College of Pharmacists
of British Columbia

Board Meeting
June 18, 2021
Via Video Conference

MINUTES

Members Present:
Claire Ishoy, Chair, District 7
Steven Hopp, Vice-Chair, District 4
Alex Dar Santos, District 1
Christine Antler, District 2
Andrea Silver, District 3
Michael Ortynsky, District 5
Anca Cvaci, District 6
Bal Dhillon, District 8
Tracey Hagkull, Government Appointee
Anne Peterson, Government Appointee
Katie Skelton, Government Appointee
Justin Thind, Government Appointee

Staff:
Bob Nakagawa, Registrar and CEO
David Pavan, Deputy Registrar
Ashifa Keshavji, Director of Practice Reviews and Quality Assurance
Doreen Leong, Director of Registration and Licensure
Mary O'Callaghan, Chief Operating Officer
Christine Paramonczyk, Director of Policy and Legislation
Gillian Vrooman, Director of Communications and Engagement
Stephanie Kwok, Executive Assistant and Board Coordinator
James Van, Community Pharmacy Compliance Officer

Guests:
Michael Coughtrie, Dean, UBC Faculty of Pharmaceutical Sciences
Jeremy Bulatao, UBC Pharmacy Undergraduate Society President

Guests Presenters:
Peter Williams, Chair, Practice Review Committee
Gabriella Wong, BC Representative, Pharmacy Examining Board of Canada's Board of Directors

1. **WELCOME & CALL TO ORDER**
   Chair Ishoy called the meeting to order at 9:47am on June 18, 2021.

   Chair Ishoy acknowledged the Syilx (pronounced Say-el-ks) Okanagan people on whose unceded traditional territories she is chairing this meeting from.

She also recognized that attendees of the videoconference are joining the call from different locations across BC, she acknowledged that the Indigenous Peoples are the traditional stewards of the lands and waters from where each of us is attending the meeting from.

June is the National Indigenous History Month in Canada. She encourages British Columbians to learn about the First Peoples on whose unceded territory they live and work on.

2. CONSENT AGENDA

a) Items for further discussion

b) Approval of Consent Items (Appendix 1)
District 2 Board Member, Christine Antler requested that item 2b.iv *Committee Updates* be removed from the Consent Agenda and placed onto the regular Agenda for further discussion.

It was moved and seconded that the Board:
Approve the Consent Agenda as amended.

CARRIED

3. CONFIRMATION OF AGENDA (Appendix 2)

It was moved and seconded that the Board:
Approve the June 18, 2021 Draft Board Meeting Agenda as amended.

CARRIED

4. AUDIT AND FINANCE COMMITTEE (Appendix 3)

a) Auditor's Report
Paul Fripp, Partners with BDO Canada presented to the Board the College's Statement of Financial Position as of February 28, 2021. It is reported that the College received a clean audit.

It was moved and seconded that the Board:
Approve the audited financial statements for fiscal year 2020/21 as presented.

CARRIED

b) Auditor Appointment
Steven Hopp, Chair of the Audit and Finance Committee presented. In 2017, the Board approved BDO Canada LLP as the College's auditor's for the fiscal years ending February 28, 2018 through February 28, 2021, with the option to extend for an additional two years.

It was moved and seconded that the Board:
Approve an extension of the appointment of BDO Canada LLP as the College of Pharmacists of British Columbia's auditor for an additional two years, ending with the audit for fiscal year 2022/23.

c) **PODSA Fee Increase Options**

Steven Hopp, Chair of the Audit and Finance Committee presented. The Audit and Finance Committee recommended to the Board to defer the implementation of the next pharmacy fee increase from April 2022 to November 2022 to align with the timing of the *Health Professions Act* fee increase, effective in early November.

It was moved and seconded that the Board:
Defer the next pharmacy fee increase, being considered to take place in April 2022, and consider it as part of the February 2022 budget process.

CARRIED

5. **PRACTICE REVIEW PROGRAM ANNUAL REPORT (Appendix 4)**

Peter Williams, 2021-2022 Chair of the Practice Review Committee, Tracey Hagkull, Government Appointee and 2020-2021 Chair of the Practice Review Committee and James Van, Community Pharmacy Compliance Officer presented to the Board the Practice Review Program ("PRP") Annual Report for the 2020-2021 fiscal year. The PRP annual report includes statistics on the virtual pharmacy professional reviews conducted in 2021-21 and Registrant feedback survey results.

6. **PHARMACY EXAMINING BOARD OF CANADA (PEBC) UPDATE (Appendix 5)**

Gabriella Wong, BC Representative of the Board of Directors of the Pharmacy Examining Board of Canada (PEBC) provided the Board with an update regarding the challenges that the pandemic has caused for educators, students, practitioners, regulators and PEBC.

7. **LEGISLATION REVIEW COMMITTEE: AMENDMENTS TO THE HEALTH PROFESSIONS ACT BYLAWS, SCHEDULE "C" TO RECOGNIZE PHARMACHIEVE'S DRUG ADMINISTRATION COURSE (Appendix 6)**

Justin Thind, Government Appointee presented. The amendments to Schedule "C" to recognize PharmAchieve's injection program were approved for public posting at the February 2021 Board meeting. No comments were received during the legislated 90-day public posting period.

It was moved and seconded that the Board:
Approve the following resolution to amend Schedule "C" of the bylaws made under the Health Professions Act regarding recognized education programs:

"RESOLVED THAT, in accordance with the authority established in section 19(1) of the Health Professions Act ("HPA"), and subject to the requirements in section 19(3) of HPA, the Board of the College of Pharmacists of BC approves the proposed bylaws made under the HPA relating to Schedule "C" Recognized Education Programs to recognize PharmAchieve's injection education program, for filing with the Minister of Health, as set out in the schedule attached to this resolution."

CARRIED

8. REGISTRAR SEARCH COMMITTEE UPDATE (Appendix 7)

Chair Ishoy presented to the Board an update regarding the Registrar and CEO search since the Registrar Search Committee was formed in April 2021. The Registrar Search Committee recommended Odgers Berndtson to the Board as the Executive Search firm for the Registrar and CEO position. A Board Resolution was emailed to the Board on June 8, 2021 for the official appointment of Odgers Berndston as the Executive Search firm.

9. BC PUBLIC'S ADVISORY NETWORK: 2020/2021 SYNOPSIS (Appendix 8)

Gillian Vrooman, Director of Communications and Engagement presented to the Board an overview of the BC Public's Advisory Network and its mandate.

10. ITEMS BROUGHT FORWARD FROM CONSENT AGENDA

2b.iv Committee Updates
Christine Paramonczyk, Director of Policy and Legislation provided to the Board an update on the Ministerial Bylaw Moratorium.

A letter was sent to the Ministry of Health Regulation and Oversight Branch by the BC Health Regulators Group to express concerns regarding the ongoing moratorium as Colleges are facing challenges in fulfilling its mandate without being able to make bylaw amendments in a timely fashion. The group is awaiting a response from the Ministry.

ADJOURNMENT
Chair Ishoy adjourned the meeting at 1:15pm on June 18, 2021.

2.   Consent Agenda
b) Approval of Consent Items

DECISION REQUIRED

Recommended Board Motion:

Approve the Consent Agenda as circulated, or amended.

i.   Chair's Report
ii. Registrar's Update
     a. Compliance Certificate
     b. Risk Register (June 2021)
     c. Action Items & Business Arising
iii. Approval of April 30, 2021 Draft Board Meeting Minutes **[DECISION]**
iv. Committee Updates
v.   Approval of April 23, 2021 Draft Committee of the Whole Meeting Minutes **[DECISION]**
vi. Audit and Finance Committee:
     a. Finance Report (Preliminary April Financials)
     b. Auditor Appointment **[DECISION]**
     c. *PODSA* Fee Increase Options **[DECISION]**
vii. Legislation Review Committee: Amendments to the Health Professions Act Bylaws (Fee Schedule) **[DECISION]**
viii. Approval of June 8, 2021 Draft Board Resolution Minutes **[DECISION]**

College of Pharmacists
of British Columbia

2b.i.	Chair's Report

INFORMATION ONLY

It is my pleasure to provide this report for the June 2021 meeting. Since the previous Board Meeting report (April 2021), I have been involved in the following activities as Board Chair:

General:
- Liaised with Registrar, Vice Chair and Board to plan June 2021 Board meeting
- Reviewed draft April 2021 board meeting and Committee of the Whole meeting minutes
- Attended regular teleconferences with Registrar and Vice-Chair on Board items including those related to June 2021 board meeting
- Chaired first meeting for the Registrar Search Committee
- Reviewed and approved evaluation form for Registrar Search Firms
- Connected with board members regarding board activities
- Met with Minister of Mental Health and Addictions, Sheila Malcolmson
- Meeting planning and forecasting until November
- Provided feedback to NAPRA on section 56 exemptions

Events:
- Attended NAPRA AGM

Committees:
- Audit and Finance Committee
- Governance Committee
- Registrar Search Committee
- Legislative Review Committee

Compliance Certificate

We have reviewed the College's official records and financial reports and we certify that the College has met its legal obligations with respect to the following:

Annual Report - Filed June 24, 2020

Non-profit Tax Return – Filed August 31, 2020

Non-profit Information Return – Filed August 31, 2020

Employee statutory payroll deductions – remitted to Canada Revenue Agency – all remittances are current.

Employee pension plan remittances – all remittances are current.

WorkSafeBC BC assessments – all remittances are current.

Employer Health Tax assessments – all remittances are current.

Sales Taxes – all remittances are current.

Investments – invested as per policy.

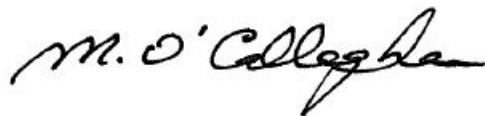**Bank signing authority documents** – current as per policy.

Insurance – all insurance policies are up to date.

Business Licence – current.

Signed by:

_____   _____
Registrar   Chief Operating Officer

2b.ii	Registrar's Update
	c) Action Items & Business Arising

INFORMATION ONLY

	MOTIONS/ACTION ITEMS	RELEVANT BOARD MEETING	STATUS
1.	Motion: Direct the Registrar to draft bylaws to adopt the Model Standards for Pharmacy Compounding of Non-hazardous Sterile Preparations and the Model Standards for Pharmacy Compounding of Hazardous Sterile Preparations, to be effective for May 2021, which will officially establish minimum requirements to be applied in compounding sterile preparations. **Status: At their September 2020 meeting, in light of the COVID-19 State of Emergency, the Board approved extending the implementation plan to adopt the Model Standards for Pharmacy Compounding of Non-hazardous Sterile Preparations and the Model Standards for Pharmacy Compounding of Hazardous Sterile Preparations from May 2021 to July 2022.**	04-2017	IN PROGRESS
2.	Motion: Direct the Registrar to develop bylaws and/or practice standards for Medication Reviews and require mandatory training for pharmacists who wish to conduct them. To be prioritized by the Legislation Review Committee for implementation. **Status: At the October 2019 Legislation Review Committee meeting, the committee discussed that these standards of practice should be included in the HPA Modernization Project, which is set to begin in 2021. This project is underway.**	06-2017	IN PROGRESS
3.	Motion: Direct the Registrar to explore the development of new requirements for the security of information in local pharmacy computer systems. **Status: The Policy & Legislation Department has addressed some of the issues in the new electronic record keeping PPP. Work is being done by the Ministry of Health addressing this issue with PRIME and updated SCS document No further update at this point. The current status is still in effect.**	02-2018	IN PROGRESS

4.	Motion: Direct the Registrar to pursue drug scheduling by reference to federal legislation and the National Drug Schedules established by the National Association of Pharmacy Regulatory Authorities (NAPRA), with respect to the Drug Schedules Regulation. **Status: Research and analysis has begun. Further, the College has engaged the Ministry of Health on the topic of amending the Drug Schedules Regulation to allow for scheduling by reference. No further update at this point. The current status is still in effect.**	11-2018	IN PROGRESS
5.	Motion: Direct the Registrar to remove current restrictions on pharmacist injection and intranasal administration of medications, while restricting the administration of injections for Schedule 1A drugs and drugs for cosmetic purposes and retaining current age limit restrictions. **Status: At the November Board meeting, the Board accepted the amendments, in principle to the Drug Administration by Injection and Intranasal Route Standards, Limits and Conditions, as circulated. Registrar Nakagawa reported to the Board on his meeting with Mark Armitage, Assistant Deputy Minister, Health Sector Workforce and Beneficiary Services Division, Mitch Moneo, Assistant Deputy Minister, Pharmaceutical, Laboratory & Blood Services Division and David Byres, Associate Deputy Minister, Clinical Leadership on November 16, 2020. He expressed the Board's desire to collaborate with the Ministry in this matter. The Board asked Registrar Nakagawa to follow-up with another conversation with the Ministry and keep the Board appraised of the progress.** **Registrar Nakagawa had a subsequent discussion with Ministry of Health executives on December 10, 2020, who requested a more fulsome report addressing the rationale for removing the restrictions on drug administration. The College has drafted a "Drug Administration by Pharmacists" document to be discussed with the Ministry tentatively planned for February 2021.** **The "Drug Administration by Pharmacists" document was emailed to Mark Armitage, Assistant Deputy Minister Health Sector Workforce and Beneficiary Services Division, and to Mitch Moneo, Assistant Deputy Minister Pharmaceutical, Laboratory and Blood Services Division, of the Ministry of Health on March 9, 2021.** **A briefing note on the document is included for the consent agenda for the April 2021 Board meeting.**	02-2019	IN PROGRESS

	Registrar Nakagawa met with Sheila Malcolmson, Minister of Mental Health and Addictions and updated her on this file to see how this fits into her portfolio and the coordinated network of mental health and addictions services.		
6.	Motion: Direct the Registrar to require mandatory anonymous medication incident reporting in all pharmacies using any medication incident reporting platform of the pharmacy's choosing that meets the College's criteria. **Status: The NAPRA Medication Incident Working Group resumed work in August 2020 and met in February 2021 to continue work on the Draft Model Standards for Continuous Quality Improvement and Medication Incident Reporting. The final draft will be completed by April 2021 and approval by NAPRA Board is anticipated by Fall 2021.**	09-2019	IN PROGRESS
7.	Direct the Registrar to engage with the Ministry of Health to move the amendments to the Drug Administration by Injection and Intranasal Route Standards, Limits and Conditions forward. **Status: See update under: "Motion: Direct the Registrar to remove current restrictions on pharmacist injection and intranasal administration of medications, while restricting the administration of injections for Schedule 1A drugs and drugs for cosmetic purposes and retaining current age limit restrictions."**	09-2020	IN PROGRESS
8.	Direct the Registrar to implement the annual fee increases as stated in the 2020-21 budget, 5.25% increase effective November 2020 for pharmacists and pharmacy technicians, and 5.5% increase effective approximately April 2021 for pharmacies. **Status: HPA fee increases are in effect. PODSA fee increases are in effect April 1, 2021.**	09-2020	COMPLETED
9.	Direct the Registrar to remove natural health products from the Drug Schedules Regulation in a step-wise manner to align with the removal of natural health products from the National Association of Pharmacy Regulatory Authorities' National Drug Schedules. **Status: Work is underway to implement the Board's direction. Staff are working on a implementation plan, with the first set of proposed amendments to be brought forward to the Board at their September 2021 meeting.**	09-2020	IN PROGRESS

2b.iii   Approval of April 30, 2021 Draft Board Meeting Minutes

DECISION REQUIRED

Recommended Board Motion:

Approve the April 30, 2021 draft Board meeting minutes as circulated.

Appendix	
1	http://library.bcpharmacists.org/2_About_Us/2-1_Board/Board_Videoconference_Minutes-20210430.pdf

2b.iv	Committee Updates

INFORMATION ONLY

Purpose

To provide updates of committee activities since the last Board meeting.

Committees who have met and approved previous meeting minutes have submitted them to the Board for information purposes.

For confidentiality purposes, the Discipline Committee and Inquiry Committee have provided summaries of their meetings and will not be submitting minutes.

