



**Ontario College
of Pharmacists**

Putting patients first since 1871

**MINUTES OF MEETING
OF BOARD OF DIRECTORS
DECEMBER 13, 2021**

Agenda – December 13, 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 December 2021
 - September 2021 Board Meeting Evaluation
- 6. Approval of Minutes of Previous Meeting**
 - 6.1. Minutes of September 21, 2021 Board Meeting
 - 6.2. Minutes of September 29, 2021 In Camera Board Meeting
 - 6.3. Minutes of October 5, 2021 In Camera Board Meeting
 - 6.4. Minutes of October 15, 2021 In Camera Board Meeting
 - 6.5. Minutes of October 27, 2021 Board Meeting
 - 6.6. Minutes of November 29, 2021 Board Meeting
- 7. Matters Arising from Previous Meetings**
- 8. Performance Scorecard**
 - 8.1. 2021 Q3 Scorecard
 - 8.2. 2022 Scorecard without targets
- 9. Risk Management**
 - 9.1. 2021 Retrospective Risk Report
 - 9.2. 2022 Risk Register
- 10. 2021 College Performance Measurement Report**
- 11. 2022 Budget Approval**
- 12. Acting Registrar’s Report**
- 13. Presentation - Indicators for provider experience**
- 14. Personnel Matter – Employee Engagement Survey Results – *In Camera***
- 15. Adjournment**

**MONDAY, DECEMBER 13, 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 **(Regrets)**

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. Elnora Magboo, Brampton
Mr. Dan Stapleton, Toronto
Mr. Gene Szabo, Kanata
Ms. Cindy Wagg, Oakville
Ms. Devinder Walia, Etobicoke

Staff present

Ms. Susan James, Acting Registrar & Director, Quality
Ms. Connie Campbell, Interim Chief Operating Officer & Director, Corporate Services
Ms. Angela Bates, Director, Conduct
Ms. Sarah MacDougall, Governance Coordinator
Ms. Stephenie Summerhill, Executive Assistant to the CEO & Registrar
Ms. Sharlene Rankin, Executive Assistant to Directors

Guests

Ms. Vivian Ng, Manager, Strategic Policy & Analytics
Ms. Anisa Shivj, Strategic Policy Advisor
Ms. Penny Galanis, Manager, Human Resources
Mr. Karim Sabayon, McLean & Company
Mr. Greg Barnes, McLean & Company

The Chair called the meeting to order at 9:05 a.m. Directors were informed that two 30-minute breaks were added to the agenda and a new “virtual lunchroom” was being piloted for the Board of Directors to use during breaks and lunch to allow for informal discussion and to connect. Mr. Cheung shared with the Board a picture of the plaque the College received with gratitude from the Pharmacy Examining Board of Canada (PEBC), the national certification body for the pharmacy profession, in recognition of the College’s 150th Anniversary.

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

The Chair noted for the Board’s information that the meeting agenda had been reformatted and topics were now grouped to improve the flow during the meeting. Feedback on the agenda’s format will be sought in the meeting evaluation.

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

5. Chair’s Opening Remarks

5.1 Briefing Note – Chair’s Report for December 2021

- **September 2021 Board Meeting Evaluation**

The Chair noted his activities since the last Board meeting and indicated that there was a search committee meeting held on December 8, 2021, which was not reflected on his report.

The Chair noted the resignation of Public Director Ms. Tammy Cotie and expressed his gratitude for her dedication and contribution during her time at the College. Following her resignation and in order to have the committees properly constituted as per the by-laws, Mr. Cheung informed the Board that Ms. Cindy Wagg had been appointed to the Quality Assurance Committee.

Board Directors were informed that a 90-minute orientation session would be held in January for Committee Appointees and that Directors would be welcome but not obligated to attend as much of the information provided would have been covered in the orientation during the September 2021 Board meeting.

Following the Chair’s opening remarks and review of the goals of the meeting, **the briefing note was received for information.**

6. Approval of Minutes of Previous Meeting

- 6.1 Minutes of September 20-21, 2021 Board Meeting
- 6.2 Minutes of September 29, 2021 In Camera Board Meeting
- 6.3 Minutes of October 5, 2021 In Camera Board Meeting
- 6.4 Minutes of October 15, 2021 In Camera Board Meeting
- 6.5 Minutes of October 27, 2021 Board Meeting
- 6.6 Minutes of November 29, 2021 Board Meeting

It was noted that Cindy Wagg was in attendance at the September 20-21, 2021 Board meeting, and that a correction to this effect should be made on the minutes.

A motion to approve the minutes as circulated including the amended minutes from September 2021 was moved and seconded. **The motion CARRIED.**

7. Matters Arising from Previous Meetings

Ms. Susan James reported that there were no matters arising.

8. Performance Scorecard

8.1 2021 Q3 Scorecard

Ms. Campbell presented the 2021 Q3 College Performance Scorecard for the Board's information and discussed the visual representation of the College's performance to target; those that are meeting or exceed target are green, within range are yellow and below target are red. The Board was informed that these indicators are derived from detailed departmental and management scorecards that the College uses to monitor performance.

Upon completion of Ms. Campbell's presentation there was a discussion and questions followed in respect of the College's method of setting targets, and the development of regulatory benchmarks as part of the College Performance Measurement Framework (CPMF), which, in its second year is still collecting baseline data from all 26 health regulatory colleges.

