



**Ontario College  
of Pharmacists**

Putting patients first since 1871

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**MINUTES OF A  
BOARD OF DIRECTORS MEETING  
HELD VIA MS TEAMS  
DECEMBER 9-10, 2024  
9:30 A.M. TO 5:00 P.M.**

**OCP Board of Directors**

Jennifer Antunes  
Connie Beck (Vice Chair)  
Simon Boulis  
Douglas Brown (Chair)  
Lisa Dolovich (Virtual and in person)  
Andrea Edginton  
Jean-Pierre (JP) Eskander  
Andrea Fernandes  
Sara Ingram  
Adrienne Katz  
James Killingsworth  
Elnora Magboo  
Nadirah Nazeer  
Danny Paquette  
Megan Peck  
Siva Sivapalan  
Wilfred Steer  
Alain Stintzi  
Cindy Wagg  
Devinder Walia  
Victor Wong (Day 2)

**Regrets**

Stephen Molnar

**Management**

Susan James, Acting Registrar and Director, Registration and Quality  
Thomas Custers, Acting CEO & Director, Corporate Services  
Angela Bates, Director, Conduct  
Christian Guerette, General Counsel and Chief Privacy Officer  
Todd Leach, Director, Communications and Knowledge Mobilization

**Staff**

Sharlene Rankin, Executive Assistant to the Directors  
Stephenie Summerhill, Executive Assistant to Registrar and CEO  
Delia Sinclair Frigault, Manager, Equity and Strategic Policy  
Genevieve Plummer, Manager, Hearings Office

The meeting was called to order at 9:30 a.m. The Chair, Doug Brown, welcomed all Board Directors, staff and observers.

### **1. Land Acknowledgement**

Doug Brown, Board Chair called the meeting to order at 9:30 am. The Board Chair welcomed Directors and staff to the Board meeting and acknowledged members of the public in attendance.

Siva Sivapalan, provided the land acknowledgement as a demonstration of recognition and respect for the Indigenous peoples of Canada.

The Board Chair congratulated Stephen Molnar on his reappointment to the Board for a three-year term.

The Board Chair welcomed new Public Director Jamie Killingsworth to his first Board meeting.

Jamie, who teaches Media Studies and Justice Studies at the University of Guelph, as well as several courses in the School of Interdisciplinary Studies at Conestoga College, expressed his gratitude for the warm welcome from the Board.

Meeting regrets were noted.

### **2. Approval of the Agenda**

Doug Brown provided an overview of the items listed on the agenda for approval.

**Motion:** The Board approved the agenda for the December 9-10, 2024, Board meeting as presented.

### **3. Declaration of Conflicts of Interest**

Sara Ingram initiated a statement which the chair noted was not related to a conflict of interest and was out of order. Following two unsuccessful attempts to redirect Sara Ingram, the meeting was suspended briefly to preserve meeting order. When it resumed the Board chair noted that Sara Ingram had tendered her resignation from the Board, effective immediately.

Conflicts of interest were noted for Siva Sivapalan regarding item 9 Strategic Plan (2024-2028) and 2025 Operational Plan. For day two, Siva Sivapalan declared a conflict for item 22.

### **4. Minutes of Board Meetings – For Decision**

Doug Brown reviewed the list of minutes before the Board for approval.

The Board noted the absence of some meeting activities and expressed a desire for review of the minutes to ensure that all relevant details be included.

**Motion:** The Board defeated the motion to approve the minutes of the:

- August 6
- September 5
- September 12
- September 15-16; and
- November 6<sup>th</sup> meeting minutes as presented.

\*This item was revisited following lunch and the vote retaken as the Board was not properly constituted during the first vote.

**Motion:** The Board defeated the motion to approve the minutes as presented.

**Next steps:** The minutes will be revised and brought to a future meeting of the Board.

## 5. Chair's Report

Doug Brown, Board Chair, presented his report to the Board providing highlights from his first few months in office.

The Board Chair highlighted that his attendance at meetings had set a record. His role as an ex officio member on the committees has provided valuable insights into the College and deepened his understanding of the college. Doug Brown welcomed Megan Peck, Danny Paquette, and James Killingsworth, and discussed the importance and value gained from the recent Committee and Board Orientation session and the November Governance Workshop with the Board. It was noted that the Executive Committee, on behalf of the Board, approved an expenditure of \$300,000, with a \$75,000 contingency, for the Registrant Records System, and a productive meeting was held with KPMG and the Finance and Audit Committee, confirming the workplan for the remainder of the project.

