



**MINUTES OF A
BOARD OF DIRECTORS MEETING
MARCH 23, 2026
9:30 A.M. TO 4:25 P.M.**

Board of Directors

Jennifer Antunes
Simon Boulis
Douglas Brown (Chair)
Leyland Brown
Akil Dhirani
Lisa Dolovich
Andrea Edginton
Scott Ford
Jae-Yon Jung
Adrienne Katz
James Killingsworth
Francis Michaud
Stephen Molnar
Danny Paquette
Siva Sivapalan (Vice-Chair)
Wilfred Steer
Cindy Wagg
Devinder Walia
Victor Wong

Regrets

Alain Stinzi
Simran Bal
Ranjithkumar Paranivasagam

Management

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

Staff

Nina Kang, Executive Assistant to Registrar & CEO
Jennifer Leung, Senior Strategic Policy Advisor
Allena Nguyen, Acting Administrator, Governance
Sharlene Rankin, Executive Assistant, Directors & Corporate Policy
Delia Sinclair Frigault, Manager, Equity & Strategic Policy
Amy Vranichidis, Governance Lead

The Chair called the meeting to order at 9:31 a.m. and confirmed that the meeting was being recorded for the purposes of minutes (to be deleted upon approval) and welcomed Amy Vranichidis as the new Governance Lead at the Ontario College of Pharmacists (the College).

The Chair also highlighted that March is Pharmacy Appreciation Month.

1. Land Acknowledgement

Jamie Killingsworth provided the land acknowledgement as a demonstration of recognition and respect for the Indigenous peoples of Canada.

2. Approval of the Agenda

The Chair noted a proposed amendment to the agenda to defer Item 11 (Code of Ethics), in response to a Ministry of Health request that the College pause proposed amendments pending changes to the preferred provider networks (PPN) legislative framework.

MOTION:

THAT the Board approve the agenda for the March 23, 2026, Board meeting as amended.

Moved by: Adrienne Katz

Seconded by: Scott Ford

CARRIED.

3. Declaration of Conflicts of Interest

Conflicts of interest were declared by Doug Brown (Item 7.3), Andrea Edginton (Item 12), Victor Wong, Siva Sivapalan, Devinder Walia, and Akil Dhirani (Item 5.2), and Jennifer Antunes (Items 5.2 and 7.3).

4. Consent Agenda

The Chair noted that the consent agenda is used to approve routine items efficiently and that any item requiring discussion may be removed for separate consideration. The Chair also advised that, going forward, motions would be tabled at the outset of agenda items, with discussion to follow and voting to occur at the conclusion of discussion.

MOTION:

THAT the Board approve the consent agenda as presented:

- To approve the minutes of the December 3, 2025, meeting
- To approve the minutes of the December 8, 2025, meeting
- To approve the Status of Board Action Items – September 2025 to March 2026

Moved by: Devinder Walia

Seconded by: Cindy Wagg

CARRIED.

5. Chair's Report and Executive Committee Report

5.1 Chair's Report and Executive Committee Report

The Chair presented a summary of his activities for the past quarter, including an emphasis on completing Board meeting evaluations and a brief update on the Executive Committee's activities.

5.2 Appointment of the 2026 Screening Committee

Victor Wong, Devinder Walia, Akil Dhirani, Siva Sivapalan and Jennifer Antunes recused themselves and left the meeting for the discussion and decision on this item.

The Board reviewed a briefing note regarding the proposed slate for the 2026 Screening Committee.

MOTION:

THAT the Board approve the following appointments to the 2026 Screening Committee:

- Governance Committee Chair, Siva Sivapalan (Committee Chair candidate; returning member)
- Lay Committee Appointee - Jennifer Shin (returning member)
- Lay Committee Appointee - Alexander Lim
- Lay Committee Appointee - Audrey Wubbenhorst
- Public Director - Devinder Walia
- Elected Director - Akil Dhirani

Moved by: Jamie Killingsworth

Seconded by: Simon Boulis

CARRIED.

Victor Wong, Devinder Walia, Akil Dhirani, Siva Sivapalan and Jennifer Antunes returned to the meeting.

