AVMA 2021 ANNUAL REPORT: AVMA HAS YOUR BACK
Our vision
To be the trusted leader in protecting, promoting, and advancing a strong, unified veterinary profession that meets the needs of society.

Our mission
To lead the profession by advocating for its members and advancing the science and practice of veterinary medicine to improve animal and human health.

Our core values
Our core values drive the AVMA to be:

- **ETHICAL**: We act with integrity, honesty, and respect.
- **INCLUSIVE**: We represent and support a diverse community of veterinarians with unique perspectives.
- **SCIENCE-BASED**: We lead with science, providing trusted and evidence-based information, and promote research to improve the health and wellbeing of animals and humans.
- **ANIMAL-FOCUSED**: We support veterinarians in their stewardship of animal health and welfare and their role in promoting public health.
- **MEMBER-CENTRIC**: We are accountable to the needs of our members.
- **SUPPORTIVE**: We invest in the development of our staff and volunteer leaders.
- **FISCALLY RESPONSIBLE**: We practice prudent financial decision-making and accountability.
- **EFFICIENT**: We continuously assess and improve our delivery of products and services.
- **INNOVATIVE**: We promote creativity and embrace change.
Through it all: The AVMA has your back

As 2021 came to a close and we began planning for 2022, the COVID-19 pandemic continued to cause disruption to the way our members practice veterinary medicine, operate their practices, serve their clients, and provide care for their patients.

Through it all—then and now—your association continues to live its mission by diligently advocating on behalf of the profession, sharing reliable and timely information about key issues, offering in-person and digital continuing education opportunities, and creating and delivering powerful tools that help our members in tangible ways.

That’s the power of the AVMA, and it’s why we’re here: to support our members and ensure your success.

We support you and veterinarians like you by working tirelessly on the important, backbone issues that are critical to our profession, from quality patient care to public health—and by identifying future opportunities for veterinarians and the profession.

In 2020, a large part of our focus was to ensure you had everything you needed to quickly adapt and successfully respond to the emerging pandemic. In 2021, our efforts positioned AVMA members for sustainable success as we worked to support you through the workforce challenges you faced. In 2022, we reaffirm our focus on long-term objectives delivering benefits you value and seek, promoting and cultivating a thriving profession, and ensuring AVMA’s operational health. To do so, we have prioritized activities to optimize member value, achieve AVMA goals, and support long-term growth of the association.

AVMA has your back: Making sure your voice is included

When legislative, regulatory, and business practice decisions are being made, we make sure the voice of the profession is heard. Our Congressional Advocacy Network and Political Action Committee are there for you, from federal legislation to state and local issues, protecting the best interests of you, your patients, and the community.

AVMA has your back: Protecting your authority

We constantly work to affirm the veterinarian as the ultimate authority on animal health and welfare. Your training and experience equip you to make the best decisions regarding pet nutrition, animal welfare education, drug issues, humane endings, access to care, and more. We support your position as the ultimate authority and take proactive steps to protect it.

AVMA has your back: Providing smart financial tools

We all chose this profession because we love it, and we also want to be successful. At AVMA, we support veterinarians with tools and information to help you prosper financially, every step of the way. From educational debt counseling and financial planning to job searches, salary negotiation, and managing a practice or building your own career.
AVMA has your back: Keeping you current

Veterinary medicine is constantly evolving; there’s always more to know, new ideas, new information. AVMA keeps veterinarians current on emerging issues and trends across the profession. From COVID-19’s continued impact to the therapeutic use of cannabis products, connected care, antimicrobial stewardship and more, we help you stay on top of things.

Of course, we can’t succeed without our members. None of our accomplishments would be possible without the support you provide and the trust you have in us. The AVMA could not be more humbled to serve the more than 99,500 champions of animal and public health who power this association and our profession. We thank you for all you do.

This 2021 AVMA Annual Report highlights our key achievements, focusing on the primary pillars of our ongoing AVMA strategy:

• Driving lifelong member value in the AVMA
• Enhancing professional development and lifelong learning
• Innovating through data management and business intelligence
• Advancing professional policy and practice
• Leveraging relationships and world-class advocacy efforts

These pillars ensure that the organization’s initiatives reflect AVMA’s objectives and goals, help organize our member-focused activities, and ensure that resource allocation drives member value. Foundationally, these pillars guide us in our commitment to you—our members. We will continue to work each day to help you thrive professionally and personally. You are our priority. We have your back.

José Arce, DVM
President

Janet Donlin, DVM, CAE
Executive Vice President/Chief Executive Officer
Our volunteers
Strengthening the veterinary community

Our volunteers are critical to the AVMA’s success and relevance, and to helping us fulfill our mission. The AVMA’s activities and direction are driven by the insight and participation provided by our volunteer members. That’s because AVMA member interests and priorities define our work. They are at the heart of what we do.

From our Board of Directors to our House of Delegates and our dozens of councils, committees, task forces, panels, and working groups, our dedicated volunteers provide countless hours of expertise. They are driven by a shared passion to ensure that the needs of more than 99,500 members are met, and that the veterinary profession remains strongly positioned to effect positive change.

These champions of animal and human health also champion organized veterinary medicine. Subject-matter experts and leaders across the veterinary profession serve as AVMA volunteer representatives, speakers, and presenters, sharing their knowledge with the greater veterinary community. Our members and other professionals provide their expertise and input as we develop resources, policies, and educational tools for the profession on issues as diverse as federal and state legislative and regulatory proposals, veterinary economics, animal welfare, antimicrobial stewardship, compounding, telemedicine, scope of practice, disaster response, and wellbeing.

AVMA volunteers help set the profession’s priorities and guide the creation of resources that help veterinarians in day-to-day life and practice. Getting involved with the AVMA will empower you to influence issues that are important to you and your ability to effectively practice veterinary medicine.

