



**Ontario College
of Pharmacists**

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**MINUTES OF MEETING
OF BOARD OF DIRECTORS
SEPTEMBER 20-21, 2021**

Agenda - September 20, 2021

- 1. Land Acknowledgement**
- 2. Noting Members Present**
- 3. Declaration of Conflict**
- 4. Approval of Agenda**
- 5. Chair's Opening Remarks**
 - 5.1 Briefing Note – Chair's Report for September 2021
 - 5.2 June 2021 Board Meeting Evaluation
- 6. Approval of Minutes of Previous Meeting**
 - 6.1. Minutes of June 14, 2021 Meeting
 - 6.2. Minutes of June 24, 2021 Meeting
- 7. Matters Arising from Previous Meetings**
- 8. Briefing Note – Registrar's Report on Election of Board Directors**
- 9. Briefing Notes – Governance Committee**
 - 9.1. Briefing Note on Election of Executive Committee
 - 9.2. Briefing Note on the Committee Slate for Consideration
- 10. For Information**
 - 10.1 Briefing Note – Performance Scorecard and 2022 Operational Plan
 - 10.2 Briefing Note – Registrar's Report
- 11. Orientation**
- 12. Adjournment**

Agenda - September 21, 2021

- 1. Chair's Opening Remarks**
- 2. For Information**
 - 2.1 Statutory and Standing Committee Reports
- 3. For Decision**
 - 3.1 Briefing Note – Finance and Audit Committee – Appointment of Auditors
 - 3.2 Briefing Note – Strategic Planning
- 4. Personnel Matter – *In Camera***
- 5. Adjournment**

**MONDAY, SEPTEMBER 20, 2021 – 9:00 A.M.
HELD VIA VIDEOCONFERENCE**

Attendance

Elected Members

Mr. Douglas Brown, Port Perry
Mr. Billy Cheung, Markham
Ms. Sara Ingram, North York
Mr. James Morrison, Burlington
Mr. Goran Petrovic, Kitchener
Ms. Tracey Phillips, Westport
Ms. Ruth-Ann Plaxton, Owen Sound
Mr. Siva Sivapalan, Burlington
Mr. Wilfred Steer, Sudbury

Dr. Lisa Dolovich, Dean, Leslie Dan Faculty of Pharmacy, University of Toronto
Dr. Andrea Edginton, Hallman Director, School of Pharmacy, University of Waterloo

Members Appointed by the Lieutenant-Governor-in-Council

Mr. Stephen Adams, London
Mr. Randy Baker, Toronto
Mr. David Breukelman, Burlington
Ms. Christine Henderson, Toronto
Ms. Tammy Cotie, Brockville (**Regrets**)
Ms. Elnora Magboo, Brampton
Mr. Rick Phillips, London
Mr. Dan Stapleton, Toronto
Mr. Gene Szabo, Kanata
Ms. Cindy Wagg, Oakville
Ms. Devinder Walia, Etobicoke

Staff present

Ms. Nancy Lum-Wilson, CEO/Registrar
Ms. Angela Bates, Director, Conduct
Ms. Connie Campbell, Director, Corporate Services
Ms. Susan James, Director, Quality
Ms. Sharlene Rankin, Interim Executive Assistant to CEO/Registrar

The meeting was called to order at 9:06 a.m. Mr. Cheung welcomed all Directors, staff and observers. He provided a reminder of the Board's role to be mindful of public interest mandate of the College. Directors were informed of the virtual meeting platform features and that votes will be registered and recorded using the voting features within the program.

Mr. Wilfred (Wilf) Steer was invited to address the Board as its newest elected Director. Mr. Steer was acclaimed in his position on the Board given his experience in serving patient populations in northern and remote communities. Mr. Cheung then informed the Board that Dan Stapleton had been reappointed as a Public Director and he invited Mr. Stapleton to address the Board.

1. Land Acknowledgement

Mr. Cheung opened the meeting with a land acknowledgement as a demonstration of recognition and respect for Indigenous peoples.

2. Noting Members Present

Member attendance was noted.

3. Declaration of Conflict

None noted.