5.3 Pharmacy Technician Annual Renewal Fees

Jay O'Neill, Registrar & CEO, provided introductory remarks, acknowledging the petition submitted via anonymous email received by the College and emphasizing the importance of carefully considering all system partner feedback. It was noted that the 2026 budget has already been approved, in accordance with the By-Law and cannot be amended in the short-term. It was communicated that the proposed approach allows the College to carry out its required work, in a transparent manner, while taking feedback into consideration.

MOTION:

THAT the Board receive the briefing note on Pharmacy Technician registration fees for information and direct staff to undertake a comprehensive review of Pharmacy Technician fees for report back to the Board in September 2026.

Moved by: Lisa Dolovich

Seconded by: Francis Michaud

The motion having been duly moved and seconded, the Board discussed the scope of a proposed review. Jay O'Neill confirmed that the analysis will include environmental scanning, including comparisons with fees of other regulators and consideration of cost-of-living differences across provinces.

The Board discussed other related issues, including what constitutes a material decrease in revenue, past periods of frozen fees for pharmacists and pharmacy technicians, any impact on labour force, and whether the fees review should be more broadly undertaken.

The motion was put to a vote and CARRIED.

Thomas Custers, Director, Corporate Services, noted that any proposed changes in fees requires a 60-day consultation period.

A supplementary motion was introduced from the floor.

MOTION:

THAT the Board direct staff to undertake a comprehensive review of fees related to accredited premises for report back to the Board in December 2026.

Moved by: Cindy Wagg

Seconded by: Devinder Walia

The motion having been duly moved and seconded, the Board discussed whether registrants had expressed a need for this change; one Board member clarified that the question reflected their perspective as a Board member. Another Board member noted the current workload of the College and suggested prioritizing Pharmacy Technician fees at this time.

The motion was put to a vote and DEFEATED.

6. Finance and Audit Committee Report

Adrienne Katz, Finance and Audit Committee Chair, and Thomas Custers presented an update on Committee activities.

6.1 Q4 Financial Reports

Adrienne Katz introduced the Q4 Financial Reports, noting that Q4 results indicate a small surplus. Going forward, the Board will have a 2-year forecast.

6.2 Revised Reserve Policy

Thomas Custers provided an overview of the proposed changes to the Reserve Policy. It was noted that the revised policy would not take effect until 2027 and that changes are informed by the auditor's recommendations. While the revisions formalize the framework, the College is already largely operating in alignment with the proposed approach, which would permit the establishment of additional reserve funds.

MOTION:

THAT the Board approves the revised Reserve Funds Policy, including the updated reserve targets, surplus allocation framework, and delegated authorities.

Moved by: Jamie Killingsworth

Seconded by: Jennifer Antunes

The motion having been duly moved and seconded, the Board discussed the conditions under which reserve funds could be accessed. It was noted that access to the reserve funds by the Registrar & CEO would require an operating deficit that had been identified and reported to the Board, as well as notification to the Finance and Audit Committee.

It was also noted that the College's Investment Policy, will be brought forward to the Board in June and that the College works with an external investment manager focused on long-term investments. Where a reserve remains at its maximum level for two consecutive years, it would be subject to evaluation.

The motion was put to a vote and CARRIED.

6.3 Audit Services Market Reviewing Timing

Adrienne Katz introduced the Finance and Audit Committee's recommendation to defer the audit services Request for Proposals by one year to 2027, noting that continued performance evaluation would maintain oversight and support a stronger future procurement.

MOTION:

THAT the Board approves deferring the audit services Request for Proposals to 2027, and that a performance evaluation of the Ontario College of Pharmacists' current auditor be conducted during the 2025 audit cycle to inform the future RFP process.

Moved by: Scott Ford

Seconded by: Simon Boulis

CARRIED.

The Board recessed at 10:35 a.m. and reconvened at 10:50 a.m.

7. Governance Committee Report

7.1 Governance Committee – Activity Report

Siva Sivapalan, Governance Committee Chair, presented an update on Committee activities and noted that the revised report format consolidates committee activities into a single report.

7.2 Board Competencies Survey Results

Siva Sivapalan reviewed the results of the annual Board competency survey, noting that while the Board as currently constituted demonstrates all required competencies, some of the requisite competencies are concentrated among a limited number of Directors.

