

DECEMBER 2025 BOARD MEETING

As recorded at the Board of Directors' regularly scheduled meeting held on December 8, 2025. This meeting was hosted in-person at the College and virtually via MS Teams.

BOARD CHAIR ACKNOWLEDGMENTS

The Board Chair began the meeting with several acknowledgments:

- Welcoming new OCP Registrar and CEO Jay O'Neill, who started in his role on November 17, 2025.
- Welcoming new public director Ranjithkumar Paranivasagam to the Board.
- Thanking Susan James and Thomas Custers, who served as Acting Registrar and Acting CEO respectively during the leadership transition over the past year.
- Extending gratitude to public director Elnora Magboo whose term expires following the December meeting. Elnora was thanked for her nine years of exceptional service on the Board and her many contributions to the College's mandate during her time with us.

BOARD DECISIONS

The Board discussed and made decisions on the following matters:

REGULATORY AMENDMENTS TO EXPAND SCOPE OF PRACTICE APPROVED FOR SUBMISSION TO THE MINISTER OF HEALTH

Final regulatory amendments that would enable pharmacists to assess and prescribe for 14 additional minor ailments, administer more adult vaccines, administer injectable partial opioid agonists and antagonists, and enable pharmacy technicians to administer more vaccines were approved by the Board for submission to the Minister of Health. The amendments were drafted in response to a request from the Minister to expand the scope of practice for pharmacy professionals received in September 2025 and were shared for feedback during a 60-day public consultation held from September 26, 2025 – November 24, 2025.

Analysis of the consultation feedback indicated that no changes were required to the circulated regulation amendments as drafted. It was noted that consultation feedback does signal the importance of timelines, policy measures and necessary safeguards to support consistently safe and effective implementation, including those that should be in place prior to implementation of the expanded scope.

Safeguards were included in separate recommendations for consideration in the Board meeting package and will remain a priority topic that is expected to be an ongoing focus of discussion for the Board into 2026. Further information about the expanded scope amendments, including safeguard recommendations developed from the consultation feedback, are available in the [Board materials package](#) starting on page 179.

EXPANDED SCOPE SAFEGUARD RECOMMENDATIONS DISCUSSED FOR BOARD APPROVAL OR DIRECTION

Following the approval of the final regulatory amendments to enable expanded scope of practice, the Board was presented with a series of recommendations for safeguards to support the safe implementation of expanded scope activities and to promote consistency in the delivery of safe, ethical and quality pharmacy services to Ontarians. The Board made the following decisions:

1. To approve, for open consultation, a mandatory requirement that all pharmacy technicians administering injections complete and maintain up-to-date CPR and First Aid training. The feedback from the 60-day public consultation will be shared with the Board to inform final approval of this mandatory requirement at the March 2026 meeting.
2. To confirm the list of minor ailments for which mandatory learning should be required, and to confirm that an annual declaration of competency that considers prior learning meets this expectation. The Board also directed staff to move forward with validating the learning objectives and updating policy based on these decisions with the intention of bringing these back for final approval for the purposes of implementation at the March 2026 Board meeting.
3. To direct College staff to review the Standards of Operation for Pharmacies and make recommendations to the Board at the March 2026 meeting to:
 - a. consider draft amendments to support the effective implementation of expanded scope of practice and sustained delivery of safe and ethical pharmacy services
 - b. further specify the existing operational requirement that pharmacies have access to patient health information that support pharmacy professionals in meeting the Standards of Practice.
 - c. clarify physical space requirements in community pharmacy to support the safe and effective delivery of expanded scope of practice

Further details on these recommendations, including background and analysis for each, are available in the [Board materials package](#) starting on page 238.