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i. **Application Committee**
The Application Committee met five times since the last Board meeting. The committee reviewed seven pharmacy files. Three files were incomplete renewals, two pharmacy files contained false or misleading information and two pharmacy files were eligibility-related cases. Please note, as this update was submitted on May 26, 2021, the number of pharmacy files reviewed may increase dependent on the number of cases reviewed in June. (E.g., late renewals and any new eligibility cases.)

ii. **Audit and Finance Committee**
The Audit and Finance Committee will be meeting just prior to the June Board meeting to review, in detail, the audit results with BDO partner, Paul Fripp.

iii. **Discipline Committee**
There was one day of Discipline Committee hearing for the period of March 2021 to April 2021. There are currently three pending files and one file in progress.

iv. **Drug Administration Committee**
A Drug Administration Committee meeting is scheduled for June 11, 2021 to review the age restrictions in Schedule F, Part 4 – Certified Practice – Drug Administration by Injection and Intranasal Route Standards, Limits and Conditions.

v. **Ethics Advisory Committee**
The Ethics Advisory Committee has not met since the last Board meeting.

vi. Governance Committee

The Governance Committee ("The Committee") met on June 2, 2021 via videoconference. The Committee reviewed the April 30, 2021, Board meeting evaluation survey results and discussed the following survey comments:
- Scheduling post guest presentation debrief;
- Onboarding for New Board members in a virtual environment;
- More clarity around Robert Rules; and
- Preliminary discussion on BC's restart plan in relation to Board operations.

Other discussions at the Governance Committee meeting include:
- Scheduling of informal debrief after the Board meetings;
- Drafting of Board competency matrix; and
- Update regarding committee selection/ appointment process from David.

vii. Inquiry Committee

The Inquiry Committee met four times via videoconference and ten times via teleconference for the period of January 2021 to February 2021. 54 files were reviewed or disposed of, of which 36 files were new files, 18 were reconsideration files and none were *PODSA* s. 18 report files. 165 calls/tips were received during this reporting period and 41 formal complaints were received. One verbal reprimand was given to a registrant by videoconference.

The increase in the number of formal complaints received in the month of April as compared to the previous years can be attributed to the number of internal referrals from the Registration and Licensure and Practice Review departments and own-motion complaints.

viii. Jurisprudence Examination Subcommittee

The Jurisprudence Examination Subcommittee has not met since the last Board meeting.

ix. Legislation Review Committee

The Legislation Review Committee met on May 17, 2021, and discussed the following agenda items:
- Amendments to the Health Professions Act Bylaws (Fee Schedule)
- Amendments to the *Health Professions Act* Bylaws, Schedule "C" to Recognize PharmAchieve's Drug Administration Course
- The Legislation Review Committee 2021 Meeting Schedule
- The Policy & Legislation Forecasting Document and Update on the Ministry of Health Bylaw Moratorium

x. Pharmacy Advisory Committee

The Pharmacy Advisory Committee has participated in 2 stakeholder engagements:
- April 2021 – NAPRA Model Compounding Competencies for Pharmacists and Pharmacy Technicians in Canada

- May 2021 – NAPRA Model Standards of Practice for Pharmacists and Pharmacy Technicians in Canada

xi. **Practice Review Committee**

The Practice Review Committee met on May 13th, 2021 and discussed the following agenda items:
- Welcome and orientation for newly appointed members
- PRP operational updates including review statistics, risk register, and Insight Articles
- PRP 2020-21 Fiscal year Report – presentation and feedback

xii. **Quality Assurance Committee**

The Quality Assurance Committee has not met since the last Board meeting. Next meeting is scheduled in June 2021.

xiii. **Registrar Evaluation and Succession Planning Committee**

The Registrar Search Committee will meet in place of the Registrar Evaluation and Succession Planning Committee until a Registrar and CEO is hired.

xiv. **Registrar Search Committee**

The Registrar Search Committee met on May 26, 2021. Andrea Silver, District 3 Board Member was elected as Vice-Chair of the committee. The committee reviewed the proposals and evaluations of each of the search firm proponents. Board Chair Ishoy was tasked to conduct a reference check based on questions that she and Committee Vice-Chair Silver developed. Registrar Nakagawa prepared a briefing note for the appointment of the Executive Search firm for the Board's consideration.

xv. **Registration Committee**

The Registration Committee met six times since the last Board meeting. The committee reviewed eight registrant files, in which three files were related to the Statutory Declaration and five files were related to extension requests to the validity period of an application or assessment. Please note, as this update was submitted on May 26, 2021, the number of cases may increase if we receive more cases in June.

Appendix – available on the Board Portal under 'Committee Minutes'	
1	Discipline Committee Update
2	Governance Committee Meeting Minutes
3	Inquiry Committee Update
4	Legislation Review Committee Meeting Minutes
5	Practice Review Committee Meeting Minutes

College of Pharmacists
of British Columbia

2b.v   Approval of April 23, 2021 Draft Committee of the Whole Meeting Minutes

DECISION REQUIRED

Recommended Board Motion:

Approve the April 23, 2021 draft Committee of the Whole meeting minutes as circulated.

Appendix	
1	April 23, 2021 Draft Committee of the Whole Meeting Minutes

Committee of the Whole Meeting
April 23, 2021
Via Video Conference

MINUTES

Members Present:
Claire Ishoy, Chair, District 7
Steven Hopp, Vice-Chair, District 4
Alex Dar Santos, Board member, District 1
Christine Antler, Board member, District 2
Andrea Silver, Board member, District 3
Michael Ortynsky, Board member, District 5
Anca Cvaci, Board member, District 6
Bal Dhillon, Board Member, District 8
Tracey Hagkull, Government Appointee
Anne Peterson, Government Appointee
Katie Skelton, Government Appointee
Justin Thind, Government Appointee

Staff:
Bob Nakagawa, Registrar and CEO
David Pavan, Deputy Registrar
Ashifa Keshavji, Director of Practice Reviews and Quality Assurance
Doreen Leong, Director of Registration and Licensure
Mary O'Callaghan, Chief Operating Officer
Christine Paramonczyk, Director of Policy and Legislation
Gillian Vrooman, Director of Communications and Engagement
Stephanie Kwok, Executive Assistant and Board Coordinator
Hilary Leung, Policy & Legislation Analyst

Guest Speakers:
Joe Gallagher, CEO, Qoqoq Consulting LTD
Cheyenne Johnson, Executive Director, British Columbia Centre on Substance Use (BCCSU)
Kate Jongbloed, Epidemiologist, Associate, Qoqoq Consulting LTD
Elder Shane Pointe (Te' te-in), xwmuthkwey'um Musqueam Elder, Knowledge Keeper

1. **WELCOME & CALL TO ORDER**
   Chair Ishoy called the meeting to order at 8:57am on April 23, 2021.

   Chair Ishoy acknowledged the Syilx (pronounced Say-el-ks) Okanagan people on whose unceded traditional territories she chaired the meeting from.

   She also recognized that attendees of the videoconference are joining the call from different locations across BC, she acknowledged that the Indigenous Peoples are the traditional stewards of the lands and waters from where we attended the meeting

2. **CULTURAL SAFETY AND HUMILITY: CONSTRUCTIVE DISRUPTION TO ANTI-INDIGENOUS RACISM IN THE BC HEALTH SYSTEM**

   Joe Gallagher, CEO, Qoqoq Consulting LTD facilitated a cultural safety and humility session with the Board.

   Elder Shane Pointe (Ti/ te-in) opened the session with a chant.

   The key topics addressed in the session includes:
   - BC Health Regulator's cultural safety and humility journey;
   - Setting the agenda to advance cultural safety and humility and eradicate anti-Indigenous racism;
   - Naming indigenous-specific racism;
   - How is indigenous-specific racism operating in BC;
   - Evidence and impact of Indigenous-specific racism in BC's health system from the *In Plain Sight* report and other sources; and
   - Organizing and strategizing to act as a human being and as a College of Pharmacists of BC Board member.

   Elder Shane Pointe (Ti/ te-in) closed the session with a chant.

3. **POTENTIAL RISKS AND BENEFITS TO PHARMACEUTICAL ALTERNATIVES TO TOXIC DRUG SUPPLY**

   Cheyenne Johnson, Executive Director, BCCSU provided to the Board with background on overdose health, social and economic harms. The key topics addressed in her presentation includes:
   - Risks/benefits of safer supply and (limited) evidence;
   - Current models in Canada (all prescription based);
   - London, Ontario Safer Opioid Supply (SOS) Program;
   - 2016-2020 impacts and results of SOS; and
   - Response to dual public health emergencies and supports for Pharmacists.

4. **ADJOURNMENT**

   Chair Ishoy adjourned the meeting at 1:50pm on April 23, 2021.

2b.vi   Audit and Finance Committee: Finance Report (Preliminary April Financials)

INFORMATION ONLY

Purpose

To report on the highlights of the preliminary April 2021 financial reports.

Background

The preliminary April 2021 financial reports reflect **two months** of activity prior to the year-end auditor adjustments. Attached are the Statement of Financial Position, a summary Statement of Revenue and Expenditures and more detailed reports on Revenue and on Expenditures.

Statement of Financial Position

The College's cash position is well funded to meet payables with a balance of about $933,000. Investments totalled over $4.8 million. Payables and accruals are just over $800,000. The Working Capital Ratio (Current Assets to Current Liabilities) is 1.09. This is only slightly lower than a year ago when it was 1.14 and somewhat less than March 2019 when it was 1.28. It is dropping as the College continues to run deficits, but not too quickly, which is reassuring.

Revenue

Reports in Fiscal Year 2021/22 now include a column for Prior Year Actual figures for comparison.

The total *Licensure revenues* are slightly over budget, by about $13,000 or 1%. *Other revenues* (administrative fees, fines, etc.) are substantially over budget by just under $32,000, mainly due to fine revenues. The combined result is that actual revenues are over budget, approximately $45,000 or 3% over budget.

Expenses

Total Year to Date Actual expenditures is considerably under budget, by a little under $223,000 or 11%. See the variance analysis which follows for details. Much of the under-budget variances are due to changes in operations due to COVID-19 or timing as the budget includes some increased activities later in the year.

Variance analysis by department:

Department	Budget	Actual	Comment
Board & Registrar's Office	113,547	98,081	Timing – budget includes legal fee contingency.
Finance and Administration	390,370	305,657	Timing – budget includes Registrar / CEO search fees
Information Technology	415,902	405,197	Timing of projects
Grant Distribution	0	7,000	Timing of UBC bursaries. The budget is scheduled for May.
Registration & Licensure	169,439	142,950	Timing – primarily re JE Modernization and Application Committee outside services
Quality Assurance	51,177	49,490	
Practice Review	260,909	258,844	
Complaints Resolution	374,262	303,067	Timing re legal and outside services.
Policy and Legislation	98,469	83,267	Timing re legal fees
Communications & Engagement	72,089	73,777	Timing
Projects	2,262	0	Timing re outside services.
Amortization	35,536	33,924	
Total Expenses	1,983,963	1,761,254	11% under budget. ($222,709)

Appendix	
1	Statement of Financial Position
2	Statement of Revenue and Expenditures
3	Statement of Revenue
4	Statement of Expenses

College of Pharmacists of BC

Statement of Financial Position

As at April 30, 2021

ASSETS	
Cash and Cash Equivalents	933,128
Investments	4,826,660
Receivables	116,082
Prepaid Expense and Deposits	500,475
Current Assets	6,376,344
Investments in College Place Joint Venture	1,469,316
Development Costs	70,653
Property & Equipment	583,056
Non-current Assets	2,123,025
Total Assets	**8,499,369**

LIABILITIES AND NET ASSETS	
Payables and Accruals	820,931
Capital Lease Obligations (Current)	8,303
Deferred Revenue	5,027,813
Total Current Liabilities	5,857,047
Capital Lease Obligations (non-current)	21,773
Total Liabilities	5,878,820
Total Net Assets	2,620,550
Total Liabilites and Net Assets	**8,499,369**

College of Pharmacists of BC

Statement of Revenue and Expenses

For the 2 months ended April 30, 2021

	Prior Year	Current Year		Current Year	
	Actual	Budget	Actual	Variance ($)	Variance (%)
	YTD 2020/21	YTD 2021/22	YTD 2021/22	(Budget vs. Actual)	(Budget vs. Actual)
Revenue					
Licensure revenue	1,529,879	1,637,747	1,651,026	13,278	1%
Non-licensure revenue	74,886	76,284	107,793	31,509	41%
Transfer from Balance Sheet	-	-	-	-	0%
Total Revenue	**1,604,765**	**1,714,032**	**1,758,819**	**44,787**	3%
Expenses					
Total Expenses Before Amortization	1,537,957	1,948,427	1,727,330	221,097	11%
Amortization	46,290	35,536	33,924	1,612	5%
Total Expenses Including Amortization	**1,584,247**	**1,983,963**	**1,761,254**	**222,709**	11%
Net Surplus/(Deficit) of Revenue over Expenses after Amortization Expense	**20,519**	**(269,931)**	**(2,435)**	**267,497**	

College of Pharmacists of BC

Statement of Revenue

For the 2 months ended April 30, 2021

	Prior Year	Current Year		Current Year	
	Actual	Budget	Actual	Variance ($)	Variance (%)
	YTD 2020/21	YTD 2021/22	YTD 2021/22	(Budget vs. Actual)	(Budget vs. Actual)
Revenue					
Pharmacy fees	593,664	622,191	628,863	6,673	1%
Pharmacists fees	794,050	856,730	858,158	1,428	0%
Technician fees	142,166	158,826	164,004	5,178	3%
Licensure revenue	1,529,879	1,637,747	1,651,026	13,278	1%
Other revenue (fines/assessments, late fees, certificate of letter of standing)	11,924	19,332	51,070	31,738	164%
Grant Revenue	-	520	-	(520)	(100%)
Investment income	21,887	16,946	17,237	291	2%
College Place joint venture income	41,076	39,486	39,486	(0)	(0%)
Non-licensure revenue	74,886	76,284	107,793	31,509	41%
Transfer from Balance Sheet	-	-	-	-	0%
Total Revenue	1,604,765	1,714,032	1,758,819	44,787	3%

College of Pharmacists of BC

Statement of Expenses

For the 2 months ended April 30, 2021

	Prior Year	Current Year		Current Year	
	Actual	**Budget**	**Actual**	**Variance ($)**	**Variance (%)**
	YTD 2020/21	**YTD 2021/22**	**YTD 2021/22**	**(Budget vs. Actual)**	**(Budget vs. Actual)**
Expenses					
Board and Registrar's Office	91,142	113,547	98,081	15,467	14%
Finance and General Administration	291,068	390,370	305,657	84,713	22%
Information Technology	349,219	415,902	405,197	10,705	3%
Grant Distribution	-	-	7,000	(7,000)	0%
Registration and Licensure	135,306	169,439	142,950	26,489	16%
Quality Assurance	45,366	51,177	49,490	1,687	3%
Practice Reviews	236,197	260,909	258,844	2,066	1%
Complaints and Investigations	236,362	374,262	303,067	71,195	19%
Policy and Legislation	87,661	98,469	83,267	15,202	15%
Communications and Engagement	65,635	72,089	73,777	(1,688)	(2%)
Projects	-	2,262	-	2,262	100%
Total Expenses Before Amortization	1,537,957	1,948,427	1,727,330	221,097	11%
Amortization	46,290	35,536	33,924	1,612	5%
Total Expenses Including Amortization	**1,584,247**	**1,983,963**	**1,761,254**	**222,709**	11%

> **2b.vii**   **Legislation Review Committee: Amendments to *Health Professions Act* Bylaws (Fee Schedule)**

DECISION REQUIRED

Recommended Board Motion:

Approve the following resolution:

RESOLVED THAT, in accordance with the authority established in section 19(1) of the Health Professions Act, and subject to filing with the Minister as required by section 19(3) of the Health Professions Act, the Board amend the bylaws of the College of Pharmacists of British Columbia to amend the Fee Schedule to operationalize the College's 2021/2022 budget, as set out in the schedule attached to this resolution.

Purpose

To approve amendments to the *Health Professions Act* ("HPA") Bylaws Schedule D – Fee Schedule in accordance with the College's 2021/2022 budget, as set out in the attached schedule to the resolution (Appendix 1).

Background

The Board may make bylaws as per section 19(1)(p) of the HPA to establish fees payable to the College by registrants. These fees must be consistent with the duties and objectives of the College.