7.3 Board Size and Term Limits

Doug Brown and Jennifer Antunes recused themselves and left the meeting for the discussion and decision.

Adrienne Katz assumed the Chair. Siva Sivapalan reviewed the briefing note, outlining the Board's consideration of whether adjustments to Board size and/or extending term limits would address leadership development, committee capacity (particularly for Discipline panels), and Board constitution.

MOTION:

THAT the Board approves the proposed by-law amendments as circulated, to increase the number of elected board directors by two, consisting of one additional Pharmacist and one additional Pharmacy Technician.

Moved by: Francis Michaud

Seconded by: Cindy Wagg

The motion having been duly moved and seconded, Board members raised several questions and comments regarding Board size and composition. It was noted that the College's current Board size is at the statutory minimum, which presents certain risks, and that any increase in elected directors would require maintaining appropriate balance with public directors.

Discussion also addressed Discipline Committee requirements, including the minimum number of Pharmacy Technicians on the Board and challenges with panel appointments. Members reflected on the original decision to reduce Board size as part of a governance modernization review, noting that the current discussion provides an opportunity to revisit that decision. Staff clarified that the environmental scan included input from peer regulators and was presented to ensure an unbiased overview regardless of findings.

The motion was put to a vote and CARRIED.

Following the Board's approval of the proposed changes, it was noted that the Board would next consider whether the consequential by-law amendments achieve the intended objectives and should take effect immediately to enable implementation in advance of the 2026 election cycle.

MOTION:

THAT the Board approves the proposed by-law amendments as circulated, to extend the maximum term limits for elected board directors from six to nine years, based on the ability to complete three consecutive three-year terms.

Moved by: Francis Michaud

Seconded by: Jae-Yon Jung

The motion having been duly moved and seconded, the Board discussed the implications of term limits and Board capacity, noting the importance of sufficient tenure to support leadership development and effective collaboration. The discussion also highlighted committee capacity constraints, particularly given the time demands on practising professionals, and the need to balance institutional knowledge with the inclusion of new perspective and greater diversity.

The motion was put to a vote and CARRIED.

MOTION:

THAT the Board approves the above changes to the by-laws to take effect immediately to enable implementation for the 2026 election cycle.

Moved by: Simon Boulis

Seconded by: Leyland Brown

CARRIED.

Doug Brown and Jennifer Antunes returned to the meeting.

The meeting recessed for lunch at 12:04 p.m. and reconvened at 1:02 pm.

8. Registrar's Report

8.1 Registrar's Update – December 2025 to March 2026

Jay O'Neill presented highlights from the Registrar's Report, providing updates relevant to the Board's oversight role, including system partner engagement and the status of the Registrant Records System (RRS).

The Board discussed the report, noting the prudence of including timeline and budget contingencies for the RRS project. Questions were raised regarding the adequacy of the RRS contingency budget, with staff confirming that funds have been set aside and discussions with the vendor are ongoing. The Board also discussed opportunities to strengthen registrant

engagement, including consideration of re-introducing regional meetings, potentially with Board participation.

8.2 College Performance Dashboard – Key Performance Results for 2025

Thomas Custers presented an overview of the 2025 key College Performance Dashboard. The Board discussed the results, raising questions regarding certain performance indicators, including equity-related advisory structures, investigation workload monitoring, the interpretation of media sentiment data, and staff development activities. Thomas Custers provided clarification, noting that several indicators are used for monitoring purposes, that contextual factors affect certain measures, and that staff development remains a priority despite budgetary and capacity constraints.

9. 2026 College Dashboard Targets

Thomas Custers presented a progress update on strategic and operational activities, including rationales for targets. The Board was asked to approve targets for the 2026 College Dashboard measures already approved.

MOTION:

THAT the Board approves the 2026 College Dashboard targets as presented.

