Ontario College of Pharmacists
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Minutes

DATE:	Wednesday, August 27, 2025 – 9:30 a.m.
SUBJECT:	Executive Committee Meeting
ATTENDEES:	Doug Brown (Chair), Cindy Wagg, Adrienne Katz, Siva Sivapalan
GUESTS:	
STAFF:	Susan James, Thomas Custers, Angela Bates, Todd Leach, Christian Guerette, Stephenie Summerhill
LOCATION:	MS Teams

1. Welcome & Land Acknowledgement

The Chair called the meeting to order at 9:31 a.m. Siva Sivapalan offered the Land Acknowledgement.

2. Approval of Agenda

The Chair asked the Committee if there were any additions or edits needed with the agenda for the meeting. The Committee identified that the addition of agenda item 4 was needed to discuss the announcement of the resignation of the Vice-Chair.

Moved by Cindy Wagg
Seconded by Adrienne Katz

The Executive Committee approved the amended agenda of the August 27, 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. Announcement Resignation of Vice-Chair

The Executive Committee was notified by the Board Chair via email on August 25, 2025, of the resignation of Connie Beck, Vice-Chair. As the Board was no longer fully constituted, the Committee discussed appointing the Pharmacy Technician candidate who received the second-highest number of votes to fill the vacancy. The candidate was contacted, accepted the appointment, and expressed excitement to join. The appointment requires ratification at the September Board Meeting, and the Committee will confirm the correct protocol has been followed.

As the Executive Committee was no longer fully constituted without a Vice-Chair, the Committee discussed how to move forward for the next three weeks. Christian Guerrette, General Counsel, provided legal advice and noted no decisions could be made.

On August 22, 2025, the Board passed a motion to approve the appointment of the new Registrar. As the Board was constituted at the time, the motion stands. The Board Chair retains the authority to issue the contract offer as drafted, provided there are no significant changes to the agreed-upon terms. The Committee reviewed the Board's motion and determined they can move forward with negotiations as needed.

The election of a new Vice-Chair will be determined at the September Board Meeting.

5. Approval of Minutes

Motion: THAT the Executive Committee approve the following meeting minutes as presented:

a) May 26, 2025
b) July 11, 2025

The motion was moved and seconded. The motion **CARRIED PROVISIONALLY**.

The motion requires re-approval following the appointment of new Committee members. The newly constituted Committee will conduct a revote at its next meeting.

6. Draft Agenda for Board of Directors Meeting on September 15-16, 2025.

The Executive Committee reviewed the draft agenda for the September 15-16 Board Meeting.

Susan James, Acting Registrar, presented the draft agenda, noting it required further editing as it was unbalanced in terms of timing and item distribution across the two days. The Committee approved incorporating the introduction of the new Registrar and CEO at the start of the meeting as part of the communication plan, contingent on the new Registrar's availability to attend.

The elections were scheduled to immediately follow the Chair's Report and Registrar's Report. Jennifer Antunes would run the elections because Siva Sivapalan, Governance Committee Chair, was running for Board Chair. Mr. Sivapalan flagged the need to frame the Governance Review Committee presentation to best assist the Board in deciding next steps. The timing was considered favourable should the Board decide to appoint a new Committee. The Committee agreed the agenda could be flexible and adjusted as needed.

Due to the number of new board directors, the Committee agreed to proceed at a slower pace to allow them to get up to speed, anticipating more questions than usual. Mentors were confirmed to be available to assist with follow-up questions.

The Committee suggested that the Search Committee Report could be used as the moment to introduce the new Registrar and CEO. Overall, the agenda required significant editing to ensure appropriate timing and order. The Committee also agreed to provide brief introductory context for the Committee Reports to ensure the Board had a foundational understanding.

The Committee noted that the Ministry of Health (MOH) would be seeking approval for an item before the Board Meeting, confirming the Expanded Scope item would move forward. To assist new members, Todd Leach, Director of Communications, Policy & Knowledge Mobilization, would ensure a chronological document is included as an appendix, ensuring his presentation to the Board included necessary context.

Preferred Provider Networks (PPNs) was still moving forward as part of the Registrar's Report. The Ministry of Finance (MOF) reassured the College of engagement once they are ready with direction. While a background document would be provided for new members, the MOF was unable to provide a timeline. Although the lack of progress may disappoint system partners, the Committee viewed the MOF's level of engagement and understanding of pharmacy concerns as positive. The MOH anticipates some regulatory changes. The College would need to see the MOF and MOH working closely together.

