



**Ontario College
of Pharmacists**

Putting patients first since 1871

**MINUTES OF MEETING
OF BOARD OF DIRECTORS
SEPTEMBER 18 - 19, 2023**

Attendance

Elected Members

Jennifer Antunes, Toronto
Connie Beck, Petrolia
Douglas Brown, Port Perry
Billy Cheung, Markham
Andrea Fernandes, Pickering
Sara Ingram, North York
James Morrison, Burlington
Siva Sivapalan, Burlington
Wilfred Steer, Sudbury

Dr. Andrea Edginton, Hallman Director, School of Pharmacy, University of Waterloo

Dr. Daniel Figeys, Director, School of Pharmaceutical Sciences, Faculty of Medicine, University of Ottawa

Dr. Micheline Piquette-Miller, Interim – Dean, Leslie Dan Faculty of Pharmacy, University of Toronto

Members Appointed by the Lieutenant-Governor-in-Council

Randy Baker, Toronto
JP Eskander, Oakville
Christine Henderson, Toronto (regrets Day 1)
Adrienne Katz, Toronto
Elnora Magboo, Brampton
Dan Stapleton, Toronto
Gene Szabo, Kanata (regrets Day 1 & 2)

Cindy Wagg, Oakville
Devinder Walia, Etobicoke
John Vanstone, Severn

Committee Chairs

Day 1

Sylvia Moustacalis, Registration
Karen Riley, Quality Assurance
Chintan patel, ICRC
Frank Hack, AC/DPP
Jeannette Schindler, FTP

Day 2

Megan Sloan, Screening

External Consultants

Karim Sabayon, Manager, Advisory Services, McLean & Company (for Item 10)

Staff Present

Shenda Tanchak, Registrar and CEO
Angela Bates, Director, Conduct
Susan James, Director, Quality
Thomas Custers, Director, Corporate Services
Todd Leach, Director, Communications and Government Relations
Stephenie Summerhill, Executive Assistant to Registrar and CEO
Greg Purchase, Manager, Registrant Competence
Melanie Zabawa, Lead, Practice Consultant
Anita Arzoomanian, Lead, Professional Development Remediation & Quality Assurance
Kristin Reid, Manager, Assessments
Katrinya Spadafore, Manager Conduct Operations
Jimmy Le, Manager, Investigations
Katya Masnyk, Senior Consultant, Evidence and Research
Genevieve Plummer, Manager, Legal Conduct
Valentina Egboh, Governance Advisor

The meeting was called to order at 9:30 a.m. Mr. Morrison welcomed all Directors, staff, and observers and introduced new directors on the Board, Micheline Piquette-Miller, and Daniel Figeys.

1. Land Acknowledgement

Mr. Sivapalan opened the meeting with a land acknowledgement in recognition and respect for Indigenous peoples.

2. Appointment of New Directors

Mr. Morrison informed the Board that the incumbent directors had been successful in the elections which took place over the summer. Jennifer Antunes had won the seat for Pharmacy Technician by acclamation, and the two Pharmacist seats were won by Sara Ingram and Douglas Brown. Additionally,

he introduced new academic Board Directors, Micheline Piquette-Miller, the Interim Dean at the University of Toronto, and Dr. Daniel Figeys, Director of the newly established francophone School of Pharmaceutical Sciences at the University of Ottawa.

Motion: The Board approved the appointment of Sara Ingram, Douglas Brown, Jennifer Antunes, Micheline Piquette-Miller and Daniel Figeys to the Board of Directors.

3. Declaration of Conflict

Andrea Edginton recused herself from the discussion on Minor Ailments and other therapies. No additional conflicts were declared.

4. Minutes of June 12, 2023, Board Meeting – For Decision

Motion: The Board approved the minutes of the June 12, 2023, Board Meeting subject to housekeeping changes.

5. Chair’s Report – for Information

Mr. Morrison provided a summary of his post-June Board meeting activities and highlighted key insights from the board meeting evaluation.

He referred the Board to its decision at the June Board meeting granting approval for regulatory amendments to extend the practice scope of pharmacists and pharmacy technicians for the 2023-24 respiratory illness season contingent upon his review that substantial changes were not needed post-public consultation. He mentioned that after reviewing the consultation results, no changes were deemed necessary, and added that the proposal had been submitted to the Ministry of Health and was currently available for public consultation on the Public Registry.

6. Registrar’s Report – for Information

Ms. Tanchak delivered a summary of her report. Key highlights included the Governance Review project, which seeks to apply the same high-quality standards to committees as are applied to the Board, and the ongoing efforts in compounding standards in response to concerns raised about compounding pharmacies meeting NAPRA standards.

7. Election of the Executive Committee

Mr. Cheung, Governance Committee Chair, informed the Board that the list of candidates for the Executive Committee election had been reviewed by the Governance Committee, confirming their eligibility for election. He then presented an overview of the election process, and the election was subsequently conducted.

Election of Board Chair

James Morrison had indicated that he wished to run for office of the Chair and there were no other expressions of interest. He was acclaimed as Board Chair.

Motion: The Board approved the appointment of James Morrison as Chair of the Board of Directors of OCP for the 2023 – 2024 Board year.

Election of Vice Chair

Sara Ingram had indicated that she wished to run for office of the Vice-Chair and there were no other expressions of interest. She was acclaimed as Vice-Chair.

Motion: The Board approved the appointment of Sara Ingram as Vice-Chair of the Board of Directors of OCP for the 2023 – 2024 Board year.

Election of the other members of the Executive Committee

Mr. Cheung noted that only two Public Directors had expressed interest in serving; Christine Henderson and Adrienne Katz were acclaimed to the Executive Committee.

He mentioned that Doug Brown and Siva Sivapalan had expressed interest in serving on the Executive Committee, and each Director was given the opportunity to address the Board of Directors. The election was conducted through an electronic poll, and the results revealed that Siva Sivapalan received the most votes.

Motion: The Board approved the appointments of Christine Henderson, Adrienne Katz, and Siva Sivapalan to the Executive Committee for the 2023 – 2024 Board year.

8. OCP Risk Overview – Risk Appetite & Risk Reporting – for Information

Mr. Custers provided the Board with an overview of the Board's oversight role in risk management highlighting the College's risk appetite, risk management framework and risk reporting tools to refresh the Board's understanding of the College's risk posture.

9. Overview of Committees, Regulatory Programs and Committee Reports

Ms. Tanchak, Mr. Leach and College staff presented the Board with an orientation on the role of the College and its regulatory programs depicted from the view of a Registrant's interaction with the college. Embedded in the presentation were the annual reports from each of the statutory and standing committees presented by the Committee Chairs and Staff Resource Leads on their work over the past year.

10. Results of 2023 OCP Employee Engagement Survey

Mr. Sabayon presented the Board with an overview of the 2023 OCP Employee Engagement Survey, emphasizing the substantial improvements across all drivers and the increased staff engagement from the previous year. These improvements were attributed to the communication efforts made by leadership regarding their decisions and responses to staff feedback.

The Board commended the College's leadership for the improvements made in the college's culture and management. Ms. Tanchak informed the Board about the reduction in staff attrition, ongoing efforts to review compensation packages, and the development of measures to support professional growth. (See attached presentation provided by McLean & Company)

11. In-Camera Discussion

The Board approved a motion to go *in-camera* pursuant to the *Health Professions Procedural Code, subsections 7(2)(b) and (c)*, at 11:20 am. The Board resumed the public portion of the meeting at 1:10pm.

12. 2023-2024 Committee Slate - for Decision

Mr. Cheung presented the Board with the proposed Committee Slate including Chairs for the 2023-2024 term as prepared by the Governance Committee.

Motion: The Board approved the slate of candidates presented by the Governance Committee to serve on the College Committees for a term that expires at the first regular meeting of the Board following the next regular election.

