



**Ontario College  
of Pharmacists**

Putting patients first since 1871

**MINUTES OF MEETING  
OF BOARD OF DIRECTORS  
MARCH 21, 2022**

## **Agenda – March 21, 2022**

- 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 March 2022
    - December 2021 Board Meeting Evaluation
- 6. Approval of Minutes of Previous Meeting**
  - 6.1. Minutes of December 13, 2021 Board Meeting
- 7. Matters Arising from Previous Meetings**
- 8. 2021 Audited Financial Statements**
- 9. 2021 College Performance Measurement Report (CPMF)**
- 10. Performance Scorecard**
  - 8.1. 2021 Q4 Scorecard
  - 8.2. 2022 Scorecard with targets
- 11. Acting Registrar’s Report**
- 12. Governance Reform and Regulatory Modernization**
- 13. Equity, Diversity & Inclusion (EDI) – Commitment Statement**
- 14. Screening Committee Appointment**
- 15. Model National Standards of Practice (NAPRA)**
- 16. Personnel Matter – Staffing Update – *In Camera***
- 17. Adjournment**

**MONDAY, MARCH 21, 2022 – 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 (**Regrets**)  
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. Elnora Magboo, Brampton  
Mr. Dan Stapleton, Toronto  
Mr. Gene Szabo, Kanata  
Ms. Cindy Wagg, Oakville  
Ms. Devinder Walia, Etobicoke  
Ms. Adrienne Katz, Toronto

**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**

Mr. Dale Tinkham, Tinkham LLP Chartered Professional Accountants  
Ms. Nupur Poddar, EDI Strategic Policy Advisor  
Ms. Vivian Ng, Manager, Strategic Policy & Analytics  
Mr. Todd Leach, Manager, Communications

The meeting was called to order at 9:01 a.m. The Chair welcomed all Directors, staff and observers and reminded the Directors that the virtual lunchroom would again be available during the break and at lunch.

The Mr. Cheung informed the Board that Ms. Adrienne Katz had been newly appointed as a Public Director and he invited Ms. Katz to introduce herself to the Board.

Mr. Cheung continued his opening remarks by acknowledging March as Pharmacy Appreciation Month and took the opportunity to recognize and express appreciation for pharmacy professionals. As the regulator of pharmacy professionals and pharmacies, Mr. Cheung formally recognized the contributions registrants make to the health and well-being of patients across the province and on behalf of the Board of Directors, the leadership and staff of the College and all Ontarians, he extended the warmest thanks to all pharmacy professionals for their commitment to patients and dedication to quality, ethical and safe pharmacy care.

### **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 declared.

### **4. Approval of Agenda**

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 March 2022**

- **December 2021 Board Meeting Evaluation**

The Chair reviewed his activities since the last Board meeting as well as the results of the December Board Meeting Evaluation and noted that participation in the evaluation was lower than usual. He reminded the Board of Directors that the feedback collected by the survey is valuable to the College to ensure the meetings are effective and to understand the opportunities for improvement. The Board was informed that in addition to the meeting evaluation, the Board Chair evaluation would be circulated following the meeting as well as the annual skills inventory questionnaire for which completion is mandatory for all Board Directors. He informed the Board that the Governance Committee had updated the questions from last year to improve objectivity. The results of the survey are used to guide the annual Board recruitment and to identify the training needs for the existing Board.

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 December 13, 2021 Board Meeting

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. 2021 Audited Financial Statements

Mr. Dan Stapleton, Chair of the Finance & Audit Committee (FAC) informed the Board that the FAC had reviewed the internal controls questionnaire prepared by the College in preparation for the audit, as well as the auditor's report and met with the auditor in camera without Management. The FAC was satisfied with the auditor's assessment and that the financial reporting risks are being appropriately addressed. A significant portion of the surplus from 2021 will be retained in unrestricted reserves to cover the budgeted shortfall of revenue over expenditure for 2022.

