

Louisiana Board of
Veterinary Medicine



Strategic Plan, 2026-2030

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Louisiana Board of Veterinary Medicine
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ABOUT THE BOARD

The Louisiana Board of Veterinary Medicine (hereinafter sometimes referred to as “LBVM” or “Board”) was officially created in 1966 by the Louisiana Legislature under Acts 1966, No. 35, §1, with the law going into effect on July 1, 1967. The Board has sole and sovereign authority in Louisiana over the practice of veterinary medicine as granted to it by the Legislature. The LBVM’s mandate is to protect the public and animals in the state of Louisiana by enforcing its jurisdiction of interpreting and implementing applicable laws, and the rules it promulgates, regarding the acceptable standard of veterinary care in Louisiana. The right to practice veterinary medicine is a privilege as set forth by the Legislature and public protection is the Board’s highest priority in exercising its licensing, regulatory, and disciplinary functions.

The Board is comprised of five members appointed by the Governor and confirmed by the Senate. Board members in discharge of their duties are also held to the ethical standards of state government officials. The Board meets six times per calendar year in meetings open to the public. LBVM staff handle day-to-day functions of the Board which includes consumer outreach, application for and renewal of licensure, regulatory enforcement, and much more.

2019-2025 Accomplishments

- Launched a comprehensive online application portal, enabling candidates to seamlessly submit, track, and manage licensure applications and required documentation.
- Implemented a secure licensee portal allowing professionals to report continuing education (CE) credits and complete annual license renewals electronically.
- Developed a public online license registry, providing consumers with real-time verification of license status and access to public disciplinary history.
- Transitioned to online jurisprudence examinations, significantly reducing the timeframe from application submission to licensure or certification.
- Created a searchable CE database, offering licensees convenient access to Board-approved continuing education opportunities.
- Rebuilt and modernized the complaint and investigative database, streamlining the case management process from intake to resolution, including scheduling and progress tracking.
- Enacted targeted rule changes to eliminate burdensome licensure requirements, reducing barriers to entry while maintaining public protection standards.
- Partnered with the Healthcare Professionals’ Foundation of Louisiana (HPFLA) to revitalize and strengthen the Board’s peer assistance program.

- Increased national engagement, with the Executive Director appointed to the AAVSB Student Outreach Task Force, enhancing Louisiana’s influence in shaping veterinary regulatory policy.

BOARD MEMBERS

By statute, candidates for the Governor’s consideration for appointment to the Board are made by the state professional association, the Louisiana Veterinary Medical Association (LVMA). While Board members may hold general membership in a professional association, they are legally and ethically bound to their Oath of Office and will discharge their duties without any considerations or goals beyond their lawful obligations on the Board.

LBVM members do not represent the interests of the practitioners of veterinary medicine or a professional association while they serve on the Board, nor will they use their office to engage in any conduct which may constitute restraint of lawful trade. No person may serve on the Board who is or was during the two years immediately preceding his appointment, a member of the faculty, trustee, or advisory board of a veterinary school. Membership in the LVMA is not necessary to be nominated for a Board seat.

- Christine D. McHughes Barr, DVM, President
- Jesse S. Brandon, DVM, Vice-President
- Christopher B. Morris, DVM, Secretary-Treasurer
- Larry L. Findley, Sr., DVM
- Trisha C. Marullo, DVM

MISSION, VISION, & VALUES

MISSION -- To promote the public health, safety and welfare by safeguarding the peoples of the state of Louisiana from incompetent and dishonest practices of veterinary medicine; to encourage more effective utilization of the skills of licensed Doctors of Veterinary Medicine for the health and welfare of animal patients in the delegating of certain veterinary health care tasks to qualified Registered Veterinary Technicians; and to provide the most humane restraint, capture and death possible for unwanted, diseased, dangerous, and discarded animals with the training of Certified Animal Euthanasia Technicians for animal control.

VISION -- To be recognized in Louisiana and across the nation as a leading consumer protection agency, dedicated to championing excellence in veterinary medicine and promoting the health and well-being of animals and people.

VALUES -- The Board is committed to achieving quality and efficiency across all operations, guided by these core values:

- **Professionalism:** Deliver services with courtesy, efficiency, and respect, ensuring all individuals are treated with dignity.
- **Integrity:** Serve the public ethically and earnestly, upholding the highest standards of accountability.
- **Collaboration:** Foster strong, cooperative relationships with state, regional, and national partners to advance shared goals.
- **Public Service:** Maintain focus on the Board’s mission to protect the public and support the veterinary profession.
- **Innovation:** Embrace technology and best practices to enhance regulatory processes and service delivery.
- **Transparency:** Communicate openly and consistently with stakeholders, while encouraging active public engagement.
- **Fiscal Stewardship:** Manage resources responsibly to ensure sustainability, responsiveness, and accountability.