Mr. Morrison acknowledged and expressed gratitude for the service of the outgoing members of the various standing and statutory committees, with a special acknowledgment of Bonnie Hauser's contributions. She had served in various capacities on the Board and Committees of the OCP for the past 19 years.

13. Standardizing Auditor Selection and Appointment of Auditor – For Decision

Mr. Stapleton, Finance and Audit Committee Chair, confirmed that the FAC's recommendation that the Board reappoints Tinkham LLP Chartered Professional Accountants as Auditor for this fiscal year.

Motion: The Board approved Tinkham LLP Chartered Professional Accountants be appointed as auditor for 2023.

Motion: The Board approved the Finance and Audit Committee's recommendation that the College align its timeline for market review of audit services with the Chartered Professional Accountants of Canada's recommendation of 5 years.

14. Expansion of Scope – Minor Ailments and Other Therapies – For Decision

The Board engaged in an extensive discussion on whether to recommend additional minor ailments and other therapies to Pharmacists' scope of practice based on the request from the Minister of Health to the Board Chair to reengage the Minor Ailments Advisory Group (MAAG) to explore further minor ailments, including those that may require additional scope of practice expansions to support safe and effective prescribing.

Motion: The Board approved the recommendation of Categories One and Two ailments and therapies, with the addition of erectile dysfunction and onychomycosis on the understanding that some of these may be subject to conditions or restrictions yet to be determined.

15. Maximizing the College's effectiveness as a risk-informed, right touch regulator – Exploring practice-based risk – for Discussion

Ms. Masnyk provided an overview on the College's commitment to right touch regulation and engaged the Board in an exercise to foster better understanding of practice-based risks which arises during pharmacy practice and its potential to cause harm to patients.

She informed the Board that the next phase involved the creation of a framework for evaluating practice-based risk, which would assess both the likelihood and impact of risks in various areas of practice. This framework would be used to inform future regulations and its effectiveness would be brought to the Board for consideration.

16. College Performance Scorecard Q2 – For Information

Ms. Custers briefed the Board on the Q2 College Performance Scorecard noting for new board directors that the scorecard was presented at each meeting to provide the Board with a quarterly report on the status of the College's performance on key performance indicators.

17. 2024 Operational Plan – For Decision

Ms. Custers briefed the Board on the 2024 Operational Plan and discussed the directions for the year ahead. Ms. Katz. recommended consistency in the use of the term CRM as Customer Relationship Management system or Client Relationship Management implied profit- making. Ms. Custers assured the board that the leadership team will review the terminology.

Motion: The Board approved the priorities and direction for the 2024 Operational Plan.

18. Adjournment

There being no further business, at 4:20 pm, the meeting ended.

Engagement Report

The Ontario College of Pharmacists

Current period:

Jun 7, 2023 - Jun 30, 2023

of employees: **151**

of responses: **127**

Response rate: **84%**

Previous period:

Jun 8, 2022 - Jun 23, 2022

McLean & Company Engagement Model

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



Employee Engagement Goes Beyond Satisfaction

The Ontario College of Pharma...
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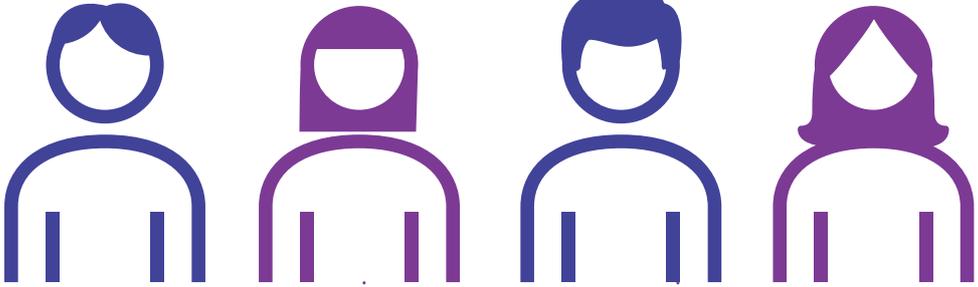


SATISFIED

ENGAGED

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization



Average Performance

Optimal Performance

Characteristics

Characteristics

Less likely to help others for the betterment of the organization

Help others for the betterment of the organization



Meet minimum performance requirements

Consistently exceed performance requirements

Generally keep to themselves

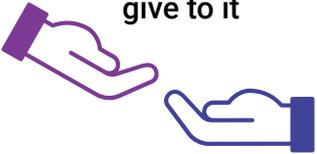
Recommend improvement opportunities

Stay at the organization because of what they **get from it**

Stay at the organization for what they **give to it**

Committed to the degree that their needs are met

Have a sense of purpose and pride in their work



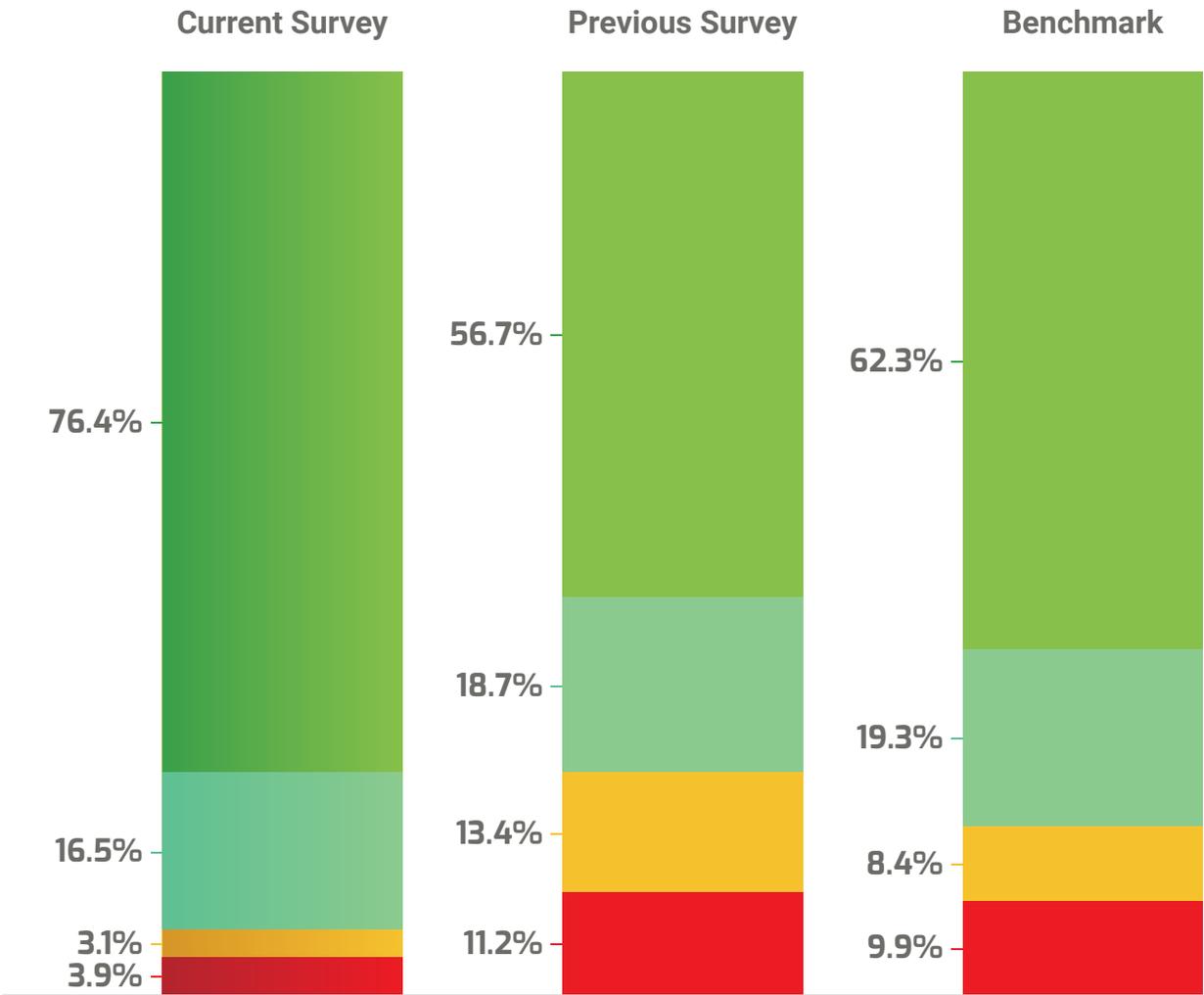
Overall Engagement Results

The Ontario College of Pharma...
 Open Date: Jun 7, 2023
 Close Date: Jun 30, 2023

of employees: 151
 # of responses: 127
 Response Rate: 84%



See the **appendix** in this report for more information on the engagement calculation and benchmark.



