



**Ontario College  
of Pharmacists**

Putting patients first since 1871

**MINUTES OF A  
BOARD OF DIRECTORS MEETING  
JUNE 9, 2025  
9:30 A.M. TO 5:00 P.M.**

Jennifer Antunes  
Connie Beck (Vice Chair) (virtually)  
Simon Boulis  
Douglas Brown (Chair)  
Lisa Dolovich (regrets)  
Andrea Edginton  
Andrea Fernandes  
Adrienne Katz  
James Killingsworth  
Elnora Magboo  
Stephen Molnar  
Nadirah Nazeer  
Danny Paquette (virtually)  
Megan Peck  
Siva Sivapalan  
Wilfred Steer  
Alain Stintzi (regrets)  
Cindy Wagg  
Devinder Walia (virtually)  
Victor Wong  
Mark Feldstein (regrets)

**Regrets**

None

**Management**

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

**Staff**

Stephenie Summerhill, Executive Assistant to Registrar and CEO  
Sharlene Rankin, Executive Assistant to the Directors  
Saira Lallani, Medication Safety Lead  
Delia Sinclair Frigault, Manager, Equity and Strategic Policy

### 1. Welcome and Land Acknowledgement

- The meeting was called to order at 9:30 a.m. The Chair, Doug Brown, welcomed all Board Directors, staff and observers, and acknowledged members of the public in attendance. The Chair noted that the meeting was being recorded for the purposes of minutes only and would be deleted once the minutes are approved.
- Jennifer Antunes provided the land acknowledgement as a demonstration of recognition and respect for the Indigenous peoples of Canada.
- The Board Chair provided several updates, as follows:
  - JP Eskander has not been reappointed to the Board.
  - Congratulations to Devinder Walia, who has been reappointed to the Board for a 3-year term.
  - Our new public director, Mark Feldstein, is appointed for a 3-year term, but is unable to attend today.
  - Nadirah Nazeer is resigning from the Board following this meeting to pursue a new opportunity.
  - June is National Indigenous History Month and Pride Month.
  - We have a short in camera session at the end of today's meeting, as best practice, to allow the Board to meet with the Acting Registrar and Acting CEO .

### 2. Approval of the Agenda

- Board Chair, Doug Brown provided an overview of the items listed on the agenda for approval.
- Propose removing item 11 – Policy Refresh and Projected Practice Policy Reviews, given feedback following publication of the agenda.
- Action: College staff will revise the process for Board review of policy revisions with changed practice expectations (“must” vs. “should”)

**Motion:** THAT the Board of Directors approves the agenda for the June 9, 2025 Board of Directors meeting, as amended to remove agenda item 11 – Policy Refresh and Projected Practice Policy Reviews.

Moved by: Jennifer Antunes  
Seconded by: Cindy Wagg  
CARRIED

### 3. Declaration of Conflicts of Interest

- Andrea Edginton declared a conflict of interest re agenda item 16 – Preparing for Expanded Scope.
- Siva Sivapalan declared a conflict of interest for one of the *in camera* items.
- Connie Beck declared a conflict of interest for one of the *in camera* items.
- Doug Brown declared a conflict of interest for one of the *in camera* items.

### 4. Minutes of Board Meeting

**MOTION:**

THAT the Board approve the minutes of the March 17<sup>th</sup> and March 24<sup>th</sup> meetings of the Board of Directors as presented.

Moved by: Jennifer Antunes

Seconded by: Andrea Fernandes

CARRIED

## **5. Chair's Report**

- Board Chair, Doug Brown presented his report to the Board and provided highlights from the past quarter, noting the following:
  - The Chair participated in two White Coat Ceremonies, at the University of Waterloo and University of Toronto. He noted it is very exciting to welcome new students to the profession.
  - Susan James and the Chair attended NAPRA meetings in May which allowed for dialogue between Registrars and Chairs across the country; there was a speaker addressing the role of patient stories in the work of regulators, which raises the idea of revisiting this practice at Board meetings.
  - The Chair attended the Canadian Society of Healthcare-Systems Pharmacy - Professional Practice Conference in Ottawa on behalf of the College.