Section 19(6.2) of the HPA exempts the establishment of HPA fees (amongst other bylaw making authorities) from the 90-day public posting period. Accordingly, if approved by the Board, these bylaws will be sent to the Ministry of Health for filing.

This package includes proposed bylaw amendments to actualize HPA fee increases previously approved as part of the College's 2021/2022 budget. At their February 2021 meeting, the Board approved the 2021/2022 budget, which included fee increases to meet the needs of the College. The approved fee increases were for registrants. No pharmacy fee increases were included as the last approved pharmacy fee increase (which was delayed due to COVID-19) came into effect this fiscal year.

As per s. 19(3) of the HPA, the next step in the process to finalize the bylaws is that they must be filed with the Minister of Health. If approved by the Board, the fee schedule and forms will be held and submitted to the Minister of Health for filing in early September. This is being done so that the effective date of the fee changes aligns with the registration period for next year (November).

In addition to the amended fee schedule (Appendix 2), corresponding revised forms have also been approved by the Registrar and do not require Board approval. These forms will also be sent to the Ministry of Health for filing.

Recommendation

The Legislation Review Committee recommends that the Board approve the HPA Bylaws Schedule D – Fee Schedule for filing with the Ministry of Health, by approving the schedule to the resolution in Appendix 1.

Next Steps

- Filing the bylaws with the Minister of Health in September, for a 60-day filing period.
- Posting the amended fee schedule on the College's website once effective.
- Informing the public and registrants of the fee changes.

Guiding Question

A key question for the Board to consider is:

- Does the HPA fee amendment proposal effectively operationalize the Board's February 2021 approved budget?

Appendix	
1	Schedule to the Resolution
2	Amended Fee Schedule (track changes)

SCHEDULE

The bylaws of the College of Pharmacists of British Columbia made under the authority of the *Health Professions Act* are amended by repealing and replacing Schedule D- Fee Schedule.

College of Pharmacists of B.C.
FEE SCHEDULE
HPA Bylaw "Schedule D"

REGISTRATION FEES

Pharmacist

Application for Pre-registration	Valid for up to three years.	$ 445.00
Application for Reinstatement	Valid for up to three years.	$ 445.00
Full Pharmacist - registration	For a term of one year.	$ 809.00
Full Pharmacist - registration renewal	For a term of one year.	$ 809.00
Non-practising Pharmacist - registration renewal	For a term of one year.	$ 809.00
Limited Pharmacist - registration	For a term of one year. Maximum three one-year terms.	$ 809.00
Limited Pharmacist - renewal	Maximum two one-year renewal terms	$ 809.00
Temporary Pharmacist	Valid until cancelled by the registration committee or registrar.	$ 0.00
Temporary Limited Pharmacist	Valid until cancelled by the registration committee or registrar.	$ 0.00
Late registration renewal fee (≤90 days from renewal date).		$ 142.00

Student Pharmacist

New Student Pharmacist (UBC)	Valid for one year.	$ 111.00
New Student Pharmacist (Non UBC)	Valid for one year.	$ 111.00
Registration Renewal (UBC)	Valid for one year.	$ 0.00
Temporary Student Pharmacist	Valid until cancelled by the registration committee or registrar.	$ 0.00

Pharmacy Technician

Application for Pre-registration	Valid for up to three years.	$ 296.00
Application for Reinstatement	Valid for up to three years.	$ 296.00
Pharmacy Technician - registration	For a term of one year.	$ 539.00
Pharmacy Technician - registration renewal	For a term of one year.	$ 539.00
Non-practising Pharmacy Technician - registration renewal	For a term of one year.	$ 539.00
Temporary Pharmacy Technician	Valid until cancelled by the registration committee or registrar.	$ 0.00
Late registration renewal fee (≤90 days from renewal date).		$ 142.00
Structured Practical Training Program	Valid for 6 months from application date.	$ 419.00

CERTIFICATION FOR INJECTION DRUG ADMINISTRATION

Application for certification	$ 115.00

ADMINISTRATION FEES

Replacement of registration certificate	$ 140.00

Certificate of standing		$ 140.00
Processing of non-sufficient funds (NSF) cheque		$ 140.00
Criminal Record Check (CRC)	See Criminal Record Check Fee Regulation BCReg238/2002 as amended	-
Jurisprudence Examination (JE)		$ 278.00

SCHEDULE

The bylaws of the College of Pharmacists of British Columbia made under the authority of the *Health Professions Act* are amended by repealing and replacing the following Forms:

4A, 4B, 4C-1, 4C-2, 4C-3, 4C-4, 4C-5, 4-C6, 6A, 6B, 7A, 7B-2, 7B-3, 7B4, 7B-5, 8A, 8B, 10A, 10B, 10C, 10E, 10F, 11A, 11B, 11C, 11F, 11G, 13.

College of Pharmacists of B.C.
FEE SCHEDULE
HPA Bylaw "Schedule D"

REGISTRATION FEES

Pharmacist

Application for Pre-registration	Valid for up to three years.	$ ~~428.00~~	$ 445.00
Application for Reinstatement	Valid for up to three years.	$ ~~428.00~~	$ 445.00
Full Pharmacist - registration	For a term of one year.	$ ~~778.00~~	$ 809.00
Full Pharmacist - registration renewal	For a term of one year.	$ ~~778.00~~	$ 809.00
Non-practising Pharmacist - registration renewal	For a term of one year.	$ ~~778.00~~	$ 809.00
Limited Pharmacist - registration	For a term of one year. Maximum three one-year terms.	$ ~~778.00~~	$ 809.00
Limited Pharmacist - renewal	Maximum two one-year renewal terms	$ ~~778.00~~	$ 809.00
Temporary Pharmacist	Valid until cancelled by the registration committee or registrar.	$ 0.00	$ 0.00
Temporary Limited Pharmacist	Valid until cancelled by the registration committee or registrar.	$ 0.00	$ 0.00
Late registration renewal fee (≤90 days from renewal date).		$ ~~137.00~~	$ 142.00

Student Pharmacist

New Student Pharmacist (UBC)	Valid for one year.	$ ~~107.00~~	$ 111.00
New Student Pharmacist (Non UBC)	Valid for one year.	$ ~~107.00~~	$ 111.00
Registration Renewal (UBC)	Valid for one year.	$ 0.00	$ 0.00
Temporary Student Pharmacist	Valid until cancelled by the registration committee or registrar.	$ 0.00	$ 0.00

Pharmacy Technician

Application for Pre-registration	Valid for up to three years.	$ ~~285.00~~	$ 296.00
Application for Reinstatement	Valid for up to three years.	$ ~~285.00~~	$ 296.00
Pharmacy Technician - registration	For a term of one year.	$ ~~518.00~~	$ 539.00
Pharmacy Technician - registration renewal	For a term of one year.	$ ~~518.00~~	$ 539.00
Non-practising Pharmacy Technician - registration renewal	For a term of one year.	$ ~~518.00~~	$ 539.00
Temporary Pharmacy Technician	Valid until cancelled by the registration committee or registrar.	$ 0.00	$ 0.00
Late registration renewal fee (≤90 days from renewal date).		$ ~~137.00~~	$ 142.00
Structured Practical Training Program	Valid for 6 months from application date.	$ ~~403.00~~	$ 419.00

CERTIFICATION FOR INJECTION DRUG ADMINISTRATION

Application for certification	$ ~~111.00~~	$ 115.00

ADMINISTRATION FEES

Replacement of registration certificate	$ ~~135.00~~	$ 140.00

Certificate of standing			$ ~~135.00~~	$ 140.00
Processing of non-sufficient funds (NSF) cheque			$ ~~135.00~~	$ 140.00
Criminal Record Check (CRC)	See Criminal Record Check Fee Regulation BCReg238/2002 as amended		-	-
Jurisprudence Examination (JE)			$ ~~267.00~~	$ 278.00

College of Pharmacists
of British Columbia

2b.viii   Approval of June 8, 2021 Draft Board Resolution Minutes

DECISION REQUIRED

Recommended Board Motion:

Approve the June 8, 2021 draft Board Resolution minutes as circulated.

Appendix	
1	June 8, 2021 Draft Board Resolution Minutes

College of Pharmacists
of British Columbia

**Board Resolution Minutes
Sent via email June 8, 2021**

The following resolution of the Board of the College of Pharmacists of British Columbia is valid and binding as per section 13(12) of the *Health Professions Act*-Bylaws, and has been signed by the following Board members:

>   Claire Ishoy, Chair & District 7 Board Member
>   Steven Hopp, Vice-Chair & District 4 Board Member
>   Alex Dar Santos, District 1 Board Member
>   Christine Antler, District 2 Board Member
>   Andrea Silver, District 3 Board Member
>   Michael Ortynsky, District 5 Board Member
>   Anca Cvaci, District 6 Board Member
>   Bal Dhillon, District 8 Board Member
>   Tracey Hagkull, Government Appointee
>   Anne Peterson, Government Appointee
>   Katie Skelton, Government Appointee
>   Justin Thind, Government Appointee

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

Appendix	
1	Signed Board Resolution
2	Board Resolution Briefing Note

Resolution of the Board of the College of Pharmacists of British Columbia made in accordance with section 13(12) of the *Health Professions Act* – Bylaws.

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

June 12, 2021
_____ _____
Claire Ishoy, Chair, District 7   Date

June 9, 2021
_____ _____
Steven Hopp, Vice-Chair, District 2 Date

June 11, 2021
_____ _____
Alex Dar Santos, District 1   Date

June 13, 2021
_____ _____
Christine Antler, Chair, District 2 Date

June 14, 2021
_____ _____
Andrea Silver, District 3   Date
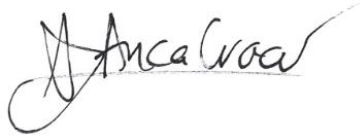
June 8, 2021
_____ _____
Michael Ortynsky, District 5   Date

_____   June 10, 2021

_____   _____
Anca Cvaci, Vice-Chair, District 6   Date

_____   June 8, 2021

_____   _____
Bal Dhillon, District 8   Date

_____   June 9, 2021

_____   _____
Tracey Hagkull, Government Appointee   Date

_____   June 14, 2021

_____   _____
Anne Peterson, Government Appointee   Date

_____   June 14, 2021

_____   _____
Katie Skelton, Government Appointee   Date

_____   June 8, 2021

_____   _____
Justin Thind, Government Appointee   Date

College of Pharmacists
of British Columbia

BOARD RESOLUTION
June 8, 2021

Registrar/CEO Search Committee: Appointment of an Executive Search Firm for the Registrar/CEO Search

DECISION REQUIRED

Recommended Board Motion:

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

Purpose

To approve the engagement of an Executive Search firm to work with the Registrar Search Committee in the identification of a suitable candidate for the position of Registrar/ Chief Executive Officer.

Background

Registrar Nakagawa advised the Board of his intention to retire in the Fall of 2021. Bob has been the Registrar/ CEO since April of 2012. He has overseen significant changes in the College since that time. The identification of a suitable candidate for this position is a significant undertaking. An Executive Search firm is needed to provide expertise and guidance in the process.

Discussion

The terms of reference are attached (Appendix 1). The search committee consists of:
- Claire Ishoy (Chair)
- Andrea Silver (Vice Chair)
- Justin Thind
- Katie Skelton
- Steven Hopp

Bob Nakagawa will serve as the staff resource until the Search firm is engaged.

The selection process for an Executive Search firm consisted of:
1. An invitation to 4 Search firms to submit proposals (Appendix 2);
2. An independent review and scoring by each committee member of each proposal, using a structured approach with defined evaluation parameters (Appendix 3);
3. A meeting of the Search Committee to discuss and evaluate each proposal and their individual evaluations (Appendix 4);
4. Thoughtful deliberation and discussion of the merits and deficiencies of the proposals;
5. A review of references for the selected firm as well as the backup firm (see Appendix 5 for questions.)
6. A recommendation for the Board's consideration.

A summary of the scores is provided (Appendix 6).

Recommendation

The committee recommends Odgers Berndtson (proposal in Appendix 7) to the board as the Executive Search firm for the Registrar/ CEO, pending a reference check by the Committee Chair.

Guiding Questions for the Board

When reviewing the proposed amendments, the Board is asked to consider:
- Did the committee apply a fair and competitive process to the determination of an Executive Search firm?
- Is the recommendation based on the results of a structured evaluation?
- Is there sufficient documentation to support the recommendation?

Appendix	
1	Registrar Search Committee Terms of Reference
2	Letter to Potential Search Firms
3	Evaluation Guidelines and Scoring Sheet
4	May 26, 2021 Registrar Search Committee Meeting Minutes
5	Reference Questions
6	Summary of Evaluations
7	Submission by Odgers Berndtson
8	Board Resolution Signature Page

Registrar/ Chief Executive Officer Search Committee

Background

A search committee is required to oversee and conduct a search for a Registrar/ Chief Executive Officer.

Authority

Health Professions Act (HPA) – Section 21 (1).

Mandate

To oversee and conduct a search for a Registrar/ CEO and recommend a short list of candidates for consideration of the Board.

Responsibilities

The Committee will work closely with an executive search firm to develop a series of recommendations for consideration by the Board. The committee will be responsible for guiding the search process, as well as developing material to be used. The committee will develop an ideal candidate profile, and identify candidates for consideration through a thorough review of documents, interviews and reference checks.

The committee will recommend to the Board:
1. an executive search firm to assist in the search and selection process;
2. the scope of the selection process i.e. provincial or national;
3. the selection process and timeline;
4. a short list of no more than 3 candidates for consideration;
5. other duties as required.

Reporting relationship

The committee reports to the Board.

Membership

- Board Chair
- Board Vice Chair
- 2 public Board members
- 1 Board member at large

Term of appointment

This committee will be in place until a new Registrar/ CEO is hired.

Committee officers

The Chair and Vice Chair will be appointed by the Board from the members of the committee

Voting

While the committee operates by consensus, if a vote is required, each committee member is entitled to one vote.

Meeting procedures

Schedule:　　　　　　At the call of the Chair.

Format:　　　　　　　In person, by teleconference or by videoconference.

Agenda:　　　　　　　Circulated in advance of the meetings.

Attendees:　　　　　Committee members, and invited guests

Quorum:　　　　　　A simple majority of the committee.

Minutes:　　　　　　Drafted by the secretariat for review and approval at next committee meeting; filed at the College office.

Secretariat Support:　TBA

Confidentiality

Each committee member must sign a confidentiality agreement indicating their agreement to maintain the confidentiality, security and integrity of all materials during and after their term on the committee.

Remuneration

Committee members may claim honoraria and expense reimbursement in accordance with the Board's policy and guidelines for claiming committee expenses.

Registrar/ Chief Executive Officer Search 2021

Introduction

The College of Pharmacists of British Columbia ("The College") is seeking proposals to conduct professional services to assist in their search for the selection of a Registrar & CEO.

> **Proposals may be submitted via email in PDF format to Bob.Nakagawa@bcpharmacists.org**
>
> **Subject line must be planning marked, "Proposal – Executive Search Firm Services".**
>
> **Proposals will be accepted until 4:00 p.m. PDT, on April 30, 2021.**

The College reserves the right to reject any one or all proposals, or any part of any proposal, and to award a contract deemed by The College's Registrar/ CEO Search Committee to be in the best interest of The College.

Overview

Founded in 1891, the College of Pharmacists of British Columbia is a vital link in the chain of trust that connects patients, pharmacists and pharmacy technicians, and as such, we are accountable to the public. Our job is to protect public health by licensing and regulating pharmacists and pharmacy technicians and the places where they practice. We are responsible for making sure every pharmacist and pharmacy technician in B.C. is fully qualified and able to provide the public with competent care.

The College receives its authority from and is responsible for administering provincial pharmacy legislation. The principle location is in Vancouver, B.C., however a number of employees work remotely, many travelling throughout the province in the course of their duties.

Our Vision

Better health through excellence in pharmacy.

Our Mission

The College regulates the pharmacy profession in the public interest. We set and enforce standards and promote best practices for the delivery of pharmacy care in British Columbia.

Our Values

- We are Professional and Ethical
- We Deliver Quality Service
- We Build Quality Relationships
- We Promote a Culture of Excellence

Further information about the College can be found at https://www.bcpharmacists.org/

Access to Information and Protection of Privacy

The successful firm will be required to sign a Confidentiality Agreement with the College of Pharmacists of British Columbia and must abide by the specific requirements of such agreement, in addition to complying with all applicable laws in relation to protection of privacy, information access, disclosure or use.