ENGAGED

Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED

Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT

Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

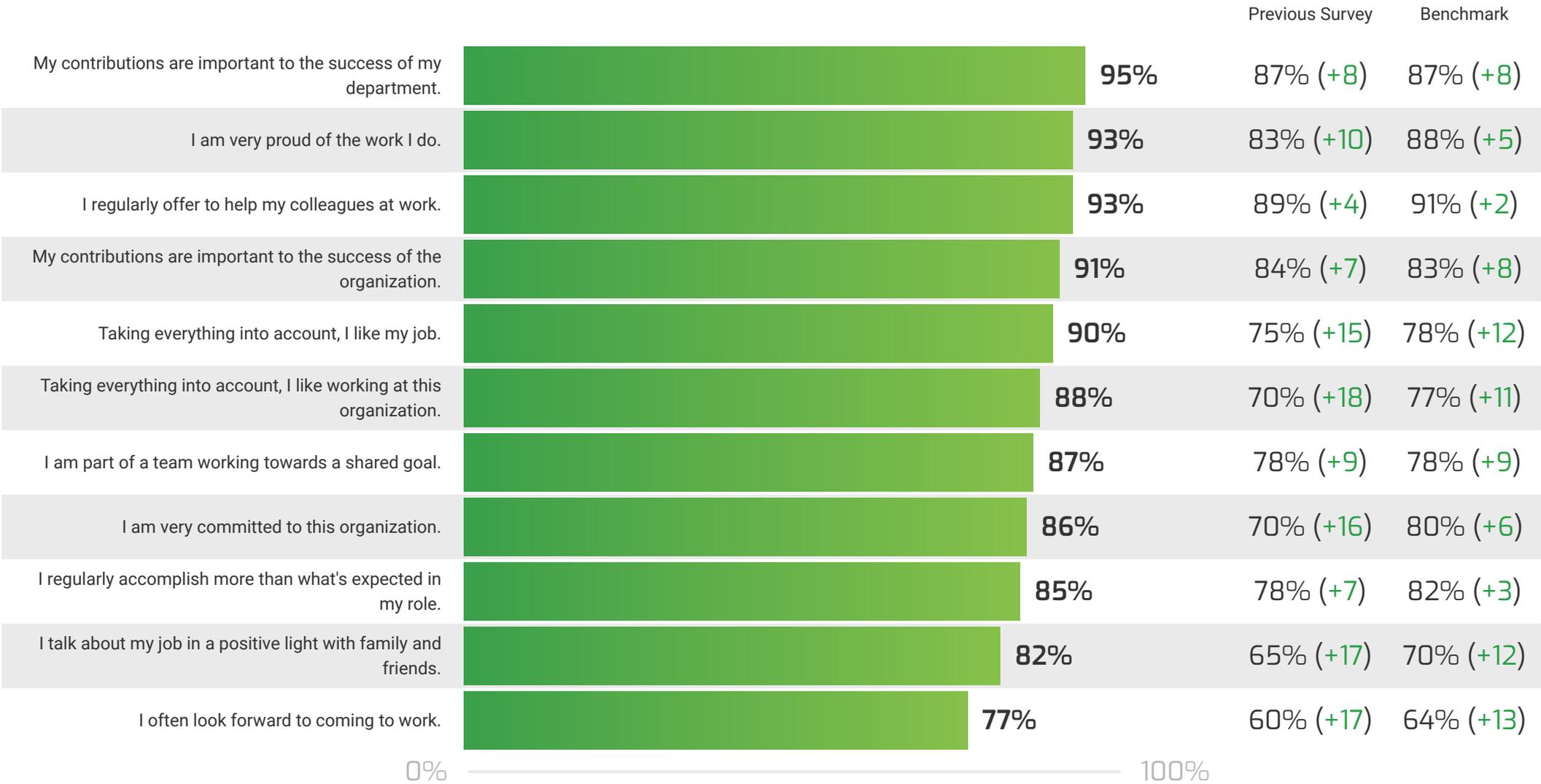
DISENGAGED

Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Engagement Measure Question Scores

The Ontario College of Pharma...
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■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

McLean Employee Experience Score

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%

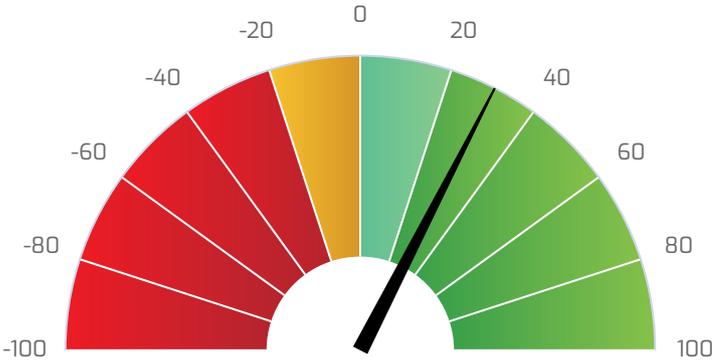


EMPLOYEE EXPERIENCE

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

EMPLOYEE EXPERIENCE SCORE

(% of Supporters - % of Detractors)