## **6. Registrar's Report**

- Susan James, Acting Registrar, noted some highlights from the Q1 Registrar's Report.

### **6.1 Registrar's Update – March 2025 to June 2025**

- Susan James presented her report to the Board. Highlights included:
  - New legislation coming re: As of Right Rules that currently exist for four professions is being expanded to several other health colleges, including Pharmacy,
  - The OCP is already at the forefront for rapid registration of interprovincial candidates, however there is a requirement for interprovincial candidates to complete the jurisprudence exam, only offered three times yearly; therefore, the College is looking at ways to manage this differently to prevent any delay the current approach may cause. Any significant changes would come to the Board for approval.
  - The NAPRA Board discussed the concept of a national pharmacy registry and supported a feasibility assessment. The physician and nursing regulators have been working on the development of such registries, which would serve to support registration activities and provide workforce supply data.

### **6.2 College Performance Dashboard – Key Performance Results for Q1 2025**

- Thomas Custers, Acting CEO and Director, Corporate Services, provided an update on the College Performance Dashboard – Key Performance Results – Q1 2025.
- Mr. Custers reviewed the 2025 Dashboard Domains and the Q1 2025 Performance Indicators. Nine indicators are on-track to meet or exceed targets; two are approaching; one is at risk; and four are measured annually, so there is no data this quarter.
- Operational Plan initiatives are mostly on-track.
- Performance by dashboard domains (Regulatory Competence, Strategic Priorities, Organizational Capacity) were also reviewed, and it was noted that the 150-day Complaints disposal target is most at risk.
  - Jimmy Le, Manager, Investigations, responded to questions from Board directors and noted several reasons for this, including a spike in volume of medium-risk files received

in 2024. There were also many external delays (e.g., requests for extension from external legal counsel, records requests), which must be tracked manually. In addition, multiple-registrant files involve sharing responses between registrants, which also creates delays. Several mitigation plans are in place to improve timelines.

- A question was posed by a Board member re: the ADR provisions in the Code. It was noted that the statutory process is quite involved and involves ratification by ICRC. Staff are focused instead on informal resolutions that do not involve panel time.
- Risk metrics and Monitoring Measures were also reviewed and no concerning issues flagged.

### **6.3 Financial Report Q1 Results**

- Thomas Custers provided the Q1 2025 results from the Financial Report. No immediate concerns were noted; and the financial targets for 2025 are on-track.
- One cost area being monitored is related to the new registrant record system. User Acceptance Testing (UAT) resulted in several flagged concerns that may result in change requests which require additional funding. There is a contingency of about \$300,000 to manage related additional work, and to date it appears to be sufficient.

### **6.4 Mid-Year Risk Report**

- Thomas Custers presented the Mid-Year Risk Report. There are no changes to the existing four from risks from 2024, but 28 new risks have been added to the Risk Register; the majority are medium risk.
- The Risk Categories were reviewed, noting that 13 risks relate to public protection.
- When the risk appetite scores are applied to the risks: 11 are on risk appetite, 10 are outside of the risk appetite, and 10 are within risk appetite.
- Risks exceeding the Board's risk appetite include cyberattacks, policy review backlog, DPP manufacturing, IT infrastructure disruption, and absence of external reporting.
- Emerging risks include the impact of AI and a dedicated action plan for monitoring and mitigation is being considered. It was noted that pharmacists are starting to use AI in practice and in response to a question about the possible use of AI in assessments and examinations, Susan James noted that the OCP is in the early stages of understanding the use of AI in this context and the potential impact.

