

**MINUTES
COUNCIL MEETING
ALBERTA COLLEGE OF PHARMACY
June 10-11, 2019
Calgary, Alberta**

1. Introduction

1.1 Call to Order

President Dyjur called the meeting to order at 8:00 a.m. President Dyjur spoke about the comments from the meeting evaluation and thanked everyone for their contributions to Council's discussion. Council considered its governance policy on Conflict of Interest (GP-8), and President Djyur reminded Councillors to keep the policy front of mind during deliberations and to keep their "Conflict of Interest" form current.

The business meeting of Council was held over two days. On Monday, June 10, the meeting was called to order at 8:00 a.m. and adjourned at 6:00 p.m. Between 3:00-6:00 pm on June 10, council members received training about trauma associated with sexual abuse and sexual misconduct. On Tuesday, June 11, the business meeting of Council reconvened at 8:00 a.m. and adjourned at 2:30 p.m. Upon adjournment, the Executive Committee and Councillor Macek joined 18 aspiring leaders attending ACP's 6th Annual Leadership Forum. Council reconvened to attend the Celebration of Leadership and Installation of the President reception from 5:00 -8:00 pm.

1.2 Roll Call

Registrar Eberhart called the roll and identified the following individuals in attendance:

- District 1 - Peter Macek
- District 2 - Peter Eshenko
- District 3 - Fayaz Rajabali (President Elect)
- District 3 - Craig MacAlpine
- District 4 - Stan Dyjur (President)
- District 5 - Brad Couldwell (Past President)
- District 5 - Judi Parrott
- District A - Don Ridley
- District B - Dana Lyons (Executive Member at Large)
- Public Member - Christine Maligec
- Public Member - Irene Pfeiffer
- Public Member - Carmen Wyton

Absent

- Neal Davies – Dean, Faculty of Pharmacy and Pharmaceutical Sciences
- Jadin Chahade - Student Representative, Faculty of Pharmacy and Pharmaceutical Sciences

Also in attendance:

- Greg Eberhart - Registrar
- Kaye Moran - Deputy Registrar
- Jeff Whissell - Deputy Registrar
- Lynn Paulitsch - Operations and Finance Director
- Leslie Ainslie - Executive Assistant
- Barry Strader - Communications Director

- Brian Woodward, Facilitator (June 10, 8:30 am–12:30 pm)
- Tracy With, Yardstick Research (June 10, 1:15-1:45 pm)
- Geoff Hanowski, JUNA Consulting (June 10 via teleconference, 1:45-2:20 pm)
- Joe McGuire and Danielle Crossman, Calgary Communities Against Sexual Abuse (June 10, 3:00-6:00 pm)

1.3 Invocation

Fayaz Rajabali read the invocation.

1.4 Adoption of the Agenda

1.4.1 Consent Agenda

Council reviewed the Consent Agenda material submitted under Agenda Items 1.4.1.1 and 1.4.1.2.

1.4.1.1 Policy Decisions

There were no policy decisions to report since the last meeting of council.

MOTION: to accept the Consent Agenda report on policy decisions as presented by Registrar Eberhart.

Moved by **Brad Couldwell**/Seconded **Dana Lyons**/CARRIED

1.4.1.2 Reports for Information

Council received miscellaneous reports for information.

MOTION: to lift the issue of “mandatory breach of health information” from the Consent Agenda”.

Moved by **Brad Couldwell**/Seconded by **Peter Macek**/CARRIED

Regulatory amendments that came into effect August 31, 2018 require that when a health custodian determines there is risk of harm to an individual as a result of a privacy breach, the custodian must:

- Notify the individual affected by the breach,
- Notify the Office of the Information and Privacy Commissioner (OIPC), and
- Notify the Minister of Health.

Since August 2018, 653 breaches have been reported to the OIPC (83 unauthorized access, 552 unauthorized disclosure, 18 loss/theft):

- 223 have been from community custodians (physicians, pharmacists, dentists, etc.)
 - 15 unauthorized access, 203 unauthorized disclosure, 5 loss/theft.

There have been more reported breaches than expected:

- Approximately 24% of all breaches were from pharmacies, the highest amongst all custodians except for AHS (43%).

Most breaches are a result of minor mistakes or existing policies and procedures not being followed ie: form or prescription given to wrong patient, mis-labelling, etc.

Council inquired as to how many breaches were done for mitigating legal risk instead of because of a risk to patients. Registrar Eberhart shared that most breaches are a result of minor administrative breaches. Council asked if this was “mirrored” with the Minister of Health... are the statistics the same as what the Minister would have? To the extent that it is public, Council believes that this is a good communication piece for registrant’s awareness. Registrar Eberhart will check with ACP’s Privacy Officer Jim Krempien to see if this is public information.

MOTION: to accept the Consent Agenda information reports as presented by Registrar Eberhart.

Moved by **Christine Maligec**/Seconded by **Peter Eshenko**/CARRIED

1.4.2 Additions to the Agenda

There were no additions to the agenda.

MOTION: to accept the agenda as circulated.

Moved by **Irene Pfeiffer**/Seconded by **Don Ridley**/CARRIED

1.5 Minutes from Previous Meetings

1.5.1 Minutes – April 4-5, 2019

MOTION: to accept the April 4-5, 2019 minutes with amendments to the motion under *Agenda Item 1.4.1.2 Consent Agenda-Information Updates*, seeking to lift the issue of “Non-Sterile Compounding” instead of “Compounding” from the consent agenda.

Moved by **Peter Macek**/Seconded by **Dana Lyons**/CARRIED

1.5.2 Minutes – May 2, 2019 Teleconference

MOTION: to adopt minutes of the May 2, 2019 teleconference meeting of council as presented.

