



**Ontario College
of Pharmacists**

Putting patients first since 1871

Board Director Election Guide and 2026 Director Profile



Regulating Ontario's Pharmacy Profession in the Public Interest

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About the College

The Ontario College of Pharmacists (OCP) is the regulatory body for pharmacy professionals and pharmacies in Ontario. Its mandate is to **protect the public** by ensuring that Ontario's pharmacists and pharmacy technicians meet all [legislative](#), ethical, and practice standards, and that pharmacies are accredited and operate in compliance with standards of operation.

Board of Directors

The Board of Directors provides **oversight and sets policy** to ensure the College fulfills its public protection mandate. College staff implement these policies and administer relevant legislation, including the *Regulated Health Professions Act*, *Pharmacy Act*, and *Drug and Pharmacies Regulation Act*.

Board meetings are **open to the public** and held **four times a year** (September, December, March, and June). Board activities may be reviewed by external oversight bodies and are subject to direction from the Ministry of Health. The Board also makes regulations, subject to government approval.

The Board elects a Chair and Vice Chair from among its members and appoints the Registrar, who serves as the College's CEO and oversees day today operations.

Expectations of Board Directors

Board Directors have a **fiduciary duty** to support the College's mandate to regulate the pharmacy sector in the public interest. Link to [College By-Laws & Board Policies](#).

A Director is expected to:

- **Follow the Code of Conduct** outlined in Policy 3.7 – Conduct of Directors and Committee Appointees and Sanctions Process.
- **Demonstrate Duty of Care** (Policy 2.2) by:
 - Being diligent: Prepare for meetings, review materials, arrive on time, and participate fully.
 - Being civil: Respect the process and others, avoid distractions (e.g., mobile devices), listen actively, and make objective decisions.
 - Being ethical: Use College resources appropriately and stay informed by reviewing all materials.
 - Declaring **conflicts of interest** of any kind (financial, adjudicative, organizational, etc.).
- **Make decisions in the public interest** and uphold accountability to the public.
- **Support the roles and responsibilities** of the Board, Committees, and staff.
- **Maintain respectful, professional relationships** with colleagues and stakeholders. Raise issues in a respectful way and encourage open discussion.
- **Act professionally in all settings**, including social media, reflecting their fiduciary duty and representing the College appropriately.
- **Learn and understand College policies, procedures, legislation, strategic directions, and Board values.**
- **Participate in orientation, training, governance education and evaluation activities.**
- **Share responsibility for Board and committee decisions**, even when not present.
- Be aware of **health system issues** relevant to the role and share emerging issues.

Discipline Committee Appointment

Under the *Regulated Health Professions Act*, **all Elected Directors must serve on adjudicatory panels of the Discipline Committee**, which hears allegations of professional or proprietary misconduct.

Each year, the Committee holds approximately 100 pre-hearing meetings and 35 hearings, in addition to two full committee meetings. While uncontested matters may be completed in a single day, contested hearings can require multiple, consecutive days (e.g., 3-5 days) and may be scheduled throughout the year.

It is important that applicants understand the time and responsibility involved in serving on Discipline panels and consider this commitment carefully before deciding to run for a Board seat.

Elected Directors may also be appointed to serve on additional committees

Committees	Frequency of Meetings
Discipline Committee	20-25 days per year with two additional committee meetings. Contested hearings may require multiple-day attendance (e.g. 3-5 days)
Executive Committee	Meets approx. 4-5 times per year
Finance and Audit Committee	Meets approx. 4-5 times per year
Governance Committee	Meets approx. 6-8 times per year
Screening Committee	Meetings approx. 2 times per year + interviews

Additional considerations: replying to emails and scheduling polls, preparation time to review materials, orientation and training sessions. Many committee meetings are held virtually; however Board meetings are held in person.