## **7. Finance and Audit – Remuneration Policy Update**

- Wilf Steer, Chair of the Finance and Audit Committee, and Thomas Custers presented an update to the Remuneration Policy for approval. Wilf Steer noted that this follows additional work from the update presented last December.
- Mr. Custers noted additional information relating to the proposed amendments.
  - A question was raised about whether there was ever a stipend for the Board Chair and Vice Chair. Thomas Custers noted that this question will be considered, though not this year.
  - A question was raised about any efforts to advocate with government regarding public director remuneration. Thomas Custers noted that many colleges face the same issue, i.e., noting a growing gap between remuneration of public and professional directors. Colleges have advocated regarding this issue, and Susan James noted that HPRO has raised it with the Ministry.

**MOTION:**

THAT the Board of Directors approve the proposed amendments to the Remuneration Policy and Summary of Allowable Expenses.

Moved by: Andrea Fernandes

Seconded by: Simon Boulis

CARRIED

**8. Appointment of the Scrutineers**

- Susan James noted that scrutineers are required for the purposes of validating election results.

**MOTION:**

THAT the Board approves the appointment of Zubin Austin and Wayne Hindmarsh to serve as Scrutineers for the 2025 Election

Moved by: Siva Sivapalan

Seconded by: Elnora Magboo

CARRIED

**9. 2025-2026 Executive Committee and Board Meeting Dates**

- Susan James noted that the following dates are proposed for the 2025-26 Executive Committee and Board meeting dates:

Executive	Monday, March 2, 2026
BOARD	Monday, March 23, 2026
Executive	Monday, May 25, 2026
BOARD	Monday, June 15, 2026
Executive	Wednesday, September 9, 2026
BOARD	Monday, September 28, 2026
	Tuesday, September 29, 2026
Executive	Monday, November 23, 2026
BOARD	Monday, December 7, 2026

**MOTION:**

THAT the Board approves the 2025-2026 Executive Committee and Board Meeting Dates as presented.

Moved by: Siva Sivapalan

Seconded by: Jamie Killingsworth

CARRIED

The Chair called for a break starting at 10:55 am. The meeting resumed at 11:10 am.

**10. AIMS Program Updates**

- Saira Lallani, Medication Safety Lead, presented an overview and updates regarding the AIMS program, noting that the Board's approval of key changes to the AIMS program is being requested.

- An Overview of the AIMS Program was provided and the results of the AIMS Program comprehensive evaluation conducted in 2024 were presented.
- Proposed changes and analysis of options were noted:
  - Revising overall model of AIMS program, given that no other provincial regulator absorbs cost; opportunity to align with other provinces, including giving flexibility to community pharmacies to select platform
  - Aligning with NAPRA model standards by adapting or adopting them. The pros and cons of each were outlined.
- The timeline and key deliverables for 2025-2027 were outlined, including the following work streams: Discovery and Requirements, Framework Development, Rollout and Engagement, and Transition Support, with a January 1, 2027 implementation target.
- A question was raised about SSAs (safety self-assessments), and how to ensure learnings are shared with teams and actioned. Ms. Lailani noted that this is the responsibility of the DM but should be completed with the full team.
- A question was raised re: the requirement for unique logins, i.e., whether a pharmacy could end up with hundreds of individual accounts, including those given to relief staff. Ms. Lailani noted this is not a requirement for relief or occasional staff; and there is no additional cost for additional logins. Engagement has been noted by other regulators to improve with individual logins.
- A question was asked about the evidence for quarterly CQI meetings. Ms. Lailani noted that Nova Scotia has had good success with quarterly meetings, and that meetings need not be extensive, but can just provide an opportunity for frequent open discussions. Community Operations Advisors have more opportunity to review minutes.

**MOTION:**

That the Board of Directors confirms the changes to the AIMS Program model that will result in giving community pharmacies autonomy to select their own medication incident reporting platform that meets requirements and contributes to the national incident data repository (NIDR). Pharmacies would be responsible for platform costs, while the College would cover costs for submitting data to the NIDR.

Moved by: Andrea Edginton

Seconded by: Cindy Wagg

**Debate**

- A Board member asked for confirmation that this plan will lead to increased engagement. Ms. Lailani noted that engagement has been relatively low. One of the issues is duplication of reporting, i.e., reporting to pharmacies' own platform and AIMS. Change should prevent duplication. It was noted that engagement has increased in other jurisdictions.