Moved by **Don Ridley**/Seconded by **Christine Maligec**/CARRIED

1.6 Disposition of Directives

The Disposition of Directives was provided for information. President Dyjur invited questions; however, none arose.

MOTION: to accept the Disposition of Directives as information.

Moved by **Carmen Wyton**/Seconded by **Dana Lyons**/CARRIED

1.7 In Camera – NIL

MOTION: that Council move “In Camera” at 1:45 p.m.

Moved by **Brad Couldwell**/Seconded by **Peter Macek**/CARRIED

Council reviewed its Executive Limitation policy *EL-9 Compensation and Benefits* with discussion facilitated by external expert Geoff Hanowski with JUNA Consulting. The Registrar and other members of the administrative team excused themselves from the meeting during the review and deliberation about the policy.

MOTION: that Council move “Out of Camera” at 2:40 p.m.

Moved by **Dana Lyons**/Seconded by **Don Ridley**/CARRIED

MOTION: that Council is in compliance with policy EL-9 Compensation and Benefits.
Moved by **Dana Lyons**/Seconded by **Irene Pfeiffer**/CARRIED

MOTION: that Council approve the following recommendations presented in the external report on Salaries and benefits (2019 Total Rewards Survey):

- That the council approve this report.
- That based on this report, that council observe the registrar’s salary and benefits package to be competitive and appropriate.
- That council amend Policy EL 9 “Compensation and Benefits” to read “The registrar shall not fail to benchmark to an external market survey every five years and based on survey results target ACP’s salary grid maximums to the 60th percentile of salary maximum levels when establishing any new salary grid or reviewing existing salary grids.

Moved by **Irene Pfeiffer**/Seconded by **Dana Lyons**/CARRIED

MOTION: that Council move “In Camera” at 2:42 p.m.
Moved by **Carmen Wyton**/Seconded by **Christine Maligec**/CARRIED

Council reviewed the performance of the Registrar during the past year in context with policy CR-5 Monitoring Registrar Performance. The Registrar and other members of the administrative team excused themselves from the meeting during the review and deliberation about the policy.

MOTION: that Council is in compliance with policy CR-5 Monitoring Registrar Performance.
Moved by **Christine Maligec**/Seconded by **Don Ridley**/CARRIED

MOTION: that Council move “Out of Camera” at 3:05 p.m.
Moved by **Christine Maligec**/Seconded by **Peter Eshenko**/CARRIED

President Dyjur will meet with Registrar Eberhart to discuss and present a written synopsis of Council’s discussion and assessment.

2. Generative

NIL

3. Strategic

3.1 Ownership Linkage -Engagement with Albertans since Last Meeting

Council identified the importance of Council’s engagement with the public and registrants. Council shared insights about their engagement with the public and registrants since our last meeting.

- Concern was raised about medication advise provided to patients when calling Health Link. Health professionals should be aware of the role of pharmacy professional; and when appropriate suggest the patient visit a pharmacy for an assessment. ACP will

continue its efforts to inform doctors and nurses on the roles of pharmacists and pharmacy technicians.

- Council further discussed the responsibilities of the licensee, agreeing that good practice behaviors start with the licensees. ACP will consider how to share the behaviors of a progressive licensee with others. Perhaps developing tools that support the pharmacist to consider three things they would want their patient to walk out with.
- A council member received a letter from a benefit provider requiring that their prescription must be filled at Shoppers Drug Mart. The council member will provide Registrar Eberhart with a copy of the letter. Preference is often given to affinity partners but they can't make it mandatory.
- Council agreed there is concern globally with the costs of prescription drugs in the future. What role will Canada's national pharmacare play in costs and availability. Pharmacare is top of mind for both federal and provincial governments. Public Members offered to assist in any manner to bring awareness and set up meeting as required.
- Again, the issue of consistency within pharmacy practice was raised as a huge issue; and Council agreed of the need for this to be a priority.
- Although collaboration amongst pharmacists and physicians has improved, much work needs to be done to continue dialogue to support the best outcomes for patients.
- Quebec does not have to fax doctors for prescription renewals. It was suggested that if ACP removed this requirement it would lead to pharmacies providing better care.
- Comments were raised about pharmacists sometimes going beyond their scope of care, as an integral part of the system in hospital care; often dependent upon the education of the other health care teams. Pharmacists can assess/see 25 patients per day per pharmacists on a medical ward.
- Concern was shared about liability and emergency situations when prescribing to a mostly tourist population.
- Pharmacy Technicians don't understand the rules for the implementation of NAPRA's non-sterile compounding standards. Non-sterile compounding tool just developed and the documents that came from ACP were very helpful. There are still issues with consistency and big gaps in knowledge on sterile compounding.
- A Councilor received feedback from a patient about how much they appreciated their pharmacist, as they are known by name and they see their pharmacist as a necessity.