Benefits of Serving

1. **Public Protection** - play a direct role in safeguarding the public by helping ensure safe, ethical, and high-quality pharmacy care.
2. **System-Level Decisions** - help shape regulatory policies, standards, and strategic priorities that impact an entire profession and the healthcare system.
3. **Training and Education Opportunities** – [mentoring](#), [orientation](#) and development opportunities.
4. **Professional Growth** - gain valuable experience in:
 - Governance and oversight
 - Strategic thinking
 - Policy development
 - Risk management
 - Complex decision-making
5. **Enhanced Understanding of Regulation** - gain deeper insight into legislation and regulatory frameworks.
6. **Networking** - collaborate with a diverse group of pharmacy professionals, public members, staff and stakeholders.
7. **Strengthen Ethical and Governance Expertise** – exposure to adjudication, discipline processes, and accountability frameworks.

Remuneration

Elected Directors receive an honorarium for time spent participating in College activity and will be compensated in accordance with the [College's Remuneration Policy](#).



2026 Board Election

Number of seats to be elected in 2026

The Ontario College of Pharmacists will be holding elections for:

- **three (3) Pharmacists**
- **two (2) Pharmacy Technicians**

2026 Terms of Office

The terms of office of the three (3) **Pharmacist Directors** elected in August 2026 will commence at the first meeting of the Board following the election for a three (3)-year term.

The term of office for the two (2) **Pharmacy Technician Directors** elected in August 2026 will commence at the first meeting of the Board following the election for a three (3)-year term.

Important Dates

Event	Date
Call for Applications	April 13 – May 1, 2026
Candidates notified of application screening results	~ last week of June 2026
Deadline to withdraw election candidacy	July 2, 2026
Voting period	July 6, 2026 – August 5, 2026
Voting ends	August 5, 2026 at 5pm
Board Director Term begins	September 28, 2026

More information is on our [website](#).

Eligibility to Stand for Election

As defined within the [By-Laws](#) (4.5.1), a Registrant who holds a valid Certificate of Registration and lives and/or works in Ontario is eligible to seek to be a candidate for election to the Board if they meet the following criteria:

- The Registrant is not in default of payment of any fees prescribed in the By-Laws.
- The Registrant is not the subject of any disciplinary or incapacity proceeding.
- The Registrant has not been found to have committed an act of professional misconduct or to be incompetent by a panel of the Discipline Committee.
- The Registrant is not a pharmacy intern or intern technician.
- The Registrant's Certificate of Registration is not subject to a term, condition, or limitation other than one prescribed by regulation.
- The Registrant is not and has not, within the three (3) years immediately preceding the election, been an employee, officer, or director of a Professional Advocacy Association, except for Associations whose mission, vision and mandate are primarily to mitigate systemic barriers to access to the pharmacy profession for diverse populations, marginalized groups and individuals with disabilities.
- The Registrant has not been disqualified from serving on the Board or a Committee within the six (6) years immediately preceding the election.
- If the Registrant previously served as a Director but does not hold that position at the time of the election, they must have been out of the role for at least three (3) years after reaching the maximum allowable consecutive years of service.
- The Registrant is not an adverse party in litigation against the College, the Board, a committee or any of the College's officers, employees or agents.
- The Registrant commits to devoting sufficient time in their schedule to participating in all required Board and Committee activities.
- The Registrant has not, in the opinion of the Screening Committee, engaged in conduct unbecoming a Director.
- The Registrant is not the Owner or Designated Manager of a pharmacy that, within the six (6) years immediately preceding the election, has undergone a re-inspection, as a result of deficiencies noted in an initial inspection, for a third time or more after the initial inspection.

2026 Director Profile

The Governance Committee has completed a detailed assessment of the current Board's skills and practice environments. This analysis informed the development of the 2026 Board Director Profile.

Using a **competency-based selection process** helps ensure the Board includes a diverse and balanced mix of knowledge, skills, experience, and attributes. The Screening Committee will review applications with these competencies in mind, considering where additional skills or practice experience are needed to complement the existing Board.

