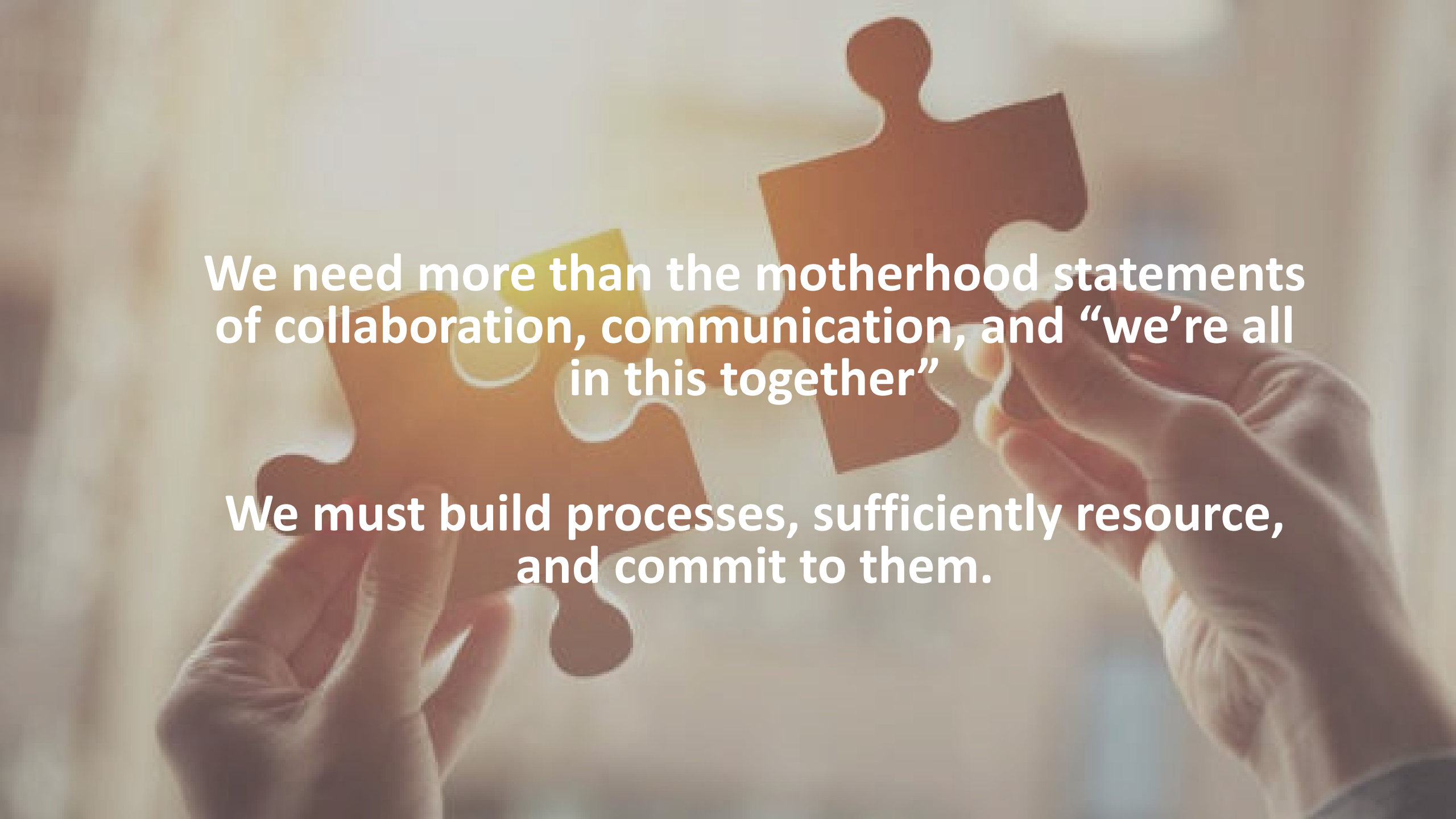
**Advancing Animal Welfare and
Public Trust Through Codes of Practice**

PROJECT ACHIEVEMENTS REPORT
APRIL 2022-MARCH 2023

CANADIAN
AGRICULTURAL
PARTNERSHIP

PARTENARIAT
CANADIEN pour
l'AGRICULTURE

Canada

A background image showing two hands holding several interlocking puzzle pieces. The pieces are in shades of orange, yellow, and brown. The hands are positioned as if they are about to fit the pieces together. The overall tone is warm and collaborative.

**We need more than the motherhood statements
of collaboration, communication, and “we’re all
in this together”**

**We must build processes, sufficiently resource,
and commit to them.**

Bottom Line



- Alone we see fragments. Together we see the whole.
- Collaboration builds trust, resilience, and solutions that last.
- The risks we face, from AMR to climate change, are too big for any one actor.
- **Collaboration isn't optional, it's core to our leadership strategy.**
- Over the next 15 years, Animal Health Canada has the opportunity to set the standard for collaborative leadership in animal health.

The question is: what role will *you* play?

Thank You!

Questions?

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