Scope and Objectives

The College is seeking a qualified firm to conduct a search to fill the executive position of Registrar & CEO.

The focus of the search will be within Canada or potentially beyond.

The successful firm will be expected to work closely with the search committee. Day to day contact will be with the Chair of the Search Committee.

A copy of the Registrar & CEO job description, the current Strategic Plan and the latest Annual report are attached.

The executive search firm should provide the following services as a minimum, but not be limited to:
- Working with the search committee, develop a candidate profile for the position based upon the existing job description.
- Identify potential contacts and conduct personal outreach recruiting, including posting the position across Canada or potentially beyond. With search committee approval, prepare and place advertisements for the position.
- Review resumes of each applicant, determining those who meet the minimum qualifications and follow up with screening interviews to clarify each applicant's experience.

- Prepare a written summary of up to 12 candidates (the long list) with the most promising qualifications. Ensure that the list of candidates is both diverse and inclusive, with a majority of candidates being women or BIPOC. Discuss with the search committee these candidate profiles and provide comments on each candidate as well as salary expectations, relocation needs, etc.
- Evaluate 4 to 6 candidates (the short list) for serious consideration by conducting in depth reference checks focussing on performance, achievements, management skills and personality factors. Ensure that the short list of candidates is both diverse and inclusive, with a majority of candidates being women or BIPOC.
- With the search committee input and approval, design and finalize the interview process and interview questions to bring out the personal characteristics, management style, technical skills and those qualities highlighted in the candidate profile. The search firm will act as a moderator and facilitator for these interviews, providing administrative support and professional guidance when necessary during the actual interviews.
- Debrief with the search committee after the interviews. Identify additional candidates if necessary.
- Verify the selected candidates' educational background, conduct criminal and financial background checks.
- Notify applicants who are not selected.
- Assist the search committee with compensation negotiations and drafting the employment contract.

Tentative Schedule

Below is the approximate schedule that is expected to be followed. However, this may be subject to change and is therefore presented primarily for guidance.

Activity	Date
Finalize committee membership	End of April
Select search firm	Mid May
Finalize ideal candidate profile	Mid June
Advertise and Recruit	July/August
Select and interview short list	September
Prioritized candidates to Board for approval	September 24
Decision and announcement	October
New Registrar/ CEO starts	November 1

Format and Content of Proposals

Please include the following information for consideration by the College as it pertains to the services you will provide:

- Executive summary
- Profile of firm
- Consultant's / project manager's qualifications
- Project understanding, proposed approach and methodology. Your proposal should include a description of how your approach will ensure:
    - Diversity and Inclusion in the process;
    - Staff input and involvement;
    - A competitive compensation package is offered.
- Project time schedule
- References from similar engagements. For each reference, include the name and contact information and a brief description of the engagement.

Fee Proposal

- The Fee Proposal should clearly indicate the services associated with the fees and reflect the full scope of services requested.
- The Fee Proposal will include all direct and related expenses.

Sample Contract

Please include a copy of the form of contract that you would normally use for clients of these services.

Guidelines for evaluating proposals:

- The team members must assess the information submitted by the proponents in relation to the requirements set out in the proposal document.
- Each proposal will be evaluated and scored individually by the evaluation team's members.
- Once completed the individual score assessments will be compiled and reviewed to identify significant variances. The team will review and discuss the significant variances (of 2 points or more) and amend as required. Overall scores will be updated to reflect the team's official score that will determine the ranking of the proponents.
- The team may request a presentation from proponents or conduct reference consultations.

Evaluation Protocol

The evaluator is to exercise due diligence in scoring the proposals. The basic tenet is that all decisions are made as fairly and objectively as possible and are seen to be fair and objective. It is the responsibility of the evaluator to evaluate a proposal without bias from past experience with any of the proponents. The process and decisions made must be able to be defended as unsuccessful proponents are permitted by law to have a debrief interview.

All scoring and decision documents must be retained as official College records by the Human Resources Department.

All proponents will be evaluated:

- Fairly according to the same criteria and process;
- That none will be given special advantage or benefit denied to the others;
- That all respondents will have an equal opportunity to be the successful proponent;
- That the evaluator must be independent and free from bias and conflict of interest, and;
- Must act objectively and consider only the information received via the process.

This means that scoring of the proposals must be based strictly on the proposal document and that no assumptions can be made that a proponent is better or worse than indicated.

Completing the Evaluation Score Assessment Form

- Score the proposal and any examples provided based on your assessment of the quality, clarity and relevance of the information provided and how well the proposal addresses or meets the requirements set out in the request for proposal document.
- Do not score based on comparisons between proposals. This compromises the fairness of the process. Each proposal is to be scored on its own merit in relation to the requirements set out and the evaluator must be consistent in the way the proposal is scored and in accordance with the established points ratings.
- Include comments in the appropriate section of the proposal evaluation form. A comment substantiating your score provides transparency for potential debriefs with unsuccessful proponents and will be valuable during the team's review of the scores and selection of the shortlist.

Scoring Assessment Guidelines

Your score should reflect your overall assessment of the quality, clarity and relevance of the information provided in relation to what is being asked.

When scoring the proposals, the information provided by the proponent should be assessed as follows:

0 = Unsatisfactory: Not addressed or the proponent failed to meet the essential criteria of the requirement.

1 = Poor: Minimum information is presented, and the proponent barely satisfies the criteria. Significant risk may exist and a major effort to develop a satisfactory performance level.

2 = Fair: The proponent is able to satisfy the criteria but much further evidence and information is required to test and substantiate performance level or claims.

3 = Good: The proponent has demonstrated that the criteria has been clearly satisfied, and that they understand the requirements through substantiated detailed explanation. Actual experience may be limited in some areas.

4 = Very Good: The proponent has demonstrated that the criteria has been clearly satisfied, substantiated by experience in providing significant level of beneficial insight and knowledge in the proposed solution.

5 = Excellent: The proponent has clearly demonstrated that it satisfies and exceeds the criteria by submitting a superior solution, substantiated with experience, knowledge, and references.

Confidentiality and Security of Proposals:

All proposals are ***confidential*** and may contain sensitive information. The evaluator must ensure that all proposals assigned to them are treated with the utmost confidentiality.

Registrar / Chief Executive Officer Search 2021

Proponent Evaluation Score Assessment

Proponent: _____   Evaluator:_____

Date:_____

Category Description	Score Available	Comments and Score assessed (Comments supporting score for each element assessed is required.)

Respondent's Profile

Category Description	Score Available	Comments and Score assessed
Quality of the Executive Summary – level of relevant information providing an overview of the firm (with minimal "sales fluff").	0 1 2 3 4 5	Comment: Score:_____
Profile of the firm – level of relevant information including history, number of employees, principal contacts, similar searches performed, etc.	0 1 2 3 4 5	Comment: Score:_____
Consultant's and / or project manager's qualifications – training, experience with the firm, experience with similar projects	0 1 2 3 4 5	Comment: Score:_____

Project Understanding and Proposed Approach:

Category Description	Score Available	Comments and Score assessed
Project understanding – level of relevant information indicating an understanding of the work required	0 1 2 3 4 5	Comment: Score:_____
Proposed approach and methodology – how clearly the proposed approach is outlined and how well does it match the expectations.	0 1 2 3 4 5	Comment: Score:_____

Diversity and inclusion in the process – does the proposal clearly indicate how this will be satisfactorily addressed.	**0 1 2 3 4 5**	**Comment:** **Score:_____**
Staff input and involvement – does the proposal clearly indicate the proponent's approach to meeting this requirement.	**0 1 2 3 4 5**	**Comment:** **Score:_____**
A competitive compensation package is offered – does the proposal clearly outline how the proponent would ensure that this is accomplished.	**0 1 2 3 4 5**	**Comment:** **Score:_____**
Project time schedule – does the proposal clearly outline the proponent's anticipated timeline? Does their proposal meet the expectations outlined in the Request for proposal document?	**0 1 2 3 4 5**	**Comment:** **Score:_____**
References from similar engagements. Score based on level of Information Provided: • No information (Proponent did not address) = 0 • Basic information limited to identifying the client, address, phone number = 3 • Includes basic plus brief information of services = 4 • Includes basic plus substantial information of service = 5	**0 3 4 5**	**Comment:** **Score:_____**

Fee Proposal

Fee proposal clearly indicates the services associated with the fees and reflects the full scope of the services requested.	**0 1 2 3 4 5**	Comment: Score:_____
Fee proposal includes all direct and related expenses.	**0 1 2 3 4 5**	Comment: Score:_____

Sample Contract

Sample contract is included. The score is based upon the complexity of forming a satisfactory contract. i.e – 5 is there would be no exceptions or amendments required.	**0 3 5**	Comment: Score:_____

Quality of Proposal

Overall, what is the level of quality and the level of information provided in the proposal.	**0 1 2 3 4 5**	Comment: Score:_____

General Comments:

1. **Comments regarding the ability of the proponent to meet the minimum expectations:**
2. **What do you see as being the strong points of this proposal?**

3. **What are your key concerns (if any) in selecting this proponent?**

4. **Please provide any other general comments that you deem relevant.**

5. **What is your overall rating of this Proposal? (Not acceptable / Good / Very Good / Excellent)**

Minutes
Registrar Search Committee
Videoconference

Date:	May 26, 2021
Time:	3:00pm – 5:00pm
Members present:	Claire Ishoy (Chair), Steven Hopp, Andrea Silver, Katie Skelton, Justin Thind
College Staff Resource:	Bob Nakagawa

1. **Welcome and Call to order**
   The meeting was called to order at 3:07 pm

   Chair Ishoy acknowledged and thanked the Sylix Okanagan people on whose unceded traditional territories she chaired the meeting from. With Board members meeting virtually in different locations across BC, Chair Ishoy also acknowledged that Indigenous Peoples are the traditional stewards of the lands and waters from which each member attended the meeting from.

2. **Approval of the Agenda [DECISION]**
   The agenda was approved as circulated.

3. **Selection of Vice-Chair [DECISION]**
   Andrea Silver was elected as Vice-Chair of the committee

4. **Review and Discussion of Search Firm Proposals (attached)**
   The committee reviewed the proposals and evaluations of each of the search firm proponents.

5. **Selection of Search Firm if ready, and Recommendation to the Board [DECISION]**
   It was agreed that the preferred proponent is Odgers Berndtson.
   Chair Ishoy will conduct a reference check based on questions that she and Vice Chair Silver will develop.

   Registrar Nakagawa will draft a briefing note for the board's consideration. References will be obtained before the briefing note is finalized.

6. **Involvement of the Current Registrar/ CEO (secretary/ staff resource until search firm onboarded; CPBC office liaison etc)**

   It was agreed that Registrar Nakagawa will support the committee until a search firm is in place. Afterwards, he will be available to provide support on an as needed basis.

7. **Other Business**

8. **Adjournment**

   The meeting was adjourned at 4:38 pm

Questions for Reference

1. What was your overall impression of the firms work?

2. Did the firm appear to understand the scope of the project including the political landscape as well as needs of the organization and key stakeholders? Did they follow your direction when developing a candidate profile or search strategy?

3. Was the search process well executed and done in a timely manner? Did you feel well supported by the firm throughout the search process?

4. Did the firm employ any strategies to ensure diversity and inclusion in their candidate search? Were they effective in finding a diverse range of candidates to review?

5. How did the firm assess the culture of the hiring organization and include staff input in their recruitment process? Were staff ultimately happy with the individual selected?

6. Did you engage in psychometric testing – why or why not? Did it add value to your decision?
   a. Did you use LeaderFit – which suite did you use? Would you do anything differently next time?

7. Would you use them again? Is the person they found still employed by the organization? Was the person hired happy with the selection process? Was there value in the follow up with the follow up timeline?

Parameter	Odgers			
Quality of Executive Summary	21	22	21	11
Profile of the Firm	23	22	23	13
Consultant's qualifications etc	23	22	20	13
understanding of the work required	20	22	20	9
Proposed approach and methodology	21	23	22	13
Diversity and inclusion in the process	19	22	21	11
Staff input and involvement	15	20	17	6
Competitive compensation package	8	21	14	4
Project time schedule	21	22	22	0
References from similar engagements	18	22	22	10
Fee proposal clearly indicates the services and scope	21	23	22	13
All direct and related expenses included	20	21	20	13
Sample Contract	22	20	19	10
Overall quality of proposal	21	23	21	10
total score	**273**	**305**	**284**	**136**
overall impression	**very good to good**	**excellent to good**	**excellent to not acceptable**	**not acceptable**

Proposal for
College of Pharmacists of British Columbia Registrar & Chief Executive Officer

30 April 2021

Contents

CONTACT INFORMATION

Esther McGregor (She, Her, Hers) | Partner, Public &
Not-for-Profit Practice
esther.mcgregor@odgersberndtson.com

Odgers Berndtson
Suite 1880, 1066 West Hastings St.
Vancouver, BC V6E 3X1
Canada

30 April 2021

Mr. Bob Nakagawa
Registrar and CEO, College of Pharmacists of BC
Submit via email to: Bob.Nakagawa@bcpharmacists.org

Re: Executive Search Services for Registrar & CEO

Dear Mr. Nakagawa,

We are pleased to present our credentials to the College of Pharmacists of British Columbia regarding the search for its next Registrar and CEO. To support you in this critical endeavor, we bring to this engagement the following qualities:

- In the last five years, our firm has led 200+ searches for regulatory organizations. With the resources and insight of Partners dedicated to supporting organizations within this sector, our project team is connected to an extensive network of contacts who may be of relevance to this engagement. In particular, we have led senior-level searches for organizations such as the College of Occupational Therapists of Ontario, the College of Speech & Hearing Health Professionals of BC, the Canadian Association of Medical Radiation Technologists and the Association of Professional Engineers and Geoscientists of Alberta. We understand the unique needs of a leadership role in your environment and have a track record in identifying high-quality executives of the calibre sought by the College. This understanding will be strengthened by consultations with your important stakeholders and a review of your key priorities – all this will allow us to present a compelling case when speaking with candidates about the opportunity.

- Our dedicated team will be serving you from our local BC office, based in Vancouver while being supported by the robust foundation and capabilities of a pan-Canadian company. The lead account manager, Esther McGregor, has led numerous CEO searches of relevance and is known for investing a great deal of time with each candidate on a search, ultimately leading to more appropriate selections.

- Our firm is committed to ensuring that we present a diverse slate of candidates for your consideration. We believe that diversity needs to start with the Search Committee. We can support the Board establish a Search Committee that represents the organization and its commitment to diversity and inclusion. We will work to understand what diversity and inclusion means to the College and develop a pool of candidates that reflects BC's cultural diversity and makeup. Our team lead, Esther McGregor, is a Woman of Colour who is personally passionate about ensuring that all search processes at Odgers Berndtson are fair, equitable, and inclusive. With the practices and approaches she has developed, Esther will ensure that *everyone* feels supported and valued throughout this process.

We are confident in our ability to present a qualified pool of candidates for a position of this scope and look forward to hearing from you.

Sincerely,

Esther McGregor

Esther McGregor (She/Her/Hers) | Partner – Public & Not-for-Profit Sector
604 676 4426 | 778 837 6780 | esther.mcgregor@odgersberndtson.com

Executive Summary

- **Our Commitment to Diversity and Inclusion**: At Odgers Berndtson, we work hard across the firm to ensure that our clients receive candidate lists that are representative of the diversity in our community. We believe that a diversity of lived experience and thought are crucial elements of a strong senior management team, and we are proud to help make this a reality for our clients.

- **Our Firm's Structure**: Our responsive, connected and dedicated College of Pharmacists of British Columbia team will be serving you from our local BC office while supported by our robust foundation and capabilities as a pan-Canadian company. Odgers Berndtson is the largest leadership services, executive search and talent consulting firm in Canada, offering services under three main verticals: Permanent executive search services, interim executive search, and leadership development services. These Practices function separately but can work in tandem when needed, offering our clients an in-depth and comprehensive approach to senior talent management in one firm.

