



DATE:	Monday, November 17, 2025 – 9:30 a.m.
SUBJECT:	Executive Committee Meeting
ATTENDEES:	Doug Brown (Chair), Siva Sivapalan (Vice-Chair), Victor Wong, Adrienne Katz, Cindy Wagg
GUESTS:	
STAFF:	Jay O'Neill, Susan James, Thomas Custers, Angela Bates, Todd Leach, Christian Guerette, Penny Galanis, Allena Nguyen
LOCATION:	Microsoft Teams

1. Welcome & Land Acknowledgement

The Chair called the meeting to order at 9:32 a.m. and offered the Land Acknowledgement.

2. Approval of Agenda

The Chair provided an overview of the items listed on the agenda for approval.

At the request of the Vice-Chair, an additional in-camera agenda item 12.1 was added to the agenda.

Moved by Cindy Wagg.
Seconded by Adrienne Katz.

The motion **CARRIED**.

The Executive Committee approved the agenda of the November 17, 2025, meeting.

3. Declaration of Conflict of Interest

The Chair asked if any member of the Committee had any conflicts to declare. None declared.

4. Re-Approval of Motion from August 27, 2025, and 5. Approval of Minutes

Agenda Items 4 and 5 were discussed together.

Motion: THAT the newly constituted Executive Committee revoke on and approve the minutes of the following meetings as presented:

- a) May 26, 2025
- b) July 11, 2025
- c) August 22, 2025
- d) August 27, 2025

Moved by Siva Sivapalan.
Seconded by Cindy Wagg.

The motion **CARRIED**.

6. Strategic Plan

Doug Brown, Board Chair, introduced this agenda item with the objective of determining whether to propose to the Board a review of the strategic plan for 2026, given that since its establishment, other significant priorities had arisen. Susan James, Director, Registration and Quality, provided additional background information on the progress of the strategic plan, noting that only the first strategic goal had remained fully in focus. Given the transition with the new Registrar and CEO and a Board comprised of 40% new directors, the Committee discussed that this period offered an opportunity to pause and conduct a more thorough realignment of the strategic plan over the coming year. It was clarified that the recommendation is for the strategic plan to undergo a necessary realignment and the core objectives were not being abandoned. The Committee noted that staff resource availability would need to be addressed if external scanning and input were required.

Additionally, the Committee agreed that a Board retreat would be an effective collaboration between new Board Directors and the management team.

Motion: THAT the Executive Committee recommend the Board revisit and refresh the Strategic Plan in 2026.

Moved by Adrienne Katz.
Seconded by Victor Wong.

The motion **CARRIED**.

7. As of Right Legislative Changes

Susan James, Director, Registration and Quality, updated the Committee on the “As of Right” legislation passed by the Ontario government on November 3, 2025, with an implementation date of January 1, 2026. Due to changes made in the *Drug and Pharmacies Regulation Act (DPRA)*, the College is required to submit a corresponding draft regulation to the Minister of Health by November 20, 2025, and a final regulation by December 5, 2025. The Committee was informed that this necessitates two special meetings of the Board. The first meeting would require Board Directors’ consent to waive notice for the meeting, as it would need to proceed in less than seven days. The meeting is needed for Board approval of the regulation changes and seeking permission from the Minister of Health to waive or truncate the 60-day requirement for open consultation.

Christian Guerette, General Legal Counsel and Chief Privacy Officer, advised to proceed with a special meeting of the Board, as opposed to asking the Executive Committee to act on behalf of the Board, and he confirmed that waiving notice did not require unanimous approval.

The Committee agreed to proceed with scheduling the first special meeting of the Board as soon as possible to meet the required timelines.

8. Proposed Bylaw amendments re- Board Composition and Term Limits

Doug Brown, Board Chair, expressed concern regarding Board Directors submitting individual briefing notes to a meeting. It was noted that this should be avoided to prevent the appearance of preferential treatment and avoid potentially undermining staff relations and established governance protocols. In response, the Director involved clarified that the briefing note was independently submitted due to significant time constraints that precluded the usual collaborative process with staff.

Susan James, Director, Registration and Quality, clarified that the issue would have ideally gone to the Governance Committee first, but timing did not work that way; however, the briefing note did also go to the Governance Committee, and the Executive Committee could wait for their input prior to reaching a final decision.