Our advocacy efforts are made stronger through the voices of our AVMA Congressional Advocacy Network (AVMA CAN). This community of more than 40,000 veterinarians, veterinary students, and friends of veterinary medicine is committed to protecting our profession. AVMA CAN members bolster our advocacy work by reaching out to lawmakers on legislation that impacts the practice of veterinary medicine and by sharing their personal stories on important issues.

To our volunteers both past and present—we thank you for all that you have done and continue to do. We are grateful to you for your service.
2021 membership at a glance

Membership by species

- Companion animal: 61,109
- No information provided: *25,636
- Food animal: 5,413
- Equine: 3,997
- Mixed animal: 2,969
- Laboratory animal: 182
- Captive wildlife/Wildlife: 115

Membership by employment sector

- Clinical Practice: 68,056
- No Information Provided: *21,641
- Academia: 4,353
- Industry/Commercial: 2,285
- Government: 1,894
- Other: 1,276

*The “No Information Provided” segments of the charts indicate that the AVMA is lacking information from these members. Please take a moment to help us update your member profile by visiting the AVMA’s online Member Center at avma.org/MyProfile. Doing so ensures your access to relevant AVMA information and helps the AVMA compile and maintain the most complete picture of the profession.
Rising to the challenge—again
COVID-19 continues to present new issues for veterinary medicine

2021 was a difficult year for many, both professionally and personally. We continued to weather the storm brought on by COVID-19 that tested us all at multiple levels. New variants increased our anxiety, created more disruptions, and affected the way veterinarians do business.

For many, the dream job of caring for animals became more and more challenging. Veterinarians worked more hours than ever before, supporting increased demand from their clients, coping with issues that impacted overall morale, responding to high staff turnover, and facing barriers to practice efficiency and productivity. Throughout all of this, many practices struggled to hire staff, particularly veterinary technicians, roles essential for a successful practice and quality patient care.

Difficult choices had to be made because of disruptions to veterinary product manufacturing and distribution, and the consumption of the goods and services veterinarians provided. Animal owners and veterinary professionals had to change the way they operated.

New workflows, operating procedures, and safety protocols were implemented. It was complicated.

And yet, veterinary professionals did exemplary work under these most challenging circumstances. Through it all, you went above and beyond to serve your patients and clients. You all fulfilled your responsibilities and lived by the Veterinarian's Oath despite these workplace challenges, all of which were exacerbated by adjustments necessary to keep people safe.

In August 2021, the AVMA published a commentary in JAVMA titled, “Are we in a veterinary workforce crisis? Understanding our reality can guide us to a solution.” This comprehensive analysis addressed the many dimensions of the workforce challenges facing the profession and how they are affecting the way veterinarians do business. Practices are under tremendous pressure to continue to deliver quality services in the face of a tight labor market across all veterinary professionals, especially credentialed technicians.
The AVMA continues to work on several fronts to develop meaningful solutions to address the current situation, so that practices can make strategic and careful decisions that will lead to great results. This means leveraging the available data and the latest economic models to predict and forecast future demand for veterinary services, while providing tools to help practices increase productivity and resources to support mental health and wellbeing. The AVMA is committed to advocating for the right actions to address the right issues.

The state of veterinary economics during the past year was the focus of the AVMA Veterinary Business and Economic Forum. Held in October and attracting nearly 400 participants, the Forum focused on cultivating the future by reimagining and re-envisioning veterinary practice and the veterinary profession. The profession is constantly changing, and that was made even more clear during the COVID-19 pandemic. The Forum provided an opportunity to re-examine approaches to running veterinary businesses and building a stronger profession. It helped the profession get a better handle on successful business strategies that generate value in services delivered; how to use behavioral economics to grow veterinary practices; and what to anticipate in the future and how to prepare for it.

Among the data presented were preliminary findings from a joint study being done collaboratively by the AVMA Working Group on Veterinary Technician Utilization and a team of economists at the University of Florida. The aim of this research is to better understand the barriers to better utilization of veterinary technicians and improving their job satisfaction. This research and a corresponding report will be completed in 2022.

Many of the insights shared during the Forum have been integrated into free AVMA member resources that can be found at [avma.org/PracticeManagement](http://avma.org/PracticeManagement). They include valuable information related to purchasing, pricing strategy, building market share, and better utilization of veterinary technicians.

With the accelerating pace of change in both the veterinary profession and society at large, the need has never been greater for resources to help veterinary decision-makers chart a course for the future. The 2021 AVMA Economic State of the Profession Report breaks down AVMA’s most recent economic research into actionable takeaways that can be used to build and support veterinary businesses and careers. Easy to read and filled with bite-sized guidance, it has a wealth of practical insights on business efficiency and productivity, salaries, team wellbeing, and more. It provides a detailed summary of the economic state of the veterinary profession and examines the major trends through three critical lenses: Veterinary Education, Veterinary Employment, and Veterinary Services. The report can be found in the online AVMA Store in the Economic & Market Research Reports section of the AVMA website, [avma.org](http://avma.org).

The COVID-19 pandemic also tested veterinarians’ wellbeing, one of the most important issues facing the profession. That’s why the AVMA remains dedicated to providing helpful resources to address these challenges. Improving wellbeing is a shared responsibility that requires a committed effort by all members of the veterinary community. Practice teams, business owners, veterinary colleges, organizations, and individuals all have important roles to play. You can visit [avma.org/Wellbeing](http://avma.org/Wellbeing) for a wealth of resources that support personal and professional wellbeing, including steps we can all take at work and home to support a culture of wellbeing, and help you locate a wellbeing program or peer assistance contact in your state.

While the future is uncertain, veterinarians’ commitment to a better tomorrow is unquestioned and certain. You once again delivered on your mission by serving those who rely on you with skill, compassion, and the expertise that animal owners and society have come to expect.
Our journey toward building a better profession for all
Pursuing our responsibility in supporting diversity, equity, and inclusion

Journeys of consequence reflect an ongoing investment; they are a marathon, not a sprint. They require drive, desire, endurance, and teamwork.