## 6. Registrar's Report

Susan James, Acting Registrar, presented her report to the Board. She provided an overview of staff activities including the numerous consultations taking place, particularly highlighting the significant activity surrounding Ontario College of Pharmacists policies.

The following activities and programs were mentioned:

- Modernization of the Veterinarians Act Consultation provided to the Ministry of Health regarding scope expansion and another to the Ministry of Finance on preferred provider networks;
- Policy team engagement with system partners;
- Quality assurance;
- Goal 1 Feasibility Progress Report;

Thomas Custers, Acting CEO, gave an overview of the 2024 College Dashboards which measure the results achieved over the last quarter and the year.

Members of the Board noted the need to monitor and report on additional potential risks including the Board Directors use of personal computers for college work, and an potential risk of the Registrar's absence related to business continuity and impact on the executive team.

Todd Leach and Genevieve Plummer contributed to discussion around the Discipline Committee and Ontario College of Pharmacist website feedback.

## **7. By-Law Consultation**

Susan James, Acting Registrar, led a discussion on revisions to by-law No. 6. Following the required 60-day consultation, the leadership is requesting approval of by-law No. 7.

The consultation was posted on the Ontario College of Pharmacists website and communicated to the registrant base and system partners, specifically to those who would be impacted by the removal of the requirement for narcotic signing. Susan James summarized all feedback received through the consultation process.

**Motion:** The Board approved the College's By-Law No. 7 as amended.

\*This item was revisited following lunch and the vote retaken as the Board was not properly constituted during the first vote.

**Motion:** The Board approved the College's By-Law No. 7 as amended.

## **8. Regulatory Exemption for Pharmacy under the Veterinary Professionals**

Delia Sinclair Frigault introduced this issue and sought Board direction regarding development of a policy outlining expectations for pharmacy professionals engaging in the practice of veterinary pharmacy.

The Board discussed the current status of veterinary pharmacy practice and the impact of the new Veterinary Professionals Act (2024), which sets out a new regulatory model, potentially removing the current regulatory oversight by OCP, unless the College sets out practice expectations for pharmacy professionals in policy.

**Note:** Board Chair, Doug Brown interjected at this time to notify the Board that Sara Ingram's resignation resulted in the Board not being constituted, resulting in the Board's inability to make decisions. He shared the available options for filling the vacancy pursuant to by-law 5.12.

**Motion:** The Board approved acclamation of the registrant with the next highest number of votes, that being Victor Wong, to sit on the Board for a two-year term ending September 2026.

Discussion on agenda item 8. resumed.

**Motion:** The Board approved their willingness for the Ontario College of Pharmacists staff to collaboratively engage with the College of Veterinarians of Ontario (CVO) during CVOs drafting of the regulations under the Veterinary Professionals Act, with the majority of OCPs effort on draft consultation.

## **9. Strategic Plan (2024-2028) and 2025 Operational Plan**

Having noted a conflict of interest with this agenda item, Siva Sivapalan recused himself from the meeting for this item.

Thomas Custers, Acting CEO provided an update of progress on the Strategic Plan in 2024 and the plan for activity in 2025.

Todd Leach, Director Communications and Knowledge Mobilization clarified that the Communications team's work expands beyond Goal 2 to encompass work in all operational domains of the College.

In addressing Goal 3 there was some reorganization in 2023 to enable added capacity of college staff to manage surges in demand or unexpected shifts in priorities along with focused effort to ensure clarity of roles and responsibilities across the organization. With the identified financial constraints earlier this year the remaining focus of 2024 has been to find efficiencies and identify the work which is critical to the mandate of the College.

The focus of work on the Strategic Plan in 2025 is on advancing Goal 1 (business practices impacting practice standards or professionals), and Goal 3 (necessary staff expertise and resource capacity) with a reduced focus on Goal 2 (clear, relevant and current information for all audiences) and Goal 4 (ensure respect, without discrimination for patients receiving pharmacy services).

