MINUTES OF A
BOARD OF DIRECTORS MEETING
MARCH 24, 2025
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
Andrea Edginton
Jean-Pierre (JP) Eskander
Andrea Fernandes
Adrienne Katz
James Killingsworth
Elnora Magboo
Stephen Molnar
Nadirah Nazeer
Danny Paquette (virtually)
Megan Peck
Siva Sivapalan
Wilfred Steer
Alain Stintzi (virtually)
Cindy Wagg
Devinder Walia
Victor Wong

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
Sharlene Rankin, Executive Assistant to the Directors
Stephenie Summerhill, Executive Assistant to Registrar and CEO
Delia Sinclair Frigault, Manager, Equity and Strategic Policy
Greg Purchase, Manager, Registration

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.
   - Nadirah Nazeer provided the land acknowledgement as a demonstration of recognition and respect for the Indigenous peoples of Canada.
   - The Board Chair provided a number of updates, as follows:
   - The re-appointment of the terms of Adrienne Katz and Nadirah Nazeer were noted. As well, it was shared that Megan Sloane had been appointed to Registration Committee for the remainder of the committee year.
   - As March was Pharmacy Appreciation Month – the Chair gave special thanks to all pharmacy professionals, including OCP staff, committee members and Board members.
   - There would be a short in camera session at the end of each Board meeting going forward. This was noted as a governance best practice that OCP would be adopting.
   - A reminder was provided to complete the meeting evaluation and semi-annual Chair evaluation following the meeting.
   - The Board Chair noted the recent passing of former Council President William Mann.

2. **Approval of the Agenda**
Board Chair Doug Brown provided an overview of the items listed on the agenda for approval, including KPI targets, audited financial statements, PPNs and appointment of the Screening Committee and the Search Committee.

> **Motion:** THAT the Board of Directors approves the agenda for the March 24, 2025 Board meeting as presented.
> Moved by: Adrienne Katz
> Seconded by: JP Eskander
> CARRIED

3. **Declaration of Conflicts of Interest**
Siva Sivapalan raised a potential conflict regarding agenda item 17 and indicated that he would not discuss or vote in the matter.

4. **Consent Agenda**
The Board Chair noted that the Board used a consent agenda when approval of items did not require debate.

The Board Chair noted that the minutes in the Board package had been corrected for attendees (August 6, 15, 16 and November 6), with no other changes. Also, noting there would be a presentation later in the meeting regarding the proposed Policy Refresh.

> **Motion:** THAT the Board of Directors approves the items on the consent agenda as presented.
> Moved by: Devinder Walia
> Seconded by: Nadirah Nazeer
> CARRIED

5. **Chair's Report**

Board Chair Doug Brown presented his report to the Board and provided highlights from the past quarter.

The Board Chair highlighted the following:

- While not in his report, the Board Chair provided an update on the Board's request for secure Board communications, noting he and Vice Chair, Connie Beck, met with OCP staff from Information Technology for an orientation to the proposed solution. Of note, this had been implemented at zero cost, as OCP already has the licenses needed. The solution would be made available through an icon on individual computers to provide access to secure email, chats, and document-sharing. In response to questions, the Board Chair, with staff input, noted the following:
    - At present, this process was for Board members only – on-boarding later this year.
    - OCP plans to move away from Boardvantage and Citrix to MS SharePoint for OCP committee work. The Board implementation will serve as a test case, with a planned rollout for committees in 2026.
    - The platform would be accessible when directors are travelling.
    - OCP will establish security policies and strive for the platform to be user-friendly.
    - Board members will have dedicated OCP email addresses to enable use of the application.

- The Board Chair noted that there had been a decline in Board member participation in post-meeting surveys. These surveys provide valuable data for the Chair and staff; it was very important to complete each survey within 24-48 hours of each meeting.

6. **Registrar's Report**

Susan James, Acting Registrar and Director Registration and Quality, 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 OCP practice-related policies. In addition, the following was noted:

- Annual renewal has just concluded for pharmacy professionals; staff readily managed 25,000 renewals without incident. Registration renewal numbers were as predicted in both registrant categories, including resignations.
- A Board member asked whether the OCP used the Staffwise program. Staffwise was the name of a model introduced by the Nova Scotia college related to understanding pharmacy staffing and workload, now within its first round of implementation. It was noted that College staff were monitoring the program to consider potential use in Ontario, noting our data access may be more limited (e.g. no drug information system) and may impact our ability to apply the model in Ontario.

- Thomas Custers, Acting CEO and Director, Corporate Services, provided an update on the new Registrant Records System (RRS) and the College Performance Measurement Framework (CPMF)
- Mr. Custers presented the 2024 key performance results which were posted within the meeting materials.