- **Who We Are:** Established in 1990, Odgers Berndtson has a presence from coast to coast across five Canadian offices, further supported by 61 global offices in 30 countries across Europe, the Americas, Asia, and Africa. Within Canada, we operate as a national Practice-led organization, with a focus on industry and functional expertise, such as with our Public Sector Practice. As a result, we have assigned team members to this engagement that specialize in the sectors which most directly impact your organization, thus offering you the most useful network of executive level contacts relevant to the Registrar and CEO search on your behalf.

- **Our Approach**: Esther McGregor, Partner, Public Sector & Not-for-Profit, will lead and coordinate an end-to-end search process for the search of Registrar and CEO. She will largely follow the methodology outlined in our proposal, the process will be fully tailored according to your needs. She will support the Board in establishing a Search Committee that represents the organization and its commitment to diversity and inclusion. Deliverables will include a detailed work plan, advertising plan, and candidate brief; a unique long list of candidates and support in determining the short list; background checks, interviews, and reference reports on finalist candidates; leadership assessments (if required; additional fees may apply); support with the decision and offer; and onboarding assistance. Odgers Berndtson has the full complement of resources within our firm to complete all work for this engagement in-house.

- **Search Timing**: Our recruitments typically take 12 weeks to complete. We will always consult closely with our clients to define realistic timing expectations and will be flexible, depending on their needs. Investing the time upfront when conducting a search will garner a successful hire and efficient usage of time, money and resources. Our team will be responsive and proactive in the market, leveraging our existing network of municipal leaders to source qualified candidates quickly. As noted, our firm has led hundreds of executive searches in the Canadian the public sector, and in particular for Registrar and CEO roles. A key benefit of this experience is the network we have built within these organizations, including senior executives with connection to individuals who may well be appropriate for this opportunity.

- We offer **comprehensive in-house psychometric testing** using our proprietary LeaderFit™ assessment suite. Many clients express an interest in providing finalist candidates with a leadership assessment, which can help determine culture fit and identify strengths and potential gaps. We have provided more information about the benefits of our assessment services in the Appendices section of our proposal.

- We **guarantee** the College's satisfaction with any candidate hired for a full **15 months**. If a candidate leaves for performance reasons within that time, we will conduct the search again at no added professional fee.

Our Understanding of Your Needs

The College of Pharmacists of British Columbia (the College) works to protect public health by licensing and regulating the province's pharmacists and pharmacy technicians. Providing the public with safe and ethical pharmacy is a key priority for the College. The College is a fundamental component of the province's health care system and they work to better the community's health through excellence in pharmacy.

As the College of Pharmacists of British Columbia prepares to select a successor for Bob Nakagawa, who has been the Registrar since 2012, the organization has a chance to consider the opportunities and challenges that lie ahead and the implications for the next Registrar and CEO. At Odgers Berndtson, we have conducted many searches for individuals to replace longstanding leaders and appreciate the sensitivity of selecting a new Registrar and CEO for a role that was filled by the same leader for many years. We have developed processes to ensure that the organization's stakeholders are given the opportunity to contribute their expectations of the new Registrar and CEO. Our goal will be to bring forward qualified candidates who can effectively integrate into an organization's culture and community.

Assessing and registering members of the College is one of the most important tasks it performs, which is why the recruitment of its next Registrar is such a significant undertaking. The Registrar and CEO will work to ensure that the province's pharmacists are registered with the College and are meeting the highest professional and ethical standards in their practice and will oversee the College's overall performance. The new Registrar and Chief Executive Officer will be responsible for maintaining strong partnerships with the College's stakeholders and, therefore, must be a strong communicator with a keen ability to build and develop relationships with a variety of partners. A commitment to the highest standards of education, advocacy and professionalism will be essential in quality candidates, as the Registrar and CEO will be engaging with staff, members, Board members, government officials and industry partners. Candidates must possess operation experience, including financial oversight and human resources management, as the CEO will be developing the organization's budget and financial management plans as well as overseeing the day to day operations and performance of staff members.

Odgers has been conducting executive searches in the broader Canadian public sector for nearly 30 years. This experience gives us an informed understanding of national and provincial regulatory bodies and has allowed us to build an extensive network of contacts to whom we can turn as sources for candidates. Should we be selected to assist with this appointment, our team will conduct a thorough search, focusing on related professional regulators with a particular focus on the health colleges across Canada. We will look for candidates who have the competencies for such a significant role, but who also embody the values that the College: professionalism, quality, and excellence.

About Odgers Berndtson

Established in 1990, Odgers Berndtson provides global leadership services, executive search and talent consulting. It is **the largest integrated talent advisory professional services firm in Canada**, with a presence from coast to coast across five Canadian offices, supported by global colleagues in 30 countries throughout Europe, the Americas, Asia, and Africa.

Our Canadian offices operate based on sector Practices, offering a unique blend of industry and functional expertise. This structure allows us to provide clients with executive recruitment services from Partners and Consultants who specialize in the sectors and roles most relevant to the needs of our clients – such as with our Public Practice.

Our Public Sector Practice

Our Public Sector Practice has been the search organization behind many high-profile appointments in public administration, central and local government, culture, arts, sports, charity, and human services throughout Canada. Over the past five years, we have assisted with the appointment of leaders for some of Canada's most important public institutions. Today, approximately 40% of our assignments are for Public Sector clients, 10% for non-profit organizations, and the remaining for private sector clients. Likewise, our Academic practice specializes in senior-level recruitment for school boards, universities, colleges, research institutes, and independent schools.

Our recent Registrar experience is significant; we have been the firm behind similar appointments for organizations such as the College of Occupational Therapists of Ontario, the College of Speech & Hearing Health Professionals of BC and the Resource Productivity and Recovery Authority. This experience has resulted in a robust internal database, as well as a targeted network of candidates who we can rely on as sources or as candidates, and who have developed rapport and trust with our project team.

Our Differentiators

Some of the strengths and values of Odgers Berndtson, which we believe distinguish us from our competitors, include:

Diversity and Inclusion: Our firm has a proven track record in assessing leadership skills using culture-free and unbiased techniques, and we also partake in internal diversity training (e.g., *Unconscious Bias: From Awareness to Action*) to assess candidates. Esther McGregor has developed a **six-point plan** that she incorporates into all of her searches to ensure candidate diversity. Esther has also developed a sector specific women and BIPOC mentoring program, too. Esther has commenced a certificate in Diversity and Inclusion Training to further back her understanding. Our firm actively develops informal partnerships with organizations that can assist us in sourcing diverse candidates, and consistently follow best practices and reviews how we evaluate candidate qualifications, leading conversations about the terminology used in the advertisement and the candidate brief. We are proud to have met and exceeded diversity mandates for many organizations, including critical engagements for Emily Carr University of Art + Design, Grieg Seafood Aquaculture in Campbell River, Makeway Foundation, Metro Vancouver, and more. Internally, we take an

informal but concerted effort to identify and support diverse personnel. Over 50% of our leadership is female at Odgers Berndtson Canada, including two-thirds of our C-Suite (the Chief Operating Officer, Chief Information Officer, and Chief Marketing Officer). Many of our staff identify as LGBTQ2+ or as People of Colour, and Esther McGregor – our proposed lead – was, herself, born and raised in Hong Kong.

Candidate Care: We believe in the importance of the **candidate experience** in our projects, and commit to treating candidates with respect and transparency during a search process; we believe this commitment differentiates us from other leading search firms, based on feedback we have received. Our Candidate Charter – which we share with candidates in our Candidate Briefing document – lays out the terms of our commitment and provides an independent contact for those who have any concerns about how they have been treated. Treating our candidates well enables us to call them again for other projects, to seek their recommendations in the future, and also to know they will gladly recommend us to others.

Our in-house Leadership Practice: Our leadership team has developed a proprietary system, LeaderFit™, which can help assess culture fit and identify strengths and gaps in an individual's leadership. The heart of our assessment approach is the use of Hogan instruments, which we have integrated into our LeaderFit™ assessment method. Please see the appendices section for more information.

Confluence: We provide clients with a bilingual electronic file-sharing portal called Confluence that allows us to easily and securely share confidential documentation (such as candidate documentation, interview-related documents, etc.). Through this password-protected website, users from your organization (typically the Search Committee) can log in to view documents at anytime from anywhere, using desktop or laptop access. Amongst other benefits, this portal promotes confidentiality and an environmentally friendly approach.

National reach: We have offices in Vancouver, Calgary, Toronto, Ottawa, and Montreal. We share intelligence on individuals and institutions, and we rely on the networks of our colleagues to assist in the identification of outstanding leaders.

We do not use third party contractors: Our ability to control and manage the quality of our service by developing strong in-house expertise has given Odgers Berndtson an advantage in the marketplace. We take complete responsibility for the search – from inception to completion – with full use of the excellent resources to be found within our firm.

Our Ability to Conduct Search Assignments During the COVID-19 Pandemic

This is an unprecedented time for all of us. Despite the professional and personal challenges of navigating COVID-19, we are committed to supporting our clients with the same high level of service for which we are known. While the nature of the current environment is unpredictable, we understand that business must continue. We have the processes and technology in place to ensure that our team can support you from any location, have experience hosting virtual committee meetings and interviews, and have a track record of successfully placing candidates using both traditional processes and adjusted processes that reflect the restrictions imposed upon all of us by COVID-19.

Among the many advances that we have implemented in our technological infrastructure, a few years back we developed Odgers Berndtson's confidential client portal. This electronic file-sharing portal allows our team to provide confidential documentation, such as candidate applications and interview-related documents, through a password-protected website.

Designated users from your organization (typically, the Search Committee) can log in to view documents at any time using desktop, laptop, and even mobile access (an app is available for download).

We routinely develop best practice articles that our clients – and organizations more broadly – benefit from, including our Virtual Interview Guide. Several leaders within our firm have written articles that pertain specifically to successful recruitment during this challenging period, including Can I really hire someone without meeting them in person? and We're close to making an offer – what should we be considering?

Our Experience

Our firm has led hundreds of executive searches in the Canadian public sector. Rather than provide an exhaustive list, we have highlighted a select group of searches that we feel will resonate strongly with the Search Committee.

We would like to emphasize that a key benefit of the search experience we have listed is the network and connections we have built within these organizations, including high level executives and Board Members who are well connected with individuals who may be an ideal fit for the Registrar and CEO position.

The list below presents a select listing of our work over the **last several years** for roles and clients of relevance to your needs.

ORGANIZATION	ROLE
Association of Professional Engineers and Geoscientists of Alberta	Chief Regulatory Officer
	Registrar and Chief Executive Officer
BC Financial Services Authority	Chief Executive Officer
BC Nurses Union	Chief Executive Officer
Canadian Anesthesiologists' Society	Executive Director
Canadian Association of Medical Radiation Technologists	Chief Executive Officer
Canadian College of Health Leaders	President and Chief Executive Officer
Canadian Dermatology Association	Community Board Member
Canadian Medical Association	Chief Investment Officer – CMA Investco
Canadian Nurses Association	Chief Executive Officer
Canadian Physiotherapy Association	Chief Executive Officer
College of Occupational Therapists of Ontario	Deputy Registrar
College of Speech & Hearing Health Professionals of BC	Deputy Registrar
Industry Training Authority	Chief Operating Officer
Innovative Medicines Canada	Executive Director, Healthcare Innovation
Institute for Quality Management in Healthcare	Chief Administrative Officer
	Chief Executive Officer

ORGANIZATION	ROLE
Ontario Association of Certified Engineering Technicians and Technologists	Chief Executive Officer
Ontario Association of Veterinary Technicians	Executive Director & Registrar
Ontario College of Social Workers & Social Service	Deputy Registrar
Ontario College of Trades	Registrar/CEO
Ontario Medical Association	Chief Executive Officer
Ontario Veterinary Medical Association	Chief Executive Officer
Public Health Agency of Canada	Chief Public Health Officer
Resource Productivity and Recovery Authority	Chief Executive Officer Deputy Registrar Registrar

Additional Experience – Searches Completed in British Columbia

The list below emphasizes a select listing of C-level work over the **last 5 years** for clients based in British Columbia:

ORGANIZATION	ROLE
Absolute Software Corp.	Chief Financial Officer
BC Salmon Farmers Association	Executive Director
City of Fort St. John	Chief Administrative Officer
David Suzuki Foundation	Chief Executive Officer
E-Comm 9-1-1	President and Chief Executive Officer
Enchant Christmas Light Maze and Market	Chief Operating Officer
Hollyhock Leadership Institute	Chief Executive Officer
Industry Training Authority	Chief Operating Officer
Innovate BC	Chief Executive Officer
RentMoola	Chief Executive Officer
SkyHive	Chief Operating Officer

ORGANIZATION	ROLE
Syspro Software	President
Tides Canada Foundation	Chief Executive Officer
TRIUMF INNOVATIONS	Chief Financial Officer
	Chief Safety Officer
Vancouver Art Gallery	Director / Chief Executive Officer
Vancouver Public Library	Chief Librarian
Victoria Symphony Orchestra	Chief Executive Officer
Westcoast Sightseeing	Chief Financial Officer

Case Study: College of Speech and Hearing Health Professionals of British Columbia

The College of Speech and Hearing Health Professionals of BC (CSHBC) regulates three professions and approximately 1,800 registrants (audiologists, hearing instrument practitioners, and speech-language pathologists) in the public interest under the Health Professions Act and related regulations, as well as the bylaws, standards, and policies of the College.

In 2019, Odgers Berndtson was engaged by the College to lead the search for the organization's next **Deputy Registrar**. Reporting to the Registrar & CEO, the Deputy Registrar is responsible for providing administrative, operational, and policy support to the Registrar & CEO. The successful candidate would oversee the College's committee-led process for managing complaints and investigations, and fosters beneficial partnerships with committee members, internal and external legal counsel, and other colleges to assist the College in meeting its statutory mandate. Managing the legislative requirements of the College, the incumbent contributes to a team approach with a public protection focus, delivering efficient and effective policy, operational, and administrative services that align with and allow the College to meet its regulatory, strategic, and operational goals.

The new Deputy Registrar would be entering the health professional regulatory sector at the beginning of an exciting era of potentially significant reform – reforms that are needed to meet future requirements for the safety of patients and the protection of the public of British Columbia. Our team, led by Esther McGregor, was able to source qualified candidates for this opportunity even with the concerns of the inevitable creation of the new regulatory body – the College of Allied Health Care Professionals.

After an extensive evaluation process, our team successfully supported the Registrar in appointing Frances Naylor to the role of Deputy Registrar. Frances previously worked with the British Columbia College of Nursing Professionals as a Professional Conduct Review Consultant and was previously the Registration Manager / Deputy Registrar with the College of Registered Psychiatric Nurses of BC.

Our Project Team

Esther McGregor will lead this engagement on your behalf and will have overall responsibility for the management and successful outcome of the search. She will work with the Committee to ensure a clear understanding of the challenges facing the Registrar and Chief Executive Officer position and the experience, skills, and personal qualities required of potential candidates. Rounding out our project team will be a dedicated Consultant and **Michelle Poe**, a Project Coordinator, who will be responsible for providing administrative support to the Committee and to our team.

Esther McGregor | Partner, Vancouver

With 20 years of executive search experience, Esther specializes in the recruitment of executive and C-Suite leaders. She is experienced in partnering with municipal and public sector organizations to find outstanding leaders in Western Canada. Esther's areas of specialty include working with organizations that benefit the public, the environment, and the greater good. Clients recognize her for her stellar knowledge of diverse sectors, industries, and business lines.

Esther is passionate about ensuring that all search processes at Odgers Berndtson are fair, equitable, and inclusive. Since joining Odgers, she has created a six-point plan to ensure diversity and inclusion throughout each search. With Esther's help, our firm has been able to deliver candidate pools which include more racialized, Indigenous, and intersectional talent.

Esther's experience in the industry is unique in that she has worked with national, boutique, and global talent advisory firms, so she understands the candidate market approaches from various perspectives. Prior to joining Odgers Berndtson, she was an Associate Partner at a Vancouver-based boutique executive search firm and, before that, worked with a leading national executive search firm. Esther started her professional career as a Financial Services Manager for a Canadian national bank servicing retail and commercial clients.

