

EAZWV Strategy Planning April 2016 Workshop Report



EAZWV Strategy Planning Workshop – April 2016, Barcelona

Executive Summary

The EAZWV board and advisory board met in Barcelona for a 1.5-day strategy planning workshop. The aim of the workshop was to gather information on how EAZWV might best achieve its mission:

The European Association of Zoo and Wildlife Veterinarians aims to promote the advancement and dissemination of veterinary knowledge and skill in the field of zoo and wild animal management and in so doing advance the health, welfare, husbandry and conservation of wild animals whilst upholding the highest standards of professional ethics and contributing to comradeship amongst its Members

We explored the organisation's culture and values, reviewed EAZWV's strengths, weaknesses, opportunities and threats (SWOT analysis), undertook a stakeholder review and needs analysis and identified potential priority actions. The results of the workshop are advisory: we recognised that some key stakeholders were not represented and that further consultation and review of workshop outputs were required before the Board laid out its proposed action plan to the membership.

Key findings are as follows:

CULTURE AND VALUES: We currently demonstrate some great attributes as an organisation: we are professional, caring, resourceful, dedicated, curious, sharing, supportive and welcoming group of people. But we also recognise that as an organisation we often demonstrate amateurish, chaotic, behaviour, we feel we are not taken seriously by other key players and that our membership is rather passive. As well as addressing these negative attributes, we also identified the need to improve both our transparency and our environmental sustainability in all we do.

PRIORITY INITIATIVES. Following completion of the stakeholder needs analysis and SWOT, the following key initiatives were identified – and some suggested priority actions outlined for each.

1. Increase EAZWV's effectiveness at influencing legislation
2. Raise professional standards through:
 - Production and dissemination of technical resources
 - Increasing data collection and sharing for evidence based decision making (ZIMS)
 - Provision of specialist training to meet member needs
3. Increase our impact through strategic partnerships
4. Establish standards of professional ethics, live these standards (including sustainability) and engage in debate with external stakeholders.
5. Increase membership and evaluate current member satisfaction / areas for improvement
6. Focus on improving member communication and accessibility of technical resources
7. Resource our work effectively – financial planning and fundraising
8. Governance - clarifying EAZWV's internal policies and procedures, improving transparency.
9. Run a conference that meets member needs and showcases our scientific work

ACTION PLANNING – priority actions were identified for each of the initiatives and potential work group composition discussed. This will be refined over the coming months with feedback from other stakeholders that were unable to attend the workshop.



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Workshop Aims and Participants

Workshop aims

We began our workshop by familiarizing ourselves with EAZWV aim as stated in its constitution:

The European Association of Zoo and Wildlife Veterinarians aims to promote the advancement and dissemination of veterinary knowledge and skill in the field of zoo and wild animal management and in so doing advance the health, welfare, husbandry and conservation of wild animals whilst upholding the highest standards of professional ethics and contributing to comradeship amongst its Members

The core aim in this statement is:

- **To advance the health, welfare, husbandry and conservation of wild animals.**

We do this by:

- Promoting the advancement and dissemination of veterinary knowledge and skill in the field of zoo and wild animal management.
- Whilst upholding the highest standards of professional ethics and
- Contributing to the comradeship amongst our members.

Our primary workshop aim was to review our current status with respect to this organizational aim (both in terms of culture & values and how well we were addressing stakeholder needs) with a view to proposing some priority actions for further consideration by the board – and ultimately the membership.

A subsidiary aim was to provide an opportunity for the board and advisory board to share information and perspectives with a view to developing a participatory, inclusive and synergistic way of working together.

Workshop Participants:

All members of the EAZWV board and advisory board were invited to take part, the following were able to attend in person

Participant	Representing	Posts held in EAZWV
Hanspeter Steinmetz		Vice President, past secretary
Sabine Oefner		Treasurer
Kim Gruetzmacher		Vice-Treasurer
Hugo Fernandez	Iberian Section + Host	Secretary
Jacques Kaandorp	Flemish Section & EAZA legislation and vet committee,	Past EAZWV President
Arne Lawrenz	German Section & EAZA legislation and vet committee,	Past EAZWV President
Christian Wenker		Past EAZWV President
Sara Abreu		Webmaster
Torsten Moller	Nordic Section	
Michael Fielding	British Section	Past EAZWV President
William Magnone	Italian Section	
Viktoria Koroknai (on behalf of Endre Sos)	Hungarian Section	
Rafaela Fuiza	Student Section	
Johanna Kasberg	Student Section	
Stephanie Sanderson	Facilitator	Executive Director, Past EAZWV President

In addition, participants had available to them section, working group, partnership and board reports (including financial report).

Who are we and how do we do things round here? – an exploration of EAZWV culture and values:

An understanding of our organisation’s culture and values is crucial in our development and decision making.

It’s not hard to make decisions once you know what your values are.

Roy Disney

As a membership organization, we are supposed to represent the ideals and best practice within our profession. What are these ideals? Is the way we actually behave consistent with these ideals? What behaviours do we want to decrease? Which behaviours do we want to increase?

Participants were split into two groups and asked to share specific experiences they have had of being part of EAZWV. The aim of this exercise was to tease out the dominant culture of our organisation. How we actually behave – not just what we would like to stand for. The resulting discussions were summarized and the dominant themes extracted:

Sense making: Participants voted for the words or phrases that best summed up all the stories they shared.