CURRENT SCORE

30.2

AVERAGE RESPONSE

8

PREVIOUS SCORE

-3.0

BENCHMARK

14.4

SCORE BREAKDOWN



DETRACTORS: 11.1% **PASSIVES: 47.6%** **SUPPORTERS: 41.3%**

Answered 0-6

Answered 7-8

Answered 9-10

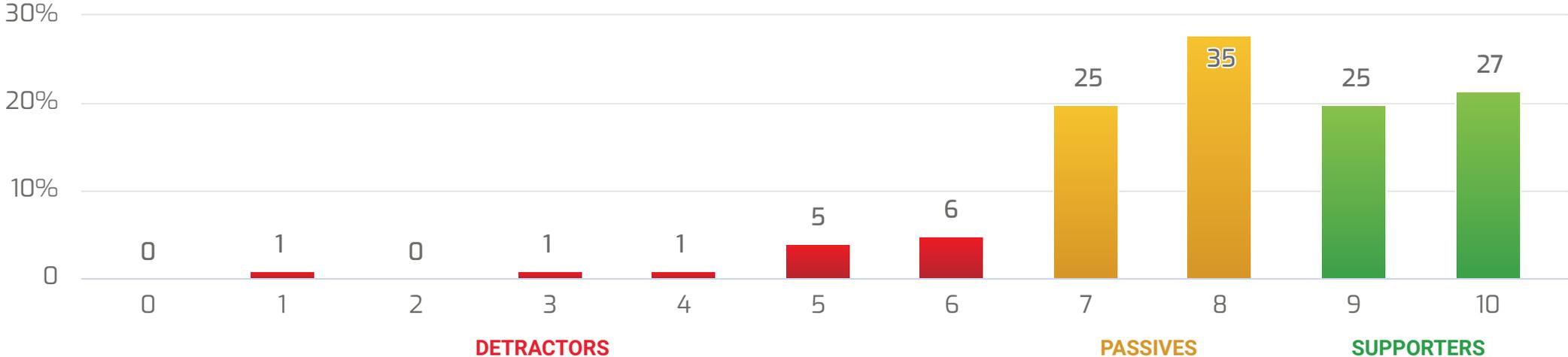
PREVIOUS SURVEY

33.6%

35.8%

30.6%

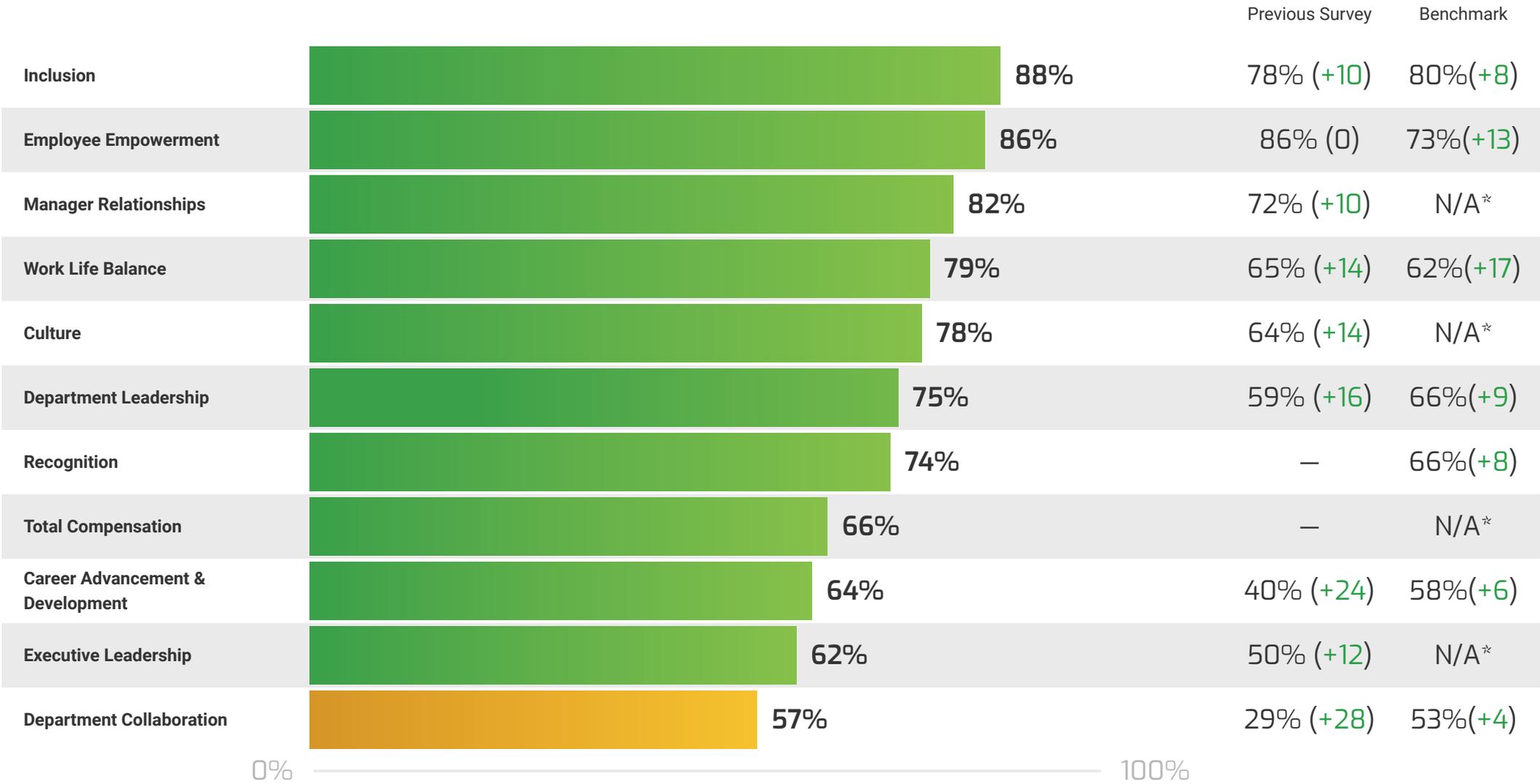
RESPONSE DISTRIBUTION



Driver Results

The Ontario College of Pharma...
 Open Date: Jun 7, 2023
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 # of responses: 127
 Response Rate: 84%



* See appendix for an explanation of the Benchmark.