AMENDMENTS TO SUPPLEMENTAL STANDARD OF PRACTICE TO STRENGTHEN AIMS PROGRAM APPROVED FOR 2027 IMPLEMENTATION

Following a presentation and discussion about feedback received during a 60-day public consultation on changes to the Assurance and Improvement in Medication Safety (AIMS) Program, the Board approved amendments to the supplemental Standard of Practice intended to ensure the AIMS Program supports a culture of safety and continuous quality improvement while remaining aligned with medication safety best practices and approaches used in other jurisdictions.

Specific changes include:

1. Updating the requirements outlined in the supplemental Standard of Practice to mandate the following:
 - All registered pharmacy staff will have unique logins for the medication incident reporting platform at their primary place of practice
 - A safety self-assessment (SSA) be completed at least once every two years
 - Continuous quality improvement (CQI) meetings be held at least once every quarter.
2. Adapting the [NAPRA Model Standards of Practice for Continuous Quality Improvement and Medication Incident Reporting by Pharmacy Professionals](#), based on the updated requirements listed above.

Other changes have been made to improve the clarity of the supplemental standard, in alignment with the College's second strategic goal on effective communication and the organization's commitment to transparency and clear, action-oriented language.

The AIMS Program reduces the risk of patient harm through a standardized approach to medication safety that allows pharmacy professionals to learn from events and prevent

recurrences. AIMS supports a safety culture in pharmacies and allows for system-wide sharing of lessons learned.

Based on feedback from the consultation, OCP will put more emphasis on supporting pharmacies and enhancing the AIMS Program's value at the pharmacy and system levels. This will include providing ongoing guidance and support, strengthening collaboration with system partners, and developing practical tools and resources to help manage change during the one-year transition period and beyond.

Further details on the approved changes are available in the [Board materials package](#) starting on page 170. Additional information that includes a timeline of the actions pharmacies must take before implementation of the changes in January 2027 is available on the [OCP website](#).

PRE-CONSULTATION APPROVED TO SEEK FEEDBACK ON BOARD COMPOSITION AND TERM LIMITS

A 60-day public pre-consultation was approved, to begin in January 2026, seeking feedback on the best model for the number and composition (pharmacist and/or pharmacy technician) of additional elected directors to support Board and Committee leadership development and succession planning, and to address capacity pressures on standing and statutory committees. This consultation would be conducted while the College completes a policy analysis and environmental scan to enable a final decision by the Board in March 2026, ahead of the 2026 election cycle. Further details are available in the [Board materials package](#) starting on page 273.

UPDATED SAFE DISCLOSURE POLICY APPROVED

The Board approved a revised Safe Disclosure Policy (formerly known as the Whistleblower Policy) that addresses recommendations from the auditor in 2024 and that elevate OCP's approach from basic Safe Disclosure Policy reporting to a comprehensive safe disclosure framework with enhanced protections, clear accountability, independent oversight, and professional investigation processes. Safe disclosure empowers College staff to report wrongdoing or

risks confidentially and without fear of reprisal, helping OCP uphold integrity, accountability, and its public protection mandate. Details are available in the [Board materials package](#) starting on page 105. The motion to approve the Safe Disclosure Policy was amended by the Board to explicitly exclude concerns regarding Board or Committee members' conduct, which are out of scope and must be immediately redirected to [Policy 3.7](#).

PLAN TO BE DEVELOPED FOR REFRESHING STRATEGIC PLAN IN 2026

Following a presentation to provide an update on the progress of OCP's Strategic Plan goals, the Board directed the Registrar and CEO to develop a proposal outlining a plan to revisit and refresh the Strategic Plan in 2026, for the Board to consider at its March 2026 meeting. The current Strategic Plan was developed in March 2023, and the purpose of exploring potential updates would be to assess the alignment of the plan's goals with emerging priorities and challenges facing the pharmacy profession, and with organizational objectives aimed at improving regulatory efficiency and effectiveness.