Summary phrase/ Dominant Theme	No of votes	Commentary
Sharing knowledge	11	Open, inclusive, not frightened of sharing failure if it will help someone else and improve quality of wildlife care.
Constant Improvement	11	Desire to learn and improve is an underpinning value of our members. Highly caring and motivated to do a good job. Hardworking
Excellent Networking	12	welcoming to all, lifelong friendships, accessible to all, feelings of equality, students well integrated,
Encouraging (belief in each other)	8	“If I can do it you can do it too!” members are very supportive of each other. Action orientated “can do” attitude and hard working.
Amateurish	13	Chaotic, apparent nepotism (same people do jobs, not clear how to general membership how they can get involved). Also links to “vulnerable” and “not taken seriously”.
Vulnerable	11	Reliant on volunteers, no clear job descriptions, accountability or succession planning. Links to “amateurish” and “chaotic”. Individuals have freedom to develop organization as they like whilst in on the board – can be very successful but also vulnerable to changing officers – no clear plan/continuity.
Passive membership	8	Low level participation from majority of members, not clear if it is due to lack of communication (don’t know) or lack of interest (don’t care) – or potentially other factors.
Not taken seriously by other organisations /stakeholders	13	Feeling that EAZWV has little influence with key decision makers (EU, IUCN, Wildlife NGOS, Zoo Directors) – may be because they don’t know we exist?

This was followed by a large group review of photos of wildlife vets engaged in their work. Key attributes that we share as a profession were called out and then ranked:

Values of Wildlife Vets from photos	votes
Devoted / caring / helping	13
Professional / high quality/ knowledgeable / responsible	12
Teaching / sharing/ knowledgeable /curious	9
Resourceful/ innovative/ generalists	6
Dedicated: Believe in what doing / meaningful	4



In addition, two values were felt particularly important:

- Transparency/honesty
- Environmental sustainability / integrity

In summary:

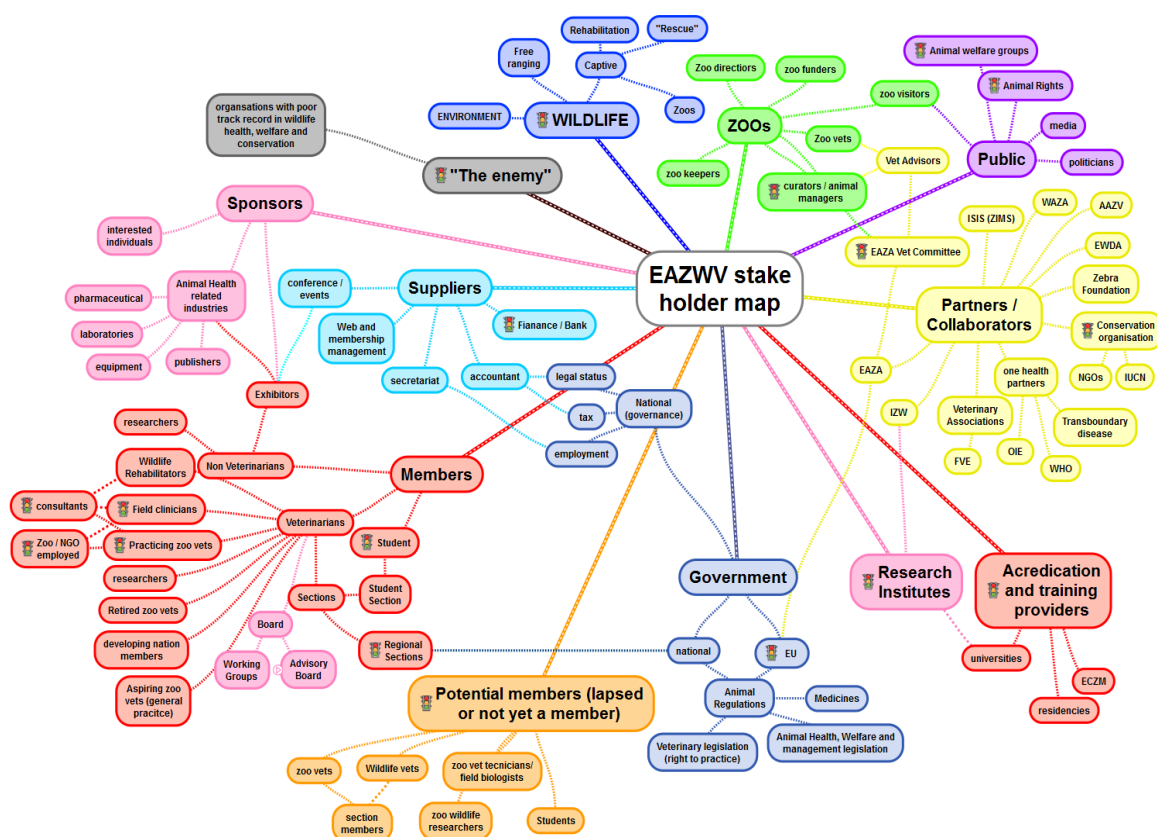
This very short, first pass, exercise brought up a three groupings of behaviours:

Values/ behaviours we are proud of and want to maintain / grow	Values/ behaviours we aspire to – areas we need to develop further	Behaviours we want to decrease / need to address
<ul style="list-style-type: none">• Professional / responsible• Continuous improvement• Resourceful• Dedicated• Caring / devoted• Curious/ knowledgeable• Supportive / encouraging• Sharing / teaching• Welcoming/ inclusive	<ul style="list-style-type: none">• Transparency / honesty• Environmental sustainability	<ul style="list-style-type: none">• Amateurish, chaotic & vulnerable• Lack of clarity / perceived nepotism• Passive membership• Not taken seriously by other stakeholders

Who do we serve? Who impacts our work? Are we meeting each other's needs?

In order to advance the health, welfare, husbandry and conservation of wild animals EAZWW depends on a range of stakeholders – either because it works for their benefit, requires them to take action or relies on them for support.

We undertook a stakeholder analysis to identify, group and prioritise the key stakeholders that we work with. This is shown in Fig.xxx and Fig. The traffic light icon on the mind map indicates the stakeholder for which a needs analysis was undertaken.