The motion was then voted on and CARRIED.

**MOTION:**

That the Board of Directors approves amendments to the supplemental Standard of Practice (sSOP), subject to any revisions by the Board, with a view to updating the sSOP, with subsequent implementation by 2027.

Moved by: Simon Boulis  
Seconded by: Wilf Steer

Debate:

- It was confirmed by a Board member that this is just going to consultation and will come back for decision.

The motion was then voted on and CARRIED.

**MOTION:**

That the Board of Directors approves adapting the NAPRA Model Standards of Practice for Continuous Quality Improvement and Medication Incident Reporting by Pharmacy Professionals using the updated requirements to the College's supplemental Standard of Practice.

Moved by: Cindy Wagg  
Seconded by: Victor Wong  
CARRIED

**11. Succession Planning (originally item 13)**

- Siva Sivapalan, Chair, Governance Committee, presented a proposal regarding succession planning, specifically whether an analysis is required of the need to revise the Board Director terms and composition/size of the Board.
- As described in the briefing note, two changes are being proposed:
  - First: increased term limits for Board members, and composition; these are needed to ensure Board stability, continuity, and leadership development
  - Second: increasing the number of Board directors
- Considerations going forward:
  - Benefits of increasing number of elected/public directors – stability and workload distribution
  - Longer terms enable leadership training and succession
  - Implementation can align with 2026 election cycle but requires bylaw revisions
- Next steps were outlined, including directing staff to begin work as part of the 2026 Operational Plan; coordinating efforts with the Governance Review and Policy Booklet update; and ensuring governance evolution aligns with RHPA principles and the public interest.

Several comments and questions were raised by Board members regarding this subject:

- Regarding the history of governance reform at OCP, Ms. James referenced the information in the addendum. Reform began in 2017, and in 2020 resulted in revisions to bylaws, followed by implementation. Reform was part of governance modernization taking place across regulators and at the Ministry level. OCP has not completed an impact analysis of these changes.
- It was noted that longer terms do allow for better development and use of institutional knowledge. Soon, many Board members will have less than two years' experience, which is a risk for the public and profession. The learning curve is steep and it is felt that six years is not a long enough term.



- It was noted that terms are staggered, but this does not account for unplanned departures. One-third of the Board is turned over each year. Existing Board members were grandparented under the Bylaw in 2020, but these individuals will soon have completed their full terms.
- Does the OCP provide input to the Ministry on public directors' reappointments? Ms. James noted that the Ministry does check in with the OCP, but the Ministry makes these decisions.
- Regarding the 2026 Operational Plan and the budgeting process, Ms. James noted that staff are currently developing the proposed 2026 Operational Plan; having this item on today's agenda will help in the development of the Plan, which will come to the September Board meeting for approval.

**MOTION:**

THAT the Board direct College staff to develop and execute a work plan for the 2026 Operating Plan to examine and report on the implications of current Board composition and term limits, including:

- The impact of maintaining the minimum number of elected and public directors, and the potential benefits and risks of increasing the number of directors.
- The transition from nine-year to six-year term limits for Board directors and, including an assessment of the potential benefits of reinstating nine-year term limits to support leadership development, continuity, and succession planning.
- The associated effects on Board and committee succession planning, continuity, and the risk of becoming unconstituted.

The work plan should include a policy and legal analysis, an environmental scan of comparable regulatory organizations, and any proposed by-law amendments, for Board review and decision.

Moved by: Siva Sivapalan  
Seconded by: Victor Wong  
CARRIED

The Chair called for a lunch break at 12:17 pm. The meeting resumed at 1:03 pm.