4. Approval of Agenda

At the request of Billy Cheung, Board Chair, item 9.2 Briefing Note on the Committee Slate for Consideration will follow after 10.2 Briefing Note - Registrar's Report (after lunch break). This will allow for brief deliberation of the Governance Committee to finalize the proposed slate and composition of the Governance Committee.

A motion to approve the amended agenda was moved and seconded. **The motion CARRIED.**

5. Chair's Opening Remarks

5.1 Briefing Note – Chair's Report for September 2021

5.2 September 2021 Board Meeting Evaluation

The Chair summarized his activities since the June 2021 Board meeting and key takeaways from the June Board meeting evaluation. He reviewed the goals of today's Board meeting and encouraged Directors to participate fully in discussions. The Board was informed that meetings would remain virtual for the time being based on the provincial guidelines and that feedback would be sought from the Board on the return to in person meetings.

Following the Chair's opening remarks, **the briefing note was received for information.**

6. Approval of Minutes of Previous Meeting

- 6.1 Minutes of June 14, 2021 Board Meeting
- 6.2 Minutes of June 24, 2021 Special Board Meeting.

A motion to approve the minutes of the June 14 and June 24, 2021 Board meeting was moved and seconded. **The motion CARRIED.**

7. Matters Arising from Previous Meetings

Ms. Nancy Lum-Wilson reported that there were no matters arising.

8. Briefing Note – Registrar’s Report on Election of Board Directors

Ms. Lum-Wilson provided a summary of the election results.

9. Briefing Notes - Governance Committee

9.1 Briefing Note on the Election of the Executive Committee

Mr. Cheung asked Mr. Breukelman, outgoing Vice-Chair to Chair the meeting for the elections to the Executive Committee.

Mr. Breukelman informed the Board that a list of candidates for election to the Executive Committee had been reviewed by the Governance Committee and circulated to the Board and those interested had provided materials for the Board’s consideration.

Election of Board Chair

Mr. Breukelman announced that Mr. Billy Cheung had indicated that he wished to run for office of the Chair and as there were no other expressions of interest Mr. Cheung was acclaimed as Board Chair for 2021-2022. Mr. Cheung addressed the Board.

Election of Vice Chair

Mr. Breukelman announced that Mr. James Morrison had indicated that he wished to run for office of the Vice-Chair and as there were no other expressions of interest he was acclaimed as Vice-Chair for 2021-2022. Mr. Morrison addressed the Board.

Election of Executive Committee

Mr. Cheung noted that the following public members expressed interest in serving on the Executive: Mr. David Breukelman, Ms. Christine Henderson and Mr. Dan Stapleton. Each member was asked if they wished their name to stand for election and each candidate responded in the affirmative, and addressed the Board of Directors.

Mr. Cheung expressed thanks on behalf of the Board and noted that the election would now take place. The election was held via an electronic poll and the results were validated and then released. There was a majority of votes in favour of Ms. Christine Henderson and a tie vote between Mr. Dan Stapleton and Mr. David Breukelman.

Mr. Cheung congratulated Ms. Christine Henderson, and explained that as there was a tie, another vote would be required. Mr. Breukelman stated that he would stand down and he asked to have his name removed from the ballot.

Mr. Cheung thanked Mr. Breukelman and Mr. Stapleton was acclaimed to the Executive Committee.

Mr. Cheung noted that the candidates who have put their names forward for the fifth seat on the Executive Committee were Mr. Doug Brown, Ms. Sara Ingram and Mr. Siva Sivapalan. Each member was asked if they wished their name to stand for election and each candidate responded in the affirmative, and addressed the Board of Directors.

The Members of the Board were reminded that they were only voting for one candidate and the election was held via an electronic poll and the results were validated and then released.

Ms. Sara Ingram and Mr. Siva Sivapalan were tied for votes, followed by Mr. Doug Brown. Mr. Cheung thanked Mr. Brown and noted that a second vote, between Ms. Sara Ingram and Mr. Siva Sivapalan would occur. The second vote was conducted, the poll was closed. Ms. Sarah Ingram was selected, and congratulations were noted.

Mr. Siva Sivapalan was thanked for his contributions on the Executive Committee over the past year.

9.2 Briefing Note on the Committee Slate for Consideration

The agenda item was deferred to later in the day to allow the Governance Committee to finalize the Committee slate following the election of the Executive Committee to minimize duplication of members on the standing committees of the Board.

