



Ontario College
of Pharmacists

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COLLEGE PERFORMANCE MEASUREMENT FRAMEWORK (CPMF)

2023 Report Submission

March 30, 2024

College Performance Measurement Framework (CPMF)

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Introduction

The College Performance Measurement Framework (CPMF)

The CPMF has been developed by the Ontario Ministry of Health (the Ministry) in close collaboration with Ontario’s health regulatory Colleges (Colleges), subject matter experts and the public with the aim of answering the question “how well are Colleges executing their mandate which is to act in the public interest?” This information will:

1. Strengthen accountability and oversight of Ontario’s health regulatory Colleges;
2. Help Colleges improve their performance;

Each College will report on seven Domains with the support of six components, as illustrated in Table 1.

Table 1: CPMF Measurement Domains and Components

1	Measurement domains	→ Critical attributes of an excellent health regulator in Ontario that should be measured for the purpose of the CPMF.
2	Standards	→ Performance-based activities that a College is expected to achieve and against which a College will be measured.
3	Measures	→ More specific requirements to demonstrate and enable the assessment of how a College achieves a Standard.
4	Evidence	→ Decisions, activities, processes, or the quantifiable results that are being used to demonstrate and assess a College’s achievement of a standard.
5	Context measures	→ Statistical data Colleges report that will provide helpful context about a College’s performance related to a standard.
6	Planned improvement actions	→ Initiatives a College commits to implement over the next reporting period to improve its performance on one or more standards, where appropriate.

CPMF Model

The seven measurement domains shown in Figure 1 are the critical attributes that contribute to a College effectively serving and protecting the public interest. They relate to key statutory functions and organizational aspects that enable a College to carry out its functions well. The seven domains are interdependent and together lead to the outcomes that a College is expected to achieve as an excellent regulator. The fourteen Standards within the seven measurement domains are listed in Figure 2.

Figure 1: CPMF Model for Measuring Regulatory Excellence

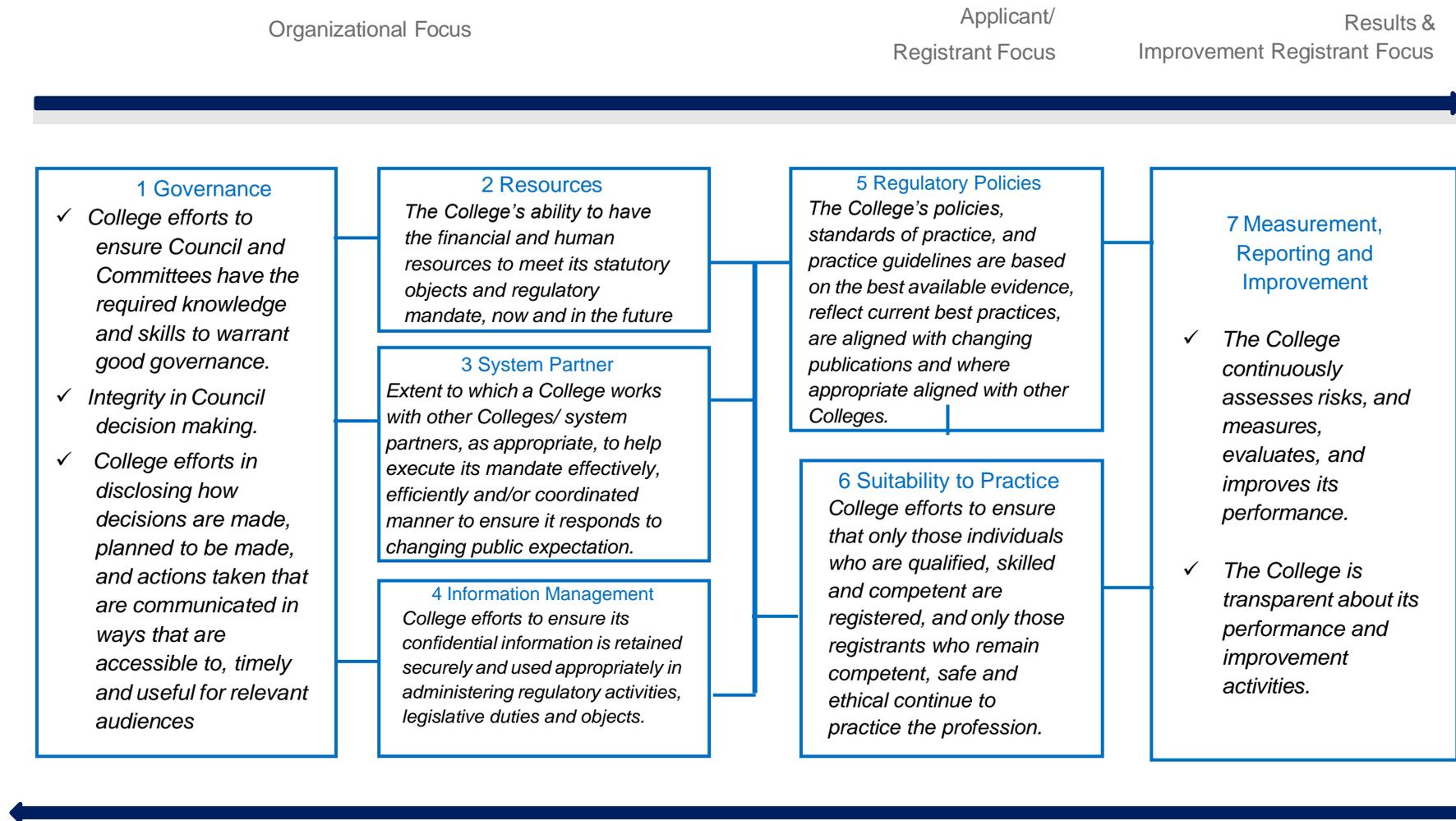


Figure 2: CPMF Domains and Standards

Domains	Standards
Governance	1. Council and statutory committee members have the knowledge, skills, and commitment needed to effectively execute their fiduciary role and responsibilities pertaining to the mandate of the College.
	2. Council decisions are made in the public interest.
	3. The College acts to foster public trust through transparency about decisions made and actions taken.
Resources	4. The College is a responsible steward of its (financial and human) resources.
System Partner	5. The College actively engages with other health regulatory Colleges and system partners to align oversight of the practice of the profession and support execution of its mandate.
	6. The College maintains cooperative and collaborative relationships responds in a timely and effective manner to changing public expectations.
Information Management	7. Information collected by the College is protected from unauthorized disclosure.
Regulatory Policies	8. Policies, standards of practice, and practice guidelines are based in the best available evidence, reflect current best practices, are aligned with changing public expectations, and where appropriate aligned with other Colleges.
Suitability to Practice	9. The College has processes and procedures in place to assess the competency, safety, and ethics of the people it registers.
	10. The College ensures the continued competence of all active registrants through its Quality Assurance processes. This includes an assessment of their competency, professionalism, ethical practice, and quality of care.
	11. The complaints process is accessible and supportive.
	12. All complaints, reports, and investigations are prioritized based on public risk, and conducted in a timely manner with necessary actions to protect the public.
	13. The College complaints process is coordinated and integrated.
Measurement, Reporting and Improvement	14. The College monitors, reports on, and improves its performance.

The CPMF Reporting Tool

The College Performance Measurement Framework (CPMF) continues to serve as a cornerstone for regulatory transparency and excellence. In the fourth iteration, the CPMF will help provide the public, the Ministry of Health, and other stakeholders with critical insights into the activities and processes of health regulatory Colleges.

For the 2023 reporting cycle, the focus remains on fostering an environment of continuous improvement. The information gathered through the CPMF Reporting Tool is intended to spotlight areas for enhancement, prompting closer attention and potential follow-up actions. As in the past, the Ministry will not assess whether Colleges meet or do not meet the Standards in the CPMF. The outcomes of the reporting will continue to facilitate meaningful dialogue on performance improvement among College staff and Council members and between Colleges and their broader communities, including the public, the Ministry, members, and other stakeholders.

In alignment with its commitment to transparency and collective advancement, the Ministry will develop a Summary Report which will underscore the commendable practices already established by Colleges, collective strengths, and areas for improvement. The Summary Report will emphasize the overall performance of the health regulatory system rather than individual Colleges, highlighting opportunities for mutual learning and growth.

The Ministry's Summary Report will be posted in English and French and weblinks to the report will be shared with the Colleges once it is published.

Completing the CPMF Reporting Tool

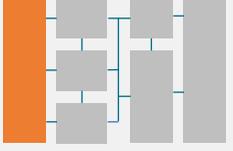
While the CPMF Reporting Tool seeks to clarify the information requested, it is not intended to direct College activities and processes or restrict the way a College fulfills its fiduciary duties. Where a term or concept is not explicitly defined in the CPMF Reporting Tool, the Ministry relies on individual Colleges, as subject matter experts, to determine how a term should be appropriately interpreted given the uniqueness of the profession each College oversees.

In the spirit of continuous improvement, if the College plans to improve its actions or processes related to a respective Measure or Evidence, it is encouraged to highlight these planned activities and progress made on commitments from previous years.

There are eight pieces of Evidence highlighted within Part 1 of the Reporting Tool as 'Benchmarked Evidence'. These pieces of evidence were identified as attributes of an excellent regulator, and Colleges should meet, or work towards meeting these benchmarks. If a College does not meet, or partially meets expectations on a benchmark, it is required to provide an improvement plan that includes the steps it will follow, timelines and any barriers to implementing that benchmark. This year Colleges should report on their progress in meeting the benchmarked Evidence.

Where a College fully met Evidence in 2022 and 2023, the College may opt to respond with 'Met in 2022 and Continues to Meet in 2023'. In the instances where this is appropriate, this option appears in the dropdown menu. If that option is not there, Colleges are asked to fully respond to the Evidence or Standard. Colleges are also asked to provide additional detail (e.g., page numbers), when linking to or referencing College documents.

Part 1: Measurement Domains

		Measure: 1.1 Where possible, Council and Statutory Committee members demonstrate that they have the knowledge, skills, and commitment prior to becoming a member of Council or a Statutory Committee.					
DOMAIN 1: GOVERNANCE	STANDARD 1	Required Evidence	College Response				
		a. Professional members are eligible to stand for election to Council only after: <ul style="list-style-type: none"> i. meeting pre-defined competency and suitability criteria; and <hr/> <p style="text-align: center;"><i>Benchmarked Evidence</i></p> <hr/>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="779 505 2198 568"> The College fulfills this requirement: </td> <td data-bbox="2198 505 2615 568" style="text-align: center;"> Yes </td> </tr> <tr> <td colspan="2" data-bbox="779 568 2615 898"> <ul style="list-style-type: none"> • The competency and suitability criteria are public: Yes <ol style="list-style-type: none"> 1) Eligibility criteria for election to the Board can be found in the College’s By-Laws (Section 5.7 “Eligibility for Election”, page 7). 2) In addition, the College screens potential candidates for election against a list of competencies/qualities targeting specific competency gaps identified by Board survey <ul style="list-style-type: none"> ○ See By-Law section 5.9 “Director Competencies”, page 9. ○ The College attempts to recruit electoral candidates who demonstrate the specific competencies the Board is seeking through its election support materials. </td> </tr> <tr> <td colspan="2" data-bbox="779 898 2615 1006"> <p><i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p> </td> </tr> </table>	The College fulfills this requirement:	Yes	<ul style="list-style-type: none"> • The competency and suitability criteria are public: Yes <ol style="list-style-type: none"> 1) Eligibility criteria for election to the Board can be found in the College’s By-Laws (Section 5.7 “Eligibility for Election”, page 7). 2) In addition, the College screens potential candidates for election against a list of competencies/qualities targeting specific competency gaps identified by Board survey <ul style="list-style-type: none"> ○ See By-Law section 5.9 “Director Competencies”, page 9. ○ The College attempts to recruit electoral candidates who demonstrate the specific competencies the Board is seeking through its election support materials. 	
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<p><i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p>							

	ii. attending an orientation training about the College’s mandate and expectations pertaining to the member’s role and responsibilities.	The College fulfills this requirement:	No
		<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	No
		<p><i>Additional comments for clarification (optional):</i></p> <p>The College's application and screening process makes holding pre-election orientation sessions redundant. Applicants must:</p> <ul style="list-style-type: none"> • Review documents that outline the College's mandate, Governance Framework, role, responsibilities and expectations of the Board, the individual Directors, and Board Committees. (See website for more details). • Provide written answers to questions about serving in the public interest. <p>Applicant responses are screened by two levels of independent screening to assess their understanding of the role of a Board of Director and the required competencies.</p>	
	b. Statutory Committee candidates have: i. Met pre-defined competency and suitability criteria; and <hr/> <i>Benchmarked Evidence</i> <hr/>	The College fulfills this requirement:	Yes
		<ul style="list-style-type: none"> • The competency and suitability criteria are public: No • <i>If yes, please insert a link and indicate the page number where they can be found; if not, please list criteria.</i> <ol style="list-style-type: none"> 1. Eligibility Criteria (for professional applicants) include having a valid Certificate of Registration, practicing or residing in Ontario, being subject of any discipline or incapacity proceeding, being found to have committed an act of professional misconduct or to be incompetent by a panel of the Discipline Committee, being disqualified from serving on the Board or a committee within the last six year. 2. Core Competencies are: 1) Interest in serving on a Committee; 2) Analytical; 3) Currency / Awareness of societal values; 4) Understanding of the public interest; 5) Open-mindedness/Willingness to learn; 6) Integrity/Transparency; 7) Recognition of limitations; 8) Reflective/Self-Aware; 9) Respectful/Personable (high EQ); 10) Effective Communicator; 11) Diligence/ Preparedness/Adherence to commitment; 12) Technical knowledge/Computer literacy; 13) Participatory; 14) Collaboration/Cooperation; 15) Judgement/ Decision making. 	

