



**ONTARIO COLLEGE OF  
PHARMACISTS BOARD OF  
DIRECTORS MEETING AGENDA**

**November 29, 2021 Meeting  
8:00 a.m. – 9:00 a.m.**

**Videoconference: [Microsoft Teams Meeting Link](#)**

- 1. Noting Members Present**
  - 2. Declaration of Conflict**
  - 3. Approval of Agenda**
  - 4. For Decision**
    - 4.1 Briefing Note – Registrar Recruitment**
  - 5. Adjournment**
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**BOARD BRIEFING NOTE**  
**MEETING DATE: NOVEMBER 2021**

<b>FOR DECISION</b>	<b>X</b>	<b>FOR INFORMATION</b>
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**INITIATED BY:** Executive Committee

**TOPIC:** Registrar Recruitment

**ISSUE:** Process and timing for recruitment of a Registrar & Chief Executive Officer (CEO)

**PUBLIC INTEREST RATIONALE:** The Regulated Health Professions Act (RHPA) 1991, c. 18, Schedule. 2, s. 9 sets out the provision that the Council (Board) shall appoint one of its employees as the Registrar. Working collaboratively with the Board and various external stakeholders, the Registrar and CEO leads the staff to ensure the College upholds the objects set out in the statute to regulate the profession in the public's interest.

**BACKGROUND:**

- The College has executed an external search for a Registrar twice in the past 10 years; once in 2011 and again in 2016 following the retirements of the incumbent Registrars. During both recruitments the College appointed the Deputy Registrar as Registrar in an acting capacity until the new Registrar was in place.
- Section 9 of the Health Professions Procedural Code sets out the following:
  - Employees  
9 (1) The Council may employ persons it considers advisable.
  - Registrar  
(2) The Council shall appoint one of its employees as the Registrar.
- The College by-laws were amended in 2015 to refer to the Registrar as Registrar and CEO as follows:
  - Bylaw 1.1.36 “Registrar” means the person who, from time to time, holds the title of Registrar and Chief Executive Officer of the College;
- In both the 2011 and 2016 recruitments, a Search Committee, comprised of members of the Executive Committee and/or the Board as well as staff, worked with an Executive Search Firm to execute the search.
- In each instance, a position profile or opportunity brief was developed by the search firms incorporating input from Board members, staff and external stakeholders to set out the desired attributes, competencies and skills, and clarify expectations and challenges of the role. The Brief or Profile was circulated to the Board for information upon finalization prior to the recruitment commencing. (Attachment 1)
- The Search Committees were assigned responsibility to select the appropriate Search Firm and work with the Search Consultant to undertake all elements of the search and to keep the Board apprised throughout the process. This was accomplished through a series of memoranda circulated to the Board by the Search Committee Chair (Vice Chair of the Board for the 2016 search) at pivotal points within the process.

- In both instances, on the advice of the Executive Search Firm, only the top candidate was presented to the board for approval of appointment to preserve the confidentiality of the other candidates.
- Costs have been set aside in the 2022 budget for both the Search Committee and the Executive Search Firm fee.

#### **ANALYSIS:**

- The Executive Committee met on November 11, 2021 to consider next steps regarding filling the current Registrar vacancy, including the establishment of a Search Committee as per section 8.4 of the bylaw.

#### **8.4 Appointment of Special Committees**

The Board may, from time to time, appoint such special Committees, task forces and working groups as it deems appropriate or necessary for the attainment of the objects of the College and the efficient conduct of its affairs. Every special Committee, task force or working group shall have specified terms of reference and a date upon which it shall dissolve.

- The Committee considered alternative approaches respecting the combined role of Registrar and CEO as currently defined. While some other regulators outside of the Health sector do split the roles, none of the Ontario Health Colleges appear to have more than one individual in the leadership role reporting to the Council or Board.
  - Of the 26 health colleges, eleven (11) refer to the role as Registrar & CEO, seven (7) as Registrar and eight (8) use other titles such as Executive Director.
  - Only nine (9) of the Colleges have a Deputy or Assistant Registrar role.
- The Committee was advised that the College did have in place a specified succession strategy in the event of an unforeseen absence of a Registrar and CEO; with the strategy shared with the previous Board Chair. The Committee discussed the necessity for the full Board to be aware of, and regularly review, the succession strategy to fulfill their oversight responsibility.