STRATEGIC LANDSCAPE

The delivery of veterinary services is undergoing significant transformation, creating new challenges and opportunities for the Board. These changes directly impact the Board’s regulatory responsibilities, daily operations, and long-term strategic focus. While many developments in veterinary medicine provide clear benefits to the public, the profession, and overall healthcare, they also introduce new risks and uncertainties. To protect public health, safety, and welfare, the Board must remain vigilant, continuously monitor these shifts, and adapt its licensing, regulation, enforcement, and outreach efforts to meet the demands of an evolving environment.

The Board operates under a narrowly defined statutory mandate and is significantly influenced by factors outside its direct control. Among the key issues shaping the agency’s work are the following:

- **Financial Constraints and Fluctuations:** As a self-funded agency, the Board relies on fees and fines collected through licensure applications and renewals. Its financial position is directly tied to the volume of licensing activity, requiring careful management of revenues and expenditures. When faced with fluctuations, the Board must adapt through adjustments to its fee structure and prudent cost-management measures.
- **Market Participation and Growth:** The number of professionals seeking licensure in the state of Louisiana is driven by broader economic conditions and marketplace participation, which fall outside of

the Board's influence. The Board must therefore remain flexible in aligning its regulatory and operational capacity with workforce trends in Louisiana.

- **Federal and State Legislative Changes:** Legislative changes at both the federal and state levels can significantly impact the practice of veterinary medicine in Louisiana. The Board must remain attentive and responsive, taking timely rulemaking action to ensure compliance and regulatory alignment.

In addition to these state-specific drivers, several other national and overarching factors may also influence the Board's operations and ability to meet its goals:

- **Workforce Shortages and Diversity, Equity, & Inclusion (DEI):** National shortages of veterinarians and licensed veterinary technicians (particularly in rural and food-animal practice) could affect Louisiana's ability to meet demand for services. Maldistribution (urban vs. rural) may pressure the Board to consider policies or outreach that address underserved regions. Generational and cultural shifts are increasing national pressure to address DEI within the veterinary profession, which could influence expectations of state boards regarding outreach, accessibility, and workforce support.
- **Mobility and Reciprocity Pressures:** Increasing national momentum toward interstate compacts, reciprocity, or portability of veterinary licenses may affect Louisiana's licensing framework. Regional economic and workforce pressures could drive greater cross-border practice demand.
- **Telemedicine and Emerging Care Models:** Growing use of telehealth/telemedicine in veterinary practice is raising regulatory questions about the veterinarian–client–patient relationship (VCPR), recordkeeping, and cross-state care. National discussions (AVMA, AAVSB) may push model statutes and rules that Louisiana would need to consider.
- **Federal Oversight of Controlled Substances:** DEA and FDA regulations on prescription monitoring, compounding, and drug handling can influence veterinary compliance requirements at the state level.
- **Technological Advancements:** Expansion of AI in diagnostics, electronic health records, and practice management systems may create new regulatory oversight needs. Growth in advanced procedures (surgery, specialty care) could raise competency and training expectations.
- **Public Health and One Health Integration:** National recognition of the "One Health" model (intersection of human, animal, and environmental health) may expand expectations for veterinary regulatory boards to coordinate with public health and agriculture agencies. Emerging zoonotic diseases (avian influenza, rabies, tick-borne illnesses) could elevate regulatory priorities.
- **Professional Well-Being and Mental Health:** National concern over veterinary mental health, wellness, and suicide prevention may place additional emphasis on LBVM's peer assistance program and partnerships with groups like HPFLA.

- **Litigation and Case Law Trends:** State and national court rulings regarding scope of practice, liability, or corporate veterinary ownership could affect how LBVM enforces statutes and rules.
- **Public Expectations and Consumer Advocacy:** Increased consumer demand for transparency, online license verification, and accountability may push LBVM toward even greater openness and accessibility in its regulatory processes.

Taken together, these factors underscore the importance of maintaining a proactive, flexible, and forward-looking approach. By anticipating change and adapting accordingly, the Board can continue to fulfill its mission of protecting the public while supporting the advancement of veterinary medicine in Louisiana.

STRATEGIC GOALS

The Board operates with a lean administrative structure consisting of two full-time staff members, one part-time staff member, and external Legal Counsel. Under the guidance of the Executive Director, the administrative office maximizes efficiency and effectiveness through innovation, modern practices, and prudent resource management, thereby ensuring operational excellence in supporting Board members as they advance the following key goals:

Operational Excellence

The Board's administrative office provides the highest level of service to the public, licensees, applicants, and all other stakeholders. Staff consistently seek collaborative opportunities and innovative solutions to achieve performance goals while fulfilling and exceeding legislative requirements and reporting obligations. The Board and its staff remain committed to delivering timely, high-quality services, with a continual focus on the effective and responsible allocation of limited resources.