Esther holds a Bachelor of Applied Arts in Information Management from Ryerson University. Her volunteer commitment includes supporting local entrepreneurs to build businesses that contribute to ethical trade, supportive farming, social, economic, and environmental sustainability. She is also an active volunteer at the Saint James Music Academy in the Downtown Eastside of Vancouver. Esther has developed a mentoring program for women and BIPOC engineers in local government. This program connects female and BIPOC engineers to senior engineering leaders in the municipal sector, intended to enhance the leadership capacity of under-represented groups in local government. In the long run, the program will create a broader, more diverse talent pool.

Search Methodology

Please note that we will customize the approach outlined below as we develop a more detailed understanding of your requirements. Decisions regarding the geographic scope of the search, advertising, and timelines are all decided based on our initial consultations with your Search Committee.

Defining Position and Candidate Requirements

Through consultations, discussions, and document review, we will prepare a Briefing Document. This document will relay background information about the College of Pharmacists of British Columbia, the responsibilities/priorities associated with the Registrar & CEO position, and the qualifications of the successful candidate.

Recommended Compensation for the Registrar and Chief Executive Officer

During initial discussions with the College's Search Committee, we will establish an appropriate compensation field that would be required for the role of Registrar and Chief Executive Officer. We believe that the role's current compensation range is set at $177,000 to $240,000. Given our recent experience in conducting searches for regulatory colleges nationally, the salary range for a position of this scope is broad and varies. Throughout the search, our team will be conducting market research and will update the Search Committee regularly regarding market feedback in relation to the salary required for a role of this scope. Based on this research and feedback, we will work with the Search Committee to set an appropriate compensation package.

Stakeholder Consultations

Stakeholder consultation is an important part of every search we undertake. It helps inform the Board of the perceptions of the organization, both internally and externally, and helps highlight the challenges and opportunities facing the incoming Registrar and CEO. It also helps to define and delineate the areas of core focus for the immediate future, which in turn can help form the basis for search criteria and performance measurement.

To provide an example of our typical approach, we will highlight the methods used in similar searches in the last few years where extensive stakeholder consultation was required because of the complexities of their stakeholder community and the tenure of the outgoing CEO. We took a two-pronged approach that included:

- Personal one-on-one interviews with the Board, Committee members, key external stakeholders, key community members and the senior management team.
- An online survey tool for internal and external stakeholders whose input would help define the leader required.

By surveying a large number of stakeholders and employees, we are able to provide an extensive analysis of the opportunities and challenges facing the organization and professions. This report also ensures that we had an accurate picture of the situation and that stakeholders were engaged with the process.

The resulting stakeholder report served to inform Board conversations and was offered to the finalist candidates to help them understand the complete context of the role. It also promoted transparency, inclusiveness, and openness in the process.

Working to Understand Your Culture

We have developed a unique partnership model with our clients. We strive to become a part of your organization – we will understand your greatest achievements and your biggest headaches. We will ask you the awkward questions and ask you to think differently about leadership and about what you need in your new Registrar and CEO. And then we will figure out, with you, how to solve those challenges, and we will keep doing so until we have it right. While other firms might ask, "what would you want this person to achieve for you in 3-5 years?", we take a different approach:

- What are the most problematic relationships this person might walk into?

- What is the one exact thing you would want to hear from the candidate when you asked them about their vision that would tell you they were the right person?

- What are the greatest threats or disruptors to your organization that the new Registrar and CEO will have to face head-on?

- What are the things you are most concerned the new CEO might do to the College of Pharmacists of British Columbia?

- What is the one biggest threat to your vision of the organization that you feel a new Registrar and CEO might accommodate or see as a good idea?

Breaking out of the standard way of thinking about leadership and vision ensures you and, by extension, we are focused on the critical skills and capabilities that will allow us to bring you candidates that truly meet your needs.

Sourcing Candidates

Our initial search strategy is based on our understanding that it is plausible to appoint a non-pharmacist into the Registrar and CEO role. With that in mind, we would start our recruiting within the province of British Columbia. Given the amalgamation of the allied health professionals as recommended by the Cayton Report, we would target the Registrars and Deputy Registrars as potential candidates at the other allied health colleges. Furthermore, we would pursue Registrars and Deputy Registrars of other professionals that include but not limited to the accounting, legal, social work, engineers etc., to name a few.

Upon our initial research, we have found potential gender balance within the Registrar and Deputy Registrar ranks in BC regulatory colleges. Based on this, we anticipate the potential of a gender-diverse pool of potential candidates for this opportunity. In terms of racial diversity, it is important to note that it may be more challenging to identify certain groups, such as Indigenous people, with the education and experience required for this role. While we often like to remind the Search Committee that skills can be taught and experience gained, it is important for the Committee to establish if there are any criteria or requirements they are not willing to compromise on.

A national and international search strategy adds a level of complexity in relocation and expenses, cost of living considerations (beyond just housing), immediate and extended family dynamics and compounding these factors is the

pandemic. Additionally, candidates from outside the province will have to quickly learn the British Columbia's Health Professions Act. However, our team is experienced in leading national and international search strategies and is equipped to support candidates throughout this process and mitigate challenges. Should we source candidates from across Canada, we will target other Colleges of Pharmacists, appealing to the Registrars and Deputy Registrars. We will also seek expert advice from these individuals, looking to them for referrals for possible candidates who may be a good fit for the role.

As part of our sourcing process, we pride ourselves on exceptional candidate care. Conscious that we are representing not just our brand, but yours as well, we treat all candidates with the utmost respect and consideration. This approach ensures that our calls are always welcome, and that all candidates remain trusted sources for talent inquires in the future. We work hard to maintain these relationships, which benefits everyone in the process.

Our initial recruiting strategy will build on the strategy we have used on past regulatory organization searches. It is important to note that our recruiting strategy is **flexible** and can be **tailored** and **adjusted** to source the best candidates possible. What appears below, in broad terms, is our preliminary plan for identifying and sourcing candidates for this engagement:

Market Analysis

Having a national Practice dedicated to the public sector provides us with significant industry experience and an extended network of contacts regarding organizations and individuals of interest. We are constantly gathering information pertaining to local, regional, and national market trends, including inquiries on salary surveys, diversity, job satisfaction, and turnover. Throughout the process, your designated Search Committee will be briefed on market trends and analysis most relevant to the role and the broader candidate market.

Targeted Sourcing and Headhunting

We have an extensive network of relevant contacts to whom we can turn for suggestions of potential candidates and, in some cases, who might well be candidates themselves. Our ability to connect with sources and candidates for opportunities at this level is strongly influenced by our longstanding relationships with prominent leaders across the Canadian public and private sectors.

Specifically, we will target individuals with experience in an organizational environment similar to that of the College of Pharmacists of British Columbia and will also explore the candidacy of rising leaders within these settings. However, our approach and target strategy will not be rigid and will largely be influenced by stakeholder consultations. We will also extensively network internally within our firm, relying on the national networks of our colleagues to expand the pool of candidates.

Database Mining and Research

We maintain a sophisticated database that keeps track of key individuals, sectoral issues and market trends. Our Canadian database alone currently holds over 600,000 records (organizations and people) and is one of the most extensive in our industry. At the launch of every search, we leverage our existing network of professionals, identifying an extended list of individuals who can potentially be target candidates or sources for the opportunity. During this process, we also conduct fresh candidate research, significant online research and access other databases of relevance as needed.

Internal Candidates

We will meet with each internal candidate who has expressed an interest in the role to assess their skills and fit. We follow the same assessment process for both internal and external candidates and take care to support internal candidates in navigating what can sometimes be a challenging process. Our goal is to ensure that internal candidates feel that the process has been fair and equitable, and that they are valued by the organization – whether or not they are the successful candidate. Our professional treatment of internal candidates is frequently cited as one of our key differentiators by our clients and by the candidates themselves.

Advertising

We will develop, in tandem with your search stakeholders, an appropriate online advertising strategy that ensures a process that is open and transparent within the target community. Our firm will coordinate and upload, at no cost, the final advertisement to our company's website.

Attracting Diverse Candidates

To attract more diverse candidates for this mandate, we will rely on our firm's initiatives to incorporate equity principles that better serve our clients and candidates. These approaches may include utilizing our internal database to find self-identified members of underrepresented groups, leveraging the network of relationships we have built within community, professional, and private organizations, and using the information and research gained from previous searches with diversity and equity mandates. Our staff is also trained in incorporating unbiased interviewing techniques within the search process.

We have outlined in detail our approach to ensuring diversity and inclusion within the search process further in our proposal.

Prospect Sourcing / Applicant Screening

To determine the relevance of experience and "fit" with your organizational vision and culture, our team will conduct an in-depth interview with individuals who match the qualifications and competencies required to be successful in the role.

Candidate Selection / Interview Preparation

Following the interviews conducted by our team, we will present our assessment of the most promising candidates and assist you in deciding on a short list for interviews. Regarding the interviews, we will work with you to ensure you have the tools to objectively record your impressions of candidates and their fit for the role.

This involves developing an interview guide which helps to ensure that the Committee has a good understanding of the candidates' skills, experience and potential fit with the core competencies for the role. Our team will sit with you during the interviews, guiding you through each individual interview. We are committed to supporting you during this time no matter how long the process takes and will follow the same approach for each round of interviews.

By having our lead Partner involved in the interviews, they are able to observe each candidate throughout the process. They can provide the Search Committee with an unbiased observation of each candidate.

Working with the Committee to Select Finalists

Typically, our clients select two to three finalist candidates from among the short-listed interviewees. We will support you with the scheduling of these subsequent interviews and any related meetings and/or presentations. We will also provide you with assistance regarding the format of these meetings, including preparing a mix of skill-based and behavioural descriptive interview questions, and in the facilitation of the selection process.

Leadership Assessment (Optional; additional costs apply)

Many clients express an interest in providing finalist candidates with a leadership assessment, which can help determine culture fit and identify strengths and potential gaps. Our in-house Leadership Practice has developed a proprietary approach, LeaderFit™, that combines **psychometric testing and targeted assessment tools** to facilitate the final selection process.

The heart of our assessment approach is the use of Hogan instruments, which we have integrated into our LeaderFit™ assessment method. At the core of this method are three Hogan psychometric instruments, which provide highly reliable data about an individual's personality, leadership strengths, development needs, motives and values. In addition, we can also fine tune the assessment results so that we target leadership and culture-specific requirements for your organization and/or role.

The candidate will complete a 90-minute assessment which allows our in-house psychologist to develop a personalized report which summarizes the individual's leadership strengths, potential gaps and development priorities. We can also include a customized section on role fit and onboarding recommendations when used for selection purposes. When several candidates are being assessed, we also provide a Comparative Analysis, and debrief the Committee using both individual reports and the comparative analysis.

We have **included one complimentary LeaderFit™ Benchmark Assessment** for the finalist candidate for the Registrar and Chief Executive Officer search. For more information about the benefits of our assessment services, please refer to the Appendices section.

Conducting References

We will undertake thorough and extensive reference and background checking on the leading candidate at the offer stage. We often use the findings of the Leadership Assessment to help inform our referencing process. We focus on questions that probe beyond the pat answers to really understand the individual's chances of success in the new role and environment. We will also ask for the referee's advice about how to get the best out of the candidate – and these answers can be very useful. As part of our standard background checks, which we contract to a professional third party, we verify credit, academic, criminal, and social media standing and history.

Reporting

We will provide you with status reports throughout the search process, typically on a bi-weekly basis. As the search process ends, we will provide you with a summary report detailing key stages of the recruitment process, as well as details and outcomes.

Decision and Offer

We see it as an important part of our contribution to facilitate the final decision-making process. We do our best to ensure that any concerns arising unexpectedly, in the final moments, are addressed appropriately.

Integration Support

Our service extends into the successful individual's first year in the role. While the Search Committee will be in the best position to help the new Registrar and CEO adapt to their position, we will assist in this process as much as we can.

We now have considerable experience in helping companies with Virtual Onboarding and will be pleased to share our learnings in this area. We run leadership webinars on a regular basis and will invite your new Registrar and CEO throughout the year (and beyond). On request, we will also be pleased to conduct a 360 Review on your new Registrar and CEO after six months in the role, free of charge.

Diversity & Inclusion

We have successfully concluded many searches with a diverse pool of candidates. Our firm's track record in ensuring diversity is evident when considering that, over the past five years, approximately 30% of our placements at the CEO level have been women, and 56% of our searches places in the last six months have had a racially diverse individual as the successful placement. It is important to note that unless candidates self-declare, we are not currently permitted to track or make assumptions about candidate diversity without their authorization (as per the Government of Canada); if we did so, we believe our ratio would be higher.

Odgers has also been actively involved in searches focused specifically on diversity and inclusion. Some examples include:

- **Canada Post Corporation**: Director, Accessibility Policy
- **Canadian Broadcasting Corporation**: Interim Chief Diversity Officer
- **Export Development Canada**: Interim Chief Diversity Officer
- **Grieg Seafood BC Ltd**: Director of Reconciliation and Indigenous Partnerships
- **Inspire**: Chief Operating Officer
- **McMaster University**: Vice Provost, Equity & Inclusion
- **Metrolinx**: Director, Inclusion & Engagement

- **Mitacs**: Account Manager, Indigenous Engagement
- **Nunavut Impact Review Board**: Executive Director
- **Ontario Association of Children's Aid Societies**: Director, Equity, Diversity and Inclusion
- **University of Guelph**: Assistant Vice President, Diversity and Inclusion
- **University of Guelph**: Assistant Vice President, Diversity & Human Rights
- **University of Toronto**: Director, Human Resources and Equity
- **Western University**: Inaugural Vice Provost & Associate Vice President, Indigenous Initiatives

Our firm has a proven track record in assessing leadership skills using culture-free and unbiased techniques, and we also conduct internal diversity training (e.g., *Unconscious Bias: From Awareness to Action*) to better assess candidates. We actively develop informal partnerships with organizations that can assist us in sourcing diverse candidates, and consistently follow best practices and review how we evaluate candidate qualifications, leading conversations about the terminology used in the advertisement and the candidate brief.

We have developed a "Six Point Plan" to follow throughout the search. This process starts with the client understanding what diversity hiring means to the College in terms of goals, target groups and desired outcomes and also confirming the support of the hiring manager and team members. It also includes the consideration of how diverse and inclusive the organization looks to potential candidates. From there, it is important to ensure that the pool of candidates reflects Canada's cultural diversity and makeup. A copy of this plan has been included in Appendix 2.

Broadly, in our efforts to identify and attract diverse candidates, we will:

1 Leverage the insights of our **global Diversity and Inclusion Practice**, which includes a dedicated Practice lead internationally;
2 Assess leadership skills in a culture-free and non-biased manner (e.g., through evaluation matrixes, psychometric leadership assessments, etc.); all our Partners and Consultants have participated in **unconscious bias training**;

3   Lead conversations with the Committee about the terminology used in advertisements and in the candidate brief, and **the lens through which we review candidate qualifications** to ensure gender and racial neutrality;

4   Rely on the **network of relationships** we have built within community, professional, and private organizations that are representative of the major cultural and ethnic groups within Canada;

5   **Identify and utilize media outlets** – online and print – that are targeted to different groups representative of the diversity of the Canadian community;

6   Search our internal database of executives to identify those that have **self-identified** as racialized, indigenous, disabled persons, women, or who belong to other identifiable groups;

7   Abide by (e.g., AODA policies) as it relates to compliant facilities and accommodations for clients' **accessibility requirements** and candidates; and

8   Leverage the **insight we have gained through previous searches** where the successful candidate was required to be a member of a diverse group, or the organization emphasized inclusion in its mandate.

In addition to utilizing **LinkedIn algorithms** that identify self-identified minority candidates, we have developed a **library of organizations** through whom we promote opportunities that target diverse candidate pools. Some examples:

- Aboriginal Women's Business Entrepreneurship Network (AWBEN)
- Aboriginal Entrepreneurship Online Community
- Asia-Pacific Foundation of Canada
- Black Canadians Network
- BIPOC Executive Search Inc.
- Canada's 100 Most Powerful Women
- Canadian Council for Aboriginal Business
- Canadian Gay & Lesbian Chamber of Commerce
- Canadian Aboriginal and Minority Supplier Council
- Canadian Association of Women Executives & Entrepreneurs (CAWEE)
- Canadian Council on rehabilitation and Work
- Canadian Women in Technology (CanWIT)
- Canadian Women's Foundation

- Diversity Advancement Network
- Diversity Canada
- ExeQutive
- Indigenous Professional Association of Canada
- Out and Equal
- Pride at Work Canada
- Professional Women's Network (PWN)
- WEConnect International in Canada
- Women in Biz Network
- Women in Communications and Technology
- Women in Leadership Foundation
- Women of Influence
- Women on Board
- Women's Executive Network (WXN)
- Women Presidents' Organization

Self-Declaration Survey

As part of our ongoing focus on attracting diverse candidates, we have developed a survey that allows candidates to self-declare – or not, depending on their preference – which we call the **Equal Opportunities Monitoring Form** and which follows the format of the Canadian government's self-identification form. This survey will be part of every search and will be on our website. With the permission and involvement of the candidate, we will be able to capture this information in our database and thus ensure we always have a diverse slate of candidates.