**RECOMMENDATION:** That the Board appoints the Members of the Executive Committee as well as a staff representatives as the Search Committee to oversee the recruitment of a Registrar and CEO to commence as soon as practical.

**The Terms of Reference for the Search Committee are attached as Attachment 2.**

#### **NEXT STEPS:**

- The Search Committee will select a search firm to manage the recruitment.
- The Search Committee will provide updates to the Board on the status of its activities.

### III: POSITION PROFILE

#### REGISTRAR AND CEO

**Position:**

Reporting to the Council, the Registrar is the CEO of the College, and has the overall responsibility and accountability for the day to day functioning of the College—*serving and protecting the public interest.*

- providing leadership and direction;
- working openly and transparently with Council; supporting and advising Council;
- leading, with Council, strategic planning;
- ensuring overall services to the profession and the public;
- meeting the standards required by law and policy directions required by Council (federal and provincial legislation);
- interfacing with external bodies including government(s), professional bodies, NAPRA, and the Faculties of Pharmacy;
- representing the College publicly;
- overseeing the financial management of the organization; and
- the overall management pertaining to the above.

**Mandate:**

- Come on board and quickly get up to speed with history, strategic plan and current status, College operations, programs and legislation, structure of organization, President, Council, senior management, staff and key stakeholders (particularly the Government of Ontario). Review all relevant documentation, key policies, procedures and practices. Sustain the momentum realized by the College to date, and build on strong foundation of progressive initiatives.
- Meet with the Council executive and senior management to establish immediate and impending priorities within the context of the current strategic plan (legislative changes--new regulation of hospital pharmacies (DPRA), Scope of Practice, PACE, quality assurance, etc.); develop short-term plan to address these priorities and ensure current momentum is sustained; ensure needed resources and budget to move forward. Win support for plan from President, Council and senior management.
- Establish leadership with Council, senior management, staff, members, and key stakeholders. Begin building relationships with government and other key external stakeholders, other provincial Registrars/Colleges, other health care regulatory bodies (NAPRA), OPA, universities, etc.
- Planning for a new Strategic Plan (start for such in 2017) with President, Council and senior

## OPPORTUNITY BRIEF

management—process, necessary environmental scan, consultation and engagement of members and all relevant stakeholders, timelines, etc. Once the plan is developed and approved by Council, win support for such with all staff and key stakeholders with comprehensive communications strategy and yearly business plan for implementation. Ensure appropriate resources (people, infrastructure, budget) to implement plans. Ensure appropriate timely and accurate reporting and accountability. As change is constant within the sector, be prepared to review strategic priorities within the context of the longer term vision (10 years) of the College.

- Lead, inspire, nurture and manage a talented staff, with a strong service ethic...as a collaborative, inclusive, and supportive leader.
- Be an effective champion of the College’s mission, vision, values and strategic direction internally and externally. Communicate, communicate, communicate.
- Be a strong, proactive, and supportive advisor to Council and Committees.
- Be a strong steward of the College’s mandate and resources.

### **Key Success Factors for the new Registrar and CEO:**

- Sustain the momentum of current strategic plan and major initiatives to serve and protect public interest, through enabling Pharmacists to practice to their full potential and meet high standards of practice.
- Lead, inspire and motivate talented senior management and staff in a culture of continuous improvement, in an evidence-based, outcomes-based regulatory model.
- Continue the excellent relationships with government(s), other health regulatory bodies—provincially and nationally. Be a “go to” visionary, long-term leader in the changing landscape of self-regulation.
- Develop and sustain an open, trusting and productive working relationship with Council and its Committees—ensuring transparency and accountability.
- Provide strong stewardship of the College’s mission and resources (a productive and engaged staff, financial, technological, and physical resources). Lead change with and through people. Champion “Patients First” as a primary focus for everything College does.