Professional Licensure

The Board is committed to providing candidates with a clear and structured pathway to licensure while upholding the statutes and rules of the Louisiana Veterinary Practice Act and the Louisiana Administrative Code. In doing so, the Board ensures that every individual obtaining licensure or renewal possesses the specialized skills and knowledge required to practice veterinary medicine, thereby safeguarding the health, safety, and welfare of both the citizens and animals of Louisiana.

Regulatory Enforcement

The Board is committed to strong and consistent enforcement to ensure compliance with the Louisiana Veterinary Practice Act and the Louisiana Administrative Code, thereby protecting the health, safety, and welfare of Louisiana's citizens and animals. To advance compliance, the Board engages in

proactive education for licensees and the public, fostering greater awareness and understanding of laws, rules, and regulations. At the same time, the Board safeguards the qualifications of veterinary professionals by upholding statutory standards for education, experience, and examination.

Additionally, the unlicensed practice of veterinary medicine undermines public trust, threatens animal health and safety, and diminishes the integrity of the profession. Through education, outreach, and enforcement, the Board will work to identify, deter, and discipline unlicensed activity while promoting a clear understanding of the laws governing veterinary medicine in Louisiana. Through these combined efforts, the Board works to maintain public trust in the veterinary profession and ensure quality veterinary medical care across the state.

Involvement with National Organizations

The Board recognizes the importance of active engagement with national and international regulatory organizations to advance veterinary medical standards and strengthen Louisiana's role in the broader regulatory community. Through participation in organizations such as the American Association of Veterinary State Boards (AAVSB), the Federation of Associations of Regulatory Boards (FARB), and the Council on Licensure, Enforcement and Regulation (CLEAR), the Board builds and maintains strong professional relationships, exchanges knowledge, and shares best practices with regulatory partners across the country and abroad. This involvement ensures the Board remains informed of emerging trends, model regulatory frameworks, and evolving standards of practice, particularly in veterinary medicine. By contributing to national conversations and initiatives, the Board not only stays abreast of regulatory change but also helps shape policy and strategy that strengthen public protection and elevate the veterinary profession in Louisiana.

Public & Professional Outreach

By actively engaging with all stakeholders, the Board demonstrates its commitment to open and transparent communication. This commitment extends to the public, ensuring trust and accountability; to licensed professionals, providing clarity and support in regulatory processes; and to students and aspiring veterinarians, offering guidance and encouragement as they enter the profession. Through outreach, education, and collaboration, the Board works to strengthen relationships, enhance public confidence in veterinary regulation, and inspire future leaders in the veterinary community.

STRATEGIC PRIORITIES

To proactively address the changing needs of our licensees, the public, and partners – while managing increasing demands on its limited resources – the LBVM has identified five strategic priorities to help focus and organize our work moving forward.

Strategic Priority 1: Operational Excellence

The Board is committed to operational excellence and will tackle workforce challenges through innovative and collaborative solutions that enhance operational efficiency while upholding strong regulatory oversight.

Skills Development: The Board invests in its staff by providing access to training and professional development. The agency will draw on statewide enterprise programs and other learning resources to build best practices and specialized expertise that enhance operations and support the achievement of agency goals.

Operational Efficiency: The Board will enhance regulatory operations by applying best practices and leveraging both new and existing technologies to streamline processes and strengthen overall agency performance.

Best Practices Utilization: Procedures and protocols will be continually reviewed, evaluated, and refined to ensure the Board delivers consistent, high-quality outcomes.

Strategic Priority 2: Professional Licensure

The Board will strengthen and refine its licensure processes to ensure efficiency, transparency, and alignment with statutory requirements. By enhancing its Application and License Portals, the Board will streamline the pathway to licensure, reduce administrative burdens, and ensure timely decision-making. The Board will also continue to verify that each licensee possesses the education, experience, and professional competence necessary to uphold quality standards of the practice of veterinary medicine. In support of the profession's future, the Board will serve as a resource for veterinary schools and veterinary technology programs, thereby strengthening the pipeline of qualified veterinary professionals.

Application for Licensure: Promote and streamline the application process, ensuring statutory requirements for education, experience, and examination are consistently applied and enforced.

Annual Renewal of Licensure: Promote and streamline the annual renewal process, ensuring that licensees remain in good standing and compliant with continuing education requirements.