Stakeholder	They need from EAZWV:	EAZWV needs from them:	How well are these needs met? (red – poorly, amber – partly, green – good progress)
Wildlife	<ul style="list-style-type: none"> Better health, welfare, husbandry and conservation Best possible care Population management Expertise To apply knowledge gained in captivity to wild situations and vice versa. A safe, sustainable environment To pay attention to how we work – our own environmental impact. Advocacy – a voice, representation 	<ul style="list-style-type: none"> Our raison d'être ! For them to thrive Better understanding 	<p>Not there yet! – or we wouldn't need to exist!</p> <p>Identified importance of including sustainability as one of our values. We need not only to work in conservation BUT also to live and work in ways that are environmentally sustainable.</p> <p>TALKED ABOUT SETTING UP A WORKING GROUP TO LOOK AT OUR ENVIRONMENTAL SUSTAINABILITY</p>
Members employed by zoos	<ul style="list-style-type: none"> Network Technical resources (guidelines, journal access, fact sheets etc.) Information sharing opportunities (conference, forum etc.) CPD (conference / workshops) Support for decision making What resources are already available – who to contact in EAZWV for what. Representing our profession in the area (Advocacy) – can be set in all stakeholders 	<ul style="list-style-type: none"> To know their priorities (what they need) Their participation Their feedback To share information / news Membership fee 	<p>We have a loyal, stable membership – but a large number of zoo vets are not members so there is clearly much to be done.</p> <p>We are shooting in the dark – we need more feedback on what our priorities should be + more help in delivering these</p>
Field Wildlife Vets & Researchers	<p style="text-align: center;">Need more info</p>	<ul style="list-style-type: none"> Their knowledge & contacts Participation Membership fee Specialist knowledge 	<p>Vets working with free ranging wildlife very under represented – need to understand their needs better.</p> <p>TALKED ABOUT SETTING UP A FIELD VET GROUP TO HELP WITH THIS</p>
Consultant vets (not full time zoo/ wildlife NGO employment)	<ul style="list-style-type: none"> Expertise Networking Good member services Up to date news/ communication 	<ul style="list-style-type: none"> Their knowledge & contacts Participation Membership fee Specialist knowledge 	<p>We think we are doing quite well in this area. Still room for improvement</p> <p>Their feedback is required!</p>
Students	<ul style="list-style-type: none"> Networking opportunities Knowledge transfer Practical opportunities Platform to present work Guidance/ mentorship Subsidized conference and journal fees 	<ul style="list-style-type: none"> Commitment Fresh perspectives Active participation Advocacy – the future of wildlife medicine Students with a good foundation training in wildlife medicine 	<p>Seem to be doing quite well in this area. Room for improvement</p>

	<ul style="list-style-type: none"> • Funding for training, conferences, research • Job, educational opportunities • Future 		
Non-Members	<ul style="list-style-type: none"> • To know who we are and what we do • Motivation to join • Good reputation • Good value membership fee • Good membership service • Contacts • Information • Up to date communication 	<ul style="list-style-type: none"> • Wider reach • Their knowledge & contacts • Participation • Membership fee • Research output • Influence 	<p>Clearly not met – as they are currently non-members!</p> <p>TALKED ABOUT THE NEED FOR A WORKING GROUP TO FOCUS ON GROWING MEMBERSHIP AND MEMBER SERVICES</p>
EAZWV national sections	<ul style="list-style-type: none"> • Information bank • Generic job descriptions for zoo / wildlife vets (consistency of expectations across countries?) • Common statements on important issues (e.g. euthanasia). • Cross country guidelines on e.g. TB, notifiable disease, animal moves • To draw more wildlife vets into sections • Lobbying at EU level (e.g. drug availability, sample movement,). • International conference for info exchange • Influence with key decision makers / partners. • Help overcoming cultural barriers • Networking <p>Up to date news/ communication</p>	<ul style="list-style-type: none"> • Input: Range of cultural perspectives • Information on events in their region (maybe disease outbreaks or training opportunities). • Feedback – particularly on section priorities and potential areas for collaboration • Members! – in many regions only a minority of section members are also EAZWV members. • Publicise EAZWV activities to their members and other stakeholders in their region • Lobbying in own region (particularly with regional government) 	<p>Variable success – some sections have very strong and productive links with EAZWV – others are largely separate.</p> <p>Huge potential for more collaboration</p> <p>TALKED ABOUT SETTING UP A SECTION WORK AREA /FORUM ON WEBSITE</p>
The “enemy” organisations that threaten wildlife	<ul style="list-style-type: none"> • Good publicity / greenwashing • Expertise (mitigation) 	<ul style="list-style-type: none"> • To change their behaviour • Influence • To listen • Funding?? 	<p>This was a difficult stakeholder to understand. Ethical issues were raised – under what conditions would we work with these organisations?</p> <p>TALKED ABOUT THE NEED FOR AN ETHICS COMMITTEE (to pick up on welfare issues too)</p>
Animal welfare and animal rights groups	<ul style="list-style-type: none"> • Open communication for questions, complaints, ideas, EAZWV position statements • That vets provide and advocate for good welfare. • Access to well informed, trusted experts 	<ul style="list-style-type: none"> • To consult us on aspects of wild animal health and welfare. • We need to demonstrate that we are experts, that we care and that we put the animals first • We need to actively engage the animal rights lobby. • We need to be transparent and proactive • To be listened to and consulted 	<p>The animal rights and animal welfare lobby are different and need to be approached slightly differently. The main ideas are still relevant to both though.</p> <p>The participants felt strongly that more transparency was required on the part of wildlife vet AND that we should work proactively to engage this stakeholder group.</p> <p>Ethics and Welfare committee</p>