The AVMA’s efforts to support a more diverse, equitable, and inclusive veterinary profession is just such a journey. It is a collaborative effort, working toward tangible, long-term impact. The insights, expertise, and ongoing contributions of individuals, organizations, and other associations are critical to achieving socially conscious educational and work environments for veterinary professionals.

We recognize that the AVMA plays an important role in this journey, and we are dedicated to fostering an inclusive culture that encourages courageous conversations; valuing the diverse experiences and voices of our community; and welcoming and uplifting historically underrepresented people.
This year, we made progress on a number of fronts, and we recognize there is more to be done. As one of the largest and most influential veterinary associations in the world, the AVMA has a unique role and responsibility to support diversity, equity, and inclusion (DEI) initiatives across the veterinary profession, and we are approaching this in multiple ways, including, but not limited to:

- Education that includes sensitivity and unconscious bias training
- An internal DEI audit of the association, including all major operational systems and processes
- Enhancements to AVMA’s recruiting efforts, including the ongoing use of diverse job boards and other DEI-focused recruitment resources, and partnering with DEI-focused affinity associations to promote employment opportunities
- Integrating DEI concepts as we onboard AVMA volunteers
- Removing perceived obstacles to participation in AVMA leadership roles
- A member data initiative to update and improve the AVMA’s ability to capture demographic data, including race, ethnicity, gender, and employment information
- Continuing to include and enhance DEI content in AVMA programming and events
- Education plays a pivotal role in this pursuit, and the AVMA is committed to providing tools that empower veterinary professionals to advance their knowledge on these issues. From new podcasts, continuing education webinars and certificates to anti-harassment programs, these resources help veterinary professionals become better allies in support of equitable treatment for all. You can find them at avma.org/Diversity.

We also play a vital role when we act as a trusted convener. A prime example is our leadership role in creating and launching the AVMA/American Association of Veterinary Medical Colleges (AAVMC) Commission for a Diverse, Equitable, and Inclusive Veterinary Profession. Our work in helping to form and support the AVMA/AAVMC DEI Commission will ensure a coordinated and comprehensive effort to enhance diversity, equity, and inclusion throughout the profession.

The DEI Commission completed the development of recommended actionable goals that promote diversity, equity, and inclusion. To achieve those goals, Commission members have identified what they believe will be sustainable and effective short-, medium-, and long-term initiatives focused on education, communication, and programs that engage current and future veterinary professionals. That means outreach to students of all ages, including those in primary, secondary, and veterinary school; veterinarians in all career phases; the veterinary industry; and veterinary professional organizations.

The Veterinary Medical Association Executives (VMAE), an organization that helps veterinary medical associations create thriving environments and provide effective leadership within the veterinary profession, created “Journey,” a roadmap for what associations can do to champion diversity, equity, and inclusion. This new initiative helps veterinary associations model how to become more effective leaders, more visible allies, and more articulate voices on why advancing diversity, equity, and inclusion is key for the future of the veterinary profession.

Recognizing the impact and value Journey has already delivered, the AVMA and VMAE are collaborating to bring certain Journey elements more directly into the veterinary practice setting, because recognizing the importance of serving as advocates for increased diversity, equity, and inclusion will strengthen veterinary teams and enable practices to serve an increasingly diverse clientele more effectively.

Groups and individuals across our profession are working hard to ensure that everyone who wants to be a part of this great profession has a clear pathway to do so. As we work to enhance diversity, equity, and inclusion across the profession, we will continue to collaborate with other DEI champions to ensure progress and effect positive change. We are in the midst of that, and the future is getting brighter.
Driving lifelong member value in the AVMA

Every veterinarian has a home in the AVMA community. It’s a place where veterinarians from all facets of the profession can access valuable products and services at all stages of their career and life. We’re working every day to develop practical tools and resources that members can utilize to improve their practices, careers, and lives.

Wellbeing

Action:
The AVMA convened an international roundtable in collaboration with Mind Matters International and the Royal College of Veterinary Surgeons (RCVS) on the theme of “Impact of COVID-19 on the Mental Health of Veterinary Teams.” The event brought together representatives from around the world, including Australia, Canada, India, Lithuania, New Zealand, Nigeria, Uganda, the United Kingdom, and the U.S., to discuss the three streams of activity—prevention, protection, and support—outlined in the RCVS and AVMA joint statement aimed at ensuring a healthy and sustainable veterinary profession.

Impact:
In recognition of the global impacts of COVID-19, representatives were invited to consider learning points from the mental health and wellbeing issues that had been caused by and/or exacerbated by the pandemic, with a focus on identifying and evaluating responses, solutions, programs, and strategies in support of veterinary mental health and wellbeing in four specific areas: (1) workplace shortages due to the pandemic and mitigating the impact within the veterinary community; (2) financial impacts of the pandemic and how to support the veterinary community; (3) anxiety, burnout, or compassion fatigue within the representative’s veterinary community and how to address it; (4) the impact of the pandemic on relationships between one’s veterinary community and clients and the general public.

Action:
As there has been an ongoing proliferation of misinformation about suicide among veterinary professionals, which in turn has had significant ripple effects throughout the profession, the AVMA convened a Suicide Prevention Roundtable in partnership with the American Foundation for Suicide Prevention and the American Association of Veterinary Medical Colleges. This roundtable was intended to address the misinformation by sharing accurate information and invited all representatives to commit to following the standards for safe reporting.
Impact: A wide range of veterinary organizations from across the globe gathered to explore meaningful topics related to suicide prevention, and consensus was reached on many elements, including:

• There are several science-informed, evidence-based strategies to reduce suicide risk, both through the public health approach for an entire population, community, or occupational field, as well as clinical interventions for patient care.

• As the science of suicide and prevention has been growing rapidly over the past two decades, these prevention strategies and targeted ways to better identify risk must be translated and disseminated for greatest impact.

• Cultivating healthy behaviors and habits at all stages of a career is a shared responsibility between an individual and an organization. The burden for suicide prevention cannot be placed solely on one person or one entity.