			<p><i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p>						
		<p>ii. attended an orientation training about the mandate of the Committee and expectations pertaining to a member’s role and responsibilities.</p>	<table border="1"> <tr> <td data-bbox="776 293 2198 358">The College fulfills this requirement:</td> <td data-bbox="2198 293 2628 358">No</td> </tr> <tr> <td colspan="2" data-bbox="776 358 2628 435"></td> </tr> <tr> <td data-bbox="776 435 2198 500"><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></td> <td data-bbox="2198 435 2628 500">No</td> </tr> </table>	The College fulfills this requirement:	No			<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	No
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<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	No								
			<p><i>Additional comments for clarification (optional):</i></p> <p>The College is not intending to provide orientation training prior to appointment to a Committee as the College is confident that:</p> <ol style="list-style-type: none"> 1. Its application and screening process for Committee members ensures that those who wish to serve on a committee are well-oriented to the mandate of the respective committee and the role expectations. 2. Its comprehensive Committee orientation program for members, once appointed, will provide them with the information they need to perform their duties as Committee appointees effectively, including: <ul style="list-style-type: none"> ○ New appointees receive training from the Board Chair and CEO and Registrar at the beginning of the Board year. ○ All appointees (new and returning) are sent a confirmation package which contains the Board policy booklet as well as an attestation and instruction to review the policies, paying particular attention to sections regarding role, duty of care and loyalty, conflict of interest (COI), privacy and confidentiality. This includes a requirement to view a video on “Managing Cultural Differences”. ○ New appointees also participate in Committee-specific orientation prior to, or at the same time as, their first Committee meeting. This applies to Professional and Lay Committee Appointees as well as Board Directors appointed to serve on Committees. 						

		<p>c. Prior to attending their first meeting, public appointments to Council undertake an orientation training course provided by the College about the College’s mandate and expectations pertaining to the appointee’s role and responsibilities.</p>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
			<ul style="list-style-type: none"> • Duration of orientation training: <ul style="list-style-type: none"> ○ A one-hour orientation training with the Board Chair, the CEO and Registrar and a designated mentor (a current public Board member who provides guidance and support in onboarding a new public Director). ○ A one-hour online orientation module. • Please briefly describe the format of orientation training: The one-hour orientation training with the Board Chair, the CEO and Registrar and the mentor is virtual. • Please insert a link and indicate the page number if training topics are public OR list orientation training topics. <ol style="list-style-type: none"> 1. Role of the College (who we are, what we regulate, how we regulate). 2. Governance & Operations of the OCP. 3. Board oversight (OCP risk appetite statement, oversight tools). 4. Board duties (duties of Board of Directors, conflict of interest, privacy and confidentiality, equity, diversity, and inclusion). 5. Committees Statutory and Standing Committees. <p>See for more detail: Board Policy 3.1 – Orientation of Board Directors and Committee Appointees (Pages 26-27)</p> 	
			<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
			<p><i>Additional comments for clarification (optional):</i></p> <p>Starting in 2024, the Colleges further enhanced the orientation for public Board members by providing them with the opportunity to shadow a virtual routine pharmacist practice assessment to help them gain knowledge about the pharmacy profession.</p>	

DOMAIN 1: GOVERNANCE	STANDARD 1	Measure: 1.2 Council regularly assesses its effectiveness and addresses identified opportunities for improvement through ongoing education.			
		Required Evidence	College Response		
		a. Council has developed and implemented a framework to regularly evaluate the effectiveness of: <ul style="list-style-type: none"> i. Council meetings; and ii. Council. 	The College fulfills this requirement: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"></td> <td style="width: 20%; text-align: center;">Met in 2022, continues to meet in 2023</td> </tr> </table>		Met in 2022, continues to meet in 2023
				Met in 2022, continues to meet in 2023	
			<ul style="list-style-type: none"> • Please provide the year when Framework was developed OR last updated: 2021 • Please insert a link to Framework OR link to Council meeting materials and indicate the page number where the Framework is found and was approved: Framework: Policy 3.2 Board Meeting Effectiveness Assessment Policy (page 28). • Evaluation and assessment results are discussed at public Council meeting: Yes • <i>If yes, please insert a link to the last Council meeting and indicate the page number where the most recent evaluation results have been presented and discussed:</i> December 11, 2023, Council (Board) meeting (Page 34). 		
<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"></td> <td style="width: 20%; text-align: center;">Choose an item.</td> </tr> </table>			Choose an item.		
	Choose an item.				
<i>Additional comments for clarification (optional)</i>					

		<p>b. The framework includes a third-party assessment of Council effectiveness at a minimum every three years.</p>	<p>The College fulfills this requirement:</p>	<p>Yes</p>	
			<ul style="list-style-type: none"> • Has a third party been engaged by the College for evaluation of Council effectiveness? Yes <ul style="list-style-type: none"> ○ An independent third party evaluated the performance of the College’s Board based on observation, interactions, and Board self-report on December 11, 2023. ○ Overall, the evaluation concluded that: <ul style="list-style-type: none"> - There is a high level of active participation among both the public and elected members of the Board, which ensures diverse perspectives are considered in decision-making. - Members are confident in their ability to make informed and effective decisions. An indication of the Board’s competency and the members’ understanding of their roles and responsibilities. 		
			<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>		<p>Choose an item.</p>
			<p><i>Additional comments for clarification (optional)</i></p>		

	<p>c. Ongoing training provided to Council and Committee members has been informed by:</p> <ul style="list-style-type: none"> i. the outcome of relevant evaluation(s); ii. the needs identified by Council and Committee members; and/or iii. evolving public expectations including risk management and Diversity, Equity, and Inclusion. <p><u>Further clarification:</u></p> <p>Colleges are encouraged to define public expectations based on input from the public, their members, and stakeholders.</p> <p>Risk management is essential to effective oversight since internal and external risks may impact the ability of Council to fulfill its mandate.</p>	<p>The College fulfills this requirement:</p>	<p>Yes</p>
		<ul style="list-style-type: none"> • Please insert a link to documents outlining how outcome evaluations have informed Council and Committee training and indicate the page numbers. • Please insert a link to Council meeting materials and indicate the page number where this information is found OR briefly describe how this has been done for the training provided <u>over the last calendar year</u>. <ul style="list-style-type: none"> ○ Informed by, for example, Board evaluations, the Board Chair and Board Vice-Chair may meet to discuss opportunities for Board development and may also elect to meet with any number of Directors to discuss opportunities for Board Director development. ○ The Governance Committee may consider and recommend training or development based on the feedback for the Board as a whole or for any individual Director of the Board. ○ 2023 Training included, for example, the following: <ul style="list-style-type: none"> - Risk appetite statements and enterprise risk management education (Board) September 2023 Board meeting (page 53) - Inclusive Language training and continued to evolve the way Directors develop and deliver meaningful land acknowledgements (Board, Discipline Committee and Registration Committee) June 2023 Board meeting (page 2) 	
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Yes</p>
		<p><i>Additional comments for clarification (optional):</i></p> <ul style="list-style-type: none"> • As the College continues to engage in CQI, we look forward to more precisely aligning training needs with data that identifies knowledge gaps. To date: <ul style="list-style-type: none"> ○ The Board Chair and Board Vice-Chair may meet to discuss opportunities for Board development and may also elect to meet with any number of Directors to discuss opportunities for Board Director development. ○ The Governance Committee may consider and recommend training or development based on the feedback for the Board as a whole or for any individual Director of the Board. • 2023 training included the following: <ul style="list-style-type: none"> ○ Risk appetite statements and enterprise risk management education (Board) September 2023 Board meeting (page 53) ○ Inclusive Language training and continued to evolve the way Directors develop and deliver meaningful land acknowledgements (Board, Discipline Committee and Registration Committee) June 2023 Board meeting (page 2) 	

Measure:		
2.1 All decisions related to a Council’s strategic objectives, regulatory processes, and activities are impartial, evidence-informed, and advance the public interest		
Required Evidence	College Response	
<p>a. The College Council has a Code of Conduct and ‘Conflict-of-Interest’ policy that is:</p> <p>i. Reviewed at least every three years to ensure it reflects current legislation, practices, public expectations, issues, and emerging initiatives (e.g., Diversity, Equity, and Inclusion); and</p> <p><u>Further clarification:</u></p> <p>Colleges are best placed to determine the public expectations, issues and emerging initiatives based on input from their members, stakeholders, and the public. While there will be similarities across Colleges such as Diversity, Equity, and Inclusion, this is also an opportunity to reflect additional issues, expectations, and emerging initiatives unique to a College or profession.</p>	<p>The College fulfills the 3-year review requirement:</p> <p>Yes</p>	
	<ul style="list-style-type: none"> • Please provide the year when the Council Code of Conduct and ‘Conflict-of-Interest’ policy was last evaluated/updated: <ul style="list-style-type: none"> ○ The Conduct of Directors and Committee Appointees and Sanctions Process (Board Policy 3.7) was last updated in 2021. ○ The Board Code of Conduct (Appendix to Board Policy 3.7) was last updated in 2021. ○ The Conflict-of-Interest Policy (Board Policy 3.9) was last updated in 2022. • Please briefly describe any changes made to the Council Code of Conduct and Conflict-of-Interest policy resulting from the last review. <ul style="list-style-type: none"> ○ Changes to the Conflict-of-Interest Policy can be found here (Pages 33-34). 	
	<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
	<p><i>Additional comments for clarification (optional)</i></p> <p>The College is embarking on a strategy that will include reviewing various policies and procedures to assess for unintended systemic barriers and inequitable effects</p>	

		across people and groups. It is expected that the Board Code of Conduct and Conflict-of-Interest policies will be part of this review.
ii. accessible to the public.	The College fulfills this requirement:	Met in 2022, continues to meet in 2023
	Please insert a link to the Council Code of Conduct and 'Conflict of Interest' Policy OR Council meeting materials where the policy is found and was last discussed and approved and indicate the page number: See links above.	
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period</i>	Choose an item.
	<i>Additional comments for clarification (optional)</i>	
b. The College enforces a minimum time before an individual can be elected to Council after holding a position that could create an actual or perceived conflict of interest with respect to their Council duties (i.e., cooling off periods). <u>Further clarification:</u> Colleges may provide additional methods not listed here by which they meet the evidence.	The College fulfills this requirement:	Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> • Cooling off period is enforced through: By-law • Please provide the year that the cooling off period policy was developed OR last evaluated/updated: 2020 • Please provide the length of the cooling off period: Three (3) years • How does the College define the cooling off period? <ul style="list-style-type: none"> ○ The Registrant is not and has not within the three (3) years immediately preceding the election been an employee, officer, or director of a Professional Advocacy Association. ○ Where the Registrant was formerly a Director but is not as of the date of the election, it has been at least three (3) years since they were a Director. ○ The Registrant is not the Owner or Designated Manager of a pharmacy that, within the six (6) years immediately preceding the election, has undergone a re-inspection, as a result of deficiencies noted in an initial inspection, for a third time or more after the initial inspection. • Insert a link to Council meeting where cooling off period has been discussed and decided upon and indicate the page number; OR Where not publicly available, please briefly describe the cooling off policy: See College By-Law No 6 Section 5.7. 	
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
	<i>Additional comments for clarification (optional)</i>	

		<p>c. The College has a conflict-of-interest questionnaire that all Council members must complete annually.</p> <p><u>Additionally:</u></p> <p>i. The completed questionnaires are included as an appendix to each Council meeting package;</p> <p>ii. Questionnaires include definitions of conflict of interest;</p> <p>iii. Questionnaires include questions based on areas of risk for conflict of interest identified by Council that are specific to the profession and/or College; and at the beginning of each Council meeting, members must declare any updates to their responses and any conflict of interest <u>specific to the meeting agenda</u>.</p>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
		<ul style="list-style-type: none"> • Please provide the year when conflict of interest the questionnaire was implemented OR last evaluated/updated: 2022 • Member(s) note whether their questionnaire requires amendments at each Council meeting and whether they have any conflicts of interest based on Council agenda items: Yes • Please insert a link to the most recent Council meeting materials that includes the questionnaire and indicate the page number: N/A 		
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>No</p>	
		<p><i>Additional comments for clarification (optional)</i></p> <p>The College believes that its current approach meets the intent of this Measure, including:</p> <ul style="list-style-type: none"> • The requirement that all Board Directors complete an attestation of conflict of interest (COI) at the beginning of each Board year stating that they are aware they must declare any real or perceived conflicts of interest to mitigate any risk to myself, the College, or the Board/Committee. • At the beginning of each meeting, Board Directors are being asked whether there is a conflict of interest with one or more of the agenda items. • Education regarding expectations as it relates to conflict of interest is part of the annual Board and Committee orientation. • The Governance Committee developed a table of Conflict-of-Interest considerations and precedents to assist in resolving these issues for Committee and Board Directors. See Board Policy 3.9 – Conflicts of Interest for more details (Page 53). • At the beginning of each meeting, Board Directors are asked to declare conflict with any of the items on the agenda. In the rare event where the Chair believes there may be a conflict, they will contact the Board Director in advance to ensure an understanding of the potential issue. 		