**11. Preferred Provider Networks**

- The Chair provided a brief introduction to this agenda item as follows:
  - A decision regarding PPN regulatory options was deferred from the March Board meeting, pending government direction.
  - The government has announced a second consultation, leading to some concerns regarding progress. It is premature to make a unilateral policy decision now, as that may be at odds with the government's direction. The government sees the OCP as a regulatory partner.
  - The OCP is prepared to move forward on solutions; however, the best solutions may come from government.
  - The OCP is prepared to move quickly once the government's direction is announced, and make use of the consultation feedback.
  - The OCP is best positioned to inform the government about what we believe the impact on pharmacy patients will be.

- Stories from patients about medication errors and access have been heard, and raise serious concerns.
- The goal of today's discussion is to provide information about the government consultation.
- Todd Leach, Director, Communications, Policy and Knowledge Mobilization, and Delia Sinclair Frigault, Manager, Equity and Strategic Policy, presented an information update regarding the status of the government's consultation on PPNs and facilitated a discussion to obtain the Board's input to the consultation and consider the OCP's next steps. The two proposed models from government are "Any Able and Willing Provider" and "Standard Mandatory Exemptions".
- Delia Sinclair Frigault facilitated a discussion about the models and several questions and comments were raised, including:
  - The two options presented may not be the only possibilities government considers if a more robust option is presented. The models are not exclusive; nothing prevents the OCP or any other interested stakeholder from presenting another model. However, when the Ministry consults on specific models, it is important to consider these first.
  - Re: the term "Able and Willing Provider," several concerns were noted.
    - The model may not go far enough to address well-established patient risk/public interest concerns and changes/safeguards via the OCP can strengthen the proposals.
    - The term sounds inclusive but caution should be employed in its use. The key word "able" does not address the equity concerns and risks that were originally raised re: PPNs, including underserved areas and independent pharmacies. "Able" could still mean market-driven, i.e., driven by insurers. This could be used as a barrier to cut out underserved and independent pharmacies.
    - Requirements must be bona fide. Who decides what is bona fide or not? They need to be administratively manageable. Does the OCP need to certify pharmacy specialists? Fragmentation of care and consent is problematic, and consent cannot be forced.
    - It is unclear who would regulate, but it needs to be an unbiased party.
    - If insurers can erect arbitrary barriers that limit competition, perhaps the role of OCP is to act as a pre-approver of these terms through a public protection lens.
  - Re: Standardized and Mandatory Exemption: Who is the patient calling? Who will have supervision over this?
  - Re: "Standard Mandatory Exemptions," several comments were made.
    - Exemptions could apply to protected characteristics.
    - Who is accountable for approving the exemption? Approvals processes could result in delays in the patient receiving care.
    - If the risk is that patients face unnecessary barriers (e.g., insurer as arbiter), perhaps OCP's role is to establish an appeals process to judge in the best interests of the patient.

- Ms. Sinclair Frigault noted that while responding to this consultation, the Board's input will be considered along with jurisdictional insights from other regulators.

**12. Governance Review Update (originally item 14)**

- Siva Sivapalan, Chair, Governance Committee presented a status update on the Governance Review, which was directed by the Board at its September 15, 2025, Board meeting.
- The Chair noted that there have been several meetings between the consultant (Institute on Governance – IOG) and the Governance Review Committee (GRC) since the project kick-off meetings in March, including meetings in April and May. During those meetings, the GRC identified lists of prospective survey and interview participants and approved the final versions of the survey questions and the interview guide.
- The survey closed on May 13 with a 91% completion rate; and interviews are being completed this week.
- Next, the GRC and IOG will meet to review what the consultant heard during the surveys and interviews.
- The consultant will submit an initial draft report by July 11. The report will be finalized in August, when it will also be considered by the Governance Committee.
- The final report will be considered by the Board at its September meeting.