3.2 Framing and Clarifying Issues Facing Pharmacy Practice and ACP – Facilitated Discussion lead by Dr. Brian Woodward

In April, Council reflected on a collation of issues facing pharmacy practice and the college, with a focus on the short to midterm. Prior to the June meeting, working groups of Council aggregated these issues into approximately eight themes:

1. Consistent practice, consistent care, minimum standards, clear expectations
 - Understand standards – pharmacists, pharmacy technicians, proprietor's agents, proprietors
 - Patient expectations
 - Practice development
 - Workflow management
2. Owning your practice
 - Exercising responsibility

- Accountability
- Professionalism
- Culture
- Confidence of regulated members
- 3. Entry to practice
 - Structured practical training
 - Education
 - Evaluation
 - International candidates
- 4. Access to pharmacy services (drugs and care)
 - Interjurisdictional services
 - Access and contribution to patient records
 - Intergovernmental relationships
 - Distant delivery of services
 - Mail order
 - Pharmacare
- 5. What is a pharmacy?
 - Ownership
 - Proprietorship
- 6. Pharmacy Workforce/Human resources
 - What is a pharmacist?
 - What is a pharmacy technician?
 - Other regulated health professionals
 - Unregulated persons
 - Supply/demand
- 7. Impact of External Influencers
 - Non-pharmacist owners
 - Government
 - Employers
 - Third party payors
 - Others
- 8. Ensuring ACP meets societal expectations of self-regulation
 - Defining minimum requirements
 - Compliance, enforcement, and quality improvement

At the June meeting, Dr. Brian Woodward lead Council through further exploration of the eight themes, with a goal of “framing” and clearly defining the real problems and/or issues that exist within each. The exercise was to challenge one and another to dig as deep as possible to fully define and understand the problems/issues.

Strategic Issues Identified by Council

Entry to Practice /What is a Pharmacy?

- We do not understand the conditions required for success in the first three years post-grad:
 - IPGs – higher level of them seem to struggle more;
 - Grads (techs and pharmacists) – what are the conditions of success;
 - Affects all as well as consumers.
- The pharmacy industry is evolving/changing: automation, specialization, fragmentation and the systems for oversight and regulation remain traditional:
 - Effective oversight needs to be progressive;

- Affects practitioners, regulators, educators.
- How do we preserve a high level of direct-to-patient care through pharmacies in the communities knowing the appeal of business and profit drivers?

Taking Ownership of Your Practice/Consistent Practice

- There are market forces and profit incentives conflicting with the expectations of the public and our professions.
- Interpretation and adherence to standards are subject to drift through inconsistent interpretation and enforcement.
- There are gaps in expectations of the College with: the public, stakeholders, registrants.

Access to Pharmacy Services/workforce and Teams

- How do unregulated staff contribute to lack of consistency and adherence to standards of pharmacy practice:
 - Affects pharmacy staff, public, HCP;
 - Why? FOIP, privacy, safety, criminalization.
- How does not having a continuous record of care impact patient care:
 - Government, HCP, patients, pharmacy;
 - Why? Patient Safety.
- How does the public access clinical services not tied to drug distribution:
 - Public, pharmacists, technicians, HCP;
 - Why? Currently they are connected (e.g. chat check chart) – likely to separate in the future.

Impact of External Influencers/Self-Regulation

- Licensees do not have enough influence over their own practice. Regs are outdated; pharmacy teams have little chance of meeting standards because of owners' expectations; corporate owners have their own standards which leads to inconsistent practice; third party agreements affect practice – 90% of our issues could be resolved by addressing this
 - Licensees, pharmacy teams, patients, owners
- Standards of practice are too prescriptive:
 - Registrants, patients, ACP staff;
 - Why? Need 'right touch' regulations; registrants are overwhelmed; the need to focus on outcomes.

The next steps in September will be to use the strategic issues defined by Council as a foundation for developing a finite number of strategic goals for the next 4-5 years.

4. Fiduciary

4.1 ENDS and Executive Limitation Amendments

4.1.1 Policy E-2 (Resource Allocation) – Priorities for 2020

Registrar Eberhart provided a status update on priorities for 2019 (appendix 1), and updated Council on business plan development; identifying potential priorities for 2020, critical success factors, and risks that could impact the plan.

DRAFT priorities for 2020

The following DRAFT priorities are proposed for 2020:

- Implement Standards for Compounding Non-Hazardous and Hazardous Sterile Preparations, and Standards for Pharmacy Compounding of Non-sterile Preparations as per the compliance deadline for each priority set by Council.
- Implement Pharmacy Licensee and Proprietor Education Program.
- Plan for a gap analysis to offer further insight into policies and programs to provide better assurance that international pharmacy graduates (IPGs) are qualified and able to practice successfully in Alberta.
- Continue development of the Information Management System (Merlin) to administer/manage basic requirements for core programs: registration, competence, professional practice, complaints resolution.
- A limited practice rollout of a “Practice Improvement Program” will be completed with at least twelve registrants.
- Gap analysis, policy analysis and development of proposed amendments to Pharmacy and Drug Regulations and the Pharmacists and Pharmacy Technicians Profession Regulations.
- Develop a plan to review and redevelop the Structured Practical Training programs (SPT) for provisional registrants.
- Develop a plan for mandatory centralized reporting (anonymous) of medication errors to support quality improvement in pharmacy practices.
- Review and enhance select Standards of Practice and Standards for Operation of Licensed Pharmacies.

This Council expressed concern that achievement of this many priorities may be challenging. It was suggested that the Registrar consider whether any of the:

- priorities can be deleted or deferred,
- deliverables can be modified, or
- timeframes for delivery extended.

Responding to queries from Council, Registrar Eberhart advised that the “imperatives” for next year are: Merlin, standards for sterile and non-sterile compounding, IPG issues, and education of licensees. Council agreed by consensus that the Registrar should proceed in developing the 2020 budget and business plan based on these priorities. When presenting the DRAFT budget and business plan at the September meeting of Council, a motion will be sought to approve these priorities.

4.2 Compliance Monitoring and Reports

4.2.1 Executive Limitations – Compliance Reports

Reports from the Registrar were provided for the following Executive Limitation policies.