10. For Information

10.1 Briefing Note – Performance Scorecard and 2022 Operational Plan

Mr. Cheung invited Ms. Nancy Lum-Wilson to introduce the briefing note. She noted that the scorecard is presented at each meeting to provide the Board with a quarterly report on the status of the College's performance on the key indicators selected.

The Board asked questions regarding the indicators in the yellow range and discussed the impact of contested cases on the timelines for the Discipline decisions as well as the impact of staff turnover on the projected milestones for other indicators.

Ms. Lum-Wilson then presented the 2022 Operational Plan Priorities noting that some timelines for items originally planned for 2021 have been adjusted to 2022 due to the impact of the pandemic.

Following questions, **the briefing note was received for information.**

10.2 Briefing Note - Registrar's Report

Mr. Cheung invited Ms. Nancy Lum-Wilson to provide a brief overview of the quarterly Registrar's report. Highlights of the report included an extension of the emergency assignment registration certificates and the results of the annual Ontario Fairness Commissioner's assessment.

Following questions, **the report was received for information.**

10.3 Briefing Note on the Committee Slate for Consideration

The Board was presented with the proposed Committee Slate for the 2021-2022 term as prepared by the Governance Committee. Mr. Breukelman informed the Board that the committees were constituted according to legislation and the College's by-laws.

Following discussion, **the motion was called to a vote.**

The motion: That the Board resolve that the attached slate of candidates be approved to serve on the College Committees for a term that expires at the first regular meeting of the Board following the next regular election. The motion was moved and seconded. The motion CARRIED.

11. Orientation

Ms. Lum-Wilson and Mr. Cheung provided the Board with a comprehensive orientation presentation to ensure that Directors had sufficient understanding of their role in the organization as well as the role and mandate of the College. Elements of the training included an overview of the College's governing legislation, by-laws, and current strategic plan. Additionally, Directors were reminded of the key elements of the governance framework, such as the duties of care and loyalty and the importance of managing any conflicts of interest as well as privacy and confidentiality obligations. Directors were presented with a high level overview of the College's operations including presentations by members of the senior leadership team highlighting the four College departments, quality, conduct, corporate services and communications and the role of each within the College.

Following questions, **the presentation was received for information.**

12. Adjournment

The Chair explained that the Board of Directors meeting is being adjourned at 2:50 p.m. so that the Board Directors can participate in an educational session on unconscious bias presented by Dr. Javeed Sukhera. The Board of Directors meeting would reconvene the next day, September 21, 2021 at 9:00 a.m. The motion: **That the Board meeting adjourn at 2:50 p.m. and will reconvene at 9:00 a.m. on Tuesday, September 21, 2021. The motion CARRIED.**

TUESDAY, SEPTEMBER 21, 2021 – 9:00 A.M.

HELD VIA VIDEOCONFERENCE

Attendance

Elected Members

Mr. Douglas Brown, Port Perry
Mr. Billy Cheung, Markham
Ms. Sara Ingram, North York
Mr. James Morrison, Burlington
Mr. Goran Petrovic, Kitchener
Ms. Tracey Phillips, Westport
Ms. Ruth-Ann Plaxton, Owen Sound
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Mr. Wilfred Steer, Sudbury

Dr. Lisa Dolovich, Dean, Leslie Dan Faculty of Pharmacy, University of Toronto (**Regrets**)
Dr. Andrea Edginton, Hallman Director, School of Pharmacy, University of Waterloo

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Mr. Randy Baker, Toronto
Mr. David Breukelman, Burlington
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Ms. Tammy Cotie, Brockville (**Regrets**)
Ms. Elnora Magboo, Brampton
Mr. Rick Phillips, London
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Mr. Gene Szabo, Kanata
Ms. Devinder Walia, Etobicoke

Staff present

Ms. Nancy Lum-Wilson, CEO/Registrar
Ms. Angela Bates, Director, Conduct
Ms. Connie Campbell, Director, Corporate Services
Ms. Susan James, Director, Quality
Ms. Sharlene Rankin, Interim Executive Assistant to CEO/Registrar

Guests:

Ms. Kathleen Al-Zand
Ms. Sylvia Moustacalis
Dr. Karen Riley
Ms. Rachelle Rocha
Ms. Megan Sloan
Dr. Régis Vaillancourt

1. Chair's Opening Remarks

The meeting was called to order at 9:04 a.m. Mr. Cheung welcomed back the Directors, staff and observers to the second day of the September Meeting. Directors were asked if they had any follow-up questions on the presentations and decisions from the first day. Directors were informed that feedback on the orientation and the unconscious bias training session would be sought within the meeting evaluation to be circulated following the meeting.