Continuing Education Compliance: Enforce continuing education requirements to ensure licensees maintain and improve professional competencies necessary to safeguard the health, safety, and welfare of Louisiana's citizens and animals.

Strategic Priority 3: Regulatory Enforcement

The Board will continue to strengthen its regulatory systems and processes to ensure efficiency, accountability, and fairness.

Awareness & Education: Compliance will be advanced through proactive education initiatives for licensees and the public, increasing awareness and understanding of veterinary laws and rules.

Investigative Improvements: Continued development and adoption of streamlined systems and processes to enable timely and effective decisions by the Board.

Qualifications for Licensure: The professional qualifications of all practitioners will be safeguarded by consistently maintaining and enforcing requirements for education, experience, and examination. F

Maintenance of Competency: Continued promotion of clinical competencies through strong enforcement of mandated continuing education, ensuring that licensees maintain the skills and knowledge necessary to protect the health, safety, and welfare of Louisiana’s citizens and animals.

Combat Unlicensed Practice: Increase public awareness of the risks associated with unlicensed practice and provide clear guidance on how to verify credentials through the Board’s license registry.

Investigative processes will be strengthened to ensure timely and effective action against violations, and disciplinary measures will be consistently applied to safeguard the public and uphold the integrity of the profession.

Strategic Priority 4: Involvement with National Organizations

The Board will actively engage with national and international organizations to strengthen collaboration, enhance regulatory practices, and position Louisiana as a leader in veterinary regulation. By participating in these organizations, the Board ensures it remains current on emerging trends, fosters innovation, and contributes to the collective advancement of public protection and professional standards.

Engagement & Leadership Development: Encourage and support Board members and executive staff to serve in leadership roles within AAVSB and other national organizations, ensuring Louisiana has a voice in shaping veterinary regulation. While the Executive Director serves on the AAVSB’s Student Outreach Task Force, he will continue to seek greater involvement in the association.

Data Collaboration: Through the next two years, the Board will move towards participating in the VIVA data exchange program, linking the national AAVSB database of licenses to the Board’s current license management system to improve consistency, transparency, and efficiency across regulatory jurisdictions.

Best Practices Leadership: Serve as a role model for other Member Boards by sharing best practices, demonstrating innovation, and modeling effective regulatory approaches.

Strengthening Relationships: Improve the effectiveness of relationships with related organizations such as FARB and CLEAR to advance the Board’s mission and goals.

National Insight: Become more informed about the responsibilities and scope of practice in other states, particularly in relation to practice and licensing, to ensure Louisiana remains aligned with national trends and standards.

Strategic Priority 5: Public & Professional Outreach

The Board’s outreach efforts will strengthen trust, improve transparency, and expand understanding of the laws and rules governing licensure and the competent and ethical practice of veterinary medicine. By engaging stakeholders proactively, the Board ensures that its mission and activities are clearly communicated, widely understood, and accessible to all.

Staff Communication: Ensure that operational staff communicate clearly, effectively, and respectfully with all stakeholders to improve customer service and organizational effectiveness.

Public & Professional Awareness: Increase awareness of the Board’s mission, services, and activities by promoting the agency as a resource for schools, licensees, licensure candidates, allied organizations, and industry partners.

Information Dissemination: Provide timely, accurate, and relevant information to the public through the LBVM website, newsletters, and email listservs, ensuring stakeholders are kept regularly informed of Board actions and regulatory updates.

Student & Candidate Engagement: Continue proactive interaction with students and licensure candidates through presentations at universities and participation in professional associations at the state, national, and local levels.

Professional Collaboration: Partner with the state veterinary association to encourage licensed veterinarians to share their expertise by serving as Board members and contributing to regulatory excellence.

Legislative Education: Educate the Legislature on the differences between human medicine and veterinary medicine to help reduce unlicensed practice of veterinary medicine.

Board Meeting Attendance: Invite licensees and members of the public to attend Board meetings to increase understanding of Board operations, rulemaking processes, and governance practices.

STRATEGIC PLAN DISTRIBUTION

On December 10, 2025, the Board's '26-'30 Strategic Plan was published on the Board's website at www.lsbvm.org and distributed to all of the following after review and adoption by the Board at its December 5th, 2025 meeting.

- David R. Poynter Legislative Research Library
 - via email: drplibrary@legis.la.gov
- LA Senate Committee of Agriculture, Forestry, Aquaculture, & Rural Development
 - via email: APA.s-agri@legis.la.gov
- LA House of Representatives Committee of Agriculture, Forestry, Aquaculture & Rural Development
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- LA Commissioner of Administration
 - via email: doacommissioner@la.gov
- LA Commissioner of Department of Agriculture & Forestry
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