• Despite the proliferation of misinformation and incorrect assumptions made in the aftermath of a suicide, the audience learned that many professions have higher rates of suicide than the general population, that veterinary medicine does not have the highest rate of suicide among U.S. professions, and that suicide is multifactorial, occurs for a variety of reasons, and is never related to just one cause or one event.

• Also emphasized was the critical need to have a plan for safe messaging about suicide.

Action: The AVMA expanded its library of cyberbullying prevention and intervention resources. Our efforts included conducting a new study on cyberbullying in the veterinary profession—a follow-up to AVMA’s Fall 2014 study—and created a series of new videos on the topic according to three themes: responding to feedback, managing your online reputation, and preparing for crises. Four videos are available online to AVMA members, and the full series will be completed in 2022. Videos currently available to members are:

• 5 Things to Do When You Get a Bad Review

• 5 Things Not to Do When You Get a Bad Review

• 5 Expert Tips to Help You Navigate Tough Conversations (even while being recorded!)

• 5 Must-Do’s to Lay a Foundation for Online Reputation Management

Impact: AVMA members continue to raise concerns about cyberbullying and its impact on the financial health and wellbeing of individuals and practices. Given how busy practices are, the AVMA created resources that are easy to understand and access, in minimal time.
Veterinary economics

Action:
The AVMA Language of Veterinary Care Initiative began as a research partnership with Maslansky + Partners in 2020 to explore what language consumers value when engaging with their veterinarians and caring for their pets. In 2021, the findings from the 2020 research were translated into an eBook for AVMA members titled, “Language that Works: Changing the Way We Talk About Veterinary Care.” The research also was used to create an easy-to-use flip chart for veterinary practice staff to use when speaking with clients. As part of both online and continuing education, the research has also been translated into an interactive training module on the AVMA Axon® portal. AVMA members and nonmembers can learn about what language to use, avoid, and test their knowledge for CE credit.

Impact:
AVMA members have tangible materials to use in their practices that contain examples of what clients do not like to hear from veterinary practices and what conversations they want to engage in, including various treatment options and payment options that fit their lifestyle and budget. The AVMA is continuing its research partnership with Maslansky + Partners in 2022 in an effort to dive further into conversations and language to use and avoid with clients and veterinary practices.

Action:
The AVMA partnered in 2021 with VetSuccess to publish the Vet Industry Tracker on the AVMA website. Also new in 2021 was our Practice Pulse monthly newsletter, which is sent to AVMA subscribers and discusses topics that help veterinary professionals make better decisions in their business. The AVMA’s Chart of the Month continued to showcase trending data within the industry, and the AVMA Profit and Loss Calculator and Workforce Dashboard aided industry professionals on making financial decisions within the practices.

Impact:
The economic tools and resources published in 2021 provided industry data and trends to AVMA members to help aide them in making decisions for their practices.

Action:
The AVMA Veterinary Business and Economic Forum changed its name this year to reflect the overall growth of the event. The Forum has evolved into the premiere event for business and economic content for the veterinary industry. Held virtually in 2021, the Forum saw record attendance, including more than half being first-time attendees. The Forum also saw our highest volume of industry sponsorship and support.

Impact:
The Forum continues to grow virtual attendance numbers in the practice owner and staff categories that may have had difficulty in the past traveling to an in-person event, and it continues to provide AVMA members with cutting-edge research content as well as global and national economic trends that affect the veterinary profession.

Sometimes the best way to make pet owners understand the need for regular veterinary care is to scare them with worst-case scenarios.

Pet owners often have a negative response to words like “vulnerable” and “deadly” that threaten the worst case. Instead, try a more positive approach, like positioning pet owners as their pet’s advocate. This reminds clients of their responsibility without being overbearing.

SAY THIS: “It’s important to remember pets can’t communicate about their own health.”

NOT THIS: “Skipping visits to the veterinarian can leave your pet vulnerable.”
Veterinary student and early career initiatives

**Action:**
The ALL for Students program, which is sponsored by the AVMA, Student AVMA (SAVMA), and the AVMA Trust, continued to provide flexible funding for extracurricular activities focused on wellbeing, professional development, leadership, and community outreach to the now 38 Student AVMA chapters. 572 events were held in 2021, eclipsing the 313 events in 2020. The program’s growth reflects the future of our profession’s ability to thrive and support each other during a year that continued to pose challenges due to COVID-19.

**Impact:**
ALL for Students resources enabled SAVMA chapter leaders to provide support for their colleagues through in-person and virtual events and travel funding for externships and conferences.

**Action:**
The AVMA Online Educator Community allowed educators to connect with peers, contribute to discussions, and explore curated resources, including live speaker series presentations. Launched in February 2021, the online community now has over 450 members both domestic and international, with representation from all AVMA-accredited schools in the U.S. Multiple live presentations and discussions were held, with topics based on community members’ feedback, including diversity, equity, and inclusion in academia; implementing competency-based veterinary education; economics in academia; incorporating wellbeing into the curriculum; and emotional blackmail.

**Impact:**
When educators indicated that they would like a way to connect across institutions, the Online Educator Community enabled that and more. By joining the community, educators not only have direct access to their colleagues on the discussion board but also have access to shared resources in the library and subject matter experts through speaker presentations.

**Action:**
A virtual graduation ceremony, titled “Class of 2021, the profession is ready for you!”, was held in May featuring #1 New York Time’s-bestselling author Cheryl Strayed. The event was a way for the AVMA to provide the class of 2021 with their very own virtual graduation ceremony to recognize their accomplishments during an unprecedented time to be a veterinary student. The class received a personal message from Cheryl Strayed and advice and well-wishes from the co-hosts, AVMA President Dr. Douglas Kratt and AVMA Vice Present Dr. Sandra Faeh.

**Impact:**
The newest class of veterinarians received a warm welcome to the profession and a show of ongoing support from the AVMA and its leadership.
**AVMA scientific journals**

**Action:**
The AVMA implemented many strategic initiatives focused on our scientific journals—the Journal of the American Veterinary Medical Association (JAVMA) and the American Journal of Veterinary Research (AJVR)—during 2021. These actions were designed to ensure that JAVMA brings our members both a superb reading experience and the clinical information needed to enhance veterinary practice and professional development, and that AJVR continues to deliver the best veterinary research.