2. For Information

2.1 Statutory and Standing Committee Reports

Mr. Cheung advised the Board that the committee reports are presented for information as per section 11.1 of Schedule 2 of the Health Professions Procedural Code, *Regulated Health Professions Act, 1991* (RHPA) which states that each committee shall monitor and evaluate their processes and outcomes and shall annually submit a report of its activities to the Board. The outgoing Chairs of the Committees were invited to address the Board to provide feedback and/or learnings from a strategic perspective to help the Board understand the work of the committees and the lessons learned over the last 10 months.

Mr. Regis Vaillancourt, Chair, Accreditation and the DPP Committees presented a high level summary of the Committees' activities. Suggestions for improvement included having pharmacy assessment reports coming to the Committee within a shorter time period and the consideration of policy or guidelines for the Committee on how to address issues coming forward to Accreditation Committee when there is a previous discipline matter. Additionally, formalizing the process for follow-up on Hospital accreditation reports could be considered.

Ms. Christine Henderson, Chair, Discipline Committee explained that the Discipline Committee had pivoted to all online meetings and hearings which was challenging but successful. She expressed gratitude to the Committee members and Hearings Office staff as this has been a very busy year with eight complex contested hearings, 19 uncontested hearings, 33 motions and 78 case management and pre-hearing conferences which total 138 proceedings - some half day, some in writing and some over several days. This year pre-hearing conference chairs met and shared their experiences and advice, as part of an effort to streamline and improve the effectiveness of pre-hearing conferences. Another upcoming project is the review and revision of Discipline Committee Rules and Procedures.

Mr. Billy Cheung, Chair to the Executive Committee informed the Board of the role of the Executive Committee and that the Committee only acts on behalf of the Board if a matter is urgent and the Board cannot reasonably be convened to address the issue. The activities of the past year included reviewing the feedback on the Board meeting evaluations and reviewing the contents of the upcoming Board meetings to ensure the right details and information is coming forward for effective discussion. He expressed his gratitude to the outgoing members and welcomed the opportunity to work with the newly elected members for the coming year.

Mr. Dan Stapleton, Chair, Finance and Audit Committee noted that the Committee undertook a review of the reserve fund policy and opted to remove the fee stabilization fund given annual CPI increases to fees. The Committee received a presentation on the ongoing Discipline cost recovery efforts and noted that the College has begun to see increases in costs collected starting in the second quarter. The Committee also received a presentation on the Information Technology Roadmap outlining changes in the College's technology infrastructure noting it the need for

financial investment in the future. The College had another successful audit and the auditor noted that OCP has very competent finance staff.

Ms. Kathy Al-Zand, Chair, Fitness to Practice Committee related that the Committee is small and has a relatively low profile. This year there were more pre-hearing conferences than in past years and the Committee dealt with less than five cases. The Committee's support staff were commended for their assistance and with helping the Committee transition to online meetings to fulfill its duties.

Mr. David Breukelman, Chair, Governance Committee shared that the Committee met very frequently over the spring to consider and draft the new Board Policy Booklet. This was a significant task and his gratitude was expressed to the Committee members. In addition, the Committee ran the inaugural Board skills inventory to identify specific skills to be sought in the annual election of directors. . The focus for next year will be to evolve the skills inventory and reexamine the Board policies to correct any gaps in intent now that they have been put into practice.

Ms. Kathy Al-Zand, Chair, Patient Relations Committee related that this year the Committee put in place the first steps towards the College's equity, diversity and inclusion initiative which will be an ongoing endeavor. The Committee plays a role in informing the work of the College and the messaging with the public. Along with management of the sexual abuse funding for therapy and counselling, the Committee is focused on the external Communication work such as social media and website review. There was a question from the Board on the feasibility of adding a webpage to collect compliments for members of the profession which will be considered.