	<p>d. Meeting materials for Council enable the public to clearly identify the public interest rationale and the evidence supporting a decision related to the College’s strategic direction or regulatory processes and actions (e.g., the minutes include a link to a publicly available briefing note).</p>	<p>The College fulfills this requirement:</p> <ul style="list-style-type: none"> • Please briefly describe how the College makes public interest rationale for Council decisions accessible for the public: <ul style="list-style-type: none"> ○ Matters that come before the Board for approval or decision are accompanied by a supporting briefing note which includes a section that defines the public interest rationale for the item coming forward to the Board. The content of each briefing note reinforces the connection of the matter to the College’s mandate and Board’s role. This includes providing the necessary context and background to support the Board’s decision-making and understanding and any key considerations that must be included to demonstrate the item as a matter of public interest. Briefing notes are supplemented by presentations, which are used to further emphasize the content of the matter before the Board as well as the public interest rationale. • Please insert a link to Council meeting materials that include an example of how the College references a public interest rationale and indicate the page number: <ul style="list-style-type: none"> ○ Board meeting materials can be found here. <p>Example of how the College references a public interest rationale in its briefing notes: Expansion of Scope – Minor Ailments and Other Therapies – September 19, 2023, Board meeting (Page 91).</p> 	<p>Met in 2022, continues to meet in 2023</p>
	<p>e. The College has and regularly reviews a formal approach to identify, assess, and manage internal and external risks. This approach is integrated into the College’s strategic planning and operations.</p> <p><u>Further clarification:</u></p> <p>Formal approach refers to the documented method which a College undertakes to identify, assess, and manage risk. This method or process should be regularly reviewed and appropriate.</p> <p>Risk management planning activities</p>	<p>The College fulfills this requirement:</p> <ul style="list-style-type: none"> • Please provide the year that the formal approach was last reviewed: 2020 (and continues to be refined). • Please insert a link to the internal and external risks identified by the College OR Council meeting materials where the risks were discussed and integrated into the College’s strategic planning activities and indicate page number: <ul style="list-style-type: none"> ○ The College’s Risk Appetite Statements, which outline the degree of risk OCP is willing to accept to achieve its objectives, can be found here (Page 53). ○ An example of the College’s Risk Reporting can be found here (Page 64). 	<p>Met in 2022, continues to meet in 2023</p>
<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>		<p>Choose an item.</p>	
<p><i>Additional comments for clarification (optional)</i></p>			

		<p>should be tied to strategic objectives of Council since internal and external risks may impact the ability of Council to fulfill its mandate, especially in the absence of mitigations.</p> <p>Internal risks are related to operations of the College and may impact its ability to meet its strategic objectives. External risks are economic, political and/or natural factors that happen outside of the organization.</p>	<p><i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
<p><i>Additional comments for clarification (optional)</i></p>				

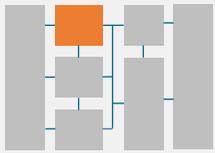
Measure: 3.1 Council decisions are transparent			
Required Evidence	College Response		
a. Council minutes (once approved) and status updates on the implementation of Council decisions to date are accessible on the College’s website, or a process for requesting materials is clearly outlined.	The College fulfills this requirement:	Met in 2022, continues to meet in 2023	
	<ul style="list-style-type: none"> • Please insert a link to the webpage where Council minutes are posted: <ul style="list-style-type: none"> o College’s Board (Council) Meetings & Reports. o In addition, the College: <ul style="list-style-type: none"> - Drafts and posts Council Summary reports about one week after the meeting on the College’s website. - Highlights of the Board meetings are also shared via X (formerly Twitter) • Please insert a link to where the status updates on the implementation of Council decisions to date are posted OR where the process for requesting these materials is posted: <ul style="list-style-type: none"> o Status updates on Council decisions are not posted separately on the College’s website. Updates are provided in subsequent Board meeting packages, which are available on the College’s website. 		
	If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?		Choose an item.
	Additional comments for clarification (optional)		
b. The following information about Executive Committee meetings is clearly posted on the College’s website. Alternatively, the College can post the approved minutes if it includes the following information: <ul style="list-style-type: none"> i. the meeting date; ii. the rationale for the meeting; iii. a report on discussions and decisions when Executive 	The College fulfills this requirement:	Met in 2022, continues to meet in 2023	
	<ul style="list-style-type: none"> • Please insert a link to the webpage where Executive Committee minutes/meeting information are posted: College’s Board (Council) Meetings & Reports. 		
	If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?		Choose an item.
	Additional comments for clarification (optional)		

		<p>Committee acts as Council or discusses/deliberates on matters or materials that will be brought forward to or affect Council; and</p> <p>iv. if decisions will be ratified by Council.</p>	
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Measure: 3.2 Information provided by the College is accessible and timely.		
Required Evidence	College Response	
c) With respect to Council meetings: i. Notice of Council meeting and relevant materials are posted at least one week in advance; and ii. Council meeting materials remain accessible on the College's website for a minimum of 3 years, or a process for requesting materials is clearly outlined.	The College fulfills this requirement:	Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> • Please insert a link to where past Council meeting materials can be accessed OR where the process for requesting these materials is clearly posted. <ul style="list-style-type: none"> ○ Materials for the past three calendar years are posted at the College's Board (Council) Meetings & Reports site. 	
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
	<i>Additional comments for clarification (optional)</i>	
b. Notice of Discipline Hearings are posted at least one month in advance and include a link to allegations posted on the public register.	The College fulfills this requirement:	Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> • Please insert a link to the College's Notice of Discipline Hearings. <ul style="list-style-type: none"> ○ Notices of Discipline Hearings are posted at least one month in advance with required information posted online via: <ul style="list-style-type: none"> - The College's Upcoming Discipline Hearings website. - The College's Public Register (Find a Pharmacy/Professional Tool). 	
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
	<i>Additional comments for clarification (optional)</i>	

Measure: 3.3 The College has a Diversity, Equity, and Inclusion (DEI) Plan.		
Required Evidence	College Response	
<p>a. The DEI plan is reflected in the Council’s strategic planning activities and appropriately resourced within the organization to support relevant operational initiatives (e.g., DEI training for staff).</p>	The College fulfills this requirement:	
	<ul style="list-style-type: none"> Please insert a link to the College’s DEI plan: https://www.ocpinfo.com/wp-content/uploads/2023/06/june-12-2023-board-meeting-agenda-materials.pdf (Pages 73-75) Please insert a link to the Council meeting minutes where DEI was discussed as part of strategic planning and appropriate resources were approved and indicate page number. See above 	
	<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	
	<p><i>Additional comments for clarification (optional)</i></p>	
<p>b) The College conducts Equity Impact Assessments to ensure that decisions are fair and that a policy, or program, or process is not discriminatory.</p> <p><u>Further clarification:</u> Colleges are best placed to determine how best to report on an Evidence. There are several Equity Impact Assessments from which a College may draw upon. The Ministry encourages Colleges to use the tool best suited to its situation based on the profession, stakeholders, and patients it serves.</p>	The College fulfills this requirement:	
	<ul style="list-style-type: none"> Please insert a link to the Equity Impact Assessments conducted by the College and indicate the page number OR please briefly describe how the College conducts Equity Impact Assessments. <ul style="list-style-type: none"> The College is in the process of developing Equity Impact Assessment tools catered to specific department functions. Currently, EDI staff work across the College to provide direction on how to ensure a policy or program that is being reviewed or developed upholds the College’s commitment to inclusion and fairness. For example, EDI staff have been consulted on the development of OCP’s Service Charter, review of governance frameworks, as well as HR related policies and programs. In addition, relevant program and policy development topics are brought to the College’s Equity, Diversity, and Inclusion Registrant Reference Group (RRG) to ensure a range of registrant experience is considered. Members of the RRG have diverse backgrounds and demonstrate expertise of EDI in the field of pharmacy. If the Equity Impact Assessments are not publicly accessible, please provide examples of the circumstances (e.g., applied to a policy, program, or process) in which Equity Impact Assessments were conducted. <ul style="list-style-type: none"> Equity Impact Assessments are being used as part of the review of the College’s existing policies, procedures, and processes as part of the overall EDI strategy. Preliminary work on adapting the HPRO Equity Impact Assessment Tool is underway. Examples include content reviews of Professional Development and Remediation learning modules, HR and corporate policies, template letters and communications tools. 	

			<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
			<i>Additional comments for clarification (optional)</i>	



Measure:

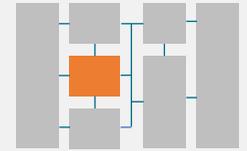
4.1 The College demonstrates responsible stewardship of its financial and human resources in achieving its statutory objectives and regulatory mandate.

DOMAIN 2: RESOURCES		STANDARD 4	
Required Evidence	College Response		
<p>a. The College identifies activities and/or projects that support its strategic plan, including how resources have been allocated.</p> <p><u>Further clarification:</u> A College’s strategic plan and budget should be designed to complement and support each other. To that end, budget allocation should depend on the activities or programs a College undertakes or identifies to achieve its goals. To do this, a College should have estimated the costs of each activity or program and the budget should be allocated accordingly.</p>	The College fulfills this requirement:		Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> • Please insert a link to Council meeting materials that include discussions about activities or projects to support the strategic plan AND a link to the most recent approved budget and indicate the page number. <ul style="list-style-type: none"> ○ Every year, the College develops an annual budget based on the resources required to implement initiatives to achieve the College’s strategic goals set out in the Strategic Plan established by the Board and support the College’s ongoing regulatory and operational functions. <ul style="list-style-type: none"> - December 11, 2023, Board Meeting (2024 budget approval) (Pages 94-108). • Please briefly describe how resources were allocated to activities/projects in support of the strategic plan. <ul style="list-style-type: none"> ○ Project proposals and program improvements in support of the College’s strategic goals and ongoing regulator and operational functions go through a series of rigorous resource planning and prioritization exercises before being added to the operating plan and annual budget. The final budget proposal is presented to the Finance and Audit Committee (FAC) for consideration and recommendation to the Board for review and final approval at the College’s year-end Board meeting. 		
	If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?		Choose an item.
	Additional comments for clarification (optional)		
<p>b. The College:</p> <p>i. has a “financial reserve policy” that sets out the level of reserves the College needs to build and maintain in order to meet its legislative requirements in case there are unexpected expenses and/or a reduction in revenue</p>	The College fulfills this requirement:		Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> • Please insert a link to the “financial reserve policy” OR Council meeting materials where financial reserve policy has been discussed and approved and indicate the page number. <ul style="list-style-type: none"> ○ The College’s Financial Reserve Policy is not available on the College’s website. <ul style="list-style-type: none"> - The College has established two Reserve Funds to cover variable and/or unforeseen costs and expenses (Investigations and Hearings Reserve Fund and a Contingency Reserve Fund). - The amount to be maintained in the Investigations and Hearings Reserve Fund is calculated each year, based on best estimates of potential expenses. - The amount to be maintained in the Contingency Reserve Fund is at a minimum four (4) months operating expenses. 		

	and ii. possesses the level of reserve set out in its “financial reserve policy.”	<ul style="list-style-type: none"> Please insert the most recent date when the “financial reserve policy” has been developed OR reviewed/updated. <ul style="list-style-type: none"> Reviewed 2021 Has the financial reserve policy been validated by a financial auditor? Yes 	
		<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
		<i>Additional comments for clarification (optional)</i>	
	c. Council is accountable for the success and sustainability of the organization it governs. This includes: i. regularly reviewing and updating written operational policies to ensure that the organization has the staffing complement it needs to be successful now and, in the future (e.g., processes and procedures for succession planning for Senior Leadership and ensuring an organizational culture that attracts and retains key talent, through elements such as training and engagement).	The College fulfills this requirement:	No
		<ul style="list-style-type: none"> <i>Please insert a link to the College’s written operational policies which address staffing complement to address current and future needs.</i> Please insert a link to Council meeting materials where the operational policy was last reviewed and indicate the page number. <p>Note: Colleges are encouraged to add examples of written operational policies that they identify as enabling a sustainable human resource complement to ensure organizational success.</p>	
		<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	No
		The College believes that its current approach meets the intent of this Measure: <ul style="list-style-type: none"> In considering the College’s annual budget, the Board considers the anticipated human resources required to ensure sustainability. For example: <ul style="list-style-type: none"> The 2023 budget included a significant investment in increasing staffing to meet operational requirements (See December 12, 2022 Board materials for more detail (pages 200 and 211)) The 2024 budget includes significant investments in staff training (See December 11, 2023, Board materials for more detail on rational (pages 94, 98, and 108)). Staff engagement surveys are conducted annually by a third party and reported to the Board. The Registrar/CEO has a performance goal related to retaining or surpassing current engagement scores. High scores help retain and attract the best employees to meet current and future staffing needs. For example: <ul style="list-style-type: none"> The Board reviewed and discussed the 2023 OCP Employee Engagement Survey results at the September 17th Board meeting (See Board minutes for more detail, including survey result). The Registrar’s Report provides the Board with an update on people/culture activities and monthly staff survey results. (See Registrar’s Report, page 21) 	

		<p style="text-align: center;"><u>Benchmarked Evidence</u></p>	<ul style="list-style-type: none"> • Every 3-5 years, the College conducts a job and salary evaluation that will further inform whether the College has the right staffing composition and skills and salaries are competitive to keep and attract talent. Very 								
		<p>ii. regularly reviewing and updating the College’s data and technology plan to reflect how it adapts its use of technology to improve College processes in order to meet its mandate (e.g., digitization of processes such as registration, updated cyber security technology, searchable databases).</p>	<table border="1" style="width: 100%;"> <tr> <td data-bbox="776 407 2085 469">The College fulfills this requirement</td> <td data-bbox="2085 407 2628 469">Met in 2022, continues to meet in 2023</td> </tr> <tr> <td colspan="2" data-bbox="776 469 2628 678"> <ul style="list-style-type: none"> • Please insert a link to the College’s data and technology plan which speaks to improving College processes OR please briefly describe the plan. <ul style="list-style-type: none"> ○ In 2021, the College outlined a plan to modernize its technology infrastructure over a three-year period. The plan (know as the Technology Roadmap) includes implementation of cloud-based applications to improve collaboration, productivity, availability, and security while at the same time reducing cost and downtime. Updates on the progress of the Roadmap are regularly reviewed. </td> </tr> <tr> <td data-bbox="776 678 2085 740">If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</td> <td data-bbox="2085 678 2628 740">No</td> </tr> <tr> <td colspan="2" data-bbox="776 740 2628 849"> <p><i>Additional comments for clarification (optional)</i></p> </td> </tr> </table>	The College fulfills this requirement	Met in 2022, continues to meet in 2023	<ul style="list-style-type: none"> • Please insert a link to the College’s data and technology plan which speaks to improving College processes OR please briefly describe the plan. <ul style="list-style-type: none"> ○ In 2021, the College outlined a plan to modernize its technology infrastructure over a three-year period. The plan (know as the Technology Roadmap) includes implementation of cloud-based applications to improve collaboration, productivity, availability, and security while at the same time reducing cost and downtime. Updates on the progress of the Roadmap are regularly reviewed. 		If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?	No	<p><i>Additional comments for clarification (optional)</i></p>	
The College fulfills this requirement	Met in 2022, continues to meet in 2023										
<ul style="list-style-type: none"> • Please insert a link to the College’s data and technology plan which speaks to improving College processes OR please briefly describe the plan. <ul style="list-style-type: none"> ○ In 2021, the College outlined a plan to modernize its technology infrastructure over a three-year period. The plan (know as the Technology Roadmap) includes implementation of cloud-based applications to improve collaboration, productivity, availability, and security while at the same time reducing cost and downtime. Updates on the progress of the Roadmap are regularly reviewed. 											
If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?	No										
<p><i>Additional comments for clarification (optional)</i></p>											