**13. Policy Refresh and Projected Practice Policy Reviews – removed from the agenda**

**14. Amendment to Policy 3.9 - Conflicts of Interest (COI) Guidance Tool**

- Siva Sivapalan, Chair, Governance Committee presented an amendment to Policy 3.9 Conflict of Interest Guidance Tool.
- The Governance Committee recommends clarifying expectations around election protocols related to Board member endorsement of candidates
- The recommendation is to amend the Guidance Tool to state that sitting Board members must not endorse any electoral candidates, including social media posts and reactions
- The importance of Board member objectivity as noted and the changes are intended to support a consistent approach to conflict of interest

**MOTION:**

THAT the Board approve the proposed amendments to the guidance tool supporting Policy 3.9 – Conflicts of Interest, as recommended by the Governance Committee, to clarify expectations regarding Board member endorsements during the electoral process.

Moved by: Siva Sivapalan

Seconded by: Jennifer Antunes

CARRIED

**15. Preparing for Expanded Scope (*Andrea Edginton recused herself and left the room for this discussion*)**

- Jennifer Leung, Senior Strategic Policy Advisor, facilitated a discussion to assist in development of regulatory changes that will be needed to enable expanded scope, which is anticipated following last year's government consultation.

- The objectives of the discussion were to confirm the drug lists for anticipated additional minor ailments and the conditions and restrictions related to some of the minor ailments.
- Board members provided several comments:
  - Lists that name individual drugs is problematic. Some drugs on the list do not meet the criteria. No matter how fast we try to update the lists, we will always be behind. Elected Board members have expressed a longstanding concern with lists, noting it also impacts prescribing pharmacists who also conduct therapeutic checks. It was noted that the Ministry is aware of these challenges.
- Recommendations and concerns re: insomnia were outlined. The Board was asked if members agree with limiting this minor ailment to acute insomnia; excluding controlled substances (e.g., benzodiazepines); and including eszopiclone and zopiclone. It was agreed there will have to be robust communications around this and can be managed by following guidelines.
- The Board also discussed considerations related to fungal nail infections, noting that a visual assessment is needed for proper follow-up and if oral medication is included, this will need to go into the record which suggests the Clinical Viewer is needed. The ability to order samples would also be needed.
- Re: Shingles – The Board was asked if members agree that patients with shingles involving the face/eye should be included in minor ailments. There was support for keeping it on the list as it is a time-sensitive condition. However, ensure it comes with a stern warning to get to an emergency department.

The Board Chair paused the meeting for a break at 3:42 pm. The meeting resumed at 3:52 pm.

#### **15. Search Committee Update – For Information**

- Search Committee Co-Chairs, Adrienne Katz and Cindy Wagg, provided a verbal status update on the Search Committee's progress in the recruitment of the new Registrar and CEO.
- There are five Board members on the Committee, with Jennifer Antunes having been appointed to the vacant position by the Executive Committee, as directed by the Board in March.
- The first meeting was held April 10, and two additional meetings were held on May 2 to review the RFP submissions and May 22 to initiate the recruitment process with the selected search firm.
- Selection of the search firm was completed via an RFP process and following assessment of the responses the Committee selected Mirams Becker, who have now initiated the recruitment process and posted the job ad this week.
- The recruitment firm will consult with key system partners, including an all-staff survey and interviews with senior staff, OPA, CPhA, CCAPP and government.
- Tentative scheduling of interviews has been set for late July into early August.

#### **16. Executive Committee Election – For Decision**

- Governance Committee Chair Siva Sivapalan called for interest from public board members in running for election to the Executive Committee to replace JP Eskander, whose public appointment ended on May 29<sup>th</sup>, 2025.

- Megan Peck nominated Cindy Wagg to the vacancy on the Executive Committee. No other nominations were received.

**MOTION:**

THAT the Board appoint Cindy Wagg to the Executive Committee for the term commencing June 9, 2025 and ending September 14, 2025.

Moved by: Jennifer Antunes

Seconded by Megan Peck

CARRIED

**17. *In Camera***

**MOTION:**

THAT Pursuant to Health Professions Procedural Code subsections 7 (2)(d) and (e), the Board of Directors pauses the public portion of the meeting to move *in camera*.

Moved by: Jennifer Antunes

Seconded by: Andrea Fernandes

CARRIED

**Angela Bates**  
Director, Conduct

**Doug Brown**  
Board Chair