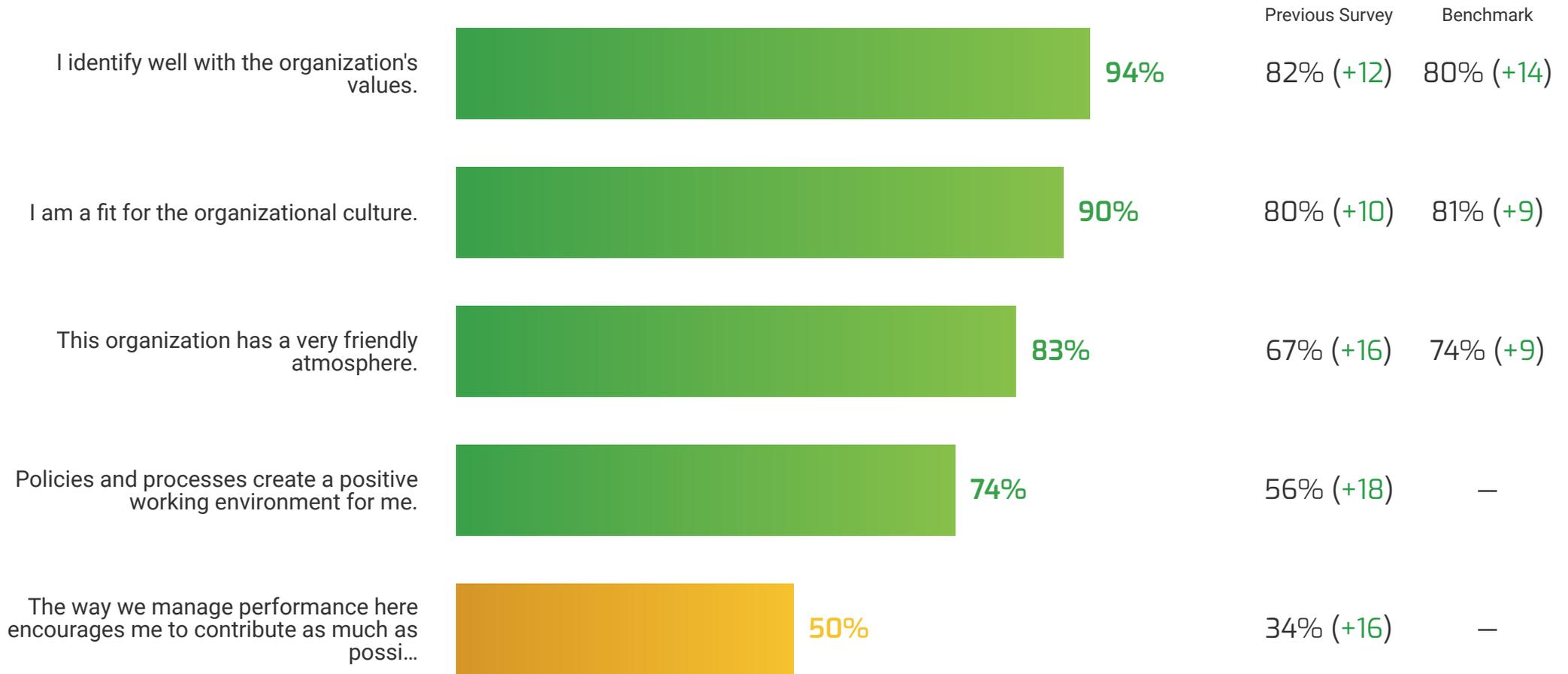
DRIVER: Culture

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **78%**



0% ————— 100%

■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

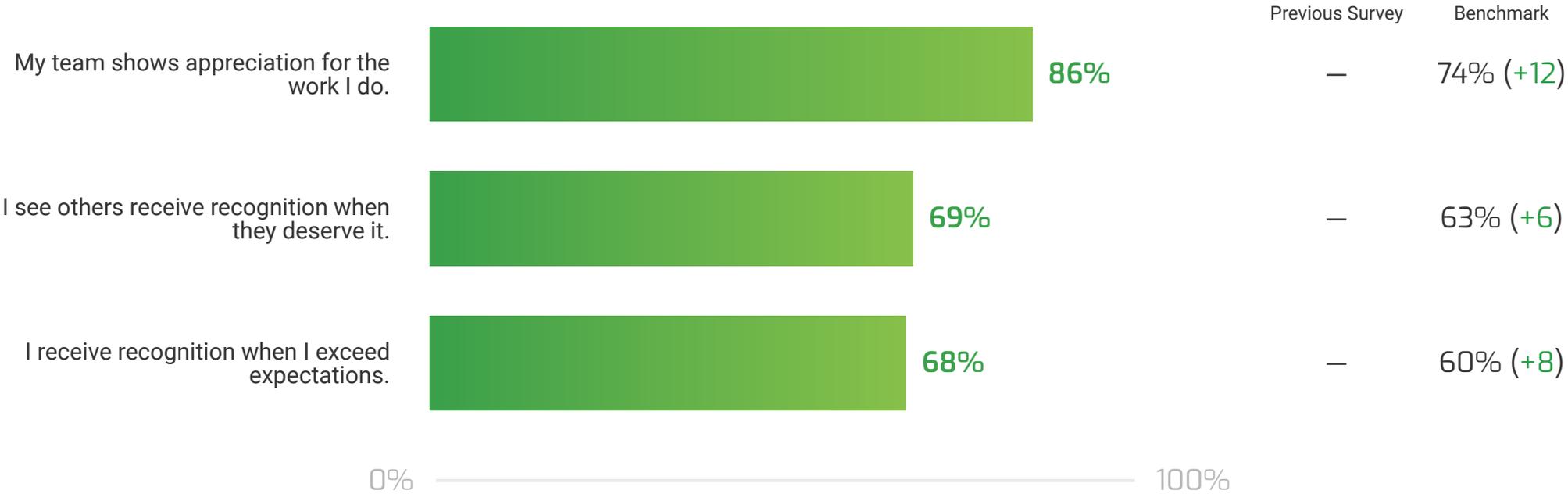
DRIVER: Recognition

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **74%**
OVERALL BENCHMARK AVERAGE SCORE: **66%**



■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

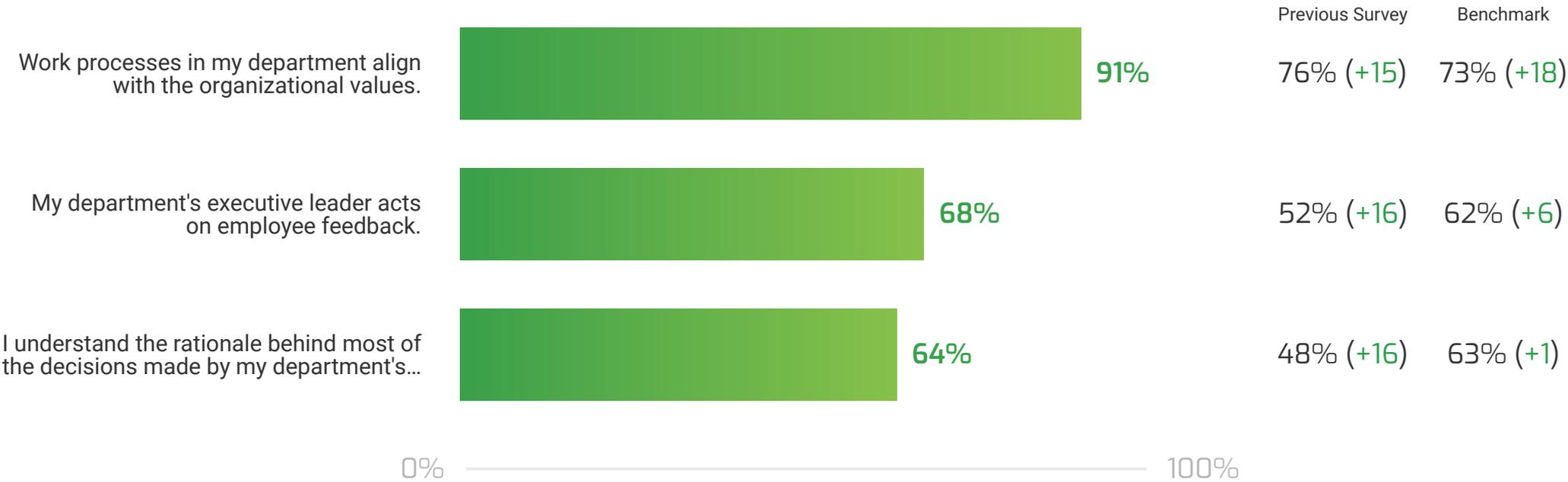
DRIVER: Department Leadership

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **75%**
OVERALL BENCHMARK AVERAGE SCORE: **66%**



■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

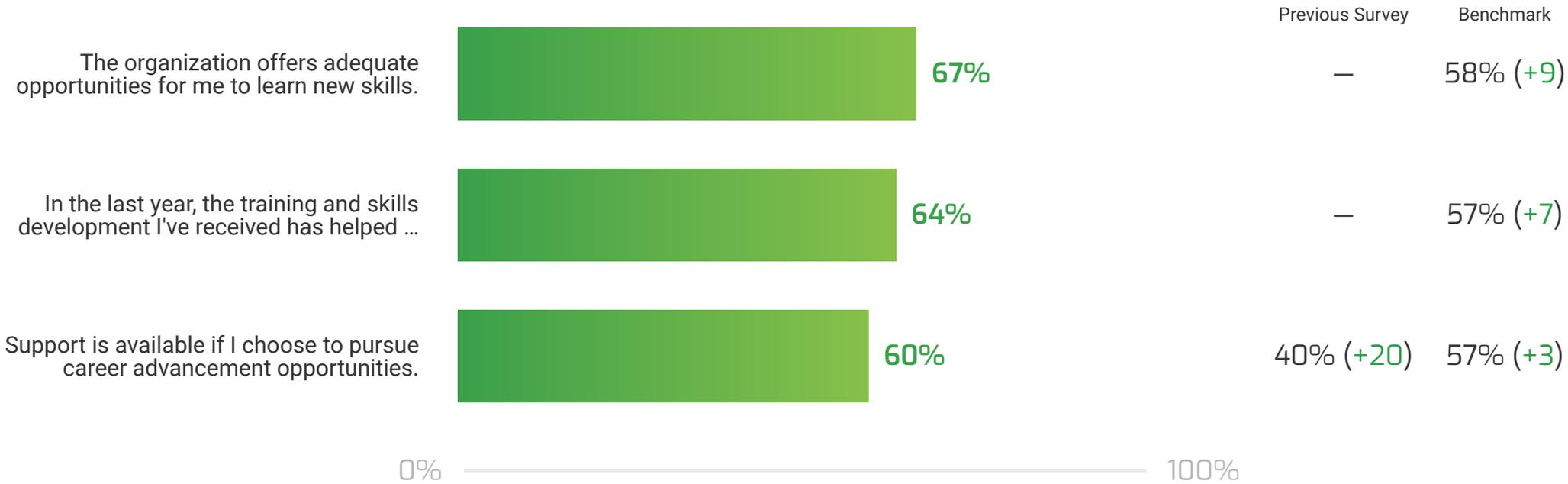
DRIVER: Career Advancement & Development