DOMAIN 3: SYSTEM PARTNER



STANDARD 5 and STANDARD 6

<p>Measure / Required evidence: N/A</p>	<p>College response</p> <p><i>Colleges are requested to provide a narrative that highlights their organization’s best practices for the following two standards. An exhaustive list of interactions with every system partner that the College engaged with is not required.</i></p> <p><i>Colleges may wish to provide information that includes their key activities and outcomes for each best practice discussed with the ministry, or examples of system partnership that, while not specifically discussed, a College may wish to highlight as a result of dialogue.</i></p>
<p>The two standards under this domain are not assessed based on measures and evidence like other domains, as there is no ‘best practice’ regarding the execution of these two standards.</p> <p>Instead, Colleges will report on key activities, outcomes, and next steps that have emerged through a dialogue with the Ministry.</p> <p>Beyond discussing what Colleges have done, the dialogue might also identify other potential areas for alignment with other Colleges and system partners.</p>	<p>Regulatory Principle in 2024 Strategic Plan: “We engage and collaborate with Ontario patients and other health system partners to protect the public”</p> <p>2023 engagements with other colleges and system partners included (but was not limited to):</p> <ul style="list-style-type: none"> • HPRO (Registrar on Management Committee and staff are on a variety of communities of interest) • SOAR • CLEAR and CNAR attendance and presentations • NAPRA • Ontario Health (regarding clinical viewers) • Universities (in research partnerships) and both Universities and Colleges in outreach activities) • Pharmacy associations • Special interest working groups (e.g. a group dealing with alternatives to reliance on lists as a basis for prescribing) • Ontario Chiefs of Police (regarding Time Delayed Safes safety initiative) • Ongoing relationships and information-sharing with colleagues across colleges on an <i>ad hoc</i> basis about matters from governance best practices to best leadership training for staff <p>The examples are too numerous to provide details about how each has shaped College outcomes. Often this will be reflected in the environmental scanning section of briefing materials provided to the Board, or in revisions to operational documents, based on best practices identified through our community.</p>

Standard 6: The College maintains cooperative and collaborative relationships and responds in a timely and effective manner to changing public/societal expectations

The intent of Standard 6 is to demonstrate that a College has formed the necessary relationships with system partners to ensure that it receives and contributes information about relevant changes to public expectations. This could include both relationships where the College is asked to provide information by system partners, or where the College proactively seeks information in a timely manner.

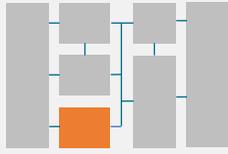
- *Please provide examples of key successes and achievements from the reporting year where the College engaged with partners, including patients/public to ensure it can respond to changing public/societal expectations (e.g., COVID-19 Pandemic, mental health, labor mobility etc.). Please also describe the matters that were discussed with each of these partners and how the information that the College obtained/provided was used to ensure the College could respond to a public/societal expectation.*
- *In addition to the partners it regularly interacts with, the College is asked to include information about how it identifies relevant system partners, maintains relationships so that the College is able access relevant information from partners in a timely manner, and leverages the information obtained to respond (specific examples of when and how a College responded is requested in Standard 7).*

Expanded Scope of Practice

- In work related to adding minor ailments to pharmacy scope, the College established a Scope of Practice Advisory Group comprising representatives from pharmacy, medicine, academia, public health and other health experts.
- Following the advice from the advisory group, the College's Board recommended to the Minister of Health that prescribing for 17 minor ailments should be added to the pharmacist's scope of practice, on the understanding that some of these may be subject to conditions or restrictions to be determined. More information can be found [here](#).

EDI Reference Group

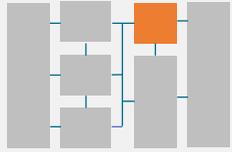
- A group comprised of six pharmacists and three pharmacy technicians with diverse professional and personal experience.
- Provides arm's length advice to the College about matters related to our EDI strategy.



Measure:
7.1 The College demonstrates how it protects against and addresses unauthorized disclosure of information.

DOMAIN 4: INFORMATION MANAGEMENT	STANDARD 7	Required Evidence	College Response			
		a. The College demonstrates how it: i. uses policies and processes to govern the disclosure of, and requests for information;	The College fulfills this requirement:		Yes	
			<ul style="list-style-type: none"> • Please insert a link to policies and processes <i>OR</i> please briefly describe the respective policies and processes that address disclosure and requests for information. <ul style="list-style-type: none"> ○ A Privacy Code outlining the kind of personal information the College collects, the rationale for collecting it, and how the College will use, disclose, and retain the information. The Code adopted the 10 principles of the Canadian Standard Association’s Model Code for Protection of Personal Information. The Privacy Code can be found on the College’s website. ○ Privacy and Information Access Policy & Manual that provides operational guidance to help OCP staff: <ul style="list-style-type: none"> - Understand privacy legislation and regulations and how it may or may not apply to the OCP. - Understand the general framework of the OCP’s Privacy Management principles and practices. - Meet OCP and external administrative and operational requirements as it relates to information access and disclosure; and, - Understand and apply OCP’s privacy and information access management protocols to their work at the OCP. ○ An Assessing External Requests for Data and Information process document that describes: the kinds of requests for information that the College receives, the differing ways that the College can fulfill those requests, the criteria used by the College to assess whether it is able to disclose the requested information, best practices for sending requested data depending on the sensitivity of the data, and “Terms of Use” that outline what the recipient shall and shall not do with the data they receive. ○ All College staff are required to complete training to refresh awareness on information/data responsibilities. 			
			<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>		Choose an item.	
<i>Additional comments for clarification (optional)</i> The College is reviewing its current data sharing practices.						

		<p>ii. uses cybersecurity measures to protect against unauthorized disclosure of information; and</p> <p>iii. uses policies, practices and processes to address accidental or unauthorized disclosure of information.</p> <hr/> <p style="text-align: center;"><i>Benchmarked Evidence</i></p> <hr/>	<p>The College fulfills this requirement:</p>	<p>Partially</p>
		<ul style="list-style-type: none"> • Please insert a link to policies and processes OR please briefly describe the respective policies and processes to address cybersecurity and accidental or unauthorized disclosure of information. <ul style="list-style-type: none"> ○ <u>Cybersecurity</u>: The College is in the process of developing its cybersecurity policy. However, it has processes in place to routinely assess its IT/IM infrastructure and those of its vendors to ensure optimal protection. Upon identification of a potential cybersecurity threat, a thorough vulnerability assessment is conducted, and countermeasures are formulated and rapidly deployed. Events are logged, monitored, and reported to the leadership team in a structured approach in accordance with the incident management protocol. ○ <u>Process for Addressing Accidental or Unauthorized Disclosure of Information</u>: The College’s Privacy Breach and Incident Protocol outlines the process for managing accidental or unauthorized disclosures of information which includes the Breach and Incident Protocols. At a high-level, the process steps are: <ol style="list-style-type: none"> 1. Any potential accidental or unauthorized disclosure of information is reported to the Privacy Officer. 2. College staff investigate the root cause of the breach, collaborate with IT Department to develop a remediation plan, and document the findings. 3. Affected parties from the incident are notified, if necessary, and follow-up is managed. 4. Cause and contributing factors relate to each privacy breach are reviewed by the Privacy Officer and the College’s Risk Management lead to include in the College’s Risk Register and develop mitigation strategies where deemed needed. <p>College staff are trained on the Privacy and Information Access Policy & Manual, and a Privacy Breach Summary Report template to support staff exists.</p>		
		<p><i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p> <ul style="list-style-type: none"> • The College is developing a cybersecurity policy and a cybersecurity incidence response plan to be completed by mid-2024. The policy and response plan will be based on identified best practices among other Colleges and industries. 		



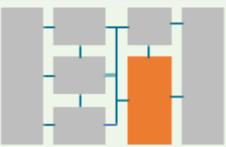
Measure:

8.1 All policies, standards of practice, and practice guidelines are up to date and relevant to the current practice environment (e.g., where appropriate, reflective of changing population health needs, public/societal expectations, models of care, clinical evidence, advances in technology).

DOMAIN 5: REGULATORY POLICIES	STANDARD 8	Required Evidence	College Response		
		a. The College regularly evaluates its policies, standards of practice, and practice guidelines to determine whether they are appropriate, or require revisions, or if new direction or guidance is required based on the current practice environment.	The College fulfills this requirement:		Met in 2022, continues to meet in 2023
			<ul style="list-style-type: none"> • Please insert a link to document(s) that outline how the College evaluates its policies, standards of practice, and practice guidelines to ensure they are up to date and relevant to the current practice environment and indicate the page number(s) OR please briefly describe the College’s evaluation process (e.g., what triggers an evaluation, how often are evaluations conducted, what steps are being taken, which stakeholders are being engaged in the evaluation and how are they involved). <ul style="list-style-type: none"> ○ The process outlining how the College evaluates its policies, standards of practice, and practice guidelines can be found here. ○ College staff proactively monitor the practice environment through several different mechanisms, including our practice and operational assessment process, complaints and intake trends, practice queries from professionals and the public (as received by our practice consultants), and collaborate with external stakeholders to identify the need to develop or review a policy, standards, and practice guidelines. 		
<hr style="border: 1px solid #0070C0;"/> <i>Benchmarked Evidence</i> <hr style="border: 1px solid #0070C0;"/>	<i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i>				

	<p>b. Provide information on how the College takes into account the following components when developing or amending policies, standards and practice guidelines:</p> <ul style="list-style-type: none"> i. evidence and data; ii. the risk posed to patients / the public; iii. the current practice environment; iv. alignment with other health regulatory Colleges (where appropriate, for example where practice matters overlap); v. expectations of the public; and vi. stakeholder views and feedback. <hr/> <p style="text-align: center;"><i>Benchmarked Evidence</i></p> <hr/>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
		<ul style="list-style-type: none"> • <i>Please insert a link to document(s) that outline how the College develops or amends its policies, standards of practice, and practice guidelines to ensure they address the listed components and indicate the page number(s) OR please briefly describe the College’s development and amendment process.</i> <ul style="list-style-type: none"> ○ The process outlining how the College evaluates its policies, standards of practice, and practice guidelines can be found here. 	
		<p><i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p>	

		<p>c) The College's policies, guidelines, standards, and Code of Ethics should promote Diversity, Equity, and Inclusion (DEI) so that these principles and values are reflected in the care provided by the registrants of the College.</p>	<p>The College fulfills this requirement:</p>	<p>Yes</p>		
			<ul style="list-style-type: none"> • Please briefly describe how the College reviews its policies, guidelines, standards, and Code of Ethics to ensure that they promote Diversity, Equity and Inclusion. <ul style="list-style-type: none"> ○ 2024 Strategic Plan, Goal 4: “The College uses its regulatory influence to ensure that all patients are treated with respect and without discrimination via positive changes in pharmacy practice.” ○ The Colleges prioritizes the review of existing standards, policies, and guidelines related to the practice of pharmacy and the operation of pharmacies to assess the existence of bias and resulting effect on patients and registrants of different races, gender identities, sexual orientation, ages, disability status, parental status, and other characteristics. ○ The College will be expanding its registrant demographics data collection to include relevant protected characteristics (as defined by the Ontario Human Rights Code) for 2025 renewal. • Please highlight some examples of policies, guidelines, standards, or the Code of Ethics where Diversity, Equity and Inclusion are reflected. <ul style="list-style-type: none"> ○ The Ontario College of Pharmacists’ Service Charter. 			
			<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>			<p>Choose an item.</p>
			<p><i>Additional comments for clarification (optional)</i></p>			

		Measure: 9.1 Applicants meet all College requirements before they are able to practice.		
		Required Evidence	College Response	
DOMAIN 6: SUITABILITY TO PRACTICE	STANDARD 9	a. Processes are in place to ensure that those who meet the registration requirements receive a certificate to practice (e.g., how it operationalizes the registration of members, including the review and validation of submitted documentation to detect fraudulent documents, confirmation of information from supervisors, etc.) ¹	<p>The College fulfills this requirement:</p> <p>Please insert a link that outlines the policies or processes in place to ensure the documentation provided by candidates meets registration requirements and indicate page number OR please briefly describe in a few words the processes and checks that are carried out.</p> <p>Please insert a link and indicate the page number OR please briefly describe an overview of the process undertaken to review how a college operationalizes its registration processes to ensure documentation provided by candidates meets registration requirements (e.g., communication with other regulators in other jurisdictions to secure records of good conduct, confirmation of information from supervisors, educators, etc.).</p> <ul style="list-style-type: none"> • To register as a pharmacist or pharmacy technician, an applicant must meet the registration requirements that are specified in the General Regulation under the Pharmacy Act, 1991. Some of these requirements are specific to the certificate of registration for which the applicant is applying (i.e., pharmacist vs. pharmacy technician). • Applicants are required to satisfy a total of eight requirements in order to be registered to practice pharmacy in Ontario: <ul style="list-style-type: none"> 1. Education: <ul style="list-style-type: none"> ○ Canadian Council for Accreditation of Pharmacy Programs (CCAPP): The College receives graduation lists directly from the CCAPP accredited programs for pharmacists and pharmacy technicians in Ontario. For graduates of a CCAPP-accredited program outside of Ontario, the College requires an official letter directly from the education institution confirming the applicant’s graduation. ○ International pharmacy graduates: <ul style="list-style-type: none"> i. <i>Through the National Association of Pharmacy Regulatory Authorities (NAPRA)</i>, the College has agreed on national standards for registration including documentation and the authentication process. ii. <i>The Pharmacy Examining Board of Canada (PEBC)</i> is responsible for assessing the qualifications and competence of pharmacy professionals. The College accepts the documentation process that PEBC follows to verify the identification and education credential requirements and any determination that PEBC has made using an alternative verification approach. Furthermore, documents submitted to the PEBC are also reviewed by College staff upon application. 	Met in 2022, continues to meet in 2023

¹ This measure is intended to demonstrate how a College ensures an applicant meets every registration requirement set out in its registration regulation prior to engaging in the full scope of practice allowed under any certificate of registration, including whether an applicant is eligible to be granted an exemption from a particular requirement.