Ms. Rachelle Rocha, Chair or Inquiries, Complaints and Reports Committee (ICRC) shared that the 43 person Committee met in panels online for this year and heard 447 files. There were many new appointees in 2020 and the College should consider succession planning and adding Community Pharmacists to the Committee in future. Through meetings with other Conduct Committee Chairs, effort is being made to proactively identify trends and recommend system changes. Data analytics will help to identify the trends by factoring in the College's complaints, practice and assessments data as well. Formal alternative complaints resolution will be piloted in the future.

Ms. Karen Riley, Chair, Quality Assurance, offered congratulations to staff on the significant redesign of the Quality Assurance program. Going forward there will be a risk-based approach and individuals that are considered high risk will have a different approach to the quality assurance process than those considered lower risk. Approaching Quality Assurance in a non-punitive way is beneficial. The challenges moving forward are working on measurement, outcomes and tracking to ensure that the recommendations are effective in keeping the public safe.

Ms. Sylvia Moustacalis, Chair, Registration Committee noted that among the Committee's functions is the development of the entry to practice assessment (PACE) for pharmacy, and in 2022 this will include pharmacy technicians. The Jurisprudence ethics exam policy was considered as well which modernizes the eligibility criteria and administration practices going forward.

Ms. Megan Sloan, Chair, Screening Committee noted that this is a relatively new Committee and that this is her second year as Chair. The Committee is very pleased with the external screening consultants and process for Board applicants and feels that the process is attracting strong and competent candidates. For individuals who do not meet the competencies feedback is provided

to allow them to seek opportunities to grow and develop before reapplying. The College's human resources team managed the initial screening of new Committee appointee applicants this year and the report enhanced the Committee's discussions and selection process.

3. For Decision

3.1 Briefing Note – Finance and Audit Committee – Appointment of Auditors

Mr. Cheung asked Mr. Dan Stapleton, Chair of the Finance and Audit Committee (FAC) to present the briefing note.

Mr. Stapleton confirmed that the Committee took the services to market this year and a comprehensive review of the three proposals received was prepared and reviewed. The FAC's recommendation is that the College continue to retain the services of Tinkham LLP chartered professional accountants and that they be appointed as the auditor for this fiscal year.

Following discussion, **the motion was called to a vote.**

The motion: That Tinkham LLP Chartered Professional Accountants be appointed as auditor for 2021. The motion was moved and seconded. The motion CARRIED.

3.2 Briefing Note – Strategic Planning

Mr. Cheung asked Ms. Lum-Wilson to present the briefing note.

The Board was asked to consider the current strategic plan and determine if the development of a new strategic plan should be initiated in 2022 or 2023. The pandemic has had and continues to have an impact on the College, and other environmental considerations such as the upcoming provincial election and the proposed consideration of changes to the *Regulated Health Professionals Act, 1991* (RHPA) impact the decision on timing. Additionally timing is impacted by the hope that the planning session would be an in-person retreat which is likely not feasible for early 2022.

The Board questioned the ability to respond to emerging issues such as equity, diversity, inclusion and belonging (EDI-B) given current strategic priorities. Ms. Lum-Wilson confirmed that the EDI-B activities were already tied to the existing strategic priorities and are included on the 2022 operational plan.

Following discussion, **the motion was called to a vote.**

The motion: That the Board affirm the ongoing relevance of the Priorities set out in the current Strategic Framework and defer Board Planning activity to 2023 to establish a new Strategic Plan for 2024, extending the current strategic plan to 5 years. The motion was moved and seconded. The motion CARRIED.

4. Personnel Matter – *In Camera*

Mr. Cheung explained that the Board of Directors would be meeting briefly in camera to discuss a personnel matter. The Board will reconvene on December 13, 2021 or at the call of the Chair.

It was moved and seconded that the Board move in camera at 11:33 a.m. The motion was moved and seconded. The motion CARRIED.

Staff and observers did not attend this portion of the meeting.

5. End of Meeting

There being no further business, **at 12:35 p.m. the meeting ended.**

Sharlene Rankin
Interim Executive Assistant, CEO/Registrar

Billy B. Cheung
Board Chair