8.2 2022 Scorecard without targets

Ms. Campbell introduced the 2022 College Performance Scorecard that is proposed without indicator targets. She presented on the indicators and milestones that fell under the corporate services division, Ms. James presented on the indicators and milestones in the quality division and Ms. Bates presented the indicators and milestones in the conduct division. The Board's feedback was requested to ensure that the indicators as presented were clear and that information and data reported on the scorecard would provide the Board with meaningful information to support its oversight role.

It was discussed that the risk register along with the mitigation activities for the year are also presented twice annually to the Board and efforts are made to not duplicate the information on the scorecard and risk register. The Board discussed that regular quarterly review of the

scorecard will allow the Board to be informed of any unforeseen circumstances that could negatively affect timelines. The Board offered suggestions for other possible indicators relating to the hiring of a new Registrar, social media engagement, success of practice assessments and medication incident tracking relating to near misses. The Board was informed that these additional indicators are monitored via the risk register, departmental scorecards or are not elements of the College's performance and it was determined that no changes to the scorecard indicators were recommended at this time.

A motion to approve the 2022 College Performance Scorecard as presented was moved and seconded. **The motion CARRIED.**

9. Risk Management

9.1 2021 Retrospective Risk Report

Ms. Campbell presented the 2021 College Risk Report to the Board, which reflected all mitigation strategies outlined at the start of the year, as well as the impact of the mitigation activity on the risk rating throughout the year. She noted the risks were ranked as low, medium or high through an informal process adapted from the Healthcare Insurance Reciprocal of Canada (HIROC) standardized scoring matrix at the start of the year, and re-assessed through a more robust, codified risk ranking process at the end of the year.

9.2 2022 Risk Register

The Chair indicated to the Board that the 2022 Risk Register is coming forward as a matter for review and discussion to determine if the risk and mitigation strategies as presented reflect the appropriate organizational risks, impacts and mitigation strategies to support the Board's oversight role. The Chair called upon Ms. Campbell to present the briefing note, and called upon Ms. Bates to lead the Board through a risk assessment exercise to gain a deeper understanding of the risk management program.

Ms. Campbell reviewed the proposed risk register, noting that new risks may evolve throughout the year or the risk ranking may change and the register would be updated accordingly. The register is meant to be a dynamic living document, monitored in-depth by staff, and reviewed by the Finance and Audit Committee prior to coming to the Board.

Ms. Bates discussed the College's methodology for development of the risk register, ratings scale and heat map, and led the board through an exercise to validate the risk rating of a sampling of the risks on the register. The Board discussed adding a risk related to the perception of risk at the board level and determined that it was already covered under the governance related risk on the register.

A motion to approve the 2022 College Risk Register as presented was moved and seconded. **The motion CARRIED.**

10. 2021 College Performance Measurement Report (CPMF)

Ms. Campbell provided information to the Board regarding the outcome of the inaugural CPMF submission in 2021. The Board was provided with an update on the College's efforts to complete the 2022 submission due March 31, 2022. The Chair noted that the Board should review the documents once available to understand the Ministry's strategy in determining how best to track regulatory performance.

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

11. 2022 Budget Approval

Mr. Cheung advised that the Finance and Audit Committee was bringing forward the 2022 Operating Budget for approval. Ms. Campbell presented a high-level overview of the budget to the Board. Ms. Campbell noted that projected revenue and expenses by year end indicate a surplus of \$1.36M. For 2022, the budget assumes resumption of in-person meetings by the second quarter leading to increased travel and accommodation costs. Ms. Campbell noted that staffing would increase by seven full-time-equivalents (FTE) to bring the total FTE count to support attainment of the goals set in the 2022 operating plan. She added that an allowance of 4% was provided for merit and cost of living salary increases and that fees will increase by 4.4%, equivalent to the CPI for Ontario as of September 30, 2021

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

A motion to approve the 2022 Operating and Capital Budget was moved and seconded. **The motion CARRIED.**

12. Acting Registrar's Report

The Chair requested that Susan James present the Acting Registrar's Report. Ms. James presented the report, and discussion ensued on several topics included in the report.

In response to questions, the Board discussed that the College does not have the authority to mandate vaccination for registrants and that guidance to registrants had been provided regarding the signage required for the management of individuals going to community pharmacies for symptomatic testing.

Upon the conclusion of discussion and questions, **the report was received for information.**

13. Presentation – Indicators for Provider Experience

The Chair requested that Ms. James introduce the OCP Policy Staff that will be presenting to the Board. Ms. James introduced Vivian Ng and Anisa Shivji who presented on the Indicators for Provider Experience.

Discussion and questions followed. Regarding a question directed to the confidentiality of the process, it was confirmed that the program is entirely anonymous.

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

Mr. Cheung then advised all in attendance that the Board of Directors would be continuing the meeting *in camera* to discuss a personnel matter and advised that the Board will reconvene on March 21, 2022 or at the call of the Chair.

14. Personnel Matter - Employee Engagement Survey Results – *In Camera*

A motion to move the meeting to *in camera* at 2:50 p.m. was moved and seconded. **The motion CARRIED.**

Susan James, Connie Campbell and Penny Galanis, attended a portion of the in-camera meeting to hear a presentation by McLean & Co. on the results of the Employee Engagement Survey. Staff then left the meeting to provide the Board an opportunity to seek additional insight from McLean & Co. No items were provided by the Chair for inclusion in the minutes. Notes of discussions and recommendations will be kept by the Board Chair and maintained separately.

15. End of Meeting

There being no further business, **at 2:50 p.m. the meeting ended.**

Stephenie Summerhill
Executive Assistant, CEO/Registrar

Billy B. Cheung
Board Chair