Government (EU)	<ul style="list-style-type: none"> • Expertise • Honesty • Clarity on who to contact 	<ul style="list-style-type: none"> • Involvement • Information • Honesty / transparency 	<p>Have made huge progress here in conjunction with EAZA. Main area to work on is expanding the pool of people involved</p> <p>TALKED ABOUT NEED TO TRAIN BOTH GOVERNMENT VETS AND EAZWV MEMBERS ON KEY ASPECTS OF LEGISLATION. (preferably together for networking reasons!)</p>
EAZA vet committee	<ul style="list-style-type: none"> • Expertise • Availability • Clarity on who to contact • Disseminate info to vets working with managed sp. • More specialist vet advisors • More involvement (to write guidelines, do mortality/ morbidity reviews, provide advice etc.) 	<ul style="list-style-type: none"> • To be kept informed of key issues • To get veterinary issues prioritized as part of species management • Influence with Zoo directors • Access to management and associated veterinary guidelines 	<p>Good progress but restricted to a few people. Many vet advisors are not EAZWV members. Many programmes have no vet input.</p> <p>Communication of key issues to membership is sporadic.</p>
Zoo managers / curators	<ul style="list-style-type: none"> • Expertise • Commitment • Information • transparency 	<ul style="list-style-type: none"> • more influence • information • support • transparency / better communication 	<p>Very similar to vet committee one...</p> <p>Vets have variable input and influence in zoos across Europe. Talked about whether EAZWV clarifying job description would help or not...</p>
Conservation organisations	<ul style="list-style-type: none"> • to understand the relevance of wildlife health / conservation medicine to species conservation. • Relevance of welfare to conservation • Our expertise • Endorsement of their work 	<ul style="list-style-type: none"> • To use us! • Funding • Employment • Support • Assist with lobbying/ advocacy 	<p>Few connections in this area right now. – probably not most urgent issue right now though</p>
accreditation providers (ECZM)	<ul style="list-style-type: none"> • Endorsement • Members to sign up for residencies / de facto status • Members to set up residencies • Employers to recognize and value diplomate holders • To provide training courses and workshops for prospective candidates. 	<ul style="list-style-type: none"> • Recognition of the specialism of zoo and wildlife medicine. • Representation at EU level • Improved standards • Accredited diplomates to work in zoos and wildlife NGOs • Active participation in EAZWV events and development of our organization • An MOU • Avoid competing events /conferences 	<p>Though most ECZM de facto diplomates are EAZWV members, there is as yet no formal partnership between the two organisations. This needs to be looked at urgently.</p>
Research Institutes and Universities	<ul style="list-style-type: none"> • Audience / recognition • Platform to present research • Money, research grants 	<ul style="list-style-type: none"> • Knowledge & expertise • Analysis and interpretation • (samples, data etc.) 	<p>Fairly effective – however, other than IZW (and zebra foundation), relationship is generally between individual universities and individual zoos and wildlife organisations. Need further exploration (not urgent though)</p>

	<ul style="list-style-type: none">• Expertise• Access to samples / animals / field projects / data••	<ul style="list-style-type: none">• To train next generation of zoo and wildlife professionals to a high standard• To meet current needs / priorities (research to answer topical questions/ problems that need solving)	
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In summary:

Participants seemed to find this exercise particularly useful. We have concentrated largely on our own membership and established partners. This analysis helped broaden our view of those that could impact our mission to advance the health, welfare, husbandry and conservation of wild animals.

Whilst a more thorough needs analysis would be useful, our first pass yielded a number of key points:

- The need to look at EAZWW's environmental impact – promoting sustainable behaviours both in our own activities and through our membership. This would help align the organisation better with its aim.
- Zoo and Wildlife Vets should be the trusted, expert advocates for wildlife health and welfare. We should be taking a proactive role in engaging the animal welfare lobby – and also speaking up in our own institutions.
- We need to be clear on our position as an organisation on certain ethical issues. Sections can assist with cultural viewpoints – we should convene an ethics committee to work on these issues.
- Our work with government has been excellent but concentrated in a few key individuals – how do we broaden this and increase the knowledge and collaboration between individual government and wildlife vets?
- Certain sectors – particularly field vets – are underrepresented – we need to consult more widely
- Do we understand our member's needs? We feel they are passive – what can we do to ensure they have the services they need. What about those that don't join or don't renew?

What Are EAZWV's strengths, weaknesses, opportunities and threats?

Following on from the culture and values exercise and the stakeholder mapping and needs analysis, we finished the day by undertaking a brief SWOT analysis of our organisation. This is a standard, much used way of assessing where we are now, with the aim of identifying key priority areas to be included in the action planning phase:

Strengths

What achievements and qualities are we proud of? Improvements in our administration: acceptance of

increased membership fee, online payment, working bank account, new executive director.

- New website
- Online Access JZWM
- Online newsletter
- Improvement of scientific quality of the conference
- Our own journal – JZWM
- Joint meeting EAZWV/IZW and AAZV
- Partnership development – MOUs with IZW, AAZV, Zebra & EAZA – increasing strength of relationship with EAZA
- ECZM – reaching an acceptable compromise (zoo health management and wildlife population

health). ZHM: 31 diplomates, 5 residency programmes.

- Education: provision of e-learning and summer schools
- Ippen Award
- Strong student section
- Developing countries membership
- New section: Iberian
- Strategy development
- New constitution (increasing conservation and welfare focus)
- Good spirit (atmosphere)
- Solution orientated
- Good conference attendance
- Active core group.

Weaknesses

Where internal factors are most in need of attention?

- Financially precarious – income does not cover costs and limits potential for growth
- Most work done by a few key people – lack of succession planning – danger of overburdening the willing and lack of engagement of the majority
- Not catering for field wildlife veterinarians, aquarium and marine mammal vets, rehab vets, exotic pet vets at the moment.
- Not involving the sections to their full potential
- Struggling with governance, (organisation structure, policies and procedures – nothing other than the constitution is written down)
- Government work done through one key person – what is our profile as an association

Threats

Where external factors might impede our progress towards our goal?

- Economic factors: employers moving away from full time specialists to part time consultants without the depth of knowledge and skill in wildlife medicine and surgery.
- Public perception: zoos and zoo vets no longer supported/respected / valued. – negative feeling/distrust by public.
- Lack of leverage: Legislators, zoo and wildlife organisations & zoo directors do not consult or value our input.
- Global warming: too late to make a difference
- Global trade agreements. E.g. (Comprehensive Economic and Trade agreement (CETA) – Canada & EU and Trans-Atlantic Trade and Investment Partnership (TTIP) USA & EU.
- Other organisations better meet the needs of zoo and wildlife vets – falling membership and falling influence.