OVERALL DRIVER AVERAGE SCORE: **64%**

OVERALL BENCHMARK AVERAGE SCORE: **58%**

The Ontario College of Pharma...
 Open Date: Jun 7, 2023
 Close Date: Jun 30, 2023

of employees: 151
 # of responses: 127
 Response Rate: 84%



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

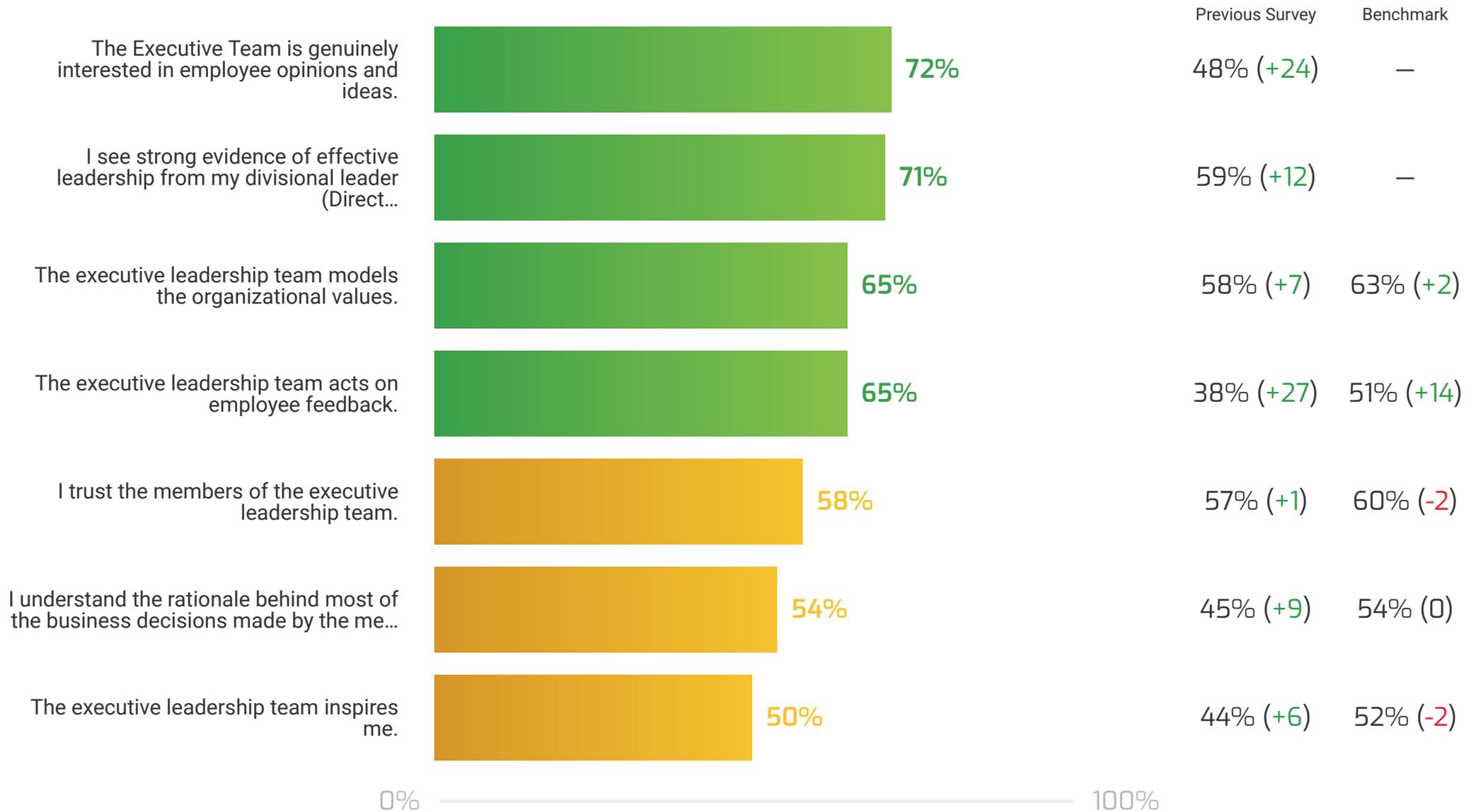
DRIVER: Executive Leadership

The Ontario College of Pharma...
 Open Date: Jun 7, 2023
 Close Date: Jun 30, 2023

of employees: 151
 # of responses: 127
 Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **62%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

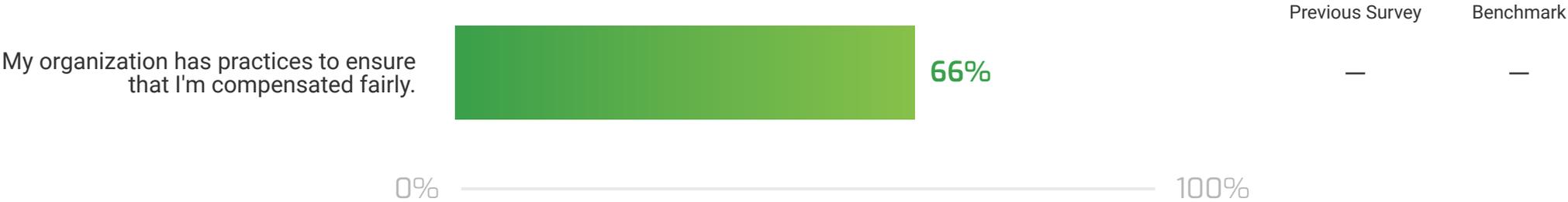
DRIVER: Total Compensation

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **66%**



■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

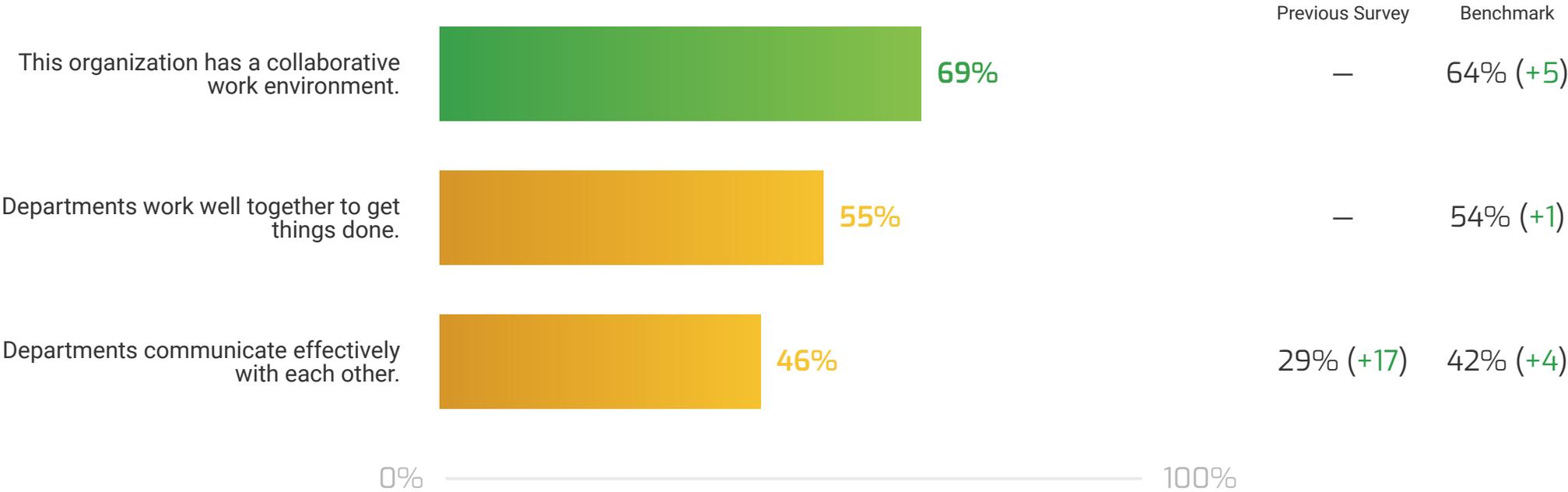
DRIVER: Department Collaboration

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **57%**
OVERALL BENCHMARK AVERAGE SCORE: **53%**