Directors sought clarification of the activities and effort involved in the proposed 2025 priorities presented.

**Motion:** The Board approved the updated priorities and direction for the 2025 Operational Plan.

## **10. College Performance Dashboard Measures for 2025**

Thomas Custers presented the College Performance Dashboard measures for 2025. Board Directors contributed to the development of the dashboard at a lunch and learn session in late November. Directors discussed some of the challenges of developing meaningful measures and collecting the data needed to monitor them.

**Motion:** The Board approved the College Performance Dashboard Measures for 2025 as presented.

## **11. In Camera**

**Motion:** Pursuant to Health Professions Procedural Code s 7 (2)(b) the Board paused the public session to go in camera.

## **12. 2025 Operating and Capital Budget**

Wilf Steer, Chair of the Finance and Audit Committee, along with Thomas Custers provided an overview of the proposed 2025 operating and capital budget. Directors also discussed options for establishing secure communication among the Board, including whether provision of hardware is needed as part of the solution. The discussion included consideration of budgetary impact, use of personal devices, and risk of exposure to viruses.

**Motion:** The Board of Directors defeated the motion that all Board Directors will receive an OCP laptop to support their Board activities.

**Motion:** The Board approved the motion that Directors be provided with a laptop upon request which must be returned at the end of their term.

**Motion:** The Board approved the motion that staff be directed to provide OCP emails for secure communication amongst Board Directors.

**Next Steps:** Staff to provide the Board with the cost of providing licenses for email to Board Directors.

**Motion:** The Board of Directors approved the 2025 Operating and Capital Budget and directed Executive Management to monitor and present proposed cost savings adjustments to the FAC in March or April or earlier if required to address the projected deficit.

The Chair Adjourned the meeting for the day. Items 13, 14, 15 and 16 were deferred to December 10<sup>th</sup>.

Before introducing agenda item 13, the Board chair introduced Victor Wong, the newly appointed professional director, to the Board. Victor Wong thanked Board directors for a warm welcome and expressed his pleasure and honor to serve on the Board.

## **13. Remuneration Policy and Summary of Allowable Expenses**

Wilf Steer led a discussion on amendments to the Remuneration Policy which has been amended to align with new internal processing procedures and a new online portal which enhances security and efficiency.

**Motion:** The Board approved the proposed amendments to the Remuneration Policy and Summary of Allowable Expenses.

## **14. Revised Practice Policy – Human Rights (Item 16 on the published agenda)**

Delia Sinclair Frigault, Manager of Equity and Strategic Policy presented a revised Human Rights Policy for Board consideration. The Policy had been brought to the Board at the September 15-16 meeting and was revised to include feedback from Board Directors. Delia Sinclair Frigault also provided an overview of the policy implementation process. Board discussion included clarification that College policies set out expectations for registrants, consideration of a public poster campaign to inform patients of their rights and recognition of the importance of language, for example balancing the use of the terms creed and religion.

**Motion:** The Board approved the revised Human Rights Policy as amended.

### **15. Promoting Safe and Effective Implementation of Expanded Scope of Practice (Item 17 in the published agenda)**

Andrea Edginton noted a conflict of interest with this agenda item and recused herself from the meeting.

Susan James introduced the topic on further expansion of scope for pharmacists and provided a review of the College activity on this item prior to the discussion.

Prior to discussion on this issue the Board received a presentation from Mina Tadrous, assistant professor at the Leslie Dan Faculty of Pharmacy at the University of Toronto, Tier 2 Canada Research Chair in Pharmaceutical Policy and Real World Evidence and Co-director of pharmaceutical policy and pharmacy practice at the Ontario Drug Policy Research Network and ICES adjunct scientist. Dr. Tadrous spoke about the early evidence related to the implementation of minor ailment prescribing by pharmacists in Ontario, through an implementation science lens, with the intent of sharing learnings that can inform further policy decisions.