Mr. Dale Tinkham of Tinkham LLP Chartered Professional Accountants was present at the meeting to support the discussion of the audit findings and answer questions from the Board. He expressed his gratitude in working with the FAC and College for another year.

There was a question regarding a reference to a redemption of an investment and it was explained that a short term GIC had matured. Ms. Campbell informed the Board the investments policy is currently being reviewed by the FAC. The Board discussed the impact of staff turnover in the conduct division and the increase in spending for external prosecutorial costs. The amount in reserves had been increased accordingly to be able to manage any additional costs while the new staff is onboarded.

The Board provided anecdotal information that the number of Pharmacist Technicians registering with the College is somewhat stagnant and that the College could consider additional engagement opportunities to highlight the benefit to the profession in registering with the College.

A motion to approve the 2021 Audited Financial Statements as presented was moved and seconded. **The motion CARRIED.**

## 9. 2021 College Performance Measurement Report (CPMF)

Ms. James and the leadership team provided an update on the status of the draft 2021 College Performance Measurement Framework report. Initiated in 2020, this is the second iteration of the Ministry developed report to enable a standardized approach to annual reporting on the performance of Ontario's Health Regulatory Colleges to protect the public.

The leadership team informed the Board that the College in 2021 fully met 42 of the 52 requirements. Four requirements were partially met with a plan in place to fully meet those in 2022, and four requirements have not been met with a plan in place to meet the requirement in the future. Two requirements have not been met and there are no plans to meet the requirement as the College is of the opinion that its current processes meet or exceed the intent of the standard.

The full report will be sent to the Ministry and posted publicly on the College's website by the end of the month. The Board inquired about the impact of not meeting all of the requirements and was informed that the communication from the Ministry regarding the framework to date is that they are gathering information to develop future benchmarks and standards that could be used to measure performance. The overall focus of the reporting is on the performance of the regulatory system, as opposed to the performance of each individual college. It highlights opportunities for colleges to learn from each other and to continue to build a foundation towards regulatory excellence.

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

## **10. Performance Scorecard**

### **10.1 2021 Q4 Scorecard**

Ms. Campbell presented the 2021 Q4 College Performance Scorecard for the Board's information and discussed the progress to date on the key performance indicators (KPIs) and milestones and summarized the College's performance for the last quarter of 2021.

The Board commented on the amount of interaction from the profession on reporting to the AIMS (Assurance and Improvement in Medication Safety) program for the year and questioned the College's plans to increase reporting significantly over 2022. Ms. James confirmed that the College was optimistic and had added additional internal resources, engaged the profession and is working with system partners to increase reporting. It was noted that KPI #13 missed meeting target by 1%. A correction will be made to the scorecard by staff.

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

### **10.2 2022 Scorecard with targets**

Ms. Campbell introduced the finalized 2022 College Performance Scorecard with targets and provided the background on the indicators and milestones within the corporate services division. Ms. James presented on the targets for the indicators and milestones in the quality division and Ms. Bates presented on the targets for the conduct division. The Board's feedback was requested to ensure that the targets and rationale proposed met expectations and provided the necessary information to fulfill their responsibility in performance oversight.

The Board discussed several of the initiatives and voiced their support for the targets proposed and noted that improvement efforts seemed balanced and measured. The Board discussed the target for the length of time for Registrar's Inquiries and it was noted that due to the increase in complexity of the cases and the impact of staff turnover, the College felt the need to be conservative in its target. The Quality Assurance (QA) target for reassessment remained stable for 2022 and the Board discussed increasing the target due to the impact to patient safety. In response, Ms. James

informed the Board that the College had carefully considered that target and determined that due to the recent improvement efforts to which resulted in major changes to the QA program more individuals are requiring reassessment but that this is just one element of a multi modal program and that a more aggressive target could be considered in future years.

he Board offered suggestions for other possible scorecard indicators such as onboarding 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 either via the risk register or departmental scorecards and the Board concluded that no further 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.**

### **11. Acting Registrar's Report**

The Chair requested that Ms. 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 jurisdiction to mandate masking in pharmacies, but that messaging will be sent out to recommend that pharmacies consider themselves health care settings as they provide care to vulnerable patients and would therefore be subject to the extended masking mandates provided by the provincial government.