7. **2025 College Dashboard Targets**
   - Thomas Custers presented the 2025 College Dashboard targets, noting that he was seeking Board approval for the College's proposed 2025 dashboard targets.
   - A question arose regarding investigative timelines, related to the 150-day timeline for moderate- and high-risk complaints. It was noted OCP is targeting 35% and a director wondered if there was a way to separate what was within OCP's control versus what was not. This analysis could be manually determined.
   - A further question arose regarding the Equity Diversity Inclusion (EDI) measure. It was noted that the proposed measure was only for internal EDI activity. Staff noted that last year, the OCP developed a human rights policy and was sequencing this work and collaborating with others. EDI was an important subject among HPRO colleges; for example, the Public Advisory Group is now with HPRO, rather than a specific college, and this partnership requires timelines set by and for the group.

   Motion: THAT the Board of Directors approves the College 2025 dashboard targets as presented.
   Moved by: Andrea Fernandes
   Seconded by: Cindy Wagg
   - A Board member noted the need to ensure throughout business planning that performance targets were achievable and realistic.
   - The Acting Registrar reminded the Board that there was a fulsome report on performance prepared for each Board meeting; whether there was any need to adjust targets could be discussed then.
   The motion was then voted on and CARRIED.

8. **Audited Financial Statements**
   - Presented by Chair of the Finance and Audit Committee (FAC), Wilf Steer, with Dale Tinkham of Tinkham LLP Chartered Professional Accountants participating virtually.
   - It was noted that one of the primary functions of FAC was to present the OCP's audited financial statements for Board approval. External auditors were engaged for this purpose.
   - Dale Tinkham was the managing partner of Tinkham LLP, which audits four regulatory colleges in Ontario.
   - The external audit of OCP's finances included:
     - Interviews with management regarding internal controls
     - The written audit plan with risk assessments
     - Completed audit and meeting with FAC with recommendations
   - No adjustments were needed; the audit opinion was unqualified.
   - Regarding the financial statements (page 259), it was noted that the balance sheet reported a sound financial position; short-term assets were being transferred into long-term investments; and increased expenses due to inflation, among other items.
   - The FAC Chair opened the floor for questions.
   - A question was raised about what led to the decrease in Legal Operations expenses from 2023 to 2024. It was noted that one important factor was that internal counsel was now completing contract reviews.
   - A question was raised about OCP's short-term investments, and whether they should be more diversified. It was noted this was a theoretical risk, as chartered banks were unlikely to fail, and concentrated investments allow for better returns.

- In response to a question about the increase in Board and committee costs from 2023 to 2024, Thomas Custers, the Acting CEO and Director, Corporate Services noted there was a significant increase in meetings in 2024; as well as an increase in legal costs associated with these meetings. In addition, the OCP held a one-day in-person Board/Committee training session. This line item had been reduced for 2025.
- A question was asked about what was included in Personnel Costs. It was noted that this line item was a catch-all for various expenses including conferences, training, staff events, etc.
- A question was posed about the activities included under Communications Initiatives, which saw increased expenditures in 2024. It was noted that the main drivers of increased costs were the initiation of the website project in 2024; a third-party communications audit; communications related to the OCP's work on business pressures, including Town Halls with a third-party facilitator; and costs associated with time-delayed safes announcements. These were not recurring costs and in 2025 the budget normalizes.
- The FAC Chair noted that the year had gone well overall. The OCP spent a little less than projected and made a little more than anticipated. One metric – deviation from budget was minus 6%.

Motion: THAT the Board of Directors approves the attached Audited Financial Statements for the operations of the Ontario College of Pharmacists for 2024 as prepared by management and audited by Tinkham LLP Chartered Professional Accountants.
Moved by: Wilf Steer
Seconded by: Megan Peck
CARRIED

There was a break starting at 11:02 – to be followed by the Board moving in camera.

9. *In Camera*

Motion: THAT pursuant to Health Professions Procedural Code section 7 (2)(b), the Board of Directors pauses the public portion of the meeting to move *in camera.*
Moved by: Simon Boulis
Seconded by: Lisa Dolovich
CARRIED

The Board broke for lunch at 1:00 pm and resumed a new *in camera* item at 1:32 pm.

10. *In Camera* **(originally agenda item 11)**

Motion: THAT pursuant to Health Professions Procedural Code section 7 (2)(e), the Board of Directors pauses the public portion of the meeting to move *in camera.*
Moved by: Devinder Walia
Seconded by: Siva Sivapalan
CARRIED

The Board moved out of the *in camera* discussion at 2:10 pm

The Chair noted that agenda item 10 (Practice Policy Refresh Outcomes) was deferred to later in the meeting, and that agenda item 12 (Regulatory Options for Preferred Provider Networks) would now be discussed.