Discussion ensued regarding the roles and timing of each committee regarding recommendation of by-law changes for the Board and the process for directors to bring items forward for the Board agenda. Christian Guerette, General Legal Counsel and Chief Privacy Officer, noted the best practice was for the Governance Committee to make recommendations to the Executive Committee before going to the Board, citing [College By-Laws 8.4.2 and 8.24.7](#); however, it was agreed these issues will be addressed further as part of the governance review implementation work.

Susan James, Director, Registration and Quality, provided a summary of the briefing note and noted the Board previously directed this work to be included in the 2026 operational plan, partially due to staff indicating they did not have capacity to complete the work sooner, and the need for fulsome analysis. The timing for by-law consultation, ahead of a decision to make changes to Board size or term limits, is proposed now to comply with the direction to staff that changes requiring by-law amendments be approved, and implementation needs to be ready for initiation of the 2026 election process in April.

Siva Sivapalan, Board Vice-Chair, spoke to his concerns that current term limits and insufficient Elected Directors threatened impartial adjudication panels for the Discipline Committee in addition to the Board's ability to remain constituted, and that this rationale should be clearly articulated in the briefing note for the Board.

The Committee confirmed being in favour of amending term limits and Board size but defer to the governance committee to determine the options presented to the Board.

Motion: THAT the Executive Committee direct the Governance Committee to review options for Board composition and term limits, including the number of elected Directors and the distribution between pharmacists and pharmacy technicians, and to bring forward a recommendation to the Board at its December 2025 meeting.

Moved by Victor Wong.
Seconded by Cindy Wagg.

Siva Sivapalan abstained from the vote due to his direct involvement with the agenda item.

The motion **CARRIED**.

9. Draft Agenda for Board of Directors Meeting on December 8, 2025

The Executive Committee reviewed the draft agenda for the December 8, 2025, Board meeting.

Discussion centred around key items, including the budget, College performance dashboard, and the most current update on Preferred Provider Networks (PPN). In addition, it was noted the consultation feedback on the expanded scope regulation changes would also come to the Board and staff would seek further direction from the Board to scope the nature and extent of safeguard considerations to inform further work on these.

10. Action Tracker

The Committee reviewed a draft action tracker prepared by staff, which had been initiated following direction from the last Executive Committee meeting to track actions coming out of Board meetings.

11. Status Review of KPIs

Susan James, Director, Registration and Quality, summarized the three key performance indicators: budget and financial stability, PPN work, and Board and staff relations. The PPN work was influenced by work of the government and further College effort will be established once there are more details about the proposed legislation. Regarding staff relations, while it was noted there is still work to do, comments indicated Board and staff relationships seemed improved, citing successful joint meetings and a positive Board and Committee Orientation session.

Thomas Custers, Director, Corporate Services, reported on financial stability, noting that the College would have a small surplus by the end of 2025 due to savings and eliminating several positions, with significantly lower operational costs than projected. A small deficit was projected for the following year due to investments in accounting systems, finalizing the Registrant Record System, and contingency for legal costs. The College remained on track to be on a path to a financially healthy situation.

12. *In Camera* – Pursuant to Health Professions Procedural Code ss 7 (2)(b)(d)

Motion to go *in camera* pursuant to Health Professions Procedural Code ss 7 (2)(b)(d) to address personnel matters.

Moved by Cindy Wagg.
Seconded by Adrienne Katz.

The motion **CARRIED**.

All staff members were excused at 11:46 am except for Jay O'Neill (Registrar and CEO), Susan James (Director, Registration and Quality), Thomas Custers (Director, Corporate Services), and Christian Guerette (General Legal Counsel and Chief Privacy Officer). Penny Galanis, Manager, Human Resources also joined the meeting at this time.

The Executive Committee approved minutes of the in-camera meeting of August 22nd and fulfilled its duty under [By-Law 8.4.6 a\)](#) to establish annually, guidelines for the awarding of salary increases to staff.

13. Adjournment

There being no further business, at 12:40 p.m., a motion to adjourn the meeting was moved and seconded. The motion **CARRIED**.

Doug Brown
Board Chair

Allena Nguyen
Executive Assistant, Directors