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

### **12. Governance Reform and Regulatory Modernization**

Ms. James informed the Board that the Ministry issued a request on February 4, 2022, to the Health Profession Regulators of Ontario (HPRO) organization for consultation on elements of governance reform and regulatory modernization. Health regulatory colleges attended a preliminary meeting with the Ministry on February 8, 2022, and a response to the consultation was due by February 23, 2022.

The governance changes proposed included many elements of governance reform that had been previously supported by the Board in the June 2021 OCP submission to the Ministry and that many of the governance changes had already been made to the extent possible under the current legislation, such as smaller board size and separation of Board and Committees.

The governance reform efforts proposed included the elimination of elections in favour of competency-based appointments for the professional directors. In the response letter to the Ministry, the College requested competency screening be extended to include all Directors, both professional and public.

Other elements of the regulatory modernization consultation were discussed such as the proposed inclusion of oversight from the Attorney General and Patient Ombudsman, as well as having the Colleges be subject to the *French Language Services Act*. Ms. Bates provided that while the College agrees that oversight could be streamlined, the response to the Ministry from both the College and via HPRO indicated that a staged approach would be preferred and that cost impacts to colleges should be factored into the decision.

Ms. James informed the Board the registration changes proposed were not of material impact to the College and that the current labour mobility agreements in place include language proficiency across Canada. The leadership team is committed to continuing to work with the Ministry and indicated they would inform the Board of any developments but that it was unlikely that major changes would be implemented prior to the impending provincial election.

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

### **13. Equity, Diversity & Inclusion (EDI) – Commitment Statement**

Ms. James introduced OCP Policy Staff, Ms. Vivian Ng and Ms. Nupur Poddar, who then presented the proposed commitment statement on equity, diversity, and inclusion (EDI) to the Board.

Discussion and questions followed. It was determined that the statement proposed be amended to:

*The Ontario College of Pharmacists recognizes the important role we play as an employer and as a regulator that serves and protects the public interest to help build a better health system and society.*

*We commit to promoting equity, diversity, and inclusion (EDI) with our Board and staff, in our regulatory approach and philosophy, with the profession and with pharmacy patients. We aim to enhance cultural safety including Indigenous cultural competence in an effort to minimize systemic inequities, in collaboration with registrants and stakeholders, in order to contribute to the creation of an inclusive and equitable environment for all.*

*As we do, we will strive to listen, reflect, learn, and take actions and will continue to communicate our progress along this journey.*

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

### **14. Screening Committee Appointment**

Mr. Cheung reviewed the process in selecting the Screening Committee and the proposed committee composition:

- Chair of Governance – David Breukelman
- One Public Director – Gene Szabo
- One Elected Director – Tracey Phillips
- Lay Committee Appointees – Megan Sloan and David Collie

A motion to approve the Screening Committee appointments as presented was moved and seconded. **The motion CARRIED.**

### **15. Model National Standards of Practice (NAPRA)**

Ms. Susan James presented the briefing note for Model National Standards of Practice (NAPRA). The Board was informed that the College intends to move to public consultation on the newly published model standards of practice for pharmacy professionals in Canada. Following the consultation, the College will come back to the Board with a summary of the feedback and a



recommendation to adopt or to adapt the standards depending on how they align with Ontario standards and the jurisdictional needs. In response to a question Ms. James indicated that the follow up to the Board would include recommendations on implementation.

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

#### **16. Personnel Matter – Staffing Update – *In Camera***

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 June 13, 2022, or at the call of the Chair.

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.

#### **17. End of Meeting**

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

**Stephenie Summerhill**  
Executive Assistant to the Registrar and CEO

**Billy B. Cheung**  
Board Chair