2. Jurisprudence Examination:

- The College manages applications for this computer-based exam to assess a candidate’s knowledge of federal and provincial legislation affecting pharmacy practice in Ontario and informs candidates of their results. Candidates must submit proof of identification when they apply to register with the College and must present [proof of their identification](#) at the testing centre or to the remote proctor on the day of the exam.

3. Practice-based Assessment:

- The College manages applications to undergo practice-based assessments and informs candidates of their outcome. Candidates must provide valid, government-issued photo identification to their assessor.

4. Pharmacy Examining Board of Canada (PEBC) Qualifying Examination:

- A pass result list with successful candidates on each exam is electronically transmitted directly to the College from the PEBC.
- PEBC Identification Authentication: Candidates must submit proof of identification with their application for each part of the relevant Qualifying Exam and must present proof of their identification at the testing centres (or to the remote proctor) on the day(s) of the exams.

5. Language Proficiency:

- International applicants must meet the minimum acceptable test scores for one of the objectives, high stakes tests as set by NAPRA for pharmacists or pharmacy technicians, provide acceptable non-objective evidence of language proficiency, or request that a panel of the College’s Registration Committee consider other evidence of the applicant’s language proficiency.
- Language proficiency test score reports must be provided directly to the College (or the Pharmacists’ Gateway, if applicable) from the testing institution, or are confirmed online with the testing institution by College staff. The language testing centres evaluate proof of identification for all test takers. Letters or transcripts submitted as non-objective evidence must be sent directly to the College from the applicant’s pharmacy school, employer, secondary school or school board, and/or undergraduate university.

6. Good Character:

- The police background check must be provided through an OCP-contracted background and identity services provider (accessed directly by staff) or obtained at the applicant’s local police station and submitted as a notarized copy or original of the documentation. The declaration of good character is completed within the College’s online application.

7. Canadian Citizenship Or Legal Status In Canada:

- The applicant must provide a notarized copy or original documentation of their identity and citizenship or status in Canada. Documentation is reviewed by College staff for authenticity, and retained in the applicant’s file.

8. Personal Professional Liability Insurance:

- The applicant must complete a declaration confirming that they have obtained and will maintain personal professional liability insurance as specified in the College’s By-Laws while registered with the College. College staff may review evidence of personal professional liability insurance as needed.

- Mobility within Canada:

		<ul style="list-style-type: none"> ○ Applicants who are currently licensed as a pharmacist or pharmacy technician in another Canadian province are considered to have met, and do not need to provide documentation of the education, practice-based assessment and PEBC Qualifying Exam requirements in accordance with the labour mobility provisions of the Agreement on Internal Trade (AIT). However, these applicants must provide evidence of meeting the other registration requirements as described above. ○ A current letter of standing as validation of current licensure must be provided directly to the College from the pharmacy regulator of any Canadian province or territory where the applicant holds an active license. College staff may verify the applicant’s registration information using the public register of the other province(s). The College’s expectations for document authentication are provided for candidates on the College’s Supporting Documentation for Registration page. 	
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	Choose an item.
		<p><i>Additional comments for clarification (optional)</i></p>	
	<p>b. The College periodically reviews its criteria and processes for determining whether an applicant meets its registration requirements, against best practices (e.g., how a College determines language proficiency, how Colleges detect fraudulent applications or documents including applicant use of third parties, how Colleges confirm registration status in other jurisdictions or professions where relevant etc.).</p>	<p>The College fulfills this requirement:</p>	<p>Partially</p>
		<ul style="list-style-type: none"> ● Please insert a link that outlines the policies or processes in place for identifying best practices to assess whether an applicant meets registration requirements (e.g., how to assess English proficiency, suitability to practice etc.), a link to Council meeting materials where these have been discussed and decided upon and indicate page numbers OR please briefly describe the process and checks that are carried out. <ul style="list-style-type: none"> ○ The College is involved with a number of professional regulatory organizations including the Canadian Network of Agencies for Regulation (CNAR), the Council on Licensure, Enforcement & Regulation (CLEAR), and Ontario Regulators for Access Consortium (ORAC). By attending and presenting at conferences organized by these organizations, College staff keep abreast of best practices and developments in registration and assessment for entry to practice. ○ Staff in the College’s Registrant Competence department also attend educational events hosted by organizations such as Touchstone Institute and Steinecke Maciura LeBlanc to learn about best practices in assessment and registration. ○ Changes in best practices in registration requirements or processes are monitored by College staff and may trigger an evaluation. ○ In general, the steps outlined below are followed: <ul style="list-style-type: none"> - Conduct preliminary background research and an environmental scan. - Contract with an external consultant to gather data and/or provide expert knowledge. - Review research findings and expert recommendations to determine the changes required. - If further development is required, pilot-test the proposed changes. - Launch the changes. - Evaluate the impact of the changes. ○ The Registration Committee and/or Board are informed and approve decisions as necessary. 	

			<ul style="list-style-type: none"> • Please provide the date when the criteria to assess registration requirements was last reviewed and updated. <ul style="list-style-type: none"> ○ The College has no specific criteria to assess registration requirements. Registration requirements are being updated based on insights gathered through the process outlined above and Ontario government direction. The most recent changes in registration requirements or processes include: <ul style="list-style-type: none"> - 2022: The College Board reaffirmed the new competency-based Jurisprudence, Ethics and Professionalism (JEP) Exam Blueprint - 2022: The Registration Committee approved the competency framework and bridging program for internationally educated pharmacy technician applicants - 2022: Ontario government legislated new registration requirements, which came into effect August 31, 2023 through corresponding regulation amendments: <ul style="list-style-type: none"> ▪ Colleges must provide applicants with confirmation of receipt of their application materials and details about any missing information. ▪ Timelines: Application decisions, or a referral to the Registration Committee, must be made within 30 days of receipt of the complete application. ▪ Language Proficiency: Language proficiency testing requirements have now been codified. The requirement is that the College accept a test approved under the Immigration and Refugee Protection Act (Canada). ▪ Canadian Experience: Canadian experience may not be required as a condition of registration. Section 4(3) of the regulation stipulates that this requirement does not apply to the structured practical training program for pharmacy technicians until December 31, 2024, by which time OCP will have implemented PACE for pharmacy technicians. ▪ Colleges are required to establish an emergency class of registration, which the College had implemented in regulation in March 2021.
<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>			Yes
<i>Additional comments for clarification (optional)</i> The College plans to codify the criteria for determining whether an applicant meets its registration requirements in 2024.			

Measure: 9.2 Registrants continuously demonstrate they are competent and practice safely and ethically.		
		<p>A risk-based approach is used to ensure that currency² and other competency requirements are monitored and regularly validated (e.g., procedures are in place to verify good character, continuing education, practice hours requirements etc.).</p>
	The College fulfills this requirement:	Yes
		<ul style="list-style-type: none"> • Please briefly describe the currency and competency requirements registrants are required to meet. <ul style="list-style-type: none"> ○ Currency and Competency Requirements for Part A pharmacists (those who provide patient care): <ul style="list-style-type: none"> - 600 hours of patient care over the preceding three (3) years. - Successful completion of the self-assessment, practice assessment or knowledge assessment when selected. - Ongoing continuing professional development and documentation in a learning portfolio. ○ For Part B pharmacists (those who do not provide direct patient care) are required to maintain a learning portfolio, but there are no practice hour requirements or other quality assurance requirements. ○ Pharmacy Technicians are not yet included in the Quality Assurance Regulations (awaiting provincial government approval). As a result, there are no currency or quality assurance requirements for pharmacy technicians. They are participating on a voluntary basis. • Please briefly describe how the College identified currency and competency requirements. <ul style="list-style-type: none"> ○ Conducted a jurisdictional scan regarding the requirements of other regulators, and review of literature to determine if there is any related evidence of best practice. Competencies are set using a modified delphi process with representative members of the profession to create draft competencies, validated by representative members of the profession. • Please provide the date when currency and competency requirements were last reviewed and updated. <ul style="list-style-type: none"> ○ Currency requirements were last reviewed in 2016. The College proposed Registration/QA regulations in September 2016 and finalized regulation amendments in December 2017 after public consultation. Proposed amendments were submitted to the government in 2018. Additional public consultation took place over a 30-day period beginning December 13, 2023, in anticipation of regulation amendments in 2024. • Please briefly describe how the College monitors that registrants meet currency and competency requirements (e.g., self-declaration, audits, random audit etc.) and how frequently this is done. <ul style="list-style-type: none"> ○ Currency requirements: <ul style="list-style-type: none"> - Part A Pharmacists must complete a declaration that they have met the requirements at annual registration renewal (if they are unable to make this declaration, they are unable to proceed with registration renewal). As part of the declaration, they must also provide a Designated Practice

² A 'currency requirement' is a requirement for recent experience that demonstrates that a member's skills or related work experience is up to date. In the context of this measure, only those currency requirements assessed as part of registration processes are included (e.g., during renewal of a certificate of registration, or at any other time).

			<p>Assessment Site indicating the place where they provide patient care and where a QA practice assessment will take place (see for more information the College's website).</p> <ul style="list-style-type: none"> - Pharmacy technicians are not required to declare currency as this portion of the regulations has yet to be approved by the Ontario government. o Competency requirements: <ul style="list-style-type: none"> - All Part A pharmacists are required to complete quality assurance assessment activities when randomly selected. Pharmacy technicians are not required to participate in a practice assessment as the quality assurance regulations for pharmacy technicians have yet to be approved by the Ontario government. 	
			<p><i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
			<p><i>Additional comments for clarification (optional)</i></p>	

Measure: 9.3 Registration practices are transparent, objective, impartial, and fair.		
a. The College addressed all recommendations, actions for improvement and next steps from its most recent Audit by the Office of the Fairness Commissioner (OFC).	The College fulfills this requirement:	Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> • Please insert a link to the most recent assessment report by the OFC OR please provide a summary of outcome assessment report. <ul style="list-style-type: none"> ○ Based on OFC’s assessment, (1) OCP was in full compliance with respect to historical factors, (2) no risk was noted in a review of forward-looking risk factors and (3) a cumulative risk rating of low risk for 2022-2023 was awarded. • Where an action plan was issued, is it: Choose an item. 	
	If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?	
	Choose an item.	
Additional comments for clarification (optional)		

Measure: 10.1 The College supports registrants in applying the (new/revised) standards of practice and practice guidelines applicable to their practice.		
Required Evidence	College Response	
<p>a. Provide examples of how the College assists registrants in implementing required changes to standards of practice or practice guidelines (beyond communicating the existence of new standard, FAQs, or supporting documents).</p> <p><u>Further clarification:</u> Colleges are encouraged to support registrants when implementing changes to standards of practice or guidelines. Such activities could include carrying out a follow-up survey on how registrants are adopting updated standards of practice and addressing identifiable gaps.</p>	The College fulfills this requirement:	
	<p>Met in 2022, continues to meet in 2023</p>	
	<ul style="list-style-type: none"> • Please briefly describe a recent example of how the College has assisted its registrants in the uptake of a new or amended standard: <ul style="list-style-type: none"> ○ Name of Standard: Pharmacy Safety Self-Assessment (PSSA), a component of the Assurance and Improvement in Medication Safety (AIMS) Program (Completion of the PSSA is a requirement under the Supplemental Standard of Practice). ○ Duration of period that support was provided: 12 months. ○ Activities undertaken to support registrants: Data showed that the completion rate of the PSSA was low. The College conducted outreach calls to identify barriers to completion. The results enabled the College to: <ul style="list-style-type: none"> - Make immediate improvements to the PSSA. - Develop resources to better support registrants in meeting this requirement. - Update communication to address issues identified. ○ % of registrants reached by the outreach activities: 100% of Designated Managers (DMs) that had not completed the PSSA for their pharmacy ○ Evaluation conducted on effectiveness of support provided: Feedback received from DMs that the outreach calls and new resource were very helpful. The effort contributed to significantly improved completion of the assessment. • Does the College always provide this level of support: Not always, although direct outreach to registrants to understand issues and promote compliance with standards has become more usual due to its success. <p><i>If not, please provide a brief explanation:</i> Each uptake of a new or amended standard requires a unique approach informed by the needs of the registrants.</p> 	
	<p><i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i></p>	
<p><i>Additional comments for clarification (optional)</i></p>		
		Choose an item.

Measure:			
10.2 The College effectively administers the assessment component(s) of its QA Program in a manner that is aligned with right touch regulation ³			
a. The College has processes and policies in place outlining: <ul style="list-style-type: none"> i how areas of practice that are evaluated in QA assessments are identified in order to ensure the most impact on the quality of a registrant's practice 	The College fulfills this requirement:	Met in 2022, continues to meet in 2023	
	<ul style="list-style-type: none"> • Please list the College's priority areas of focus for QA assessment and briefly describe how they have been identified OR please insert a link to the website where this information can be found and indicate the page number. <ul style="list-style-type: none"> ○ The College's Quality Assurance Program consists of four major components (see here for more details): <ol style="list-style-type: none"> 1. Pharmacist/Pharmacy Technicians self-assessment (to identify learning needs) – No priority areas. 2. Pharmacist knowledge-assessment (to evaluate current core knowledge) – Patient care, jurisprudence, ethics, and professionalism (see here for more detail) 3. Pharmacist (Part A)/Pharmacy Technicians practice-assessment (to evaluate performance) – Focuses on the processes used to deliver patient care in a registrant's place of practice through feedback and discussion with a College practice advisor. <ul style="list-style-type: none"> ▪ Community Pharmacist Practice Assessment Criteria can be found here. ▪ Hospital and other Healthcare Facility Pharmacist Practice Assessment Criteria can be found here. ▪ Pharmacy Technician Practice Assessment Criteria can be found here. 4. Learning portfolio (to support ongoing development and reflect learnings from the other quality assurance activities) – No priority areas. • Is the process taken above for identifying priority areas codified in a policy: Yes <i>If yes, please insert a link to the policy. Practice Assessment Review and Update Policy. The policy requires a five-year review schedule for all assessment tools. The review assesses both the assessment tools and the assessment process and includes the following steps: (1) Research, (2) Analysis and Drafting, (3) Consultation, (4) Review of Feedback and Re-drafting, (5) Final Policy and Implementation, (6) Measuring Outcomes.</i> 		
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>		Choose an item.
	<i>Additional comments for clarification (optional)</i>		

³ "Right touch" regulation is an approach to regulatory oversight that applies the minimal amount of regulatory force required to achieve a desired outcome. (Professional Standards Authority Right Touch Regulation. <https://www.professionalstandards.org.uk/publications/right-touch-regulation>).