**Impact:**
These enhancements, both online and in print, will ensure that our journals remain the trusted voice of our veterinary profession while enhancing the value of AVMA membership. The entire AVMA team is working to develop and implement these improvements for members and authors to ensure that our editorial team continuously delivers clinically impactful articles, as well as current news and information in a timely manner.

**Action:**
The AVMA launched a new and reimagined journals’ website (avma.org/Journals).

**Impact:**
The website brings members user-friendly navigation, an optimized mobile experience, more intuitive design, and enhanced search functionality that allows you to find and filter content by topic or author. And by looking at each article’s Altmetric score, members can assess audience engagement and impact through this measure of social media activity. The new website also allowed us to simultaneously launch our first-ever virtual collections of articles: “Pathology in Practice” and “What’s Your Diagnosis?” These member and author benefits allow our editorial team to bring clinically practical and educational information to members in a timely manner.

**Action:**
The editorial peer review processes for JAVMA and AJVR were streamlined and contemporized, resulting in greater customer service to our authors and the ability to more quickly bring you information that’s important for your practice and profession. One component of this is the new ahead-of-print publishing (AOP) model.

**Impact:**
Manuscripts are now available on the journals’ website before they go to print, resulting in availability of information to you months before you receive the print journal and only weeks after papers are accepted following peer review.

**Action:**
JAVMA launched the first-of-its kind inaugural supplemental issue titled, “Surgery in Your Practice,” on December 15, 2021. “Surgery in Your Practice” addresses the continuum of care for surgical patients, from preoperative communication with owners through postoperative follow-up. The supplement focuses on practical research that clinical practitioners can apply immediately. One of the unique features of the digital edition is article narration, where members can use a speaker icon to listen. Our next supplemental issue, scheduled for June 2022, will publish articles on the urogenital tract, while the issue scheduled for December 2022 will focus on nutrition.

**Impact:**
Through JAVMA, we strive to bring you cross-species, cross-disciplines articles that are important for your practice and our profession. These positive transformations will position both journals to provide the groundbreaking, high-quality content that AVMA members and journal subscribers have come to expect from the nation’s leading association for veterinary medicine.
Taking AVMA media efforts to the next level

Protecting, promoting, and advancing veterinarians and the veterinary profession requires a robust outreach strategy, and the AVMA reached record levels of media exposure and social media engagement in 2021.

**Action:**
In 2021, the AVMA remained the trusted source for expert information about pet- and animal-related news, including COVID-19 stories, for journalists around the nation. Through news releases, responses to voluminous inquiries from the news media, the AVMA website and its social media channels, the AVMA consistently delivered timely information to the public about COVID-19’s impact on animals, and about the resources and support the organization has provided to the veterinary community during the pandemic.

**Impact:**
AVMA was included in more than 15,000 news stories in 2021, with total media impressions of 33 billion. Of the 15,000, 5,500 new stories were related to COVID-19, with a total reach of 10 billion impressions. High-profile placements included the New York Times, the Associated Press, USA Today, NBC News, CNBC, Fox News, National Public Radio, Business Insider, VICE News, and Rolling Stone, among many others. There also was a high level of media and social media engagement related to our Annual Convention, Veterinary Business and Economic Forum, National Dog Bite Prevention Week, and National Pet Week. AVMA’s social media outreach continued its strong growth, now surpassing 540,000 total followers (61,000 new followers in 2021) and generating 36.5 million impressions, 610,000 video views, and more than 100,000 “clicks.” Our social media campaigns for Black History Month and Women’s History Month in 2021 were two of the top-performing campaigns in the history of AVMA’s social media channels.
Enhancing professional development and lifelong learning

The AVMA continues to lead the profession in providing unparalleled resources that advance veterinarians' skills and education, helping our members enjoy rewarding and profitable careers. Our focus is on delivering relevant, practical, and fun educational opportunities, and developing partnerships that further expand our support for the profession.

AVMA Annual Convention

Action:
For a second consecutive year, the AVMA Annual Convention was held virtually in 2021 due to the impacts of COVID-19 and the AVMA’s commitment to helping ensure the health and safety of all Convention attendees. The 2021 AVMA Virtual Convention doubled the amount of continuing education offered to 300 hours of content with over 30 hours streamed live to attendees. More than 3,900 attendees participated in the 2021 Convention, which featured Dr. Atul Gawande, a renowned surgeon, writer, and public health leader, and Princess Sarah Culberson as keynote and general sessions speakers, respectively. Another 310 attendees sought recorded Convention continuing education opportunities after the event. One of the new features of the 2021 AVMA Virtual Convention was a Behind the Meow-sic event featuring the Purple Experience, a renowned Prince cover band.

Impact:
The 2021 AVMA Virtual Convention was another successful event, achieving an overall satisfaction score of 90 percent.

Veterinary Leadership Conference

Action:
The AVMA Veterinary Leadership Conference (VLC) celebrated its 30th anniversary in January 2022. Attracting more than 630 attendees both in-person and virtually, the conference provided attendees opportunities to expand and hone their leadership skills through a mix of continuing education sessions, AVMA governance meetings, and networking over the course of three days. The theme of this year’s VLC was “Leadership in a New Era,” and the event featured unique content designed to help leaders in all phases of their careers, including a keynote address that challenged us all to use our shared stories to define what leadership is and empower us all to lead in our own unique way.

Impact:
The VLC equips veterinary professionals at all career stages to take on new challenges and leadership roles that benefit both the individual and the veterinary profession. It serves a vital role in helping develop future association leaders who will continue to shape policy and advocate for the veterinary profession for years to come.
AVMA Axon®: Online digital education

**Action:**
Since the launch of AVMA Axon® in 2019, the AVMA’s digital education catalog continues to grow while continuously reviewing course content for relevancy and accuracy. The AVMA added a variety of CE courses that allow the entire veterinary team to transform learning into immediate action. AVMA members gained access to many new on-demand webinars and special live broadcasts made available in 2021. Topics covered important and timely issues such as COVID-19; diversity, equity, and inclusion; veterinary economics and financial issues; career development and planning; wellbeing; and clinical topics.