4.2.1.1 EL-2 Treatment of Staff - Discussion with Tracy With, Yardstick

In its ongoing commitment to assess the satisfaction of its administrative team, ACP commissioned Yardstick Research to conduct its tri-annual survey of all staff members. Tracy With from Yardstick Research presented the results of the online survey conducted from April 15 – May 3, 2019.

Similar to the past seven survey years, the primary purpose of the survey was to measure overall employee satisfaction based on an evaluation of specific facets of the workplace; to identify key strengths and areas for improvement; to provide a

benchmark for measuring change in the future; and to encourage dialogue amongst management and employees towards making ACP a better place to work. Overall, satisfaction of ACP employees was rated very high.

Key areas of strength identified in the survey were:

- All ACP employees are aware of their roles and responsibilities;
- All ACP employees are committed to doing quality work;
- ACP provides opportunities for professional development;
- ACP employees have opportunities to communicate with the Leadership;
- The Mission and Vision of the College is important to employees.

Areas identified as inviting improvement include:

- Communication with the Administrative Leadership Team;
- Opportunities to have ideas put into work; and,
- Optimism for the college's future.

Survey questions have been consistent from year to year, with an exception this year that asked questions about the Team Charter. Council suggested there may be value to including open ended questions in future surveys to possibly garner additional feedback from staff. Stressors facing ACP staff are the Merlin project, renovations, and unplanned issues that are managed off the side of someone's desk such as cannabis, Bill 21, and MAID, to name only a few.

MOTION: to approve the compliance report policy EL-2 Treatment of Staff.
Moved by **Fayaz Rajabali**/Seconded by **Peter Eshenko**/CARRIED

4.2.1.2 EL-4 Financial Condition – Internal

Council received internal Financial Statements and Statement of Variances for the month ending March 31, 2019. Statement of Variances. Council noted the outstanding penalties and fees not collected from the hearing decisions and considered if there were ways to mitigate the risk; and if ACP has developed a plan to manage the risk. Registrar Eberhart believes that more rigor during the registration processes leads to better outcomes. ACP will see an increase in complaints, and the challenges to ACP is that the issues have changed to be ethically inclined more than competently inclined, with a larger number of extremely unprofessional conduct cases that may invite appeal. Other provincial regulatory bodies are facing the same trends.

MOTION: that the Registrar's compliance report on EL-4 Financial Condition of the College be approved.
Moved by **Irene Pfeiffer**/Seconded by **Christine Maligec**/CARRIED

4.2.1.3 EL-9 Compensation and Benefits – Discussion with Geoff Hanowski, JUNA Consulting

The compliance report for EL-9 Compensation and Benefits was discussed "In Camera" under Agenda Item 1.7.

MOTION: that Council is in compliance with policy EL-9 Compensation and Benefits.
Moved by **Dana Lyons**/Seconded by **Irene Pfeiffer**/CARRIED

NOTE: please refer to the motion recorded after the “In Camera” meeting respecting recommendations arising from the external (JUNA) report.

4.2.1.4 EL-11 Emergency Executive

MOTION: that Council is in compliance with policy EL-11 Emergency Executive.
Moved by **Brad Couldwell**/Seconded by **Don Ridley**/CARRIED

4.2.2 Governance Policies (GP) – Compliance Reports

Governance Policies (GP policies) define how Council conducts itself. Council reviewed the following governance policies, reflecting on its compliance with each policy.

4.2.2.1 GP-3 Governing Style

MOTION: that Council is in compliance with governance policy GP-3 Governing Style.

Moved by **Fayaz Rajabali**/Seconded by **Irene Pfeiffer**/CARRIED

4.2.2.2 GP-4 Council Responsibilities

ACP’s communication department is always looking for ways to improve viewing of the LINK and engagement with registrants; and are considering different strategies to increase interest and to bring awareness to registrants and licensees that if you’re getting a message from the college it is important.

Council observed that despite the excellent contributions that the Council received from all of its public members, means to engage more effectively with the grass roots public was important. One consideration was to prompt awareness about pharmacists and pharmacy technicians by publishing articles about pharmacist/pharmacy technicians in community or organizational newsletters/magazines (i.e. senior publications).

MOTION: that Council is in compliance with governance policy GP-4 Council Responsibilities.

Moved by **Brad Couldwell**/Seconded by **Dana Lyons**/CARRIED

4.2.2.3 GP-5 President’s Role

MOTION: that Council is in compliance with governance policy GP-5 President’s Role.

Moved by **Fayaz Rajabali**/Seconded by **Peter Macek**/CARRIED

4.2.2.4 GP-6 Council Committees

MOTION: that Council is in compliance with governance policy GP-6 Council Committees.

Moved by **Brad Couldwell**/Seconded by **Don Ridley**/CARRIED

4.2.3 Council-Registrar Relationship Policies (CR) Compliance Reports

Council-Registrar Policies (CR) define the working relationship between the Council and the Registrar. Council reviewed policy CR-4 Delegation to the Registrar and CR-5 Monitoring Registrar Performance and reflected on its compliance with the policies.

4.2.3.1 CR-4 Delegation to the Registrar

MOTION: that Council is in compliance with CR-4 Delegation to the Registrar.

Moved by **Irene Pfeiffer**/Seconded by **Christine Maligec**/CARRIED

4.2.3.2 CR-5 Monitoring Registrar Performance

Agenda Item 4.2.3.2 was considered in conjunction with *Agenda Item 1.7 CR-5 Review of Registrar's Performance*.

MOTION: that Council is in compliance with policy CR-5 Monitoring Registrar Performance.

Moved by **Christine Maligec**/Seconded by **Don Ridley**/CARRIED

4.3 Business of Council

4.3.1 Corporate Appointments

Council considered and approved the following recommendations for corporate appointments.