Beyond championing diversity at the search execution level, our firm is also actively involved in initiatives and memberships that help further the conversation regarding employment equity in Canada. We are active members of 30% Club Canada, which works to ensure gender diversity on Boards, and have also been involved with events and initiatives such as: the Indigenous Women in Leadership Award (in conjunction with the Canadian Council for Aboriginal Business), Informed Opinions (which works to ensure diverse women's perspectives and priorities are equitably integrated into Canadian

society), and Women Get on Board (a leading member-based company that connects, promotes and empowers women to corporate boards). We will also reach out to organizations such as The Canadian Foundation for Physically Disabled Persons, which helps businesses find qualified candidates through a unique vetting process.

Initiatives such as these not only demonstrate our firm's commitment to diversity but have allowed our Partners to add diverse and qualified individuals to their vast network of contacts across the country.

Project Timeline

We have the resources to manage this engagement within your expected timeframe and typically complete searches of this scope within **12 weeks**. We understand that the College has the goal to select its next Registrar and CEO by October 2021, with an anticipated start date of November 1, 2021. During our first meeting with the Search Committee, we will discuss ways of managing the timeline to be consistent with this target date.

Phase	Milestones	Week(s)
Search Launch	▪ Signed contract ▪ Search Committee and stakeholder feedback	**Week 1**
	▪ Develop position profile, briefing document, and advertising strategy ▪ Establish bi-weekly updates with the Search Committee to commence week 2	**Week 1-2**
Candidate Identification and Screening	▪ Target list generation ▪ National and (if needed) global outreach ▪ Feedback on candidate availability ▪ Screening telephone interviews	**Week 2-8**
Candidate Long List	▪ Determination of long list candidates ▪ Long list presentation to Search Committee and short list selection	**Week 8**
Shortlist and Interviews	▪ Interview scheduling, materials and assessment framework ▪ Interview feedback	**Week 8-9**
Reference Check and Psychometric Assessments	▪ Reference reports provided ▪ Leadership assessment provided (optional – additional charges); assessments are conducted and briefed to your Search Committee by our Head of Assessments – Dr. Julie Jonas	**Week 9-11**
Decision and Offer	▪ Contract signed; candidates notified ▪ Final report	**Week 11-12**
Integration Support	▪ Integration support	**Throughout Year 1**

References

Cameron Cowper
CEO and Registrar
College of Speech & Hearing Health
Professional BC
604.568.1568
cameron.cowper@cshbc.ca

Esther supported the College of
Speech and Hearing Health
Professionals BC in its Deputy
Registrar recruitment in 2020.

Colleen McFadden
Chief Operating Officer
British Columbia Nurses' Union
604-433-2268
cmcfadden@bcnu.org

Esther supported the British Columbia
Nurses' Union in its recruitment of the
Director of Occupational Health and
Safety in 2018 and is currently working
with BCNU in its recruitment of Chief
Executive Officer. This experience is a
demonstration of our team's ability to
work with and support a professional
development organization.

Stanley Hamilton
Chair of the Board
BC Financial Services Authority
Stanley.hamilton@sauder.ubc.ca

Esther supported the BC Financial
Services Authority, a regulatory
Crown organization, in in its Chief
Executive Officer recruitment in 2019.

Fees

Traditionally our professional fee is based on a percentage (usually 1/3rd) of the successful candidate's first-year total cash compensation, comprised of base compensation plus target bonus. However, in recognition of our commitment to build a relationship with the College of Pharmacists of British Columbia and in appreciation of the significance of the Registrar and CEO role in the broader context of your organizational vision, we are pleased to offer a preferred fixed fee of **$50,000 CAD.**

Please note that applicable taxes are not included in our fixed professional fee.

Payment Terms

The non-refundable fee is payable to our firm in three equal instalments: the first instalment will be payable upon signing this contract or upon initiation of the search; two subsequent invoices, each covering services for the previous month, will be billed at 30 (at this point in the search, we would have completed consultations with the Search Committee, key stakeholders, development of candidate brief, research and candidate identification process) and at 60 days (at this point in the search, we would have presented a long list of candidates to the Search Committee to invite for interviews). All invoices are payable upon receipt. If the project is completed before the end of the billing period, the remainder of the fee is payable on that date.

Expenses

In addition to the professional fee, we invoice monthly for **out-of-pocket expenses** directly incurred in the pursuit of candidates. Typical out-of-pocket expenses include candidate travel (if necessary), advertising, meals with candidates where deemed appropriate and necessary, and third-party assessments. We do our best to keep these expenses to a minimum and any significant expense items, such as advertising or out of town travel (if necessary), are cleared with the client in advance.

As a government agency, we understand the importance to seek input from key stakeholders. Our professional service fees do include this offering and limited the number to five external stakeholders. If additional consultations are required, we can discuss a preferential fee structure.

We also invoice for **engagement support expenses** incurred in the performance of the assignment. These expenses are administrative and technology costs which include access to online research; purchase and access to third party databases; document production and distribution; credit, education, and background checks (including criminal and social media); encrypted on-line videoconference platforms and on-line access to your dedicated confidential information portal. We have found that our clients prefer a confirmed amount for these engagement support expenses, so they are based on **5%** of the professional fee. This amount is billed in three instalments: the first upon signing the contract (with the first invoice), and the second and third at 30 and 60 days.

Additional Considerations

In the rare event that this assignment extends beyond six months, we will then reassess it with you to ensure its successful completion; additional financial consideration may apply at this time depending on circumstances which would be

discussed and mutually agreed upon. If a search is put "on hold" for more than 90 days, we will consider the search cancelled. If the search is reactivated, a new search process will be started, and we reserve the right to discuss additional financial terms.

Quality Guarantee Policy

If a candidate we have placed leaves for performance related reasons within **fifteen (15) months** after the date of hire, provided this is not due to redundancy, change of ownership, or change in responsibilities (nature or location) or in the direct reporting relationship, it is our firm's policy to conduct the assignment again at no additional professional fee. We would bill only for engagement support expenses and consultant and candidate out-of-pocket expenses. This guarantee would not translate into a credit situation for another role. It is only applicable for a replacement candidate for the same role/initial search.

Cancellation

Occasionally, business situations dictate the cancellation of an assignment. You have the option of cancelling this search assignment at any time by notifying Odgers Berndtson in writing. In that event, the first retainer payment is due and payable regardless of when the cancellation occurred. If the search is cancelled before the final invoice is issued, the fee will be calculated on a prorated basis from the date of the last invoice. If an assignment is cancelled after the presentation of a shortlist, the full fee is payable. Any expenses incurred to the date of cancellation will also be invoiced.

Additional Hires

If you hire more than one candidate or if a candidate we presented accepts an offer from you within 12 months of presentation in any other role, there will be a professional fee of 25% of the first year's anticipated total cash compensation.

Internal and Referred Candidates

We follow the same assessment process for both internal and external candidates. This approach ensures a fair, equitable, and professional process for all candidates involved. As such, the fee would be the same regardless of the outcome.

Off-Limits

The off-limits policy of Odgers Berndtson specifies that employees of a current client company cannot be approached as candidates for a period of one year past the close date of the most recent assignment. In instances where a company has been a long-standing or significant client of ours in the past, but are not currently an active client, we will discuss with them whether it is appropriate to approach individuals even if the one-year off-limits period has expired. An individual that we have placed in one of our client organizations cannot be approached by us as a candidate for as long as the company they were placed at still employs them.

Liability

Any liability we may have in connection with any project is limited to the amount of the fee actually received by us for that project only.

Appendix 1: Leadership Assessment

Our LeaderFit assessments provide insights into the leadership capabilities and potential of individual executives, helping zoom in on each candidate's fit relative to the demands of the role and the organization's culture. Each assessment option features highly validated psychometric assessments and ensures that individuals receive a personalized debrief of their assessment results.

LeaderFit Benchmark	Benchmark Plus	LeaderFit Executive
Best for: Individual Snapshot of Leadership Strengths and Gaps	*Best for:* Benchmarking of Executive Level Candidates	*Best for:* C-Suite Selection and Development

ASSESSMENT HIGHLIGHTS

LeaderFit Benchmark	Benchmark Plus	LeaderFit Executive
• Completion of **3 online psychometric instruments (HPI, HDS, MVPI)** • Benchmark report mapped to **LeaderFit dimensions**, can include interview questions or onboarding recommendations. • **Comparative Analysis** for multiple candidates available on request. • Client **debrief of results** by Leadership Partner.	• Psychometric instruments plus **Looking Glass** questionnaire and one-hour **interactive session** with Leadership Partner. • **Benchmark Plus report** with Role Fit Analysis and Onboarding recommendations. • **Comparative Analysis** for multiple candidates available on request. • Individual **client and candidate** debrief.	• **Psychometric instruments** plus executive-level cognitive instrument. • Customized **Looking Glass** questionnaire and **half-day interactive session** includes business simulation with several Leadership Partners. • **Bespoke Report** mapped to Role Requirements and LeaderFit dimensions. • **LeaderFit Mezzanine** includes **360 inputs** (gathered by phone) from internal or external stakeholders.

BENEFITS

LeaderFit Benchmark	Benchmark Plus	LeaderFit Executive
• Rapid turnaround using Hogan-based norms. • Ideal for quick recruitment assessments • Narrative report can easily be shared with HR or recruiting manager.	• Enhanced validity through both online and interpersonal components allows for a more comprehensive analysis. • Ideal to fast-track individual onboarding and identify development areas.	• Analysis based on enhanced LeaderFit model that blends high potential and C-Suite level dimensions. • Provides high touch experience for senior executives • Balances psychometric and 360 inputs for maximum validity.

TURNAROUND TIME

LeaderFit Benchmark	Benchmark Plus	LeaderFit Executive
1-2 Days	3-5 Days	7-10 Days

ASSESSMENT FEES

LeaderFit Benchmark	Benchmark Plus	LeaderFit Executive
• $2,000 per individual • $1,000 per comparative analysis	• $3,500 per individual • $1,000 per comparative analysis	• $7,500 per individual • $1,000 per comparative analysis • $10,500 (Mezzanine)

Appendix 2: Six Point Plan for Diversity & Inclusion

One: Ensure that the Client is Diversity Hiring Ready

- Consider what diversity hiring means to you and your company. Establish goals, target groups and desired outcomes.
- Confirm support of CEO and/or hiring manager in question.
- Have team members received diversity training? Do they understand the firm's commitment and what efforts will be made to ensure a diverse workforce? Has the client set up a potential diverse hire for acceptance and success?
- Consider the optics - how diverse and inclusive does your organization look to potential candidates?
- Is the client prepared for a recruitment approach that is less about "ticking boxes" and more about assessing potential based on harder to measure metrics? What does this look like? Have the hiring managers/committee members been brought on board with a new way of assessing?
- Select and use metrics to keep track of your journey – keep it simple to start.

Two: Role Specification/Job Posting

- Language is key - http://gender-decoder.katmatfield.com/
- Identify core priorities and challenges of the role first.
- Avoid a long experience list – think less is more. Emphasize core competencies like mindset, ambition, work ethic, communications skills and evidence of being a team player.
- Include an equity statement that encourages diverse groups to apply and describe client culture.

Three: Recruitment Channels & Strategy

- Allow candidates to self-identify as a diverse group, should they choose, through the application process.
- Use lateral thinking when posting an advert – post to sites with breadth and specific diversity groups relevant to the professional area.
- Undertake direct outreach through a diversity and unbiased lens. Approach candidates and sources identified through self-identification, acknowledged connections with diverse communities and/or research for purposes such as:
  - monitor and evaluate potential discrimination;
  - identify and remove systemic barriers;
  - lessen or prevent disadvantage; and,
  - promote substantive equality for people identified by Human Rights Code grounds.
- Network where appropriate with diverse groups, ensure your client is being seen and heard; contribute to the community.

Four: Screening and Interview Process

- Continuously return to the question 'are we eliminating unconscious bias'? Be inclusive in early screening.
- Ensure the hiring panel includes diverse representation and perspectives. Excise "fit" from your evaluation criteria; "fit" suggests homogeneity and discourages looking at different approaches or ways of presenting.
- Maintain consistency in interview questions; identify background-agnostic skills such as being innovative or resourceful, overcoming challenges, teamwork, ability to listen, learn and lead etc.
- Search for the right mindset – skills can be taught and experience gained.
- Understand the cultural differences in how people present. What is "charisma", for example? How is it measured and why is it important? How people of different backgrounds "sell" themselves or behave in a particular setting differ considerably.

  What **can't** you ask? Questions related to any of the following: race, colour, ancestry, place of origin, ethnic origin, creed, sexual orientation, gender identity/expression; marital status, family status, age, disability, whether one is pregnant.

Five: Shortlisting and Decision

- Ensure a diverse, well-balanced longlist and shortlist.
- Again, give priority to mindset - skills can be taught, and experience gained.
- Consider leadership assessment, but ensure D&I enabled tools and datasets.
- Be thoughtful in your reference checking process – who are you asking and how – understand cultural nuances.

Six: Meaningful Inclusion

- Provide on-boarding focus groups, a feedback loop, and a mentoring/buddy system to ensure you have a welcoming and inclusive process for new diverse hires. Diversity in itself is not successful if the organization's culture is not truly inclusive.
- Create a welcoming culture that celebrates diversity and different perspectives; help prevent the 'imposter syndrome' that can affect some candidates hired as part of diversity mandates.
- Seek to understand and accommodate cultural, religious, social, or physical norms or needs.
- If the new hire has relocated, support their introduction into diverse communities and the broader local community.

Appendix 3: Sample Contract

Below is a sample of our standard client agreement:

On behalf of Odgers Berndtson, we are delighted to be working with College of Pharmacists of British Columbia to recruit a Registrar and CEO. The purpose of this letter is to set out the key terms under which our organizations will be engaged on an exclusive basis for this important project.

Terms and Conditions

Our typical professional fee is non-contingent and based on a calculation of 33.3% of the first year anticipated total cash compensation (including base salary and targeted bonus) for the position. However, for this project only, we are happy to provide a fixed fee of **$XX, XXX CAD.**

The non-refundable fee is payable to our firm in three equal instalments The first instalment will be payable upon signing this contract or upon initiation of the search. Two subsequent invoices, each covering services for the previous month, will be billed at 30 and 60 days. All invoices are payable upon receipt. If the project is completed before the end of the billing period, the remainder of the fee is payable on that date.

Expenses

In addition to the professional fee, we invoice on a monthly basis for out-of-pocket expenses directly incurred in the pursuit of candidates. Typical out-of-pocket expenses include candidate and consultant travel, advertising, meals with candidates where deemed appropriate and necessary, and third party assessments.

We do our best to keep these expenses to a minimum and any significant expense items, such as advertising or out of town travel, are cleared with the client in advance.

We also invoice for engagement support expenses incurred in the performance of the assignment. These expenses are administrative and technology costs which include access to online research; purchase and access to third party databases; document production and distribution; credit, education, and background checks (including criminal and social media); meeting room and interview costs; and non billable travel.

We have found that our clients prefer a confirmed amount for these expenses, so they are based on 5% of the professional fee. This amount is billed in three instalments: the first upon signing the contract (with the first invoice), and the second and third at 30 and 60 days.

Additional Considerations

In the rare event that this assignment extends beyond six months, we will then reassess it with you to ensure its successful completion; additional financial consideration may apply at this time depending on circumstances which would be discussed and mutually agreed upon.

If a search is put "on hold" for more than 90 days, we will consider the search cancelled. If the search is reactivated, a new search process will be started, and we reserve the right to discuss additional financial terms.