	<p>ii. details of how the College uses a right touch, evidence informed approach to determine which registrants will undergo an assessment activity (and which type of multiple assessment activities); and</p>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
		<ul style="list-style-type: none"> • Please insert a link to document(s) outlining details of the right touch approach and evidence used (e.g., data, literature, expert panel) to inform assessment approach and indicate page number(s). OR please briefly describe the right touch approach and evidence used. <ul style="list-style-type: none"> ○ All Part A pharmacists are required to complete quality assurance assessment activities related to competency when selected. A risk-based approach is applied after the initial assessment - only those pharmacists that are unsuccessful move on to remediation (coaching) and reassessment (for both the Practice Assessment and Knowledge Assessment). Pharmacy Technicians are not yet included in the Quality Assurance Regulations (awaiting government approval). Pharmacists who do not provide patient care remain in Part B of the register and are not required to participate in assessments of clinical competency. • Please provide the year the right touch approach was implemented OR when it was evaluated/updated (if applicable). The current QA approach was reviewed and updated in 2016. <i>If evaluated/updated, did the college engage the following stakeholders in the evaluation:</i> <ul style="list-style-type: none"> - Public Yes - Employers Yes - Registrants Yes - Other stakeholders Yes 	
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
		<p><i>Additional comments for clarification (optional)</i></p>	

	<p>iii. criteria that will inform the remediation activities a registrant must undergo based on the QA assessment, where necessary.</p>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
		<ul style="list-style-type: none"> • Please insert a link to the document that outlines criteria to inform remediation activities and indicate page number OR list criteria. <ul style="list-style-type: none"> ○ The following Practice Assessment criteria serve as a self-evaluation for pharmacists and pharmacy technicians. In addition, the results of a Practice Assessment using these criteria form the basis for remediation activities. <ul style="list-style-type: none"> - Practice Assessment Criteria – Community Pharmacists - Practice Assessment Criteria – Hospital and other Healthcare Facility Pharmacists - Practice Assessment Criteria – Community and Hospital Pharmacy Technicians 	
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
		<p><i>Additional comments for clarification (optional)</i></p>	

Measure:

10.3 The College effectively remediates and monitors registrants who demonstrate unsatisfactory knowledge, skills, and judgement.

a. The College tracks the results of remediation activities a registrant is directed to undertake as part of any College committee and assesses whether the registrant subsequently demonstrates the required knowledge, skill and judgement while practicing

The College fulfills this requirement:

Yes

- Please insert a link to the College’s process for monitoring whether registrant’s complete remediation activities **OR** please briefly describe the process.
 - For Quality Assurance (QA) Committee-required remediation and for Inquiries, Complaints, and Reports Committee (ICRC)-required remediation, the College has implemented a post-remedial assessment process.
 - Registrants who are required by the QA Committee to complete specified remediation undergo a post-remedial assessment approximately one year later.
 - Registrants who are required by the ICRC to complete a SCERP are tracked for completion and undergo a post-remedial assessment once their remediation is complete.
 - The College tracks remediation activities ordered by the Discipline Committee to assess whether the registrant subsequently demonstrates satisfactory knowledge, skills, and judgment. In some cases, the Discipline Committee will include a Compliance Audit/Review (CAR) as part of its order.
- Please insert a link to the College’s process for determining whether a registrant has demonstrated the knowledge, skills and judgement following remediation **OR** please briefly describe the process.
 - A post-remediation practice assessment will be scheduled approximately one year after the completion of directed remediation at the practitioner’s place of practice. The post remediation practice assessment will be conducted using the assessment tool for member practice assessments. A different practice advisor will conduct the post-remediation assessment.

If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?

Choose an item.

Additional comments for clarification (optional)

Measure 11.1 The College enables and supports anyone who raises a concern about a registrant.		
Required Evidence	College Response	
<p>a. The different stages of the complaints process and all relevant supports available to complainants are:</p> <p>i. supported by formal policies and procedures to ensure all relevant information is received during intake at each stage, including next steps for follow up;</p> <p>ii. clearly communicated directly to complainants who are engaged in the complaints process, including what a complainant can expect at each stage and the supports available to them (e.g., funding for sexual abuse therapy); and;</p>	<p>The College fulfills this requirement:</p>	Yes
	<ul style="list-style-type: none"> • Please insert a link to the College’s website that clearly describes the College’s complaints process including options to resolve a complaint, the potential outcomes associated with the respective options and supports available to the complainant. <ul style="list-style-type: none"> - Click here for description complaints process, and click here for infographic. - Click here for information on ways to inform the College about a concern. - Click here for information on how a complainant can file a complaint, and click here for a video. - Click here for FAQ. - Click here for Information on the College providing funding for Sexual Abuse Therapy - Click here for a sheet for sexual abuse complainants/witnesses • Please insert a link to the policies/procedures for ensuring all relevant information is received during intake OR please briefly describe the policies and procedures if the documents are not publicly accessible. <ul style="list-style-type: none"> ○ A standard operating procedure (not publicly accessible) has been created for ensuring all relevant information is obtained during intake. The key steps are as follows: <ul style="list-style-type: none"> - determine what information (if any) is required to satisfy the complaint criteria. - If required, gather information from the pharmacy and/or complainant and acknowledge the intake. - Information to be gathered can include: <ul style="list-style-type: none"> ▪ Clarification of intent from complainant ▪ Specific details of incident(s) being complained about (e.g., patient information, medication information, etc.) ▪ Pharmacy records indicating relevant to incident(s) 	
	<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	
<p><i>Additional comments for clarification (optional)</i></p>		

		iii. evaluated by the College to ensure the information provided to complainants is clear and useful	The College fulfills this requirement:	Yes
			<ul style="list-style-type: none"> • Please provide details of how the College evaluates whether the information provided to complainants is clear and useful. <ul style="list-style-type: none"> ○ A review of website content and other communication (e.g., templates) is conducted regularly and feedback received from members of the public and complainants is considered when making any revisions. Another such review is to be undertaken in 2023. ○ Feedback is also received as part of a report provided annually by an independent third-party consultant as it relates to the experience of complainants who have made allegations of sexual abuse. 	
		<hr/> <i>Benchmarked Evidence</i> <hr/>		
			<i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i>	
	b. The College responds to 90% of inquiries from the public within 5 business days, with follow-up timelines as necessary.	The College fulfills this requirement:	No	
		<ul style="list-style-type: none"> • Please insert rate (see Companion Document: Technical Specifications for Quantitative CPMF Measures). <ul style="list-style-type: none"> ○ The College’s rate for responding to public inquiries within five (5) business days was 86% in 2023. 		
		<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	Choose an item.	
		<i>Additional comments for clarification (optional)</i> The College is undertaking a process review in 2024, with the goal of streamlining processes and decreasing timelines for response to inquiries.		

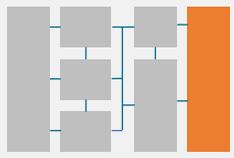
	<p>c. Demonstrate how the College supports the public during the complaints process to ensure that the process is inclusive and transparent (e.g., translation services are available, use of technology, access outside regular business hours, transparency in decision-making to make sure the public understand how the College makes decisions that affect them etc.).</p>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
		<ul style="list-style-type: none"> • Please list support available for the public during the complaints process. <ul style="list-style-type: none"> - Accommodating accessing and participating in complaints process (e.g., if someone is unable to write or type, staff will assist a complainant in recording their concerns by alternative means; and use large font correspondence and any other accommodations required for the complainant to meaningfully participate in the process). - Providing additional information and support for those reporting sexual abuse (e.g., access to external consultant for information about investigations and discipline processes). - Providing translation services as required/requested. - Providing paper copies of the College’s complaint form mailed directly to potential complainants who do not have access to email/the College’s website. - For every complaint filed, staff assigned to the complaint conduct an introductory call with the complainant within five days of receipt of the complaint for the purposes of: <ul style="list-style-type: none"> ▪ Introducing themselves. ▪ Explaining the steps in the complaints process and their associated timelines. ▪ Clarifying the complainant’s concerns and confirming the scope of the complaint. ▪ Explaining the reasons why certain registrants have been named in the complaint. ▪ For suitable cases, explore with the complainant if they are open to a resolution other than the formal complaints process. ▪ Provision of documentation for complainants that outlines possible outcomes that can be adopted by the ICRC to dispose of a complaint. Documentation to explain the next steps of the complaints process is also included with each complaint investigation as standard procedure. ○ Detailed information pertaining to the complaint process is made available on the College website. • Please briefly describe at what points during the complaints process that complainants are made aware of supports available. <ul style="list-style-type: none"> ○ Intake staff are trained to ask complainants during the initial point of contact about any support a complainant may require in filing a complaint. Once a complaint has been filed, complaints are assigned to a Complaints and Resolutions Officer (CRO). Complainants can contact the CRO with any questions or support they may need throughout the process. College staff also provide additional, non-legal and confidential support to sexual abuse complainants and witnesses is available from a third-party consultant retained by the College. Information about the College’s commitment to accessibility is available on the College’s website. 	
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
		<p><i>Additional comments for clarification (optional)</i></p>	

Measure: 11.2 All parties to a complaint and discipline process are kept up to date on the progress of their case, and complainants are supported to participate effectively in the process.		
a. Provide details about how the College ensures that all parties are regularly updated on the progress of their complaint or discipline case, including how complainants can contact the College for information (e.g., availability and accessibility to relevant information, translation services etc.).	The College fulfills this requirement:	Yes
	<ul style="list-style-type: none"> • Please insert a link to document(s) outlining how complainants can contact the College during the complaints process and indicate the page number(s) OR please provide a brief description. <ul style="list-style-type: none"> ○ Initially through the College's general 'Contact' site (under the heading 'Concerns'). ○ During the complaint process: <ul style="list-style-type: none"> - The complainant is provided with the email address and phone number for the Complaints and Resolutions Officer assigned to their file. - If a complaint is referred to the Discipline Committee, the complainant is provided with contact information for the external consultant who can provide information support during the discipline process. Legal staff and prosecutors act as a point of contact for witnesses during the discipline process. • Please insert a link to document(s) outlining how complainants are supported to participate in the complaints process and indicate the page number(s) OR please provide a brief description. <ul style="list-style-type: none"> ○ The College provides regular correspondence to the complainant throughout the various stages of the investigation including acknowledgement of complaints, notification that the investigation is complete and the approximate number of weeks until the matter will be reviewed by ICRC. If the complaint process exceeds the statutory timeline, in accordance with s. 28 of the Code, correspondence is sent to update the complainant at regular intervals. ○ Complainants receive written decisions and reasons following discipline hearings. 	
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
	<i>Additional comments for clarification (optional)</i>	

Measure: 12.1 The College addresses complaints in a right touch manner.			
a. The College has accessible, up-to-date, documented guidance setting out the framework for assessing risk and acting on complaints, including the prioritization of investigations, complaints, and reports (e.g., risk matrix, decision matrix/tree, triage protocol).	The College fulfills this requirement:	Met in 2022, continues to meet in 2023	
	<ul style="list-style-type: none"> • Please insert a link to guidance document and indicate the page number OR please briefly describe the framework and how it is being applied. <ul style="list-style-type: none"> ○ Risk is initially assessed based on the likelihood of patient and public harm including consideration of the need for an Interim Order under the Code. As additional information is obtained during an investigation, the risk level is adjusted accordingly, and prioritization may change in accordance with the most recent risk assessment. Risk is assessed as high, medium, or low depending on the category(ies) of concern(s), the seriousness of the concerns, and whether there is a prior history of similar or other concerning conduct on the part of the registrant. • Please provide the year when it was implemented OR evaluated/updated (if applicable). <ul style="list-style-type: none"> ○ In 2017, the Conduct Division adopted a qualitative risk framework for conducting a risk assessment of new Complaints and Reports, and tracking began. This risk assessment carries into the investigation stage. ○ In 2020, the process was updated to document any changes to the risk assignment of the complaint or report as more information becomes available. ○ A new tool was developed to incorporate all components of the risk assessment framework for Complaints and Reports and promote consistent application among all those who use it. The tool is in use by staff as of 2023. 		
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>		Choose an item.
	<i>Additional comments for clarification (optional)</i>		

<p>Measure: 13.1 The College demonstrates that it shares concerns about a registrant with other relevant regulators and external system partners (e.g. law enforcement, government, etc.).</p>		
<p>a. The College’s policy outlining consistent criteria for disclosure and examples of the general circumstances and type of information that has been shared between the College and other relevant system partners, within the legal framework, about concerns with individuals and any results.</p>	<p>The College fulfills this requirement:</p>	<p>Partially</p>
	<ul style="list-style-type: none"> • Please insert a link to the policy and indicate page number OR please briefly describe the policy. <ul style="list-style-type: none"> ○ The College has a policy regarding responding to information requests from police that can be found on the College’s website. ○ When new information is received about a registrant’s conduct or practice, College staff review the information to determine if there is evidence of concerning conduct on the part of another regulated health professional which should be reported to the health professional’s regulator or elsewhere to protect the public interest. This review continues through any subsequent investigation. If concerning conduct is identified and the pharmacy professional is also licensed with another regulator, the College discloses that information to the health professional’s other regulator in accordance with that specific exception under Section 36 (1) of the Regulated Health Professions Act, 1991 (RHPA). ○ The College readily shares information requested by other regulators, on request, under the relatively broad exemption granted under s. 36(1)(c) of the RHPA. ○ The College has conducted joint investigations in collaboration with other health regulatory colleges when the alleged misconduct under investigation overlaps with the conduct of another regulated health professional, there is a shared practice site and/or it is a multidisciplinary setting where there may be a financial connection. The College may confirm that an investigation is taking place, if there is a compelling public interest in such disclosure, under s. 36(1)(g) of the RHPA. • Please provide an overview of whom the College has shared information with over the past year and the purpose of sharing that information (i.e., general sectors of system partner, such as ‘hospital’, or ‘long-term care home’). <ul style="list-style-type: none"> ○ The College engages with a number of system partners when sharing relevant information in the course of its regulatory responsibilities: <ul style="list-style-type: none"> - Other pharmacy regulators: <ul style="list-style-type: none"> ▪ College of Pharmacists of British Columbia (CPBC): Provided information about an applicant also registered with OCP. Information was also provided in relation to a complaint investigation. ▪ College of Pharmacists of Saskatchewan (CPS): Provided information about an applicant also registered with OCP. - Other RHPA regulators: <ul style="list-style-type: none"> ▪ College of Physicians and Surgeons of Ontario (CPSO): Information was requested by CPSO about an investigation. - Government agencies: <ul style="list-style-type: none"> ▪ Ministry of Health (Ontario) (MOH): Information was requested by the MOH about investigations. ▪ Health Canada (HC): Information shared with HC regarding a joint investigation. 	