11. Regulatory Options for Preferred Provider Networks (originally agenda item 12)
- A Board member who had introduced a motion regarding Preferred Provider Networks (PPNs) at the December 2024 Board meeting indicated intent to withdraw that motion, stating that the motion succeeded in sparking a discussion. The seconder of the original motion concurred and added that OCP should continue with momentum on this topic.
- The Board Chair noted that last fall, the Ministry of Finance had completed a consultation on PPNs, and that the OCP was hopeful that the government would shortly indicate how they wish to proceed, noting the pause that had taken place for the election.
- The Board Chair noted that the concept of deferring the Board's decision on PPNs, pending the government's direction, will serve the public interest. It was not uncommon for the OCP to await government decision-making. He acknowledged that many system partners were waiting to hear how the regulator will respond to public concerns about closed PPNs and this remains the OCP's priority. The OCP hopes to know the government's direction by the next Board meeting in June.

Motion: THAT the Board of Directors defers deliberation and decisions relating to Preferred Provider Networks until June 2025 to provide the provincial government time to provide essential clarity on their approach and any actions they plan to take, thereby informing OCP on the necessary regulatory interventions required to protect the public interest.
Moved by: Siva Sivapalan
Seconded by: Cindy Wagg
CARRIED

12. Practice Policy Refresh Outcomes (originally agenda item 10)
- Delia Sinclair Frigault (Manager, Policy, Engagement and Strategy Implementation) provided a presentation to support this consent agenda item.
- The presenter provided an overview of the current state of policy review work at the OCP as detailed in the Briefing Note.
- The presenter noted that the recommendation for approval to rescind five policy documents was already approved within today's consent agenda.
- The Board Chair opened the discussion to questions.
- A Board member noted that on the Inquiries, Complaints and Reports Committee (ICRC), when an oral caution was delivered, there were questions from registrants about how long information remains on the public register. Staff noted that this represents a different operational policy about the public register and not a practice policy. Of note, the OCP receives a number of these requests, which are brought to the Registrar for decision. The process for this was posted on the OCP website. It was also noted that even if this information was removed from the public register after a request, ICRC panels continue to have access to this information as prior history.
- A Board member inquired into using artificial intelligence (AI) to sort through policy documents. The presenter noted that Policy staff were looking into this with the OCP's Information Technology department. They were working on a policy regarding which AI platforms OCP staff can use for work; and it had been decided that MS Copilot was the platform that would be used.

- A Board member asked whether policy documents would be archived on the website, so that prior versions were available. The presenter noted release information for the new policies would indicate what was moved versus rescinded and that policy documents were archived as the College needs to be able to reference which version of a policy was in effect at the time of any act of alleged misconduct.

13. **Governance Review Update**
    - Governance Committee Chair Siva Sivapalan 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 the workplan included very tight timelines, which had been achieved, so that the Governance Review was proceeding in accordance with timelines set by Board.
    - The Chair highlighted that the consultant selected for the review by the Governance Review Committee was the Institute on Governance, a long-established consultancy specializing in public sector Board governance, and noted that further information about them was available on their website, iog.ca. The selection was approved by the Governance Committee and the Executive Committee on behalf of the Board.
    - The Chair noted that the project kick-off meeting has taken place and will be followed by monthly meetings between the Governance Review Committee and the consultant. The initial draft report was due in July and the final report in August, to be presented to the Board at its September meeting.

14. **Practice Assessment for Competence at Entry (PACE) for Pharmacy Technicians**
    - Greg Purchase (Manager, Registration) provided a presentation to the Board about the 2024 change from Structured Practical Training (SPT) to PACE for Pharmacy Technicians. Key highlights include:
    - PACE is a mandatory entry-to-practice requirement for pharmacist and pharmacy technician applicants involving practice-based assessments of an applicant's readiness to safely and independently practise.
    - The PACE program for pharmacy technicians was approved in September 2024 to come into effect on October 1, 2024. All applicants except for those fully registered in another Canadian jurisdiction must complete the PACE program. It was noted that graduates from the three Ontario faculties for pharmacists do not complete PACE because they are assessed using the same assessment prior to graduation.
    - The presenter noted the criteria for PACE assessors, including experience providing patient care for at least two years; currently practising a minimum of 24 hours per week or able to co-assess with another assessor; understanding of standards of practice and Code of Ethics; and being a strong advocate of outstanding patient care and public protection.
    - To prevent conflict of interest and bias in PACE, candidates must choose a practice site they have not worked at or been involved with.
    - Since October 1, 2024, 81 pharmacy technician applicants have been assessed, involving 94 trained assessors.
    - The presenter concluded the presentation and opened the floor for questions.
    - A Board member inquired whether pharmacy assessors can also assess pharmacy technicians. It was noted that it was not automatic as these assessments involve different assessment tools.
    - A Board member asked about the eligibility of assessors who practice fewer than 24 hours/week at one site. It was noted that they could be co-assessors.