Following the Board presentation by Dr. Tadrous, Jennifer Leung, Senior Strategic Policy Advisor provided background information and guiding questions for a generative discussion on the regulatory safeguards that will promote safe and effective scope expansion, including education and training; access to patient information; community pharmacy practice environment concerns. Following presentations of evidence/finding and options analysis for each of these topics, Board directors provided comments which will be used to inform the development of regulations to support any further expansion of scope with respect to minor ailments. Feedback which received broad support from the Board included consideration of mandatory First Aid and CPR training for pharmacy technicians performing injections, potential use of the Quality Assurance Program as a mechanism to assess for competence to perform new scope activities, considerations of environmental requirements to enhance privacy concerns of patients receiving clinical services such as minor ailment assessment and injection/immunization, and mechanisms to promote use of clinical viewers in pharmacies. Analysis of complaints related to minor ailments and a historical review of Board decisions regarding mandatory training were requested to inform future discussions on necessary safeguards. Application of a right tough regulation approach for regulatory safeguards was discussed, noting the importance of supporting innovation of practice models and autonomy of pharmacy professionals.

### **16. In Camera (Item 14 in the published agenda)**

**Motion:** Pursuant to the Health Professions Procedural Code s 7 (2)(b) and 2(e) the Board paused the public portion of the meeting and moved in camera

### **17. Governance Review Scope (Item 19 in the published agenda)**

Siva Sivapalan, Governance Committee Chair, introduced this topic to seek Board approval of the RFP process for the governance review.

**Motion:** The Board approved the proposed scope for the Governance Review and directed staff to publish the request for proposal (RFP) on or before January 8<sup>th</sup>, 2025.



## 18. Regulatory Options for Preferred Provider Networks (Item 15 in the published agenda)

Susan James, Acting Registrar, provided an overview of the evidence brief on regulatory options for payer-directed care models and addressed questions related to the briefing note and recommended motions on this topic. These being:

- That the Board approves the proposed regulatory response of regulating the harmful activities of payer-directed care models, rather than prohibiting payer-directed care models themselves, and
- That the Board supports the development of a comprehensive multi-modal approach to addressing concerns with payer-directed care models.

Prior to the introduction of the recommended motions, Simon Boulis, Director, spoke to the issue and introduced the following motion:

**Motion:** Whereas on July 8, 2024, the Ontario College of Pharmacists (the “College”) adopted a zero-tolerance position on all payor directed care models, including preferred provider networks (“PPNs”), involving pharmacies and pharmacy professionals that put patients at risk, disregard patient autonomy, or that obstruct a pharmacy professional’s duty to put patient interests first (the “Zero Tolerance Statement”).

And whereas payor directed care models like PPNs pose potential risk of harm to patients, contravene established ethical principles guiding the profession and conflict with standards of quality patient care.

And whereas the Board of Directors of the College (the “Board”) has decided that it is necessary to operationalize the Zero Tolerance Statement in practice.

Now therefore, the Board declares that any registrant of the College (“Registrant”), the directors or shareholders of a corporation which has been issued a certificate of accreditation by the Registrar of the College under s. 139 of the Drug and Pharmacies Regulation Act, R.S.O. 1990, c. H.4 (a “Certificate of Accreditation”), or any person who has been issued a Certificate of Accreditation, who participates in any payor-directed care model, including a PPN, is in violation of the ethical principles set out in the Code of Ethics of the Ontario College of Pharmacists including, but not limited to the beneficence, non-maleficence, respect for persons/justice (the “Ethical Principles”).

Violation of the Ethical Principles constitutes professional misconduct and/or proprietary misconduct, subject to findings made by the Discipline Committee.

The directors or shareholders of a corporation which has been issued a Certificate of Accreditation, or a person who has been issued a Certificate of Accreditation, shall exit a payor-directed care model, including a PPN, within 12 months of the date of this motion, and shall attest that they have done so on renewal of a Certificate of Accreditation.

Prior to discussion on the motion, a request for legal advice was made.

**Motion:** Pursuant to the Health Professions Procedural Code s 7 (2)(d) the Board paused the public portion of the meeting and moved in camera.

The public portion of the meeting resumed at this time.

**Motion:** The Board deferred item 18 (motion on Preferred Provider Network) to the next Board Meeting.

The Board Chair deferred the final two agenda items which for information only to the next Board Meeting (items 20, Policy Refresh and 21 PACE for Pharmacy Technicians)

**Motion:** The Board adjourned the meeting.

Vera Patterson  
Governance Coordinator

Doug Brown  
Board Chair