4.3.1.1 Legal Counsel

That the legal firm of Shores Jardine LLP, be appointed as ACP's legal counsel for the 2019-20 council term; and that Mr. Jim Casey from Field Law LLP, and Mr. Fred Kozak from Reynolds Mirth Farmer, be appointed as legal advisors to ACP's Hearing Tribunals.

4.3.1.2 Auditors

That the accounting firm of KPMG LLP be appointed as ACP's auditors for the 2019-20 council term.

4.3.1.3 Banking Institution

That TD Canada Trust be appointed as ACP's financial institution for the 2019-20 council term.

4.3.1.4 Investment Counsel

That Scott Ponich from TD Waterhouse be appointed as ACP's investment counsel for the 2019-20 council term.

4.3.1.5 Signing Authority

That Greg Eberhart, Kaye Moran, Jeff Whissell, Lynn Paulitsch, and Fayaz Rajabali, be granted signing authority on behalf of the College for the 2019-20 council term. All cheques require two signatures and for cheques issued over \$15,000, one of the two signatures must be that of the Registrar or one of the Deputy Registrars.

OMNIBUS MOTION: to approve the corporate appointments identified in agenda items 4.3.1.1-4.3.1.5 for the 2019-20 council term.

Moved by **Christine Maligec**/Seconded by **Peter Macek**/CARRIED

4.3.2 Committee Appointments

Council considered the following recommendations for committee appointments.

4.3.2.1(a) Hearing Tribunal Pool

Registrar Eberhart recommended that:

- Tanner Bengry be removed from the Hearing Tribunal Pool as requested.
- Kelly Olstad, Anil Goorachurn, and Sharon Van Wert be reappointed to the Hearing Tribunal Pool for a second three-year term commencing July 1, 2019 and ending June 30, 2022.

- the following pharmacists be appointed to the Hearing Tribunal Pool for their first three-year term commencing July 1, 2019 and ending June 30, 2022:
 - Erin Albrecht, Yasir Iqbal, Mehul Patel, Pat Thomson, and Cassandra Woit.

4.3.2.1(b) Interim Condition/Suspension Committee

Registrar Eberhart recommended that Naeem Ladhani be appointed for a three-year term as a third member of the committee established under s65 of the *Health Professions Act* commencing July 1, 2019 and ending June 30, 2022.

4.3.2.2 Nominating Committee

The Nominating Committee is responsible for nominating Council Members to executive positions for the college, and to provide stewardship over the nomination and selection process for public members. It was recommended that Fayaz Rajabali (chair), Stan Dyjur and Carmen Wyton be appointed to ACP's Nominating Committee for the 2019-20 council term. This recommendation is based on Council precedence that this committee be chaired by the President and include the Past-president and a public member of Council. Registrar Eberhart recommended that

4.3.2.3 Competence Committee

Registrar Eberhart recommended that Melissa Deschaine be appointed to the Competence Committee for a three-year term commencing July 1, 2019 and ending June 30, 2022.

OMNIBUS MOTION: to approve the committee appointments identified in agenda numbers 4.3.2.1-4.3.2.3.

Moved by **Peter Macek**/Seconded by **Craig MacAlpine**/CARRIED

4.4 Governance Matrix

Council was presented with a revised dashboard to support discussion about indicators monitored within the governance matrix. ACP was not able to obtain the lab test information from government prior to finalizing the dashboard. Council commented on coding for PracIDs not always coded to pharmacy. ACP will contact Alberta Health Services about coding practices for PracIDs to confirm if they are uniquely identified for pharmacists or might they be currently coded as another profession. Council expressed concern with the vital behaviors indicator. Despite being conscious about the materiality of the data, Council posed questions about the trending. Registrar Eberhart will check with ACP's Professional Practice department to determine why indicators are down. There is a concern if vital behaviors are slipping. Will monitor this issue to consider if anything needs to be done strategically.

4.5 Review of Council's Values – Facilitated by Brian Woodward

Dr. Brian Woodward facilitated a discussion to finalize ACP's values. At the April meeting, consensus was achieved on four values. Contextual descriptors were discussed for each. Value statements of other similar organizations were researched, and a collation of statements circulated to Council in advance for their reflection. Council reviewed and approved the following value statements:

- **Integrity** – we are honest and demonstrate professional conduct and ethical decision-making
- **Respect** – we invite diverse perspectives and seek to understand.
- **Transparency** - we have open and clear processes and engagement.
- **Accountability** – we accept responsibility for our decisions and actions.

MOTION: to approve Council's values as amended.

Moved by **Brad Couldwell**/Seconded by **Peter Macek**/CARRIED

4.6 Consultations

4.6.1 Bylaw Amendments

Council reviewed feedback resulting from the 60 day consultation with registrants and stakeholders. Council considered whether further amendments were warranted resulting from the consultation and agreed there were no additional amendments to the bylaws however requested that further to Section 2(2)(f) "Council Established", that ACP add a "pharmacy technician educator" as an ex-officio member of council.

MOTION: that ACP add a pharmacy technician education as an ex-officio member of council.

Moved by **Judi Parrott**/Seconded by **Peter Macek**/CARRIED

Council will consider holding council meetings at pharmacy technician schools and/or faculty.

MOTION: to approve the bylaws as amended subject to receiving legal counsel as to the feasibility of adding sections on e-communication for the purpose of consistency.

Moved by **Irene Pfeiffer**/Seconded by **Peter Macek**/CARRIED

NOTE: this includes approval of Schedule A in its entirety, as it was consulted on during the consultation process.