The "As of Right" exemption, requiring an amendment to the profession specific Acts made under the *Regulated Health Professions Act, 1991*, was a response to the trade tariffs and serves to

expedite interprovincial movement, through a temporary alternative to registration with a college. Susan James noted that other regulators already operating under this legislation have indicated little uptake because employers prefer employees to be registered in the province where they work. “As of Right” allows eligible individuals, who are in good standing and registered in another province, to practice in Ontario for up to six months, while completing the registration process with their respective College in Ontario. Committee members noted the presentation on this agenda item must be informative and allow for ample questions to ensure a full understanding of the item.

Staff sought direction on the Staff Engagement Survey presentation format, noting that while past presentations were public, Board questions were held in-camera. Staff recommended an update be included in the Registrar’s Report, with the full presentation conducted in-camera. The Committee agreed with this recommendation. The Committee acknowledged the 94% survey completion rate. To ensure transparency and integrity in reporting to the Board, and in the absence of a Vice-Chair, the full report with comments was sent to the Chair and one other Executive Committee member for review.

6.1 Review of the Executive Committee Annual Report 2024-2025

The Committee acknowledged the difficulty of compiling the report due to the numerous in-camera meetings but expressed hope that the report reflected the volume of work completed. The Committee approved the report as presented for the Board meeting.

The Committee recommended implementing an action tracker for the 2025-2026 year to ensure decisions are properly captured and brought forward to the Board.

Clarification was needed on the responsibility for the Registrar/CEO performance review among the Chair, Vice-Chair and Executive Committee. The Acting Registrar would confirm this requirement.

MOH meetings were confirmed to be included in the Chair’s Report.

7. Status Review of KPIs

Staff continue to work diligently on moving forward with PPNs.

Thomas Custers, Acting CEO, reported the budget was presented to the Finance and Audit Committee, confirming the organization was on track to return to a healthy financial situation. The organization has been focusing on operational efficiency by assessing staff vacancies. This led to a reduction of six staff positions, exploring opportunities to reallocate work, and testing AI applications for cost savings. By the end of July, the projected deficit was significantly lower than predicted; the $2.1 million deficit was now forecasted to be $800,000. The Committee commended Thomas and his team for their hard work in achieving this financial improvement.

The Committee noted the ongoing difficulty in measuring the relationship between Board and staff metric due to a lack of defined parameters. Staff continue efforts to seek input on evaluation to ensure a healthy working dynamic. This aligned with the Governance Review Report, which emphasized the need for clarity in roles and responsibilities, open dialogue, and establishing trust.

The volume of in-camera sessions without staff was cited as a key challenge this year, which raised concerns about proper minute-taking and policy compliance. The Committee hoped to reduce in-camera sessions once current sensitive items concluded, acknowledging their negative impact on staff engagement. The Committee was reminded that not all staff are conflicted and should lessen the number of in-camera sessions without any staff in attendance.

Overall, the Committee recognized significant strides were made in improving the Board and staff relationships. Initiatives such as Board dinners and the Emotional Intelligence training were credited with strengthening these relations.

The Committee viewed the in-camera debrief with Susan James, Acting Registrar, and Thomas Custers, Acting CEO, as a positive addition and agreed to continue these going forward to ensure open dialogue and feedback with the Board, noting the decision ultimately rests with the Board. To improve transparency and normalize this practice, the Committee agreed to add an explanation to the public script, providing context on its necessity as part of usual proceedings. The preference remained to reduce in-camera items where possible, perhaps through more informal methods.

8. **In Camera** - *All staff were asked to leave the meeting at 11:23am.*

Motion to go *in camera* pursuant to Health Professions Procedural Code s 7 (2)(b)(e) financial or personnel or other matters may be disclosed of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public, as well as instructions will be given to or opinions received from the solicitors for the College.

Moved by Cindy Wagg
Seconded by Siva Sivapalan

The Committee discussed personnel matters. No actions were provided for inclusion in the minutes.

The motion was **CARRIED.**

9. **Adjournment**

There being no further business, at 12:07 p.m., a motion to adjourn the meeting was moved and seconded. The motion was **CARRIED.**

Doug Brown
Board Chair

Stephenie Summerhill
Executive Assistant to the Registrar and CEO