### IV. CANDIDATE PROFILE

#### ***Education:***

- Minimum of a Bachelor's degree; registered Pharmacist in Ontario (or eligible for such) is preferred. Additional credentials such as a graduate degree or Law degree would be definite assets.
- Evidence of continuous learning.

#### ***Background of Experience:***

- Proven leadership skills in relationship-building and negotiating with government officials (all levels), and leaders in the regulatory sector, and health sector—navigating through complex and sometimes competing interests.
- Demonstrated leadership/management experience in pharmacy (preferred) in a variety of settings; other healthcare leadership/management experience in healthcare will also be considered.
- Excellent reputation (would be seen as a highly respected and credible leader for the College);
- Proven track record as strategic, visionary leader—in regulatory field, in Pharmacy practice, in broader healthcare sector (evidence of developing and implementing strategic plans, policy initiatives, innovative programs, practice advancements; evidence of winning support and engagement with diverse and significant organizational stakeholders including government, etc.);
- Proven ability to lead, inspire and manage a talented and committed senior management team and staff—all pulling in same direction;
- Demonstrated ability to lead change—with and through people;
- Knowledge of legislation and regulatory frameworks for Pharmacy and health care professions;
- Experience in working openly and transparently with Board of Directors, Committees, and volunteers—ensuring strong accountability.

#### ***Skills/Competencies/Personality Traits:***

- Passion for serving public interest (patients) and the Pharmacy profession; passion for focus on “Patients first”.
- Leadership (as defined by integrity/credibility/ability to inspire trust; vision/foresight; ability to rally others around a shared vision; ability to deliver planned results);

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- Excellent communication skills (listening, verbal, written, presentation);
- Collegial, collaborative, respectful;
- Empathy;
- Sense of humour;
- Self-confidence, humility;
- Maturity and good judgement;
- Political acuity;
- High level of energy and enthusiasm;
- Innovative and creative; strong problem-solver;
- Strong persuasive, negotiation and facilitation skills.

## **TERMS OF REFERENCE – Search Committee**

### **1.1 Purpose**

The purpose of the Search Committee is to undertake a search for a Registrar and Chief Executive Officer on behalf of the Board of Directors and identify a candidate for consideration by the Board. The Search Committee will engage the services of an Executive Search Firm to undertake the nation-wide search over the coming months.

### **1.2 Scope**

The Committee shall:

- (a) Source and select a search firm to undertake search process;
- (b) Working with the Search Consultant, define the search parameters, stakeholders and search approach;
- (c) Conduct interviews with identified candidates;
- (d) Receive and review the results of candidate references and test results to assess suitability;
- (e) Negotiate the compensation package on behalf of the Board;
- (f) Make recommendations to the Board regarding the appointment of a Registrar & CEO

### **1.3 Composition**

The Committee will be comprised of the members of the Executive Committee and staff representatives.

- **Chair** - James Morrison, Vice Chair of the Board
- Billy Cheung, Chair of the Board
- Christine Henderson
- Sara Ingram
- Dan Stapleton
- Connie Campbell
- Susan James

### **1.4 Process**

The Committee will source and select an Executive Search Firm to undertake the search. Working with the Search Consultant, the Committee will establish a timeline, identify stakeholders and determine a process to be followed for the search. Board members, key staff and identified stakeholders will be consulted to develop the position profile/brief outlining the desired attributes and competencies for the role. The Committee will communicate its progress regularly to the Board. The Search Committee will recommend to the Board the candidate identified through the search.

### **1.5 Timing**

The search and selection is anticipated to take approximately four to five months. Note: Anticipating the chosen candidate will be required to provide notice to a current employer, the target start date for the Registrar and CEO is June 2022.

### **1.6 Remuneration**

Elected Directors will be eligible to claim for remuneration in accordance with the College's Remuneration & Expenses policy. Public Directors will be eligible to claim in accordance with the Remuneration Framework for Public Appointees to the Health Professions Regulatory Bodies.

### **1.7 Sunset**

The Committee will be dissolved upon the Board's appointment of a Registrar and CEO.