4.6.2 Amendments to Standards of Practice for Pharmacists and Pharmacy Technicians

Amendments to the Standards of Practice for Pharmacists and Pharmacy Technicians were proposed by Council to include a new standard that provides limits on the insertion or removal of instruments, devices, or fingers under section 16(1)(d)(i) and (ii) of the Pharmacists and Pharmacy Technicians Regulation; and a definition for emergency. Council considered feedback received through consultation, however as of the June council meeting, had not received official feedback from the Minister of Health. Council agreed that approval of the standards be sought through e-ballot upon receipt of the Minister's feedback.

4.6.3 Amendments to Standards of Practice for Laboratory and Point of Care Testing

Amendments to the Standards of Practice for Laboratory and Point-of-Care Testing (POCT) were proposed by Council to modify the language in standard 26(d) so that it more appropriately represents the role of the medical officer of health; and, standards 20, 28, and 29 to ensure that, where appropriate, regulated members can conduct POCT or specimen collection programs outside of a licensed pharmacy. Council considered feedback received through consultation however the Government of Alberta's consultation period had just closed therefore consensus was reached to table the approval of the Standards of Practice for Laboratory and Point of Care Testing to the September meeting to allow for review of their feedback.

MOTION: to table Agenda Item 4.6.3 to the September council meeting

Moved by **Don Ridley**/Seconded by **Christine Maligec**/CARRIED

4.7 Fall Strategic Planning and Board Development 2019

Council's strategic planning session scheduled for September 18-19th will be facilitated by Laura Edgar with the Institute on Governance. Prior to; a working group will be established to prepare for the strategic discussions. Members of the working group will include the Executive Committee, Registrar Eberhart, Deputy Ministers Moran and Whissell, and Laura Edgar. The working group's work will continue reflecting on the September discussions to develop goals for Council's approval at the December meeting, and to begin preparation of strategic objectives. Indicators will be developed as well to monitor our progress over the five year period. The Institute on Governance will support Council during the September, December and April strategic planning discussions.

4.8 Report from the President

President Dyjur reflected on his term as President and the business of the college during his term. He made the following comments and observations:

- “If you run for 3 years on council, you might as well run for 6 years.
- Never approach being the president as work; just approach the work doing the best you can.
- Sitting as president was an honor and a humbling experience
- The business outlined in the annual report made me proud of the accomplishments of Council and ACP administration.
- Worked on some very important pieces: tenets of professionalism, cannabis guidance, work on governance committee, assessments, and opioid assessments.
- It was/is meaningful to support the profession and RxA; being able to bring the leaders of the profession together was important and good to hear challenges of other organizations.
- Kudos to ACP leadership and staff. They are “all hands on deck”.
- Thanks to Greg for his leadership and advise, and to Leslie for her support.
- What did I want to accomplish during my term as president...support registrants about performing consistent assessment, and support Council with team development and governance. Very proud of our accomplishments.
- Thanked Council for the opportunity... it's been an honor to be your president.”

4.9 Training about Sexual Abuse and Sexual Misconduct to meet Requirements of Bill 21 facilitated by the Calgary Communities Against Sexual Abuse (CCASA)

To fulfill requirements of Bill 21, *An Act to Protect Patients*, Council participated in a training session about trauma associated with sexual abuse and sexual misconduct delivered by “Calgary Communities Against Sexual Abuse”.

4.10 Registration of International Pharmacy Graduates

The college has been overwhelmed with international pharmacy graduates (IPGs) seeking registration in Alberta and concern has been raised that many of these individuals are not ready, nor able, to practice successfully in Alberta. In April, Council was presented with an environmental scan and potential strategies for better preparing and evaluating IPGs prior to entering practice in Alberta. There are two fundamental problems identified; each inviting their own solutions. First, it was observed that registration data from the past three years demonstrates that there is large population of IPGs who seek admission to ACP's clinical register, and then relocate to other provinces. Second, it was observed that many international candidates, despite meeting minimum entry to practice requirements, are not

ready to practice in Alberta's health system. An indicator of this might be the large number of complaints being received about IPG practices.

Deputy Registrar Kaye Moran provided a "high level" approach to addressing these issues based on the preferences expressed by Council in April. The goal of the discussion was to have better information available for September to support a more informed discussion about the potential impact of a "policy approach" to curbing the rate of transitional registrants migrating through Alberta, and to support the IPGs readiness to practice.

Since the last meeting of council, ACP further researched this issue topic and documented observations of concern that cumulatively describe a larger problem:

1. Transitional movement of pharmacists through Alberta:
 - Over the past three years, the ACP has experienced an extraordinary increase in the number of IPGs registering in Alberta.
 - During this same period, we have observed an extraordinary number of candidates transferring out of Alberta after being registered on the clinical pharmacist register.
 - Impact:
 - Increased workload to analyze these applications.
 - Increased demand for quality sites within our Structured Practical Training (SPT) program.
 - Increased workload to develop documentation to support individuals seeking registration in other provinces (i.e., Letter of Standing).
 - Challenges with stakeholders have emerged as the ACP is seen to have less robust registration requirements for those trained outside Canada.
2. Not ready, nor able, to practice successfully:
 - There are disconcerting trends in complaints resolution, as well as the competence program, where IPGs are disproportionately represented.
 - Additionally, we are seeing formal complaints increase, become more complex, and increase in severity.
 - Impact:
 - There is an inordinate strain on many departments within the ACP.
 - The public experiences consistently inconsistent practice within pharmacies, impeding access to needed care.
3. Pharmacies closing soon after opening:
 - In the recent past, the ACP has experienced an increase in the number of applications to open new pharmacies.
 - Even more recently, the ACP is experiencing pharmacies closing, rather than being sold to a new proprietor.
 - Impact:
 - Increased workload to analyze applications for new pharmacies.
 - Increased workload for Practice Consultants who support performance of pharmacies through system and practice quality improvement strategies.
 - Increased workload to support licensees and proprietors who are closing their pharmacies and navigating the systems of inventory management, records retention, etc.
 - Disruption to patients when the pharmacy closes, and their records are not transferred to another pharmacy to support continuity of care.