			<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
		<i>Additional comments for clarification (if needed)</i> The College continues to work with a number of other RHPA regulators to develop a common Information Sharing Policy, intended to promote transparent and proactive information-sharing between RHPA regulators and other regulators, police, employers and other third parties. It is anticipated this work will continue through 2024.		

		Measure: 14.1 Council uses Key Performance Indicators (KPIs) in tracking and reviewing the College’s performance and regularly reviews internal and external risks that could impact the College’s performance.				
		Required Evidence	College Response			
DOMAIN 7: MEASUREMENT, REPORTING & IMPROVEMENT	STANDARD 14	a. Outline the College’s KPIs, including a clear rationale for why each is important.	The College fulfills this requirement:		Met in 2022, continues to meet in 2023	
			<ul style="list-style-type: none"> Please insert a link to a document that list College’s KPIs with an explanation for why these KPIs have been selected (including what the results the respective KPIs tells, and how it relates to the College meeting its strategic objectives and is therefore relevant to track), a link to Council meeting materials where this information is included and indicate page number OR list KPIs and rationale for selection. <ul style="list-style-type: none"> College staff recommendations (including rationale) 2023 (Page 119) and 2024 (Page 110) annual College Performance Scorecard to the Board. College staff recommendations for 2023 targets and KPI definitions (Page 32). 			
			<i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i>		Choose an item.	
			<i>Additional comments for clarification (if needed)</i>			

	<p>b. The College regularly reports to Council on its performance and risk review against:</p> <p>i. stated strategic objectives (i.e., the objectives set out in a College’s strategic plan);</p> <p>ii. regulatory outcomes (i.e., operational indicators/ targets with reference to the goals we are expected to achieve under the RHPA); and its risk management approach.</p>	<p>The College fulfills this requirement:</p>	<p>Met in 2022, continues to meet in 2023</p>
		<ul style="list-style-type: none"> • Please insert a link to Council meeting materials where the College reported to Council on its progress against stated strategic objectives, regulatory outcomes and risks that may impact the College’s ability to meet its objectives and the corresponding meeting minutes and indicate the page number. <ul style="list-style-type: none"> ○ Through the College Performance Scorecard, the Board receives quarterly updates on progress towards strategic objectives and regulatory outcomes. See for example the December 2023 Board meeting materials (Page 64) and minutes. ○ The Board receives a semi-annual report on key risks and mitigation activities. See for example the December 2023 Board meeting materials (Page 74). 	
		<p><i>If the response is “partially” or “no”, is the College planning to improve its performance over the next reporting period?</i></p>	<p>Choose an item.</p>
<p><i>Additional comments for clarification (if needed)</i></p>			

<p>Measure:</p> <p>14.2 Council directs action in response to College performance on its KPIs and risk reviews.</p>			
	<p>a. Council uses performance and risk review findings to identify where improvement activities are needed.</p> <hr/> <p><i>Benchmarked Evidence</i></p> <hr/>	<p>The College fulfills this requirement:</p>	<p>Yes</p>
		<ul style="list-style-type: none"> • Please insert a link to Council meeting materials where the Council used performance and risk review findings to identify where the College needs to implement improvement activities and indicate the page number: <ul style="list-style-type: none"> ○ March 2023 Board meeting (performance): Board meeting materials (Page 24) and minutes (Page 4). ○ June 2023 Board meeting: <ul style="list-style-type: none"> • Performance: Board meeting materials (Page 54) and minutes (Page 3). • Risk: Board meeting materials (Page 64) and minutes (Page 4). 	
		<p><i>If the response is “partially” or “no”, describe the College’s plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p>	

Measure: 14.3 The College regularly reports publicly on its performance.		
a. Performance results related to a College's strategic objectives and regulatory outcomes are made public on the College's website.	The College fulfills this requirement:	Met in 2022, continues to meet in 2023
	<ul style="list-style-type: none"> Please insert a link to the College's dashboard or relevant section of the College's website: https://www.ocpinfo.com/about/performance-accountability/college-performance-scorecard/ 	
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
	<i>Additional comments for clarification (if needed)</i>	

Part 2: Context Measures

The following tables require Colleges to provide **statistical data** that will provide helpful context about a College's performance related to the standards. The context measures are non-directional, which means no conclusions can be drawn from the results in terms of whether they are 'good' or 'bad' without having a more in-depth understanding of what specifically drives those results.

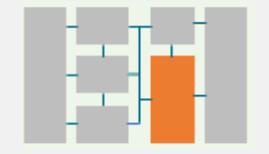
In order to facilitate consistency in reporting, [a recommended method to calculate the information is provided in the companion document "Technical Specifications for Quantitative College Performance Measurement Framework Measures."](#) However, recognizing that at this point in time, the data may not be readily available for each College to calculate the context measure in the recommended manner (e.g., due to differences in definitions), a College can report the information in a manner that is conducive to its data infrastructure and availability.

In those instances where a College does not have the data or the ability to calculate the context measure at this point in time it should state: 'Nil' and indicate any plans to collect the data in the future.

Where deemed appropriate, Colleges are encouraged to provide additional information to ensure the context measure is properly contextualized to its unique situation. Finally, where a College chooses to report a context measure using a method other than the recommended method outlined in the following Technical Document, the College is asked to provide the method in order to understand how the information provided was calculated.

The Ministry has also included hyperlinks of the definitions to a glossary of terms for easier navigation.

Table 1 – Context Measure 1

DOMAIN 6: SUITABILITY TO PRACTICE		
STANDARD 10		
Statistical data collected in accordance with the recommended method or the College's own method: Recommended If a College method is used, please specify the rationale for its use:		
Context Measure (CM)		
CM 1. Type and distribution of QA/QI activities and assessments used in CY 2023*		<p>What does this information tell us? Quality assurance (QA) and Quality Improvement (QI) are critical components in ensuring that professionals provide care that is safe, effective, patient-centred and ethical. In addition, health care professionals face a number of ongoing changes that might impact how they practice (e.g., changing roles and responsibilities, changing public expectations, legislative changes).</p> <p>The information provided here illustrates the diversity of College QA activities.</p> <p>The diversity of QA/QI activities and assessments is reflective of a risk-based approach. Details of how the College determined the appropriateness of its assessment component of its QA program are described or referenced by the College in Measure 10.2(a) of Standard 10.</p>
Type of QA/QI activity or assessment:	#	
i. QI - Self-Assessments	943	
ii. QA - Knowledge Assessment	3685	
ii. QA - Routine Practice Assessments	1,528	
iii. QI - Coaching	108	
iv. QA - Practice Reassessment	101	
v. QA - QA Assessments	11	
<p>* Registrants may be undergoing multiple QA activities over the course of the reporting period. While future iterations of the CPMF may evolve to capture the different permutations of pathways registrants may undergo as part of a College’s QA Program, the requested statistical information recognizes the current limitations in data availability today and is therefore limited to type and distribution of QA/QI activities or assessments used in the reporting period.,</p> <p>NRN</p>		

Additional comments for clarification (optional)

1. The Pharmacy Act regulations do not yet incorporate pharmacy technicians. The regulation has been submitted to the government and is awaiting approval. Those pharmacy technicians who have engaged in QA activities have done so voluntarily.
2. OCP's Practice Assessment model involves three steps prior to referral to the QA Committee: (1) routine practice assessment; (2) coaching and re-assessment and (3) QA assessment. Note that remediation in the form of coaching is provided up-front prior to the practice reassessment. If the registrant is successful upon re-assessment, referral to the QA Committee does not occur.

Table 2 – Context Measures 2 and 3

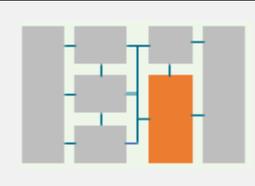
DOMAIN 6: SUITABILITY TO PRACTICE			
STANDARD 10			
Statistical data collected in accordance with the recommended method or the College own method: Recommended <i>If a College method is used, please specify the rationale for its use:</i>			
Context Measure (CM)	#	%	What does this information tell us? If a registrant’s knowledge, skills, and judgement to practice safely, effectively, and ethically have been assessed or reassessed and found to be unsatisfactory or a registrant is non-compliant with a College’s QA Program, the College may refer them to the College’s QA Committee.
CM 2: Total number of registrants who participated in the QA Program CY 2023	6,041		
CM 3: Rate of registrants who were referred to the QA Committee as part of the QA Program where the QA Committee directed the registrant to undertake remediation in CY 2023	13/6,041	0.2%	
NR			
<i>Additional comments for clarification (if needed)</i> <ol style="list-style-type: none"> The Pharmacy Act regulations do not yet incorporate pharmacy technicians. The regulation has been submitted to the government and is awaiting approval. CM3: 10 registrants have been referred to QAC and had remediation directed and 3 registrants were directed with SDL. 			

Table 3 – Context Measure 4

DOMAIN 6: SUITABILITY TO PRACTICE			
STANDARD 10			
Statistical data collected in accordance with the recommended method or the College’s own method: Recommended If a College method is used, please specify the rationale for its use:			
Context Measure (CM)	#	%	
CM 4. Outcome of remedial activities as at the end of CY 2023**			What does this information tell us? This information provides insight into the outcome of the College’s remedial activities directed by the QA Committee and may help a College evaluate the effectiveness of its “QA remediation activities”. Without additional context no conclusions can be drawn on how successful the QA remediation activities are, as many factors may influence the practice and behaviour registrants (continue to) display.
I. Registrants who demonstrated required knowledge, skills, and judgement following remediation*	6/10	60%	
II. Registrants still undertaking remediation (i.e., remediation in progress)	7/10	70%	
NR * This number may include registrants who were directed to undertake remediation in the previous year and completed reassessment in CY 2023. **This measure may include any outcomes from the previous year that were carried over into CY 2023.			
Additional comments for clarification (optional) CM 4 (I): Total number of registrants <u>that were referred to the QA Committee as part of the QA Program</u> in CY 2023 that passed the post-remedial assessment = 6 CMI 4 (II): - Total number of registrants who were required by the QA Committee to undergo a remediation activity as part of the QA Program that have not completed the remediation within the reporting period = 7; - Total number of registrants who were referred to the QA Committee as part of the QA Program in CY 2023 where the QA Committee directed the registrant to undergo a remediation activity as part of the QA Program = 10			

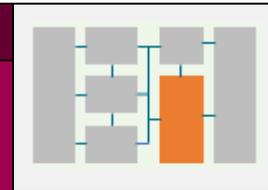


Table 4 – Context Measure 5

DOMAIN 6: SUITABILITY TO PRACTICE					
STANDARD 12					
Statistical data is collected in accordance with the recommended method or the College’s own method: Recommended					
<i>If a College method is used, please specify the rationale for its use:</i>					
Context Measure (CM)					
CM 5. Distribution of formal complaints and Registrar’s Investigations by theme in CY 2023	Formal Complaints received		Registrar Investigations initiated		<p>What does this information tell us? This information facilitates transparency to the public, registrants and the Ministry regarding the most prevalent themes identified in formal complaints received and Registrar’s Investigations undertaken by a College.</p>
Themes:	#	%	#	%	
I. Advertising	NR	NR	NR	NR	
II. Billing and Fees	26	3.0%	7	6.0%	
III. Communication	373	43.4%	8	6.9%	
IV. Competence / Patient Care	351	40.9%	32	27.6%	
V. Intent to Mislead including Fraud	0	0%	0	0%	
VI. Professional Conduct & Behavior	37	4.3%	16	13.8%	
VII. Record keeping	NR	NR	7	14.7%	
VIII. Sexual Abuse	NR	NR	NR	NR	
IX. Harassment / Boundary Violations	NR	NR	NR	NR	
X. Unauthorized Practice	NR	NR	NR	NR	
XI. Other <non-practice related, business practices, other behavior>	64	7.5%	27	23.3%	
Total number of formal complaints and Registrar’s Investigations**	526	100%	71	100%	

<p>Formal Complaints NR Registrar's Investigation</p> <p><i>**The requested statistical information (number and distribution by theme) recognizes that formal complaints and Registrar's Investigations may include allegations that fall under multiple themes identified above, therefore when added together the numbers set out per theme may not equal the total number of formal complaints or Registrar's Investigations.</i></p>	
<p><i>Additional comments for clarification (if needed)</i></p> <p>NR Formal Complaints accounted for 0.9%, NR Registrar Investigations accounted for 7.8%</p>	