Opportunities

Where external factors might assist our progress towards our goal?

- Increasing public awareness of environmental issues, animal welfare and one health.



- Growing recognition of the need for expertise in wildlife health
- Advances in global networking and communication
- Advances in technology and knowledge

Leading to EAZWV being able to play a bigger role in policy making and to increase public awareness of conservation issues + more opportunities for collaboration

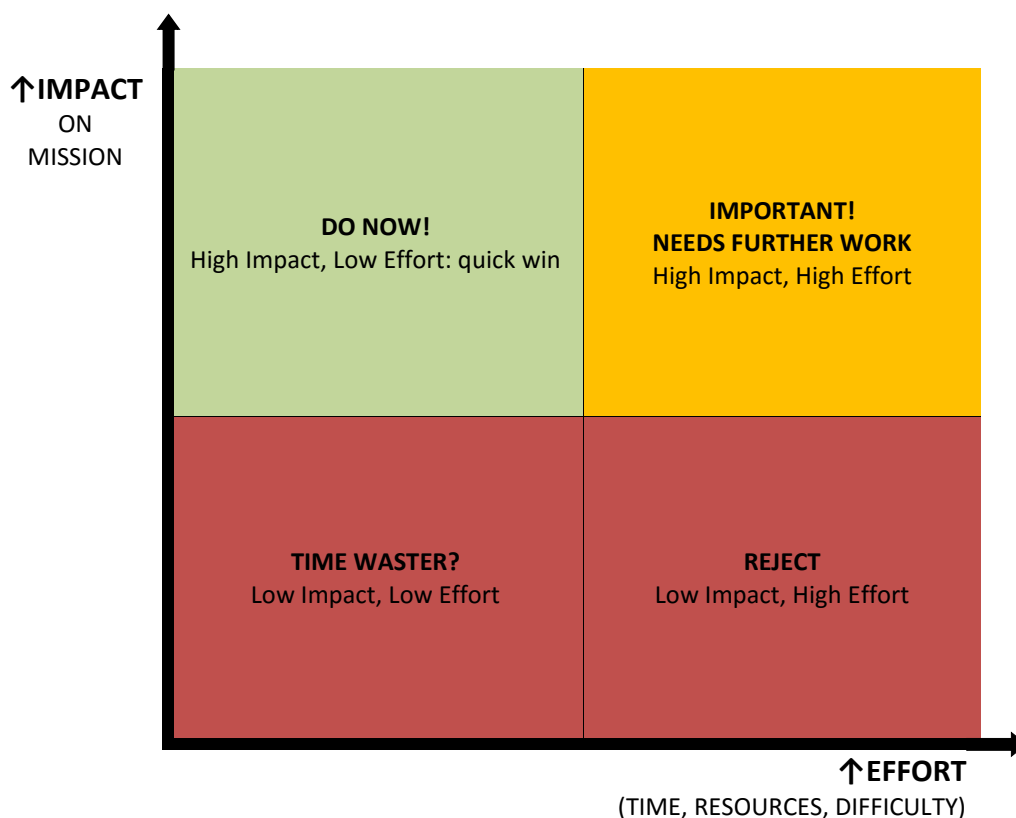
Action planning: How can EAZWV best improve its effectiveness?

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

Participants reviewed the outputs from the workshop so far (culture, values, stakeholder analysis, SWOT) and identified seven key areas which they felt EAZWV should focus (in no particular order) on.

1. Legislation
2. Raising Professional Standards
3. Effective, strategic Partnerships
4. Ethics, Welfare, Environmental sustainability and Public engagement
5. Increasing membership. (Including engaging Field Vets and other underrepresented wildlife vets)
6. Organisational Structure and Governance + member communication
7. Increasing Resources

Each of these topics was explored further in small groups. They brainstormed potential actions and then plotted them on a graph of impact against perceived effort so as to help with prioritization.



Each of the following tables represents the output from the associated break out group. The items highlighted in **BOLD CAPITALS** were subsequently identified by the whole group as the two actions that they felt would have the most impact in advancing the health, welfare and conservation of wild animals in the short and medium term.

1. Legislation

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

Legislation (health, welfare, biodiversity, trade etc.) is a key factor in EAZWV's achieving its aim. Legislation can be enabling or disabling. The domestic animal and commercial lobby is strong and the needs of wildlife are often (unintentionally) forgotten. Wildlife health expertise is often missing when legislation is made and this is a key area where EAZWV needs to contribute.

Issues raised during workshop

- Government work is largely done through one key person – what is our profile as an association? What succession planning is in place? How can we spread the load?
- Feeling that EAZWV has little influence with key decision makers – may be because they don't know we exist?
- We are not involving the sections to their full potential
- Members are largely uninterested or ignorant of legislative matters – yet these have major impact on their work.

Proposed Actions:

<p>↑IMPACT ON MISSION</p>	<ul style="list-style-type: none"> • ESTABLISH LEGISLATION WORKING GROUP • Clarify which legislation topics most affect us • Workshops and round tables at conference • Legislation discussion forum on website • Raise awareness of legislation topics (discussion, publications, news). • Have more alliances with organisations which already have good lobbying power (EAZA, OIE, FVE etc.) • Invitation to politics and state vets to conference • Individual members take responsibility to engage with stakeholders on issue pertaining to wildlife health. (increase awareness and demonstrate value of our profession) 	<ul style="list-style-type: none"> • EAZWV SHOULD BECOME KNOWN IN POLITICS • Increase awareness of EAZWV in Brussels • Raise opinion as EAZWV • Produce reference texts • Increase membership.
	<ul style="list-style-type: none"> • Summer School for State vets • Accept contracts from Government • Standing item in newsletter • Link vets to politicians 	

↑EFFORT
(TIME, RESOURCES, DIFFICULTY)

Working group should comprise:

- One representative from each regional section who is knowledgeable / well connected and influential in legislative matters in their region (contacts with national government and/or national zoo association)
- Subject matter experts: Jacques Kaandorp, Daniel Nutjein (EAZA lobbyist in Brussels) Danny de Mann (EAZA), Arne Lawrence (EAZA veterinary committee chair)
- Executive Director as moderator/facilitator/board liaison

2. Raising Professional Standards

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

The biggest impact EAZWV can have on the health, welfare and husbandry of wild animals is by supporting its members to do their best work. This means continually driving for improvements in standards of health care – in developing and sharing new techniques and, just as importantly, in achieving consistency of care across the whole membership. The animals we care for are managed increasingly as single regional populations – we need to ensure they receive consistently high levels of care throughout their lives, wherever they are. We also need to recognise that our professionalism is not just restricted to our technical skill – communication, facilitation and management skills are just as important in ensuring our work is effective.