OPERATING AND CAPITAL BUDGET APPROVED FOR 2026

The Board approved the 2026 Operating and Capital budget to support the College's strategic and operating plans, along with all of its regulatory responsibilities and activities. As outlined in the College By-Law, the budget includes a 2.4% fee increase across all categories, aligned with the annual Consumer Price Index (CPI) for Canada as of September 30, 2025. While revenue is expected to grow modestly, the budget anticipates a 2026 deficit that is significantly reduced from last year's projections. With spending remaining below target, it is now projected that the College will return to a balanced budget by 2027. Details on the 2026 Operating and Capital Budget can be found in the [Board materials package](#) starting on page 154.

ACTIONS APPROVED TO ADDRESS AUDIT RECOMMENDATIONS RELATED TO INVESTMENT SEGREGATION AND POLICY ALIGNMENT

Following recommendations by the Finance and Audit Committee, the Board approved a series

of actions to address recommendations from the 2024 Audit Report regarding investment segregation and policy alignment. Specifically, the actions will designate all existing long-term investments to the Contingency Reserve Fund and ensure clear segregation of reserve funds in financial and investment statements, and will enhance transparency, accountability, and compliance with auditor recommendations. Further details are available in the [Board materials package](#) starting on page 121.

PROPOSED COLLEGE PERFORMANCE DASHBOARD APPROVED

The Board approved a proposed 2026 College Performance Dashboard that is intended to give the Board a clearer understanding of how well the College is achieving its public interest mandate and executing on its strategic plan. The dashboard will be shared with the Board quarterly. For 2026, performance and monitoring domains will be refined to include clearer language and stronger alignment with governance; these include Public Protection, Organizational Capacity, Strategic Progress, Annual Operational Plan, and Annual Performance Risks. Proposed targets for each performance measure will be brought to the Board for approval at the March 2026 meeting. Details on the dashboard can be found in the [Board materials package](#) starting on page 38.

OTHER BOARD UPDATES

UPDATE SHARED ON GOVERNANCE REVIEW RECOMMENDATIONS

The Governance Committee Chair updated the Board on the progress and proposed prioritization of the Governance Review recommendations provided at the September 2025 meeting. The highest priority themes determined by the Governance Committee were: Clarify roles and decision-making boundaries; Strengthen oversight and evaluation; Enhance Board culture and governance capacity, and; Improve transparency and accountability. The Governance Committee will engage an independent consultant to support the Committee's planning and implementation activities over the upcoming year and will develop plans for the priority recommendations it has identified beginning in Q2 (considering resource implications). The Governance Committee will

also undertake implementation activities as soon as practicable and will report on its progress to the Board at the March 2026 meeting. Further information about the update on the Governance Review recommendations is available in [Board materials package](#) starting on page 399.

REGISTRAR'S REPORT

The Registrar's Report was presented by Susan James, Director, Registration & Quality, who served as Acting Registrar until Jay O'Neill assumed the role of Registrar & CEO on November 17. Future Registrar's Reports will be presented by Mr. O'Neill.

The Board was provided with an update on recent operational activities at the College, part of a standing agenda item that helps them fulfil their oversight role. Some key highlights included expansion of As of Right rules to make it easier for regulated health professionals licensed in other parts of the country to work immediately in Ontario, the government's plans to move forward with Any Willing Provider legislation in response to concerns about Preferred Provider Networks, updates on Strategic Goal 1 related to addressing business pressures, and the status of the College's registrant records system expected to launch in June 2026. Further details are available starting on page 27 of the [Board materials package](#).

PERFORMANCE, RISK AND FINANCIAL MANAGEMENT UPDATES

The Board received a quarterly update on the College Performance Dashboard's Q3 results, showing how the College is tracking towards its 2025 targets, and an update on its Risk Management Report highlighting key risk and mitigation activities. Q3 financial results were also shared. Further details are available starting on page 38 of the [Board materials package](#).

NEXT BOARD MEETING

Board meetings are open to the public, and the next regularly scheduled meeting will be held on March 23, 2026. Special Board meetings may be called at any time. Please see our website for information on [upcoming Board meetings](#). Highlights of the Board meetings are also shared via [X/Twitter](#).