Table 5 – Context Measures 6, 7, 8 and 9

DOMAIN 6: SUITABILITY TO PRACTICE			
STANDARD 12			
Statistical data collected in accordance with the recommended method or the College’s own method: Recommended			
<i>If a College method is used, please specify the rationale for its use:</i>			
Context Measure (CM)			
CM 6. Total number of formal complaints that were brought forward to the ICRC in CY 2023	476	<p>What does this information tell us? The information helps the public better understand how formal complaints filed with the College and Registrar’s Investigations are disposed of or resolved. Furthermore, it provides transparency on key sources of concern that are being brought forward to the College’s Inquiries, Complaints and Reports Committee.</p>	
CM 7. Total number of ICRC matters brought forward as a result of a Registrar’s Investigation in CY 2023	84		
CM 8. Total number of requests or notifications for appointment of an investigator through a Registrar’s Investigation brought forward to the ICRC that were approved in CY 2023	71		
CM 9. Of the formal complaints and Registrar’s Investigations received in CY 2023**:	#		%
I. Formal complaints that proceeded to Alternative Dispute Resolution (ADR)	0		0
II. Formal complaints that were resolved through ADR	0		0
III. Formal complaints that were disposed of by ICRC	516		n/a
IV. Formal complaints that proceeded to ICRC and are still pending	33	7%	
V. Formal complaints withdrawn by Registrar at the request of a complainant	89	17%	
VI. Formal complaints that are disposed of by the ICRC as frivolous and vexatious	0	0%	

VII. Formal complaints and Registrar’s Investigations that are disposed of by the ICRC as a referral to the Discipline Committee	24	4.1%	
<p>ADR Disposal Formal Complaints Formal Complaints withdrawn by Registrar at the request of a complainant NR Registrar’s Investigation</p> <p><i># May relate to Registrar’s Investigations that were brought to the ICRC in the previous year.</i></p> <p><i>** The total number of formal complaints received may not equal the numbers from 9(i) to (vi) as complaints that proceed to ADR and are not resolved will be reviewed at the ICRC, and complaints that the ICRC disposes of as frivolous and vexatious and a referral to the Discipline Committee will also be counted in total number of complaints disposed of by the ICRC.</i></p>			
<p><i>Additional comments for clarification (if needed)</i></p> <ul style="list-style-type: none"> • For CM 6 and CM 7, as in previous years, the College considered “brought forward” to be files where the ICRC reviewed the file and rendered an outcome (though the files may not be finally disposed with a decision issued yet). • For CM 9, it indicates "formal complaints and Registrar’s Investigations received in CY 2023", though we have noted that some of the subsequent values in CM 9 relate to files received before 2023. • For CM 9 III, as indicated in the Technical Specifications, this value is all complaint files where a decision was issued in 2023 (though the file may have been opened prior to 2023). • For CM 9 IV, denominator is 476 (the same as CM 6) and also includes files that may have been opened prior to 2023 (but proceeded to ICRC in 2023). • For CM 9 VII, denominator is 589, which represents all ICRC decisions issued in 2023 (complaints & RIs - health inquiries excluded as per Technical Specifications). 			

Table 6 – Context Measure 10

DOMAIN 6: SUITABILITY TO PRACTICE							
STANDARD 12							
Statistical data collected in accordance with the recommended method or the College’s own method: Recommended							
<i>If a College method is used, please specify the rationale for its use:</i>							
Context Measure (CM)							
CM 10. Total number of ICRC decisions in 2023	589						
Distribution of ICRC decisions by theme in 2023*	# of ICRC Decisions++						
Nature of Decision	Take no action	Proves advice or recommendations	Issues a caution (oral or written)	Orders a specified continuing education or remediation program	Agrees to undertaking	Refers specified allegations to the Discipline Committee	Takes any other action it considers appropriate that is not inconsistent with its governing legislation, regulations, or By-Laws.
I. Advertising	0	0	0	0	0	0	0
II. Billing and Fees	13	7	0	NR	0	0	NR
III. Communication	208	87	NR	23	0	0	10
IV. Competence / Patient Care	118	112	6	51	0	NR	38
V. Intent to Mislead Including Fraud	0	0	0	NR	0	NR	NR
VI. Professional Conduct & Behaviour	18	13	NR	8	0	6	7
VII. Record Keeping	7	6	0	NR	0	0	NR
VIII. Sexual Abuse	0	0	0	0	0	NR	NR
IX. Harassment / Boundary Violations	0	NR	0	0	0	6	NR

X. Unauthorized Practice	0	0	0	NR	0	NR	NR
XI. Other <specified by the College> <ul style="list-style-type: none"> • Non-practice related - Includes employment, compensation and civil proceedings. • Business Practices - Includes restriction of choice, refusal to transfer, offering an inducement, return to stock of previously dispensed product, conflict of interest; drug distribution • Other Conduct/Behavior not included in any other OCP Theme 	16	10	0	NR	0	6	8
<ul style="list-style-type: none"> • Number of decisions are corrected for formal complaints ICRC deemed frivolous and vexatious AND decisions can be regarding formal complaints and registrar's investigations brought forward prior to 2023. 							
<p>++ The requested statistical information (number and distribution by theme) recognizes that formal complaints and Registrar's Investigations may include allegations that fall under multiple themes identified above, therefore when added together the numbers set out per theme may not equal the total number of formal complaints or registrar's investigations, or decisions.</p> <p>NR</p>							
<p>What does this information tell us? This information will help increase transparency on the type of decisions rendered by ICRC for different themes of formal complaints and Registrar's Investigation and the actions taken to protect the public. In addition, the information may assist in further informing the public regarding what the consequences for a registrant can be associated with a particular theme of complaint or Registrar investigation and could facilitate a dialogue with the public about the appropriateness of an outcome related to a particular formal complaint.</p>							
<p>Additional comments for clarification (if needed)</p> <ul style="list-style-type: none"> • The ICRC does not issue decisions solely a specified continuing education or remediation program (SCERP). SCERP decisions are always accompanied with Advice/Recommendation or an Oral Caution. In the chart above, to avoid duplication of decisions, we entered Advice/Recommendation + SCERP decisions in the SCERP column and entered Oral Caution + SCERP decisions in the "Takes any other action it considers appropriate that is not inconsistent with its governing legislation, regulations or By-Laws" column. • Under XI. Other we have included 1 OCP-specific theme: Business Practices - Includes restriction of choice, refusal to transfer, offering an inducement, return to stock of previously dispensed product, conflict of interest; drug distribution unapproved / counterfeit products. 							

Table 7 – Context Measure 11

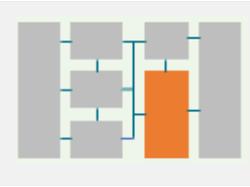
DOMAIN 6: SUITABILITY TO PRACTICE			
STANDARD 12			
Statistical data collected in accordance with the recommended method or the College own method: Recommended			
<i>If College method is used, please specify the rationale for its use:</i>			
Context Measure (CM)			
CM 11. 90 th Percentile disposal of:	Days	What does this information tell us? This information illustrates the maximum length of time in which 9 out of 10 formal complaints or Registrar’s investigations are being disposed by the College.	
I. A formal complaint in working days in CY 2023	331	The information enhances transparency about the timeliness with which a College disposes of formal complaints or Registrar’s investigations. As such, the information provides the public, Ministry, and other stakeholders with information regarding the approximate timelines they can expect for the disposal of a formal complaint filed with, or Registrar’s investigation undertaken by, the College.	
II. A Registrar’s investigation in working days in CY 2023	430		
Disposal			
<i>Additional comments for clarification (if needed)</i>			

Table 8 – Context Measure 12

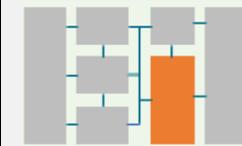
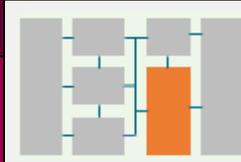
DOMAIN 6: SUITABILITY TO PRACTICE		
STANDARD 12		
Statistical data collected in accordance with the recommended method or the College’s own method: Recommended		
<i>If a College method is used, please specify the rationale for its use:</i>		
Context Measure (CM)		
CM 12. 90th Percentile disposal of:	Days	<p>What does this information tell us? This information illustrates the maximum length of time in which 9 out of 10 uncontested discipline hearings and 9 out of 10 contested discipline hearings are being disposed.</p> <p>The information enhances transparency about the timeliness with which a discipline hearing undertaken by a College is concluded. As such, the information provides the public, Ministry, and other stakeholders with information regarding the approximate timelines they can expect for the resolution of a discipline proceeding undertaken by the College.</p>
I. An uncontested discipline hearing in working days in CY 2023	560	
II. A contested discipline hearing in working days in CY 2023	1205	
Disposal Uncontested Discipline Hearing Contested Discipline Hearing		
<i>Additional comments for clarification (if needed)</i>		

Table 9 – Context Measure 13

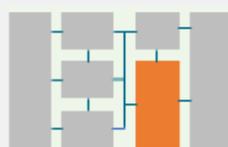
DOMAIN 6: SUITABILITY TO PRACTICE		
STANDARD 12		
Statistical data collected in accordance with the recommended method or the College’s own method: Recommended If College method is used, please specify the rationale for its use:		
Context Measure (CM)		
CM 13. Distribution of Discipline finding by type*		
Type		#
I. Sexual abuse		0
II. Incompetence		0
III. Fail to maintain Standard		21
IV. Improper use of a controlled act		0
V. Conduct unbecoming		NR
VI. Dishonourable, disgraceful, unprofessional		22
VII. Offence conviction		0
VIII. Contravene certificate restrictions		NR
IX. Findings in another jurisdiction		0
X. Breach of orders and/or undertaking		NR
XI. Falsifying records		6
XII. False or misleading document		21
XIII. Contravene relevant Acts		14
		<p>What does this information tell us? This information facilitates transparency to the public, registrants and the Ministry regarding the most prevalent discipline findings where a formal complaint or Registrar’s Investigation is referred to the Discipline Committee by the ICRC.</p>

** The requested statistical information recognizes that an individual discipline case may include multiple findings identified above, therefore when added together the number of findings may not equal the total number of discipline cases.*

[NR](#)

Additional comments for clarification (if needed)

Table 10 – Context Measure 14

DOMAIN 6: SUITABILITY TO PRACTICE		
STANDARD 12		
Statistical data collected in accordance with the recommended method or the College own method: Recommended <i>If a College method is used, please specify the rationale for its use:</i>		
Context Measure (CM)		
CM 14. Distribution of Discipline orders by type*		<p>What does this information tell us? This information will help strengthen transparency on the type of actions taken to protect the public through decisions rendered by the Discipline Committee. It is important to note that no conclusions can be drawn on the appropriateness of the discipline decisions without knowing intimate details of each case including the rationale behind the decision.</p>
Type	#	
I. Revocation	0	
II. Suspension	23	
III. Terms, Conditions and Limitations on a Certificate of Registration	23	
IV. Reprimand	NR	
V. Undertaking	23	
<p>* The requested statistical information recognizes that an individual discipline case may include multiple findings identified above, therefore when added together the numbers set out for findings and orders may not equal the total number of discipline cases.</p> <p> Revocation Suspension Terms, Conditions and Limitations Reprimand Undertaking NR </p>		
<p><i>Additional comments for clarification (if needed)</i></p>		

Glossary

Alternative Dispute Resolution (ADR): Means mediation, conciliation, negotiation, or any other means of facilitating the resolution of issues in dispute.

Return to: [Table 5](#)

Contested Discipline Hearing: In a contested hearing, the College and registrant disagree on some or all of the allegations, penalty and/or costs.

Return to: [Table 8](#)

Disposal: The day upon which all relevant decisions were provided to the registrant by the College (i.e., the date the reasons are released and sent to the registrant and complainant, including both liability and penalty decisions, where relevant).

Return to: [Table 5](#), [Table 7](#), [Table 8](#)

Formal Complaint: A statement received by a College in writing or in another acceptable form that contains the information required by the College to initiate an investigation. This excludes complaint inquiries and other interactions with the College that do not result in a formally submitted complaint.

Return to: [Table 4](#), [Table 5](#)

Formal Complaints withdrawn by Registrar at the request of a complainant: Any formal complaint withdrawn by the Registrar prior to any action being taken by a Panel of the ICRC, at the request of the complainant, where the Registrar believed that the withdrawal was in the public interest.

Return to: [Table 5](#)

NR: Non-reportable: Results are not shown due to < 5 cases (for both # and %). This may include 0 reported cases.

Return to: [Table 1](#), [Table 2](#), [Table 3](#), [Table 4](#), [Table 5](#), [Table 6](#), [Table 9](#), [Table 10](#)

Registrar's Investigation: Under s.75(1)(a) of the *Regulated Health Professions Act, 1991*, (RHPA) where a Registrar believes, on reasonable and probable grounds, that a registrant has committed an act of professional misconduct or is incompetent, they can appoint an investigator which must be approved by the Inquiries, Complaints and Reports Committee (ICRC). Section 75(1)(b) of the RHPA, where the ICRC receives information about a member from the Quality Assurance Committee, it may request the Registrar to conduct an investigation. In situations where the Registrar determines that the registrant exposes, or is likely to expose, their patient to harm or injury, the Registrar can appoint an investigator immediately without ICRC approval and must inform the ICRC of the appointment within five days.

Return to: [Table 4](#), [Table 5](#)

Revocation: Of a member or registrant's Certificate of Registration occurs where the discipline or fitness to practice committee of a health regulatory College makes an order to "revoke" the certificate which terminates the registrant's registration with the College and therefore their ability to practice the profession.

Return to: [Table 10](#)

Suspension: A suspension of a registrant's Certificate of Registration occurs for a set period of time during which the registrant is not permitted to:

- Hold themselves out as a person qualified to practice the profession in Ontario, including using restricted titles (e.g., doctor, nurse),
- Practice the profession in Ontario, or
- Perform controlled acts restricted to the profession under the Regulated Health Professions Act, 1991.

Return to: [Table 10](#)

Reprimand: A reprimand is where a registrant is required to attend publicly before a discipline panel of the College to hear the concerns that the panel has with their practice.

Return to: [Table 10](#)

Terms, Conditions and Limitations: On a Certificate of Registration are restrictions placed on a registrant's practice and are part of the Public Register posted on a health regulatory College's website.

Return to: [Table 10](#)

Uncontested Discipline Hearing: In an uncontested hearing, the College reads a statement of facts into the record which is either agreed to or uncontested by the Respondent. Subsequently, the College and the respondent may make a joint submission on penalty and costs or the College may make submissions which are uncontested by the Respondent.

Return to: [Table 8](#)

Undertaking: Is a written promise from a registrant that they will carry out certain activities or meet specified conditions requested by the College committee.

Return to: [Table 10](#)