Moved by: Adrienne Katz

Seconded by: Jennifer Antunes

The motion having been duly moved and seconded, a question was raised about the College's actions in response to corporate pressures affecting pharmacy professionals. Staff noted that an annual survey has been conducted and the results are being finalized before being distributed. A Board member noted the need for flexibility in the operational plan to accommodate additional work requested by the Board. A question was asked about the 365-day timeline relating to the Registrar's Inquiry timelines, and whether the target on this could be 100%. Staff noted that the Conduct department continues to work on process improvements while managing an increase in case volumes over the past year and indicated that reporting can differentiate between delays within the College's control and those outside of it.

The motion was put to a vote and CARRIED.

10. Strategic Plan Update

Jay O'Neill outlined a proposed scope and approach for a 2026 refresh of the 2024-2028 Strategic Plan, noting that a full strategic planning process would not be feasible this year and that the proposed approach is intentionally focused and time-limited.

MOTION:

THAT the Board approves the Strategic Plan Refresh approach and scope as outlined in the materials.

Moved by: Devinder Walia
Seconded by: Scott Ford

The Board discussed the proposal, expressing support for the streamlined approach and noting its potential usefulness as a mid-cycle strategic review tool in the future.

The motion was put to a vote and CARRIED.

MOTION:

THAT the Board approve the striking of a Strategic Plan Working Group with the scope as outlined in these materials.

Moved by: Devinder Walia
Seconded by: Danny Paquette

CARRIED.

Following approval of the establishment of the Strategic Plan Working Group, the Board considered the membership of the Working Group, noting that a solicitation of interest and availability had been circulated in advance. Stephen Molnar and Devinder Walia, Public Directors, withdrew their names. The Chair confirmed that Adrienne Katz and Cindy Wagg would be acclaimed. The Chair further advised that voting for the professional members would be conducted by electronic ballot.

MOTION:

THAT the Board approve the appointment of the following members for the Strategic Plan Working Group:

Professional Directors:
Simon Boulis
Scott Ford
Wilf Steer

Public Directors:
Adrienne Katz
Cindy Wagg

Moved by: Danny Paquette
Seconded by: Leyland Brown

CARRIED.

11. Code of Ethics Amendments – DEFERRED FOR AN UPCOMING MEETING

12. Safety Measures for Expanded Scope

The Chair introduced the item regarding the proposed expansion of scope of practice. The Board was asked to provide direction on the safety measures required to support the proposed expansion.

12.1 Operational Safeguard Findings and Recommendations

Todd Leach, Director of Communications, Policy and Knowledge Mobilization, introduced the briefing note outlining the background and proposed safety measures related to the expansion of scope of practice. Delia Sinclair Frigault, Manager, Equity and Strategic Policy, provided further detail on the jurisdictional scan and consultation informing the proposal.

MOTION:

THAT the Board approve the revised *Administering a Substance by Injection Guideline* and the *Declaration of Completion of Injection Training* statement for Pharmacy Technicians which confirms a mandatory CPR and first aid requirement for Pharmacy Technicians for implementation, subject to the government's authorization of the proposed expanded scope activities.

Moved by: Danny Paquette

Seconded by: Victor Wong

The motion having been duly moved and seconded, the Board discussed considerations related to first aid and CPR requirements, specifically about which level would be the appropriate course-level (Emergency versus Standard First Aid). One Board member noted that requiring completion of the second component of training was unusual, given the types of emergencies that typically arise in a pharmacy setting. Another noted that it is hard to predict when you will need Standard-level First Aid and shared their experience of needing to provide emergency response in non-typical settings.

It was noted that the public consultation was a small sample; and 20% viewed the requirement negatively. Communications will be needed to address this.

It was noted that the College could monitor the number of Pharmacy Technicians over the next year to assess whether the introduction of CPR/First Aid requirement results in any significant change. At present, approximately 1,800 Pharmacy Technicians in community pharmacies are injection-trained.

Staff noted that government has signalled their intent to move forward with expanded scope; but timelines are not yet clear.

The motion was put to a vote and CARRIED.

12.2 Mandatory Learning for Sore Throat (acute pharyngitis), Swimmers' Ear (otitis externa), and Administration of Sublocade

Todd Leach provided an overview of the background and consultation related to proposed mandatory learning requirements.

Delia Sinclair Frigault provided additional details on activities undertaken since the Board's previous discussion.