■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

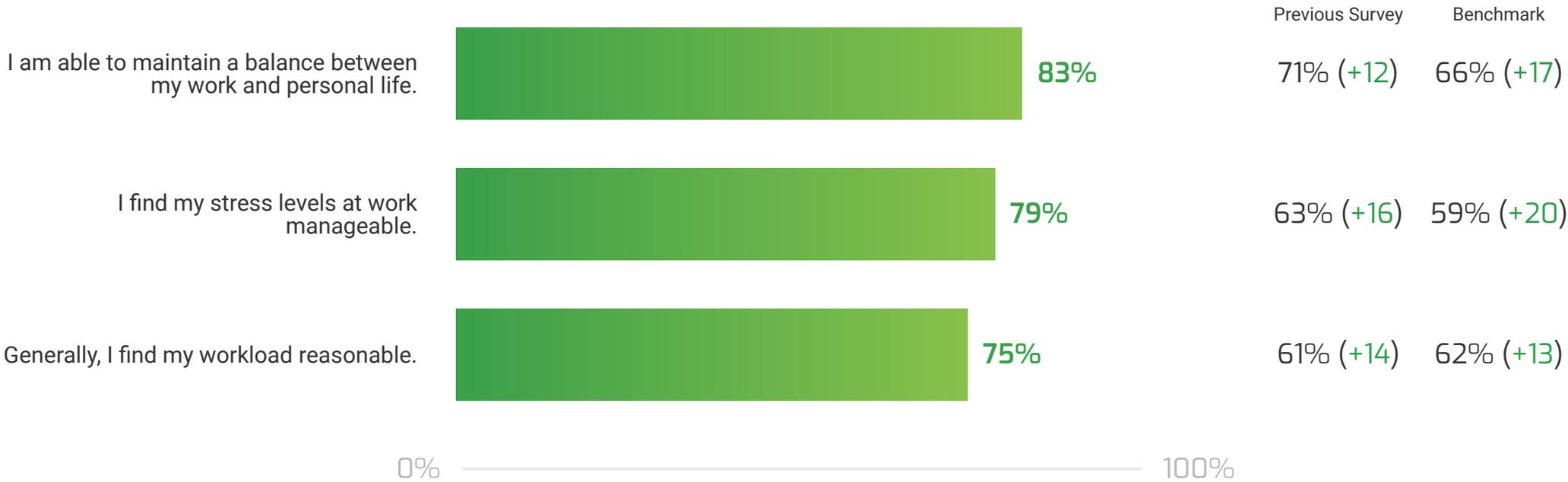
DRIVER: Work Life Balance

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **79%**
OVERALL BENCHMARK AVERAGE SCORE: **62%**



■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

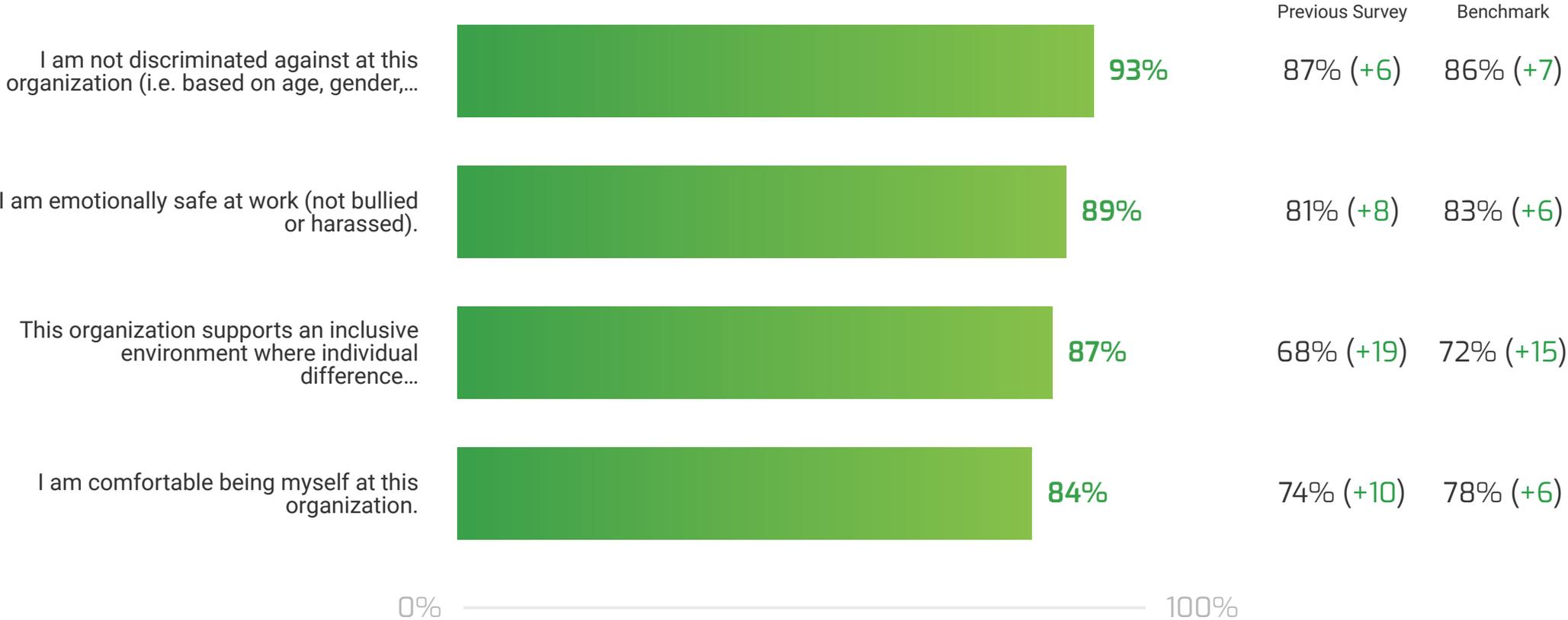
DRIVER: Inclusion

The Ontario College of Pharma...
 Open Date: Jun 7, 2023
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of employees: 151
 # of responses: 127
 Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **88%**
 OVERALL BENCHMARK AVERAGE SCORE: **80%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