The College is seeking applicants with the following practice experience (in order of priority):

- serving patients in northern or remote areas
- virtual care
- experience in rural community pharmacy settings
- patients who identify as Indigenous
- teaching hospital environments
- patients with physical disabilities
- patients who may identify as part of a marginalized community (e.g., at-risk youth, women, LGBTQ2S+ individuals, minority groups, refugees, asylum seekers, and displaced persons)
- experience in community hospital settings
- experience supporting patients with mental health and addictions needs
- patients in long-term care
- serving patients in urban community pharmacies

For the 2026/2027 Board Year the College is particularly encouraging applicants who:

- Have availability of **no less than one to three days** a month
- Have professional experience, knowledge and skills that support strong, public-interest decision-making (e.g., gained through leadership roles or board/committee experience, or other means)
- Have business acumen (e.g., compliance and risk management, and/or senior leadership experience)
- Are from diverse populations, marginalized groups, or are individuals with disabilities, or have experience working with diverse populations
- Embody and actively uphold the College's strategic values of accountability, transparency, integrity and collaboration.

A competency-based approach recognizes that no single individual will possess all competencies. Instead, it ensures that the Board, as a collective, has the full range of strengths needed to govern effectively.

Competencies and Attributes

1. Availability * <i>Prerequisite</i> : Able to commit to no less than one to three days per month for Board service.
2. Public Focus : Uphold the public's right to safe, ethical care, demonstrated by an understanding, appreciation, and commitment to the public-protection mandate by putting patients' and the public's interests at the centre of decision-making.
3. Region : Regional diversity to reflect that practice realities, access to healthcare, and public expectations vary across the province. ○ At least one Board member should have served in rural community pharmacies. ○ At least one Board member should have served patients in urban community pharmacies.
4. Evidence-based Decision Making : Ability to use evidence in decision-making and/or public policy experience. Candidates should be encouraged to offer examples of activities outside their professional experience.
5. Inclusivity : Create an environment and culture that welcomes diverse perspectives, which may arise from age, ancestry/colour/race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity/expression, sex, and sexual orientation.
6. Ethical, honest, acts with integrity
7. Cultural Safety and Humility : Demonstrate ongoing learning, appreciation, and respect for unique perspectives, cultural contexts, power imbalances, and biases in deliberation and decision-making; recognize the role the College plays in fostering culturally safe, humble, respectful, and high-quality health care through its cultural safety and humility commitments.
8. Accountability, honesty and selflessness : Speak the truth and be willing to take full responsibility for decisions and follow through on commitments.
9. Diplomacy : Possess strong interpersonal communication skills, including the ability to articulate perspectives clearly and engage in respectful, productive — and at times courageous or difficult — discussions with the Board, staff, and system partners, while reinforcing a culture of trust.
10. * Professional experience : Knowledge and skills that support strong decision-making in the public interest, typically gained through leadership roles or service on boards or committees.
11. Collaborative, Open and Curious : Recognize that in a complex system, outcomes developed through meaningful engagement and dialogue are stronger than those created in isolation. Be open to new ideas, perspectives, and ways of doing things, maintaining a learning mindset in decision-making.
12. Respectful effective communicator : Able to work with others effectively and appreciate differing perspectives and opinions, while fostering — not impeding — robust dialogue.
13. Governance : <i>Prerequisite (with discussion)</i> - Understand the Board member's role and fiduciary duties, good governance principles, and the stewardship responsibilities of the Board.
14. Business Acumen : Business experience and an understanding of what an organization needs to operate effectively, including financial/accounting skills to understand economic factors, risk management, and good management principles.
15. Ability to navigate electronic systems - Able to access Board/Committee materials electronically.

Additional skills beneficial to committee work: HR experience, legal experience/expertise

The Application Process

Review Information

Registrants considering candidacy should review the responsibilities, required skills, and time commitments associated with the Director role before applying.

Submit Application Form

The application form includes several sections for applicants to complete. These include:

- A. Confirmation of Eligibility
- B. Declaration of Application
- C. Equity, Diversity and Inclusion
- D. Core Governance Competencies
- E. Core Attributes
- F. Candidate Statement and Resume/CV (to be uploaded)
- G. Three References (to be uploaded)

It is recommended that you gather all these documents before starting the application.

Section Descriptions:

A. Confirmation of Eligibility

Candidates must confirm their eligibility to seek election by answering several questions.

B. Declaration of Application

Candidates must provide their contact details.

C. Equity, Diversity and Inclusion

Candidates must demonstrate their experience levels in serving, protecting or considering the profession of Pharmacy from the perspective of Equity, Diversity, and Inclusion.