Issues raised during workshop

- We have a strong culture of sharing, collaboration, inclusiveness, dedication, resourcefulness, being supportive and encouraging. Our community is strong – those that get involved with EAZWV make “friends for life”. This is a great starting point.
- Most of the work of the association is undertaken by a few. The rest of the membership appear to be passive. We are unclear whether they are just ill informed about the opportunities available for them to contribute or if there are other reasons holding them back.
- We are unclear about our members’ needs – we need better, two-way, communication.
- Lots of active wildlife vets (zoo, field, research) are not members – we need them on board to achieve consistency.

Proposed Actions:

↑IMPACT
ON
MISSION

- **ENSURE ALL VETS WORKING WITH EAZA MANAGED SPECIES HAVE ACCESS TO PROGRAMME VET ADVISORS AND RELEVANT GUIDELINES**
- Train/educate membership to make best use of the EAZWV website resources
- Publicise relevant meetings (particularly those run by sections)
- Online Directory of training opportunities
- Review training opportunities on offer (residencies, workshops, e-learning etc.) – are they meeting members’ needs?
- EAZA vet advisors variably active. Produce realist job description for veterinary advisors to EAZA managed programmes
- Clarify (and develop!) relationship ECZM - MOU

- **PRODUCE GUIDELINES ON POTENTIALLY CONTENTIOUS ISSUES OF CONCERN TO THE MEMBERSHIP (E.G. EUTHANASIA, USE OF PSYCHOACTIVE DRUGS)**
- **INCREASE USE OF ZIMS MEDICAL FROM 20% TO 50% WITHIN 2YRS.**
- Produce guidelines on role and requirements of both field and zoo vets (to include check lists)

↑EFFORT

(TIME, RESOURCES, DIFFICULTY)

Next steps/ Working Groups:

- Guidelines on contentious issues (e.g. euthanasia, psychoactive drugs to be part of **ethical committee** remit)
- Web resources to come under remit of **Communications and Member Services working groups**
- Training opportunities – remit of **education working group** with input from student section – to include formulating MOU with ECZM (refer to **partnership working group**).
- Small **ZIMS working group** required specifically to work with ISIS on ZIMS uptake.
- **Vet Advisor working group** to be set up (to include all vet advisors - members or not). EAZA vet committee and EAZWV executive director already working on gathering baseline data.

3. Effective Strategic Partnerships

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

We feel that zoo and wildlife vets have a key role to play in improving wildlife health, welfare and conservation and yet our voice and the issues we face are often not heard. The most effective way of broadening our reach within our current resources (volunteers + part time staff of 1) is to form alliances and partnerships with other organisations that share our aims. This is also in alignment with EAZWV's culture and values of inclusion, sharing and collaboration.

Issues raised during workshop

- Feeling that EAZWV has little influence with key decision makers – may be because they don't know we exist? How might we use strategic partnerships to get our voice heard?
- Government work is largely done through one key person – what is our profile as an association? – do we have the capacity to do this work? – EAZA is a leader in this field but are there other organisations that could help us be heard? (e.g. FVE?)
- We need to proactively engage the animal welfare lobby – they are key players in shaping public opinion – we should be seen as the go to experts in wild animal wellbeing
- What about the W in EAZWV, Field vets are underrepresented – how can we better provide for their needs?

Proposed Actions:

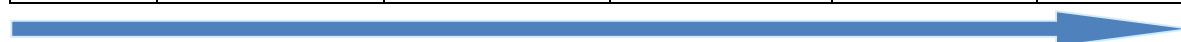
<p>↑IMPACT ON MISSION</p>	<ul style="list-style-type: none"> • ESTABLISH A PARTNERSHIP WORKING GROUP (to review and set up partnership strategy) • Implement regular evaluations of our existing partnerships • Define needs of both parties • Identify potential new partners (e.g. WDA, EWDA, OIE, IUCN, WWF, 4Paws etc.) • Communicate clearly what we have to offer and what we need. • Identify EAZWV members who already have strong links with relevant partners 	<ul style="list-style-type: none"> • CREATE A STEP BY STEP PROCEDURE / TEMPLATE FOR SETTING UP PARTNERSHIPS • Become an attractive partner (politically influential, large membership, visible to the media) • Sign MOU's setting out mutual responsibilities • Consider conflict mitigation plan • Communicate benefits of partnership to members
		<ul style="list-style-type: none"> • Consider commercial partners also
	<p>↑EFFORT (TIME, RESOURCES, DIFFICULTY)</p>	

Working group should comprise:

- Board representation – need clarity on what partnership would best serve EAZWV across its current strategic activities
- Members with links to potential partners.
- Excellent communication skills and lots of enthusiasm.
- Executive Director as has key role in managing and developing partnerships

Example of step by step partnership process:

ID potential partners	Define our needs	Define what we have to offer	ID EAZWV member to act as liaison	Define partnership terms	Deliver plan & evaluation
WWF	Increased audience Good reputation Trust Funding Conservation value	Veterinary expertise Equipment Access to health topics PR	John Doe to approach, set up meeting, present needs, define common goals	Produce MOU. Communicate to members	Maintain liaison Yearly evaluation



4. Ethics, Welfare, Environmental sustainability and Public engagement

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

EAZWV states in its constitution its commitment to operating under the highest standards of professional ethics. The field of **ethics** (or moral philosophy) involves systematizing, defending, and recommending concepts of right and wrong behaviour within a particular group or culture. For our members to act ethically we need to have clarity on what we as an organisation consider to be right and wrong. We need to recognise that the cultural diversity within our membership – an indeed the societies in which they operate and realise that what is seen as acceptable in one group may not be acceptable to another. For example, breed and cull practices, whilst generally accepted within the veterinary community, may not be seen as acceptable to the general public in some of our members' countries. This can cause significant difficulty for our members.