**Action:**
AVMA Axon® provided 20 “Best-of” on-demand sessions for members and non-members who were unable to attend AVMA meetings and events.

**Action:**
The popular AVMA Preventive Healthcare Certificate Program launched in June and was the second most accessed digital course on Axon® in 2021.

**Action:**
The AVMA’s Disaster Business Continuity Certificate Program launched in September. The program includes a self-paced learning curriculum that teaches participants how to create and implement a plan to prepare veterinary businesses for—and minimize the impact of—emergencies and disasters.

**Impact:**
Overall in 2021, AVMA members had access to more than 130 hours of CE credit, leading to more than 10,000 participants downloading nearly 28,000 AVMA Axon® courses. More than 27,400 participants have downloaded more than 56,960 Axon courses since 2019.
Compounding

**Action:**
The AVMA responded to the U.S. Food and Drug Administration’s call for comments regarding Guidance for Industry (GFI) #256—Compounding Animal Drugs from Bulk Drug Substances, which establishes the conditions under which FDA will apply enforcement discretion when compounded drugs are prepared for veterinary patients from bulk drug substances. In communicating with FDA, the AVMA emphasized the importance of considerable latitude for patient-specific prescriptions and that veterinarians should also be allowed to keep such compounded products as office stock.

**Impact:**
On April 13, 2022, the FDA published its final guidance. Under this guidance, veterinarians may prescribe compounds for specific nonfood producing animal patients with few restrictions. For compounds prepared from bulk drug substances for office stock or dispensing, the compound must be on one of the lists to be maintained by FDA. A webpage (avma.org/GFI256) summarizes what the guidance means for veterinarians.

Telehealth

**Action:**
The AVMA published in 2021 the AVMA Guidelines for the Use of Telehealth in Veterinary Practice.

**Impact:**
This resource serves as a practical guide to the use of telehealth across the entire veterinary profession—supporting better patient care, enhancing veterinarians’ relationships with their clients, improving staff utilization, and helping to create additional income. The guidelines and supporting material are available for all veterinary professionals to download from the AVMA telehealth resource center (avma.org/Telehealth).

AVMA First Responder Certificate Program

**Action:**
In 2021, the AVMA developed the Veterinary First Responder Certificate Program, which will help assure veterinary professionals respond efficiently and effectively to disasters and disease emergencies. The program will direct individuals to pre-evaluated courses that teach valuable disaster and emergency response material developed by veterinary schools and other providers of veterinary disaster/disease education.

**Impact:**
The certificate program launched in April 2022.
Antimicrobial resistance

Action:
Knowing that antimicrobial resistance regulations implemented in Europe have quickly been proposed in the U.S., the AVMA and several allied veterinary groups representing a variety of animal species successfully worked with the Federation of Veterinarians of Europe and the European Parliament to protect veterinarians’ use of antimicrobials.

Impact:
The combined efforts of the AVMA and other veterinary groups helped defeat a motion to prohibit in Europe the use of 3rd, 4th, and 5th generation cephalosporins, glycopeptides, macrolides and ketolides, polymyxins, or quinolones in non-human animals, including companion animals.

Global Health Summit: 2021 AVMA Virtual Convention

Action:
The AVMA Global Health Summit, which was held during the 2021 AVMA Virtual Convention, provided four hours of continuing education on the Consequences of Global Animal Movement.

Impact:
Global Health Summit attendees learned about the potential impacts of global animal movement on animal health and welfare and on public health, including the spread of zoonotic pathogens; the regulatory framework governing global movement of agricultural and companion animals and wildlife; international perspectives on global animal movement; and the role of U.S. veterinary practitioners in mitigating negative consequences of global animal movement.

Employment opportunities in global food security initiative

Action:
This AVMA initiative launched in 2021 with an objective to increase employment opportunities for U.S. veterinarians in the global food security arena.

Impact:
During the first year of the initiative, informative data was collected on the current state of employment in global food security through a series of key interviews and a targeted e-survey. Initial data collected provided insights regarding opportunities and roadblocks for global food security careers for veterinarians. In 2022, a virtual working group will be established across relevant AVMA entities, staff members, and invited participants with the objective to fully analyze the data. Based on the results of these analyses, the working group and its constituent entities will be better prepared to recommend concrete actions designed to enhance employment opportunities for current and potential AVMA members in the global food security arena.
Leveraging relationships and world-class advocacy efforts

We advocate alongside our state veterinary medical associations and allied organizations to meet the needs of both individual veterinarians and the veterinary profession. Our influential governmental advocacy efforts, bolstered by the AVMA Political Action Committee, are second-to-none.

Federal advocacy: 2021 AVMA Legislative Fly-In

Action:
The AVMA hosted a virtual legislative fly-in in April that brought veterinarians and veterinary students together to meet with members of Congress and advocate on behalf of the profession. More than 200 AVMA and Student AVMA members participated, making it the highest attended legislative day in AVMA history.

Impact:
During the event, 218 meetings were held with congressional offices—90 with the Senate and 128 with the House—mainly focused on the AVMA’s support for the Veterinary Medicine Loan Repayment Program (VMLRP) Enhancement Act and opposition to prescription mandate legislation. The momentum from the fly-in helped lead to the Senate introduction of the VMLRP Enhancement Act and a record 43 cosponsors in the House of Representatives. Thanks in part to the advocacy efforts from the event, the Fairness to Pet Owners Act or any prescription mandate legislation has not yet been introduced in the 117th Congress.

Federal advocacy wins: Legislative and funding priorities for the profession

Action:
The AVMA’s federal advocacy efforts in 2021 led to the successful introduction of the Healthy Dog Importation Act, the Paws Off Act, and the Veterinary Medicine Loan Repayment Program Enhancement Act.