D. Core Governance Competencies

Board Governance Competencies are assessed annually to understand the collective competence of the current Board and inform them of the need to address gaps either through training or recruitment. There is no expectation that every Board Director be advanced in every competency; only that all competencies are collectively present. Refer to article 4.7 [Director Competencies](#) within the By-Laws.

E. Core Behavioural Attributes

Attributes are defined attitudes and behaviours of individuals. Candidates are to describe how they demonstrate the attributes that will enable them to serve as a Director and provide examples. Answers to this section will be used by the Screening Committee and not published.

F. Candidate Statement and Resume/CV + Social Media

Candidates must provide a statement outlining their strengths, achievements, and professional contributions, which they believe qualify them for a position on the Board of Directors.

Candidate statements will be distributed to eligible voters.

Statements must comply with the following requirements:

- ☐ include the **motivation/reason** you are seeking to serve on the OCP Board of Directors
- ☐ include your leadership philosophy
- ☐ include your unique strengths, personal experience
- ☐ ensure content aligns with College's public interest mandate
- ☐ **do not advocate for self-interest of the profession**
- ☐ **do not promote personal business or corporation**
- ☐ do not include any negative criticism of other candidates
- ☐ do not include libelous or slanderous comments; use respectful and professional language throughout
- ☐ avoid commenting on ongoing complaints, or past/current board decisions
- ☐ avoid promises of specific outcomes if elected
- ☐ ensure accuracy and truthfulness of all statements
- ☐ **do not exceed 300 words**

Social Media:

These guidelines apply to all campaign materials and activities, including social media (e.g., LinkedIn).

Candidates may be required to amend their statements, profiles or campaign materials to align with these requirements.

G. References

Applications must be accompanied by reference letters from three individuals who support the application.

The references must:

- ☐ provide their name, email address, and OCP number (if applicable)
- ☐ be individuals who can speak to the candidate's professional and/or governance experience (e.g., peers, supervisors)

Reference Letters – where possible, letters should include two or more illustrative examples of:

- ☐ integrity, transparency
- ☐ judiciousness, sound decision-making
- ☐ fairness, awareness of societal values
- ☐ accountability
- ☐ collaboration

SUMMARY: candidates will be required to include the following to complete their application:

- ☐ three reference letters (from your peers or supervisor) *(to be uploaded in Word or PDF format)*
- ☐ current CV/Resume *(to be uploaded in Word or PDF format)*
- ☐ candidate statement of 300 words or less indicating why you wish to be on the Board

The Screening Process

Application Screening

If you meet the basic eligibility requirements, your application will be reviewed by an external governance consultant, who will conduct the initial screening against the competencies and qualifications set out in the Director Profile. An external consultant is used to maintain an arm's-length process, enhance objectivity and transparency, and reduce bias.

Next Steps

A Screening Committee will review the list of all applicants, their applications, and the report prepared by the external governance consultant. Please note that you may be invited to an interview to determine whether you meet the essential criteria and/or desired competencies.

In addition to verifying the required competencies, skills, and diversity considerations for overall Board composition, the Screening Committee will assess how candidates complement the Board's existing experience, disciplines, and areas of expertise.

Finally, the Screening Committee will identify the candidate or candidates qualified to run in the Board election. All applicants will be notified of the outcome of the screening process.

Voting

The slate of candidates for election will be posted on the Ontario College of Pharmacists website. Voting will be conducted through a secure, web-based system.

Eligibility to Vote

Every Registrant who holds a valid Certificate of Registration as a pharmacist or pharmacy technician, who practices or resides in Ontario, who is not in default of payment of the annual fee, and who does not have a shared email address is entitled to vote in the election of Directors.

Through a service provider specializing in secure and protected electronic voting, the College will send eligible voters notification on how to access the electronic ballot and cast their vote.

Results

The Registrar/CEO will oversee the voting process and the tabulation of results. Following the close of voting, ballots will be verified by Scrutineers. The successful candidate or candidates will be those who receive the greatest number of votes. In the event of a tie, lots will be drawn to determine the outcome.

All candidates will be informed of the election results prior to a general announcement.