Defining our position on key ethical issues can also provide the foundation for campaigning against practices that we believe negatively impacts wild animal health and welfare.

Issues raised during workshop

- The veterinary profession is looked to for its expertise in animal health and welfare. We are expected to be clear as to what is right and wrong with respect to treatment of the animals in our care.
- We have had incidences of some of our membership questioning the ethics of the clinical practices of other members and this leading to unresolved tension. As yet we have no forum for discussing and resolving ethical differences.
- If we are to proactively engage the animal rights lobby, we need to clarify ethical standards within our profession.
- Members are often called upon to justify their practice (e.g. breed and cull, use of psychoactive drugs) – this can be a highly stressful experience. Having the knowledge that their ethical standpoint is supported by their professional body would be highly valuable.

Proposed Actions:

↑ IMPACT
ON
MISSION

- **SET UP AN ETHICS GROUP** (*clarify ethics is.*)
- Round tables / discussion groups to explore ethical issues within our membership. Encourage / model transparency – ask questions, open discussion.
- Consult with key partners (e.g. EAZA) to achieve consistency of views if at all possible.
- Consult with all key regional constituencies to ensure cultural differences considered.
- Work within legislative framework
- Provide support to communications group and to Executive Director / Media Liaison
- Sustainability group – looking at our own integrity! – part of conservation and research group?

- **PROACTIVELY DEVELOP GUIDELINES ON ETHICAL ISSUES** (*prioritise according to member needs – euthanasia and psychoactive drugs already identified.*)

- Statement on use of wild animals in research?
- Consider the tension between individual welfare and conservation.
- Consider use of social media for exploring ethical issues with the public.
- Look at ethical working practices for vets, researchers, field workers.
- Seek expertise / training in how to produce code of ethics for EAZWV

↑ EFFORT
(TIME, RESOURCES, DIFFICULTY)

Next steps/ Working group:

- Ethics and welfare working group: Representation from regional sections, members with experience of speaking on controversial issues with the media, representative from EAZA vet committee/ legislation group. ED. Access to Ethics consultant.
- Need to achieve delicate balance – to know when to be proactive and when to leave an issue to lie. This requires careful consideration of member views, available resources and reputational impact.
- Ethics and Welfare Group to deal with
 - internal ethical matters,

- to proactively advise partners (EAZA in particular) on technical issues pertaining to ethics surrounding wildlife health and welfare,
- to endorse, wherever possible, ethical statements of partner organisations on more general issues.
- Separate Sustainability working group. (sub group of conservation and research WG??) to look specifically at things EAZWV and its members can do to reduce negative environmental impact.

5. Increasing EAZWV membership

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

EAZWV strength comes from its membership. Its influence, reach, expertise and resources are all derived from the membership. The greater the proportion of wildlife veterinary profession (zoo, field, research, policy etc.) it represents, the greater its strength.

Issues raised during workshop

- EAZWV has a warm, friendly, inclusive, sharing culture. Members believe that they can make a difference and support and encourage each other.
- Lots of active wildlife vets (zoo, field, research) are not members – we don't know why.
- New members are often surprised at how lovely we are 😊 - do non-members realise what we have to offer?
- We also describe our organisation as: amateurish, chaotic & vulnerable, with a largely passive membership.
- We want to be seen as good value for money to attract new members, for this we need to improve member services and profile.
- We are unclear about our members' needs – we need better, two-way, communication.

Proposed Actions:

↑IMPACT
ON
MISSION

• SET UP A MEMBERSHIP/MEMBER SERVICES WORKING GROUP

• CLINICAL FORUM

- Advertise member benefits better.
- Investigate why section members are not also EAZWV members. (and other non-members too (e.g. EAZA vet advisors)
- Increase transparency in governance (e.g. board and working group selection) – members might become more involved.
- Career Planning support (Forum? Mentorship?)
- Job advertisements / internships / residencies on website
- Get better attendance at conference – improve awareness. (universities, other associations etc.)
- Make current resources easily accessible (infectious disease handbook, guidelines, etc.)

- Issue membership cards

- **IMPROVE THE CONFERENCE** (what does this mean? What is the issue with the conference that needs addressing?) More Field, Aquatics and Rehab as part of programme,

• ACQUIRE EXTERNAL FUNDING: IDENTIFY POTENTIAL DONORS/SPONSORS

- Put past EAZWV proceedings online.
- Get access to conference proceedings from partner organisations for our members (e.g. AAZV, WDA etc.)
- Get zoos to require students to become EAZWV before accepting them on externship programmes.
- Negotiate discounts for members (labs, drugs etc.)
- Access to more journals (e.g. JWD, Aquatic diseases etc.)
- Free entrance to zoos for EAZWV members and their families

- Attract government vets

↑EFFORT

(TIME, RESOURCES, DIFFICULTY)

Working group:

Need to clarify remit of this working group. Is it to attract more members (marketing and research), to develop member services (e.g. technical resources), to keep current members happy (communications)

- Representatives from across the membership: zoo, field, research, student, + different countries
- **Membership group:** working on recruiting members, member satisfaction survey, market research (non-members), following up lapsed members etc. Suggesting priority member benefits (evidence based from their research). – I suggest Vice President lead this 😊 - great training for presidency as will really understand the members Representatives from across the membership: zoo, field, research, student, + different countries
- **Technical Resource group** to collate and coordinate technical resource production (liaise with ethics, infectious diseases, ZIMS, EAZA vet advisors, education, legislation working groups, JZWM + sections). May also commission other technical resources – or approach other organisations to link to theirs. To pass on



output to communications group. (See Professional Standards Actions) Group members should include representatives of the working groups producing member resources + ED. – maybe past president also???