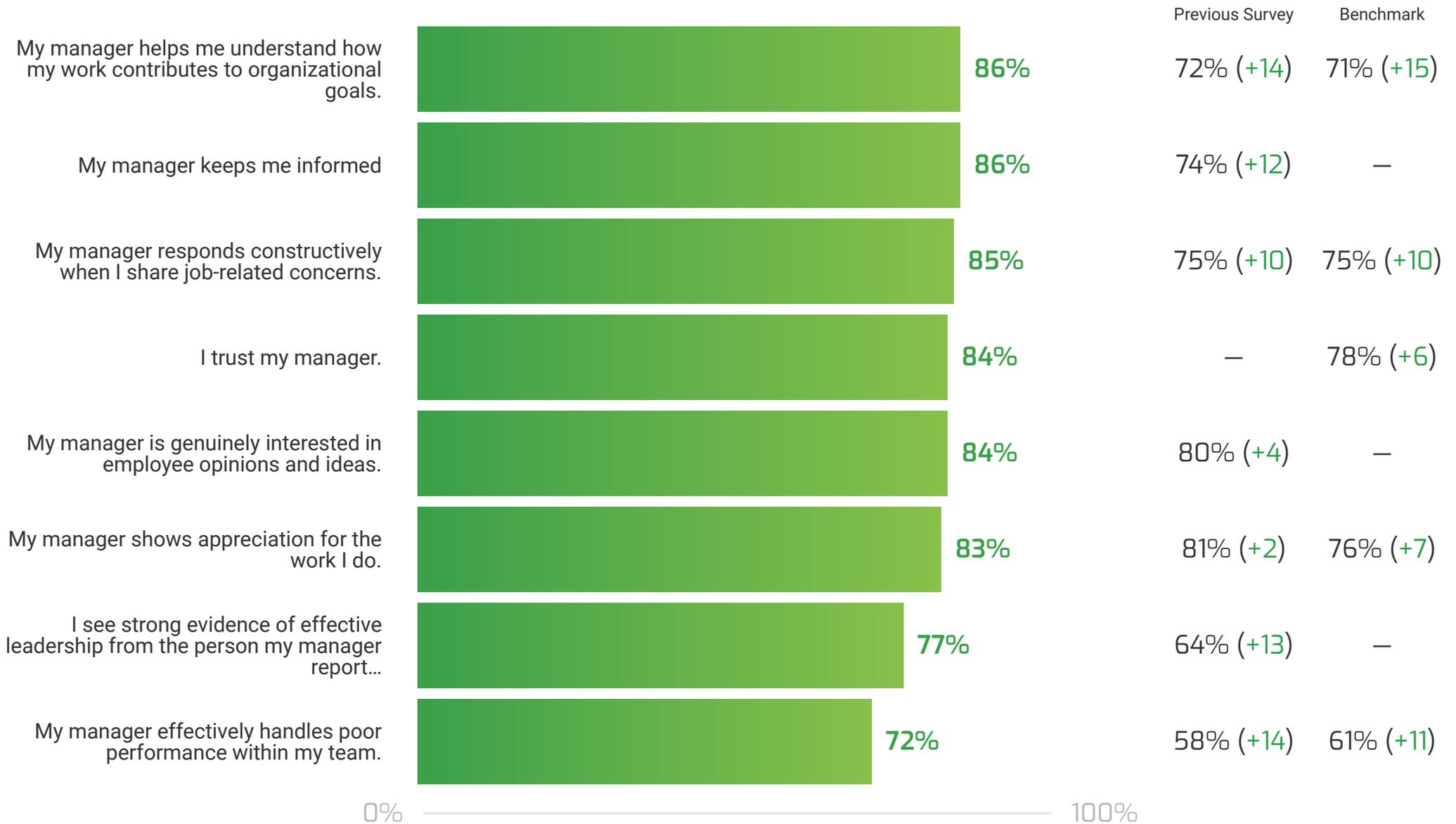
DRIVER: Manager Relationships

The Ontario College of Pharma...
 Open Date: Jun 7, 2023
 Close Date: Jun 30, 2023

of employees: 151
 # of responses: 127
 Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **82%**



■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

DRIVER: Employee Empowerment

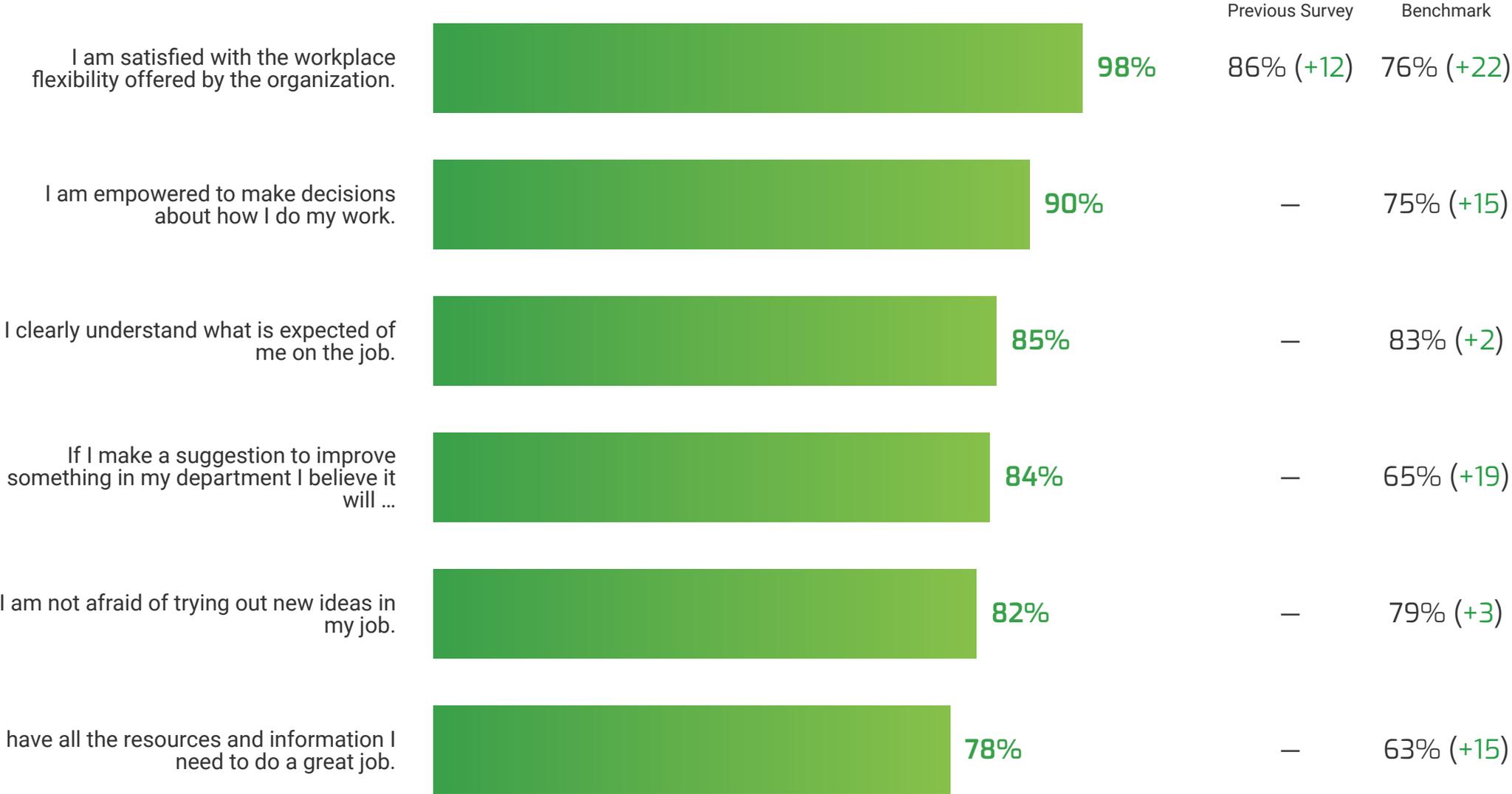
The Ontario College of Pharma...
 Open Date: Jun 7, 2023
 Close Date: Jun 30, 2023

of employees: 151
 # of responses: 127
 Response Rate: 84%



OVERALL DRIVER AVERAGE SCORE: **86%**

OVERALL BENCHMARK AVERAGE SCORE: **73%**



0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 59% Average Performing
 ■ ≥ 60% High Performing

Taking Action Questions

The Ontario College of Pharma...
Open Date: Jun 7, 2023
Close Date: Jun 30, 2023

of employees: 151
of responses: 127
Response Rate: 84%



My department takes actions to improve employee engagement.



76%

Previous Survey

62% (+14)

Benchmark

62% (+14)

0% ————— 100%

■ < 40% Low Performing ■ 40% - 59% Average Performing ■ ≥ 60% High Performing

Benchmarks

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on the organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

McLean & Company offers clients a generic or industry specific benchmark. The generic benchmark is comprised of all standard engagement surveys completed by McLean & Company clients. Industry specific benchmarks are comprised of McLean & Company clients sorted into industry designations as specified by the North American Industry Classification System (NAICS). Industry specific benchmarks are only available for industries which have a large enough data set.

* Driver-level benchmarking has not been provided due to the addition of custom question(s). Please refer to the driver slides for question-level benchmarks where applicable