Action:
Our efforts also resulted in federal funding for programs vital to veterinary medicine, including:

- $300 million for monitoring and surveillance of susceptible animals for incidences of SARS-CoV-2
- An increase in funding for the Veterinary Medicine Loan Repayment Program and the Veterinary Services Grant Program
- Continued funding of the National Animal Health Laboratory Network, Food Animal Residue Avoidance Database, and National Bio and Agro-Defense Facility

Impact:
The Healthy Dog Importation Act would provide additional resources for the U.S. Department of Agriculture to monitor and safeguard the health of dogs being brought into the country and reduce the spread of diseases that could be dangerous to both human and animal health. The Paws Off Act would help inform pet owners about food products that contain xylitol in order to keep their pets safe. And the Veterinary Medicine Loan Repayment Program and Veterinary Services Grant Program help provide veterinary care in the 221 USDA-designated veterinary shortage areas in 48 states.

“Our influential governmental advocacy efforts, bolstered by the AVMA Political Action Committee, are second-to-none.”
State advocacy

Action:
The AVMA disseminated more than 1,600 legislative and regulatory alerts to state and allied veterinary medical associations in 2021.

Impact:
This outreach helped keep state and allied VMAs informed about legislative and regulatory activities, strengthening the AVMA’s efforts in identifying important issues to the profession and developing resources to assist in efforts to effectively advocate at the state level. By coordinating and assisting state VMAs as they represented veterinarians at the state level, these efforts helped promote sound policies and prevented detrimental provisions from being passed.

AVMA Ambassador Program/Political Action Committee (PAC) events

Action:
The AVMA Ambassador Program, which connects veterinarians directly with members of Congress, saw 34 AVMA Ambassadors host 29 events with Senators and Representatives from 18 different states in 2021. Since the program began in 2018, 199 Ambassadors have completed 206 events with 125 legislators across 42 different states.

Action:
The AVMA PAC helped facilitate more than 150 interactions between AVMA staff or Ambassadors and members of Congress in 2021. The AVMA PAC raised more than $305,000 from AVMA/Student AVMA members in 2021 and made more than $190,000 in contributions to members of Congress. The PAC expects to raise approximately $200,000 to support the profession’s champions in the House and Senate in the crucial 2022 election year.

Impact:
The AVMA Ambassador program and the AVMA PAC are critical in helping build relationships with lawmakers and ensure that elected officials hear directly from constituent veterinarians about issues that are important to the profession.

Impact:
Educational outreach helped support veterinary medical associations’ advocacy efforts in engaging with their state policymakers.

Action:
The AVMA developed a series of advocacy training modules for use by the AVMA and state and allied veterinary medical associations.

Impact:
These resources are valuable tools the AVMA and state and allied VMAs use to train advocates for state legislative days and AVMA Capitol Hill Day.

Action:
The AVMA provided advocacy support to state veterinary medical associations by drafting and reviewing legislative and regulatory language and submitting letters to support the veterinary medical associations’ positions on topics such as the veterinarian-client-patient relationship and telemedicine, prohibitions on declaw, noneconomic damages, technician credentialing, and rabies vaccination.

Impact:
These coordinated and collaborative advocacy efforts carry a stronger message to policymakers and yield more successful outcomes for the veterinary profession.
Innovating through data management and business intelligence

We are committed to learning more about the needs of our members, partners, and other stakeholders, all while protecting their data and information. We’re focused on delivering customized member benefits, and tailored products and services. This means ensuring that the information we have about AVMA members is current and reflects career and life stages. It also means measuring and better understanding how members engage with the AVMA to enhance the services we provide.

**Action:**
The AVMA enhanced its information within the association’s membership database to better serve our more than 99,500 members, reflect societal changes, and further our commitment to diversity, equity, and inclusion by expanding selections on several key data points, including race, ethnicity, gender, and employment-related information.

**Impact:**
These efforts helped the AVMA better understand its membership demographic and the makeup of the profession. By improving the collection and accuracy of member information, we can best align our efforts and initiatives to better serve the entire profession.
The AVMA family

Through ongoing, strategic collaboration, the AVMA Family—the AVMA, the AVMA Trust (AVMA LIFE and AVMA PLIT), the American Veterinary Medical Foundation and the AVMA Political Action Committee—leverages the unique aspects of each organization’s approach to member services, creating a comprehensive program of valuable products and services for all AVMA members.

The AVMA Trust

The AVMA Trust, through AVMA LIFE and AVMA PLIT, offers unparalleled insurance programs and other services available to AVMA member veterinarians and affiliated organizations. From business and professional insurance to life and disability coverage, and now an array of employee group benefits, the Trust is here to protect and support veterinarians, their teams, and their families at every stage of their personal and professional lives.

Action:
The Trust reinforced its commitment to supporting veterinary students by maintaining existing levels of sponsorship for events like SAVMA Symposium; developing educational resources; employing a robust communications strategy; empowering school teams to support students both virtually and in-person through webinars and presentations; and growing its social media outreach. The Trust also began offering long-term disability insurance for third- and fourth-year students to protect them through their clinical experiences.

Impact:
The Trust delivered over 140 student presentations, reaching every SAVMA chapter in the U.S. and beyond. The Trust provided support to the curriculum in over 20 U.S. colleges around the role of insurance in veterinary medicine. Its student Instagram page now reaches over 5,000 followers, a year-over-year increase of nearly 25% following a 50% increase in the prior year.
Action:
To facilitate the transition from veterinary school to professional practice, the Trust produced a digital resource guide and launched an outreach campaign to make young professionals aware of the coverages available to AVMA members. The Trust extended its Graduate Guarantee Acceptance program, which provides an array of no-exam coverages for members who enroll within 60 days of graduation, to 2019 and 2020 graduates so those affected by the pandemic were able to take advantage of this offer. The Trust also developed educational resources on the importance of professional liability and veterinary license defense coverage for recent graduates and the practice owners who may hire them.