- **Communications group** to develop and manage online offer (including news, forums, events, member support in using forums, working group areas etc.) – will need to liaise closely with Technical resources and Membership group. – see section below
- Executive Director

6. Member Communication and Governance

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

EAZWV members have done great work over the years in producing resources and putting on events for the membership (e.g. Infectious Disease Handbook, JZWM, e-learning portal, summer schools etc.) specifically targeted at improving the health, welfare and conservation of wild animals. This is wasted effort if the membership doesn't know about it or can't find these resources easily – or indeed if they have other priorities that we don't know about and aren't meeting...

Our organisation is developing and becoming more professional. We want to be taken seriously by key stakeholders and to attract more participation (current and new members). This means we need to review our organisational practices: be clear on our legal status; produce statutory accounts and annual report; clarify roles, responsibilities and accountabilities and recruitment process; develop written working practices and policies etc.

Issues raised during workshop

- We have achieved a great deal over the last years, we have an excellent culture (inclusive and sharing), we have a loyal membership and some great partnerships.
- Despite these achievements we also recognise our organisation to be amateurish, chaotic & vulnerable (under resourced – people and financially).
- Most of our membership are passive. We are unclear whether they are just ill informed about the opportunities available for them to contribute or if there are other reasons holding them back. We are also unclear about our members' needs – we need better, two-way, communication.
- We feel that key stakeholders are not aware of us &/or don't see us as influential

Proposed Actions:

↑IMPACT
ON
MISSION

- **PRODUCE ORGANOGRAM OF EAZWV** (*clarify who does what, who to contact etc.*)
- **LAUNCH LATEST VERSION OF WEBSITE WITH MEMBER RESOURCES**
- Communications group (admin team)
- Launch discussion forums
- Produce FAQs for website
- Sort out work space for sections and working groups

- **UP TO DATE WEBNEWS & EMAILS – TO REPLACE NL**
- **DEVELOP SOCIAL MEDIA OFFER**
- Set up member feedback system
- Write EAZWV rule book (policies and procedures, working practices, roles & responsibilities etc.)
- Revisit how General Assembly works

↑EFFORT
(TIME, RESOURCES, DIFFICULTY)

Next steps:

- **Board** to take on producing organogram and “rule book”
- Communications group to take on all other aspects – website, news, social media. Need to liaise closely with technical resources group, membership group etc.
- **Communications group membership:**
 - Webmaster
 - Membership rep (? vice-president)
 - Technical resources rep (?? Past president)
 - Pool of technically minded enthusiastic members (students likely to be particularly useful)
 - Executive Director

7. Increasing Resources

How can EAZWV increase its effectiveness in advancing the health, welfare, husbandry and conservation of wild animals?

EAZWV requires resources to do all this work – people, expertise, money, time. Currently we are totally dependent on membership fees, a few key (over stretched) volunteers and a part time paid secretariat. These have been sufficient to keep the organisation ticking along – but not to develop the organisation to the next level. We are in a chicken and egg situation, we can't develop new activities and services without resources, we don't feel we can raise money and get more engagement from the membership without first increasing activities and resources.

Issues raised during workshop

- There is great enthusiasm to do more, have a greater reach, have our voice heard. We truly believe we can make a difference to wildlife health, welfare and conservation. To do the work we need time, expertise and people.
- We describe our organisation as: amateurish, chaotic & vulnerable, with a largely passive membership. The few who do the majority of the work currently feel overstretched and are fearful of taking on more work.
- We don't want to scare off members by increasing the membership fee - or the conference fee.
- We want to be seen as good value for money to attract new members, for this we need to improve member services and EAZWV impact with key stakeholders such as government – this costs money.

Proposed Actions:

↑IMPACT
ON
MISSION

• **ATTAIN OFFICIAL NOT FOR PROFIT STATUS (TAX FREE STATUS + MORE POTENTIAL TO GET GRANTS / FUNDRAISE)**

- Increase membership: publicize member services, membership drive through sections?
- Offer incentives to members for active participation (e.g. subsidies/ mentorship etc.)
- Consult our partners on fundraising ideas (AAZV in the first instance) – also universities
- Consider joint fund raising initiatives with partners?
- Identify members with commercial links, fundraising experience.
- Consider applying for EU funding? Education and training grants?
- Revisit funding model for our organization (proportion of funds from member fees / conference / other services / external fund raising.)

• **SET UP RESOURCES WORKING GROUP – FORMULATE BUSINESS PLAN FOR EAZWV.**

• **ACQUIRE EXTERNAL FUNDING: IDENTIFY POTENTIAL DONORS/SPONSORS**

- Produce guidelines on role and requirements of both field and zoo vets (to include check lists)
- Seek fundraising for special projects
- Consider "in kind" support (products and services) from sponsors to decrease our costs.
- Consider selling products and services to companies and non-members (consultancy, training courses etc.)

↑EFFORT

(TIME, RESOURCES, DIFFICULTY)

Working group:

- Treasurer and Vice-treasurer
- Members with fund raising / grant writing experience
- Advisors from partner organisations (e.g. AAZV)
- Executive Director as moderator/facilitator/board liaison

Conclusions and next steps...

This report has been circulated to participants who all confirm that it is an accurate reflection of the workshop. The board is also keen to circulate it to the membership in the next newsletter and to gather feedback online and during the Atlanta Conference.

Given the limited resources available, careful prioritisation and pacing is required to keep activities moving but avoid working group fatigue. Some draft working groups briefings and terms of reference have been produced – these and member feedback will be considered at the next board meeting.