Prior to the September council meeting, ACP will further analyze three policies to address the transitional movement of IPGs:

1. Bridging programs

- Require completion of a bridging program for any IPG who does not achieve certification with the Pharmacy Examining Board of Canada (PEBC) on a first attempt of the Pharmacist Qualifying Examination (MCQ and OSCE).

2. Reduce movement

- If an IPG has registered as a student or intern in another Canadian jurisdiction before seeking registration on the provisional pharmacist register in Alberta, the entire registration process must be completed in the “originating” Canadian jurisdiction prior to being considered for registration within Alberta.

3. Restrict access to SPT

- If an IPG is unsuccessful in achieving certification with PEBC on a first attempt of the Pharmacist Qualifying Examination (MCQ & OSCE), and registered in another Canadian jurisdiction, the candidate will not be eligible for the ACP SPT program. Registration requirements must be completed in the “originating” Canadian jurisdiction.

Council considered the following longer term initiatives:

- Non-pharmacy practice factors that can contribute to success:
 - Consider other stakeholders who support IPGs as they settle in their new home, Alberta. ACP can work to inform or collaborate with these stakeholders to ensure they are aware of the challenges being experienced in the context of delivery of pharmacy services to Albertans. Additionally, ACP can advocate for enhanced support to encourage people to stay within Alberta, rather than migrate to other provinces within Canada.
- Academic requirements:
 - Policy discussion is required as to whether to establish the Entry to Practice Doctor of Pharmacy (PharmD), or an equivalent, as the recognized degree for entry to the clinical pharmacist register.
- Entry-to-practice competencies
 - ACP will work through NAPRA to evaluate and update entry-to-practice competencies.
- Standards of Practice
 - ACP’s Standards require review and modernization, with a view to clearly defining minimum requirements that ACP is prepared to enforce.
 - These cannot be aspirational standards, but rather minimum standards that council will monitor and enforce as minimum requirements.

Observations and questions identified from Council discussions:

- Is Alberta’s criteria lower than other provinces? Yes. British Columbia and Ontario have bridging programs. ACP’s SPT is comprehensive. Do we know if the federal government is directing individuals to certain provinces? PEBC is trying to get data to try to understand the change in landscape over the past year. NAPRA is doing a pilot project to connect with the agency that manages settlement in Canada.
- British Columbia and Saskatchewan have substantively increased their fees over the past years. ACP will benchmark fees as we move to the budgeting process.

- Need to have process to determine whether IPGs have or have not registered in another province. A past fail in another province would be a good litmus test. Defensibility is quality of practice regardless of where you come from. We need to address their ability to provide quality and safe practice.
- Any new IPGs should go through a training program prior to going into the Faculties program. ACP has had discussions with Faculty. They are keen to work with us but it will be a lengthy process. Dean Davies suggested that we require IPGs to take the PharmD program. Registrar Eberhart indicated that the PharmD will not address the issues/challenges – biggest gaps are about ethics, culture and professionalism.
- Preceptors make a huge difference. Qualifications and rules need to be reviewed. Are IPGs getting the right training from the right people? Wouldn't have a problem with them going through a PharmD program.
- Reduced movement may address some of the issues. It's already known that Alberta is the easiest pathway, so they just won't register anywhere else. Focus on our SPT is the heart of what will provide longevity as where we want all our IPGs and entry to practice to be. If we have the right people mentoring, we will have the right people entering practice. Need SPT to be enhanced as highly educated students are struggling with core competencies for practice in Alberta. Need to enhance mentors/preceptors.
- ACP will undertake an overall review of the SPT, and the SPT for pharmacy technicians needs to be updated and prioritize for 2020. A review of activities and assessments will be a component of the review.
- Council asked if ACP had knowledge about whether there was any correlation between the performance of IPG candidates and their place of origin?

The goal of the discussion was to have better information available for September to support a more informed discussion about the potential impact of a “policy approach” to curbing the rate of transitional registrants migrating through Alberta, and to support the IPGs readiness to practice. Council's feedback on the approach confirms how complex this issue is. Council should consider this during its strategic discussions.

4.11 An Inquiry into the performance of the College of Dental Surgeons of British Columbia and the Health Professions Act

This report was previously circulated to Council. Council is requested to review the report; and in that context, reflect on what we do well, and what governance and policy processes we might improve upon. It is unclear what traction this report will receive within government; however, this is a good opportunity for our reflection and collective organizational improvement; to be a step ahead of elected policy makers.

4.12 Policy on Provision of Pharmacy Services from Alberta Community Pharmacies to Patients Residing in other Jurisdictions

Alberta pharmacists are increasingly providing pharmacy services to individuals residing in other jurisdictions. In Canada, health professionals are regulated provincially. This invites questions about what is required to ensure authority, and to exercise responsibility and accountability. The National Association of Pharmacy Regulatory Authorities (NAPRA) has developed an interjurisdictional working group to establish national framework to govern cross jurisdictional services. Deputy Registrar Whissell will sit on the working group. In principle, pharmacists should be required to at least comply with Alberta's standard; and if the

standard in another jurisdiction is greater, comply with that. In Alberta, if a pharmacy is distributing drugs to another jurisdiction, a mail order license is required.