- Regarding the pharmacy technician assessment tool, a Board member noted it is similar to what colleges use when taking on placement students and wondered if the same approval for completion of this requirement for Ontario pharmacist graduates would apply. The presenter noted that it was up to educational institutions to show that they were assessing against similar criteria and noted consideration of such approval for Ontario pharmacy technician graduates would be explored in the future.
- Regarding internationally-educated candidates, a Board member asked if they also needed to complete PACE. The presenter indicated that they do.
- A Board member asked about the resources needed to run a PACE program. It was noted that under the legislation, the OCP was responsible for the program, but it was possible to use third parties (such as PEBC). This was worthy of future discussion and debate.
- A Board member asked if there had been feedback on both SPT and PACE. Good feedback on PACE was noted. There was a large spike in the number of candidates when the changeover to PACE happened; the numbers will likely normalize over time.

15. 2025 Board Competencies Survey Results
- Governance Committee Chair Siva Sivapalan presented the 2025 Board Competencies Survey Results, noting the Ministry implemented the College Performance Measurement Framework (CPMF) several years ago and it includes a standard related to governance that states council and statutory committee members have the requisite competence.
- The survey results showed the existing Board's weighted competencies, diversity and fields of practice.
- Three Board seats were up for election this year: two pharmacists and one pharmacy technician.
- Within the election criteria, areas of practice experience were also set out in addition to competencies; e.g., availability of at least 1-3 days per month; financial oversight; business acumen; indigenous cultural safety and humility; and applicants from diverse populations and marginalized groups.
- No questions were flagged.

16. Appointment of the 2025 Screening Committee
- Adrienne Katz was assigned as Chair for this discussion topic, as Governance Committee Chair Siva Sivapalan was proposed for appointment to the 2025 Screening Committee and the chair and vice chair were unavailable to chair.
- Ms. Katz presented the proposed slate of candidates for the 2025 Screening Committee.

Motion: THAT the Board of Directors approves the appointments of the 2025 Screening Committee as follows:
- Governance Committee Chair, Siva Sivapalan
- Public Director – Danny Paquette
- Elected Director – Victor Wong
- Lay Committee Appointee – Megan Sloan (Chair candidate)
- Lay Committee Appointee – Jennifer Shin

Moved by: Stephen Molnar
Seconded by: Jennifer Antunes
CARRIED

17. **Appointment of 2025 Search Committee**
    * Governance Committee Chair Siva introduced this agenda item but indicated he would not participate in the discussion or vote due to a potential conflict and asked that Board Chair Doug Brown speak to this agenda item.
    * It was noted that since posting the proposed Committee slate Connie Beck had withdrawn her name.
    * By informal vote, it was agreed that a fifth Board member should join the Search Committee.
    * The Board Chair advised the Board to proceed with the appointment of the proposed Search Committee, and delegate to the Executive Committee the decision regarding the fifth member.
    * The Board Chair indicated that Board members interested in participating should submit their expressions of interest by Wednesday, March 26 by 5:00 p.m.
    * The Board Chair noted the current proposed slate:
        o Doug Brown, Board Chair
        o Siva Sivapalan
        o Adrienne Katz
        o Cindy Wagg
        o Acting Registrar
        o Acting CEO
        o Additional Board Director

    Motion: THAT the Board of Directors appoints a 2025 Search Committee with the purpose, composition of members and timeframe as set out in the attached Terms of Reference as amended (Attachment 17.1).
    Moved by: Stephen Molnar
    Seconded by: Jamie Killingsworth
    * A question was posed about the how composition of the Search Committee was established. It was noted that the Search Committee members had volunteered to participate.
    The vote was then called and CARRIED.

18. *In Camera*

    Motion: Pursuant to Health Professions Procedural Code s 7 (2)(d)(e) the Board of Directors pauses the public portion of the meeting to move *in camera.*
    Moved by: Devinder Walia
    Seconded by: Adrienne Katz
    CARRIED

Angela Bates   **Doug Brown**
Director, Conduct   **Board Chair**