MOTION:

THAT the Board approves the mandatory learning requirements for acute pharyngitis, otitis externa, herpes zoster and administration of Sublocade, as outlined in the associated guidelines and guidance which will operationalize these requirements, for the purposes of open consultation.

Moved by: Adrienne Katz

Seconded by: Akil Dhirani

The motion having been duly moved and seconded, the Board engaged in a discussion about the proposed motion, including considerations to the application of mandatory learning as scope evolves, potential impacts of requiring specific declarations over time, and opportunities to ensure a consistent approach to future scope expansions. Staff noted that declarations were agreed upon at a previous Board meeting.

A Board member noted that, in the case of physicians, similar issues are addressed by including practice-area information on the public register and asked whether a comparable approach could be considered by the College. It was noted that currently, registrants declare that they have the knowledge, skills and competencies to engage in pharmacy practice during the annual renewal process.

A question was raised about how the College has previously managed expansions of scope. Staff noted that the current minor ailments emerged from a risk analysis previously conducted.

The risk of specifying particular mandatory learning requirements was noted, given the importance of preserving practitioners' daily exercise of professional judgment and critical thinking.

Staff noted that the Board held a robust discussion on this topic at its December 2025 meeting, including consideration of risk assessment that informed the need for declarations. At that time, the Board agreed to require annual declarations, with a commitment to re-evaluate after two years. Following discussion of how the risk assessment applied to various options, the Board directed staff to proceed with the declaration and mandatory learning for the four identified conditions, with the approach to be evaluated in two years.

Staff noted that the proposed mandatory learning requirements should be considered separately from the method of implementation, as the motion before the Board is to approve public consultation rather than final approval.

The Board recessed at 3:15 p.m. and reconvened at 3:27 p.m.

The Board's discussion continued, focusing on the wording of the motion and proposed consultation approach.

Staff suggested that, rather than amending the motion, the Board could provide direction on how the consultation should be conducted, including framing two distinct lines of inquiry: one regarding the proposed mandatory learning requirements, and another regarding the declaration mechanism. There was general agreement with this approach.

The motion was put to a vote and CARRIED.

12.3 Proposed Amendments to the Standards of Operation

The Chair noted that additional work is required before the item can be brought forward for Board decision. Todd Leach provided additional context, noting that following the December Board discussion, staff determined that further information was required.

Delia Sinclair Frigault outlined key questions to guide the Board's discussion. The Board discussed the proposed amendments, including considerations related to enforcement and alignment with existing standards. Staff confirmed that these would be treated in the same manner as other College's standards and noted that they are operational in nature rather than practice standards.

A question was raised about interprofessional interdependencies, which staff noted could be addressed in a broader standards review in 2027.

It was noted that the proposed framework enables standards to be enforceable, including in relation to proprietary considerations. With respect to clinical decision support tools and patient health information, staff confirmed that references to clinical viewers have been discussed previously and that at this time a more general statement is appropriate, given Ontario Health's ongoing consolidation efforts. This approach allows committees discretion in addressing compliance and avoids prescribing a specific provincial clinical viewer.

Staff further noted that emerging direction from Ontario Health emphasizes registrant responsibility for obtaining appropriate patient information rather than mandating the means by which it is accessed, and that there may be multiple ways to demonstrate compliance with a standard.

Regarding the inclusion of workflow considerations to support professional well-being, a question was raised about how “professional well-being” is defined and assessed. Staff acknowledged that measurement in this area is currently limited and noted that, while the College has not formally defined well-being, related questions were included in the most recent survey.

The Board expressed satisfaction with the overall direction of the proposed amendments. Staff will continue engagement with system partners, undertake further analysis on impacts to pharmacy owners and operators, and return to the Board with proposed amendments for approval to proceed with public consultation at a future meeting.

13. *In camera*

MOTION:

THAT pursuant to Health Professions Procedural Code ss 7 (2)(c), (d), and (e), the Board of Directors ends the public session to go *in camera*.

Moved by: Lisa Dolovich

Seconded by: Devinder Walia

CARRIED.

The public portion of the meeting was adjourned at 4:25 pm.

Angela Bates
Director, Conduct

Doug Brown
Board Chair