In December 2018, Council considered recommendations about the interprovincial provision of pharmacy services. Council had preliminary discussion about the following two recommendations and requested that they be brought back for further discussion.

- Recommendation 3 - Licensed pharmacies in Alberta that provide services to individuals residing in other provincial/territorial jurisdictions, be required to have access to and be able to contribute to, any provincial patient/health/drug information system in that jurisdiction, that pharmacy professionals in that jurisdiction would normally be required to use and contribute to. At the meeting, Council recommended amendments as follows:
 - by putting a footnote that brings clarity to mobility ie: tourists.
 - reword to be consistent with standards and use the word “should” instead of “must”. With emphasis to use best efforts to obtain “best medication history” ...should be able to contribute to health record.
- Recommendation 4 - Licensed pharmacies in Alberta be required to notify (in advance) the college of any jurisdiction into which there is an intention to provide pharmacy services to individuals located in and residing in the jurisdiction (purpose – to provide opportunity for transparency and notice of intent, should any regulatory requirements exist). Council recommended the following:
 - There is a gap that may be growing... questions rose about registrants practicing to ACP’s standards. Recommendations to be brought back to Council for further discussion.

Council provided the following comments for consideration:

- Will Alberta be able to contribute to the electronic record of British Columbia?
- On the Saskatchewan and British Columbia agreements, Saskatchewan’s agreement includes compounds where B.C.’s doesn’t. Is this a concern?
- In the future, Express Scripts will become a big issue. This starts with the insurance companies as the economic drivers.
- ACP needs to be aware that providing interjurisdictional services is an evolving system and therefore needs to consider strategies and IT integration to support and regulate cross jurisdictional services.

Council considered the following revised policy recommendation:

- Pharmacists and Pharmacy Technicians practicing in Alberta (regulated members) who provide services to individuals residing in other provincial/territorial jurisdictions must comply with the legal requirements governing the practice of pharmacy in Alberta and ensure that they comply with the legal requirements of any jurisdiction into which they deliver pharmacy services.
 - In doing so, they must comply with the most rigorous legal requirement of the two jurisdictions, should there be a difference.
- This means that any licensed pharmacy from which regulated members provide services into other jurisdictions shall hold a mail order pharmacy license (Alberta). The regulated members should have access to and be able to contribute to, any provincial patient/health/drug information system in the receiving jurisdiction that pharmacy professionals in that jurisdiction would normally be required to use and contribute to.

- Where this is not possible, the pharmacist or pharmacy technician must demonstrate policies and procedures to ensure an alternate means of meeting the intent and purpose of such a system, and to meet the requirements of ACP's Standards of Practice for Pharmacists and Pharmacy Technicians and Standards for the Operation of Pharmacies. to ensure assessment requirements are met, and the continuity of care is facilitated by ensuring the continued accuracy and integrity of the provincial health record in that jurisdiction.
- To ensure transparency and notice of intent, a pharmacy licensee must notify (in advance) the college (provincial regulator) in any jurisdiction into which there is an intention to provide pharmacy services from their pharmacy to individuals located in and residing in the jurisdiction.
 - Such notice will provide opportunity for the college to advise of any requirements or limitations in the receiving jurisdiction that the pharmacy must comply with.

MOTION: to approve the policy on the provision of pharmacy services from Alberta community pharmacies to patients residing in other jurisdictions.

Moved by **Irene Pfeiffer**/Seconded by **Christine Maligec**/CARRIED

NOTE: it was suggested that implementation include communication with employers, third party carriers/insurers, and government.

5. Evaluation of Meeting

Council reflected on Council's and their personal performance at this meeting.

5.1 Evaluation of Council Member Performance

Council members reviewed their personal performance using the tool from the Governance Centre of Excellence. Council encourages a variety of viewpoints and the purpose of the evaluation is to continuously improve the effectiveness of Council as a whole and also to be used to support improvement with its orientation program. Council discussed one and another's personal evaluations and comments. Council spoke about the respect of, and support for each other. They thanked ACP administration for its continued support.

5.2 Summary of Results for the April 4-5, 2019 Council Meeting

A summary of the April 4-5, 2019 council meeting evaluations was circulated with the agenda for information. Council reviewed its self-evaluation of the April meeting, discussing strategic goals and agreed that Council was both reactive and proactive to current issues and trends.

5.3 Aggregate Results from Council Evaluations During the 2018-19 Council Year

A summary of the aggregate results for the 2018-19 council meeting evaluations was provided to Council for information.

5.4 Self-Evaluation of Council Performance at this Meeting

President Dyjur reminded Council Members to complete the electronic meeting survey for collation and review at its next council meeting. Council will receive an email from Leslie Ainslie immediately following the meeting providing access to the electronic meeting evaluation form. He thanked Council for including their written comments supporting their evaluations.

6. Adjournment

6.1 Forthcoming Events and Council Meeting Dates

- September 18-20, 2019 - Council Meeting and Board Development, Banff
- December 11-12, 2019 - Council Meeting, Edmonton
- April 2-3, 2020 - Council Meeting, Edmonton
- April 2, 2020 (evening) - APEX Awards, Edmonton
- April 3-April 4, 2020 - Leadership Symposium, Edmonton
- June 9-10, 2020 - Council Meeting, Edmonton
- June 10, 2020 - Celebration of Leadership/Installation of the President, Edmonton
- June 10-12, 2020 - Annual Leadership Forum, Edmonton

6.2 Adjournment

The meeting was adjourned circa 2:32 p.m.

Moved by **Irene Pfeiffer**