Impact:
2019 and 2020 graduates took advantage of the extended Graduate Guarantee Acceptance program offer to obtain 384 separate policies, while 2021 graduates obtained 2,181 policies. More than 1,400 2021 graduates also obtained professional liability coverage through the Trust, with 1,222 of those adding veterinary license defense coverage.

Action:
The Trust continued to support members through risk-mitigation and educational resources, as well as claims reviews and one-on-one consultations. The Trust partnered with the AVMA to develop and deliver nine AVMA Axon® webinars on topics ranging from business insurance and retirement planning to sexual harassment prevention. The Trust also delivered two other webinars and published monthly newsletters, educational blogs, and safety bulletins. The Trust updated its Veterinary Safety Manual to include a section on controlled substances and partnered with the AVMA and Bernstein Crisis Management to produce a video series to help members manage their online reputation and combat cyberbullying.

Impact:
The Trust Veterinarians made 81 school presentations and spoke at 11 professional events, reaching over 10,000 participants. They also handled 981 calls from members and reviewed 3,912 claims, while the Trust Member Advocate responded to 398 calls. The Trust-sponsored AVMA Axon® webinars were viewed over 300 times; two additional webinars drew over 200 participants.

Action:
With the launch of the AVMA Trust Practice Healthcare Solutions (PHS) program, the Trust expanded the employee group offerings available to member practices. PHS builds on the existing Association Health Plan to provide group healthcare options for AVMA member practices in all 50 states, plus Washington, D.C., and Puerto Rico. The program joins the Association Retirement Plan and Employee Benefits Program to provide an array of employee group programs designed to support AVMA member practices in their efforts to attract and retain team members.

Impact:
The Association Retirement Plan experienced strong growth in 2021, reaching over $20 million in assets under management by year end. Within 45 days of its introduction, Practice Healthcare Solutions received inquiries and applications from well over 100 member practices.

“...the Trust is here to protect and support veterinarians, their teams, and their families at every stage of their personal and professional lives.”
The American Veterinary Medical Foundation

As the charitable arm of the AVMA, the American Veterinary Medical Foundation (AVMF) is your Foundation, providing veterinarians and veterinary students with resources and programs that advance the science and practice of veterinary medicine to improve animal and human health.

**Action:**
The AVMF provided $434,500 in veterinary student scholarships in 2021 to 138 recipients enrolled in U.S. and international AVMA-accredited colleges.

**Impact:**
Educational debt continues to be a significant challenge for those pursuing a career in veterinary medicine. AVMF student scholarships help provide financial support while recognizing and rewarding individuals who have made extraordinary accomplishments in their veterinary education.

**Action:**
In addition to individual disaster reimbursement grants, the AVMF provided funding to the California Veterinary Medical Foundation and the Louisiana State Animal Response Team to help provide veterinary care for animal victims of wildfires and hurricanes.

**Impact:**
The AVMF Disaster Relief and Reimbursement grants support AVMA member veterinarians, veterinary students and allied health organizations that provide veterinary medical care to animals and communities affected by disaster when needed most.

**Action:**
In 2021, the AVMF launched the new, online National Veterinary Care Charitable Grant Program with funding from Merck Animal Health and support from individual donors to provide grants for charitable care related to COVID-19 and domestic violence. Together with AVMF’s existing charitable care programs, this program helped to further improve access to veterinary care. In 2021, grants totaling $548,419 were made to AVMA member veterinarians who have assisted more than 1,505 animals in need.

**Impact:**
Charitable Care grants provide veterinarians with a simple and effective way to offer charitable veterinary services to clients facing personal hardships and financial insecurity due to COVID-19, military veterans, and those impacted by domestic violence, as well to support animals who are injured or rescued from abuse and neglect.

**Action:**
To provide immediate assistance to veterinarians, veterinary students, and veterinary technicians and assistants, the AVMF created COVID-19 Relief programs to assist those affected financially from the pandemic.

**Impact:**
Since 2020, the AVMF has funded grants totaling $303,000 for 578 COVID-19 disaster grants for those AVMA members who have experienced financial hardship as a direct result of the pandemic.

**Action:**
Through the partnership between the AVMF, the Veterinary Pharmacology Research Foundation, and the American College of Veterinary Clinical Pharmacology in 2021, three grants totaling $91,139 were awarded. The AVMF also supports the Second Opportunity Summer Research Scholarship, the AVMF/Winn Feline Research Award and the Early Stage Investigator awards.

**Impact:**
Animal health research is crucial to the future of veterinary medicine. The AVMF devotes its efforts to raising financial support for research projects that will help lead to improved prevention, diagnosis, and treatment of prevalent, life-threatening disease in animals.

**Action:**
AVMF provided funding for online continuing education available through AVMA Axon®, including business continuity, the Disaster First Responder Certificate program, and Brave Space Certificate program.

**Impact:**
The AVMF is supporting a critical AVMA priority to provide continuing education for the wellbeing of the veterinary healthcare team, their clients, and animals.
AVMA financials at a glance
The AVMA is proud to report another year of strong support from our amazing members who enabled us to provide more benefits than ever before. As we continued to maneuver through the uncertainty of the COVID-19 global pandemic, our focus and commitment to strong fiscal stewardship never wavered. As we look ahead toward growth and further expansion of services that benefit our members, we remain committed to fiscal prudence and adherence to our strategic plan to ensure sustainability and high-quality services and programs for every member we serve. Our focus has always been our members and our ability to foster and enhance our valued relationships with all veterinarians at all stages of their careers.

**AVMA financial information**

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**Operating revenue = $51,224,137**

- Drive lifelong member value - Dues: 1%
- Drive lifelong member value - Other: 14%
- Enhancing professional development and lifelong learning: 11%
- Investments: 17%
- Advocacy & policy: 57%

**Operating expense = $40,745,589**

- Drive lifelong member value: 46%
- Enhancing professional development and lifelong learning: 11%
- Policy and practice: 30%
- Advocacy: 13%