Cancellation

Occasionally, business situations dictate the cancellation of an assignment. You have the option of cancelling this search assignment at any time by notifying Odgers Berndtson in writing. In that event, the first retainer payment is due and payable regardless of when the cancellation occurred. If the search is cancelled before the final invoice is issued, the fee will be calculated on a prorated basis from the date of the last invoice. If an assignment is cancelled after the presentation of a shortlist, the full fee is payable. Any expenses incurred to the date of cancellation will also be invoiced.

Additional Hires

If you hire more than one candidate or if a candidate we presented accepts an offer from you within 12 months of presentation in any other role, there will be a professional fee of 25% of the first year's anticipated total cash compensation.

Internal and Referred Candidates

We follow the same assessment process for both internal and external candidates. This approach ensures a fair, equitable, and professional process for all candidates involved. As such, the fee would be the same regardless of the outcome.

Quality Guarantee Policy

If a candidate we have placed leaves for performance related reasons within **twelve (12) months** after the date of hire, provided this is not due to redundancy, change of ownership, or change in responsibilities (nature or location) or in the direct reporting relationship, it is our firm's policy to conduct the assignment again at no additional professional fee. We would bill only for engagement support expenses and consultant and candidate out-of-pocket expenses. This guarantee would not translate into a credit situation for another role. It is only applicable for a replacement candidate for the same role/initial search.

Off-Limits

The off-limits policy of Odgers Berndtson specifies that employees of a current client company cannot be approached as candidates for a period of one year past the close date of the most recent assignment. In instances where a company has been a long-standing or significant client of ours in the past, but are not currently an active client, we will discuss with them whether it is appropriate to approach individuals even if the one-year off-limits period has expired. An individual that we have placed in one of our client organizations cannot be approached by us as a candidate for as long as the company they were placed at still employs them.

Liability

Any liability we may have in connection with any project is limited to the amount of the fee actually received by us for that project only.

Assessment Methodology

Through our robust LeaderFit™ assessments, we can pinpoint natural leadership strengths and potential gaps as well as help define culture fit and key motivators. We use the assessment results to compare finalist candidates, develop interview questions and help the successful candidate identify leadership development and onboarding priorities.

The heart of our assessment approach is the use of Hogan instruments, which we have integrated into our LeaderFit™ assessment method. The LeaderFit model measures a leader's performance in the real world, and reflects the tenets of Emotional Intelligence which tell us that effective leaders excel at managing themselves, building teams, and balancing strategy and execution.

There are three levels of assessment that you can select from to maximize the value for your organization and for the successful candidate:

LeaderFit™ Benchmark

- A basic leadership assessment that highlights Hogan-based personality, motives, and potential gaps for each candidate.
- Individual reports are generated for each candidate, and debriefed with the hiring committee or executive.
- Fees for this level are $2,000 CAD per candidate, $1000 CAD for comparative analysis of candidates.

LeaderFit™ Benchmark Plus

- Combines Hogan psychometric tools with a structured interview, using our Looking Glass questionnaire to zero in on capabilities required for the role.
- Provides a more in-depth analysis of leadership strengths, potential gaps, and onboarding recommendations.
- Fees for this level are $3,500 CAD per candidate, $1000 CAD for comparative analysis of candidates.

LeaderFit™ Executive

- Comprehensive assessment, ideal for CEO succession and C-suite appointments.
- Features a half-day interactive session, simulation, and a variety of psychometric and cognitive instruments.
- Custom report augmented by in-depth debrief of Hogan results.
- Fees for this level are $7,500 CAD per candidate, $1000 CAD for comparative analysis of candidates.

We look forward to discussing these options with you.

Privacy and Confidentiality

At Odgers Berndtson, we respect the privacy and the confidentiality of the personal information provided to us in the context of our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. As you are no doubt aware, on January 1, 2004, the Personal Information Protection and Electronic Documents Act ("PIPEDA") was extended to include the collection, use, or disclosure of personal information and has established privacy principles for all businesses. In consideration of the legislation, Odgers Berndtson has adopted a Privacy Policy relating to the collection, use, and disclosure of personal information in conjunction with our executive search assignments.

Please note, our Privacy Policy has been updated to reflect the new General Data Protection Regulations (GDPR) introduced in May 2018. Please see the Appendix section with respect to our obligations and yours as a client.

Password Protecting Documents

We ask that the contents of any reports and the names of candidates be kept in the strictest of confidence. To comply with privacy legislation and protect the personal information provided to us in the context of this engagement against data breach, all documents containing personal information sent by email will be sent as Password Protected PDF documents or uploaded onto our client portal.

For us to meet the requirements of the legislation, we need to assure our candidates that our clients adhere to similar principles, which are outlined in the Odgers Berndtson Privacy Principles attached. By signing this letter, you acknowledge your agreement to support these principles, which will allow us to share candidates' personal information with you. We appreciate your support in ensuring that the legislated privacy standards are met by both of our organizations. Please do not hesitate to contact me or the Odgers Berndtson Privacy Officer, Deborah Lucas (deborah.lucas@odgersberndtson.com), with any questions.

We very much appreciate this opportunity to be of service to you for this important engagement. You can count on nothing less than our full and enthusiastic commitment in bringing this assignment to a successful conclusion.

If this letter is satisfactory, please affix your signature and scan a copy back to my attention.

Yours truly,

[insert signature]

ACCEPTED:

_____

Signed this _____ day of _____, 2021

Resolution of the Board of the College of Pharmacists of British Columbia made in accordance with section 13(12) of the *Health Professions Act* – Bylaws.

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

_____   _____

Claire Ishoy, Chair, District 7   Date

_____   _____

Steven Hopp, Vice-Chair, District 4   Date

_____   _____

Alex Dar Santos, District 1   Date

_____   _____

Christine Antler, District 2   Date

_____   _____

Andrea Silver, District 3   Date

_____   _____

Michael Ortynsky, District 5   Date

_____   _____
Anca Cvaci, District 6   Date

_____   _____
Bal Dhillon, District 8   Date

_____   _____
Tracey Hagkull, Government Appointee   Date

_____   _____
Anne Peterson, Government Appointee   Date

_____   _____
Katie Skelton, Government Appointee   Date

_____   _____
Justin Thind, Government Appointee   Date

3.   Confirmation of Agenda

DECISION REQUIRED

Recommended Board Motion:

Approve the June 18, 2021 Draft Board Meeting Agenda as circulated, or amended.

Appendix	
1	June 18, 2021 Draft Board Meeting Agenda

Board Meeting
Friday, June 18, 2021

AGENDA

Time	Min		Item	Presenter
9:45am - 9:50am	5	1.	Call to Order *Land Acknowledgement*	Chair Ishoy
		2.	Consent Agenda a) Items for Further Discussion b) Approval of Consent Items **[DECISION]**	Chair Ishoy
		3.	Confirmation of Agenda **[DECISION]**	Chair Ishoy
9:50am - 10:25am	35	4.	Audit and Finance Committee: a) Auditor's Report **[DECISION]** b) Auditor Appointment **[DECISION]** c) PODSA Fee Increase Options **[DECISION]**	Paul Fripp Steven Hopp
10:25am - 11:10am	45	5.	Practice Review Committee: Practice Review Program Annual Report	Tracey Hagkull James Van Peter Williams
11:10am - 11:25am	15	6.	Pharmacy Examining Board of Canada (PEBC) Update	Gabriella Wong
11:25am - 11:35am	10	7.	Legislation Review Committee: Amendments to the *Health Professions Act* Bylaws, Schedule "C" to Recognize PharmAchieve's Drug Administration Course **[DECISION]**	Justin Thind
11:35am - 12:30pm	55		*LUNCH*	
12:30pm - 12:45pm	15	8.	Registrar Search Committee Update	Chair Ishoy
12:45pm - 1:15pm	30	9.	BC Public's Advisory Network: 2020-2021 Synopsis	Gillian Vrooman
1:15pm - 1:20pm	5	10.	Items Brought Forward from Consent Agenda	Chair Ishoy

College of Pharmacists of BC

Audit final report to

the Board of Directors

START

JBDO

For the year ended February 28, 2021

To the Board of Directors of College of Pharmacists of BC

We are pleased to provide you with the results of our audit of College of Pharmacists of BC (the "College") for the year ended February 28, 2021.

The enclosed final report includes estimates from management, accounting policies, financial statement disclosures, and significant transactions completed during the year. We will also report any significant internal control deficiencies identified during our audit and reconfirm our independence.

During the course of our audit, management made certain representations to us—in discussions and in writing. We documented these representations in the audit working papers.

The business environment has changed for us all during the time of COVID-19. Cash flow, strategy, operations: each has received a rethink. As your auditors, we have relied on our digital audit suite to stay connected—among ourselves, with management, and with you.

We look forward to discussing our audit conclusions with you. In the meantime, please feel free to contact us if you have any questions or concerns.

Yours truly,

BDO Canada LLP

BDO

Table of contents

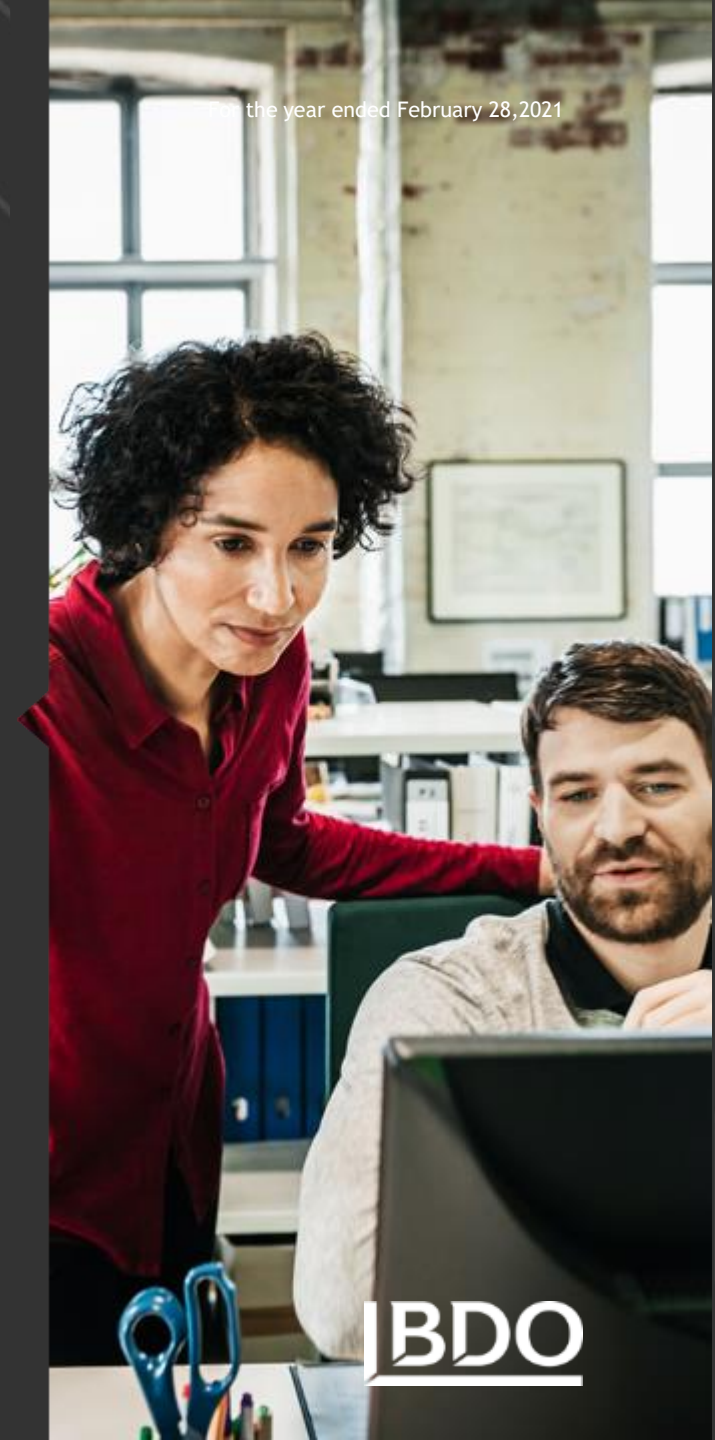For the year ended February 28, 2021

BDO'S DIGITAL AUDIT SUITE

APT Next Gen

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Audit at a glance

Preliminary materiality was $300,000 based on preliminary results. Final materiality was increased to $315,000 from our preliminary assessment.

We are not aware of any fraud affecting the College. If you have become aware of changes to processes or are aware of any instances of actual, suspected, or alleged fraud since our discussions held at planning, please let us know.

We have complied with relevant ethical requirements and are not aware of any relationships between College of Pharmacists of BC and our Firm that may reasonably be thought to bear on our independence.

LEAD PARTNER ON YOUR AUDIT

Paul Fripp
CPA, CA

Email: pfripp@bdo.ca

Direct: 604-698-5504

START DATE

January 11, 2021

END DATE

June 18, 2021

BDO
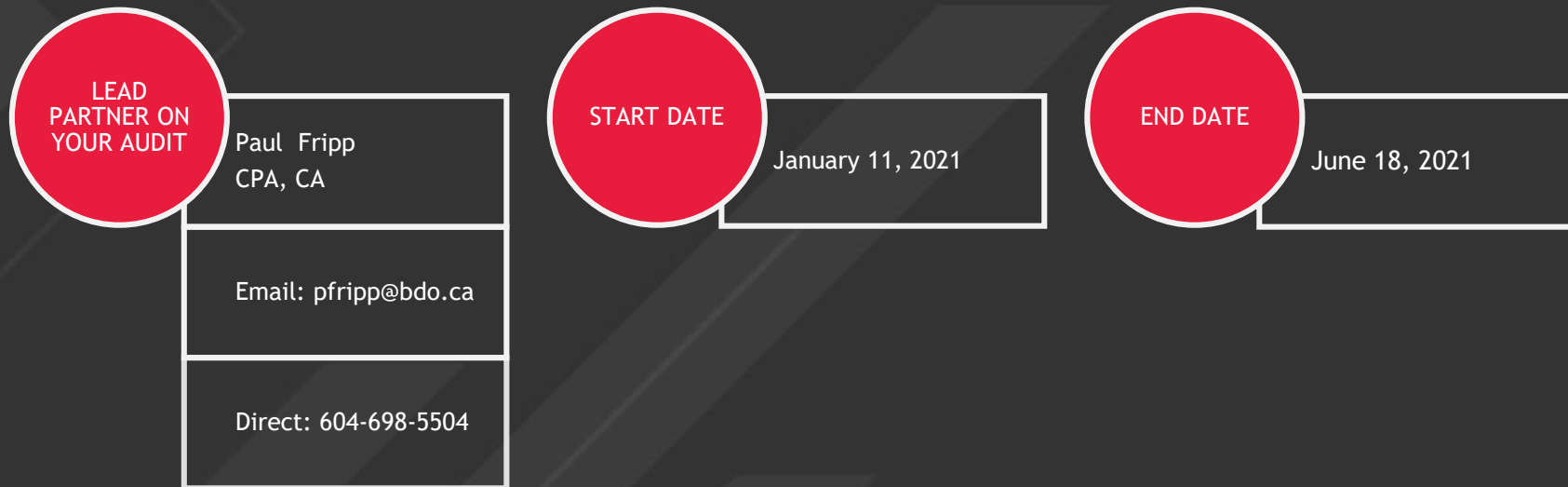
Status of the audit

We have substantially completed our audit of the year ended February 28,2021 financial statements.

We conducted our audit in accordance with Canadian generally accepted auditing standards. The objective of our audit was to obtain reasonable, not absolute, assurance about whether the financial statements are free from material misstatement. Please refer to the draft financial statements for the proposed draft of our independent auditor's report.

The scope of the work performed was substantially the same as that described in our Planning Report to the Board of Directors dated April 12, 2021.

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Audit findings

As part of our ongoing communications with you, we are required to have a discussion on our views about significant qualitative aspects of the College's accounting practices, including accounting policies, accounting estimates and financial statements disclosures. We look forward to exploring these topics in depth and answering your questions. A summary of the key discussion points are below:

Key audit area	Potential risk noted	Audit findings
Management Override of Internal Controls	Management is in a unique position to perpetrate fraud because of management's ability to directly or indirectly manipulate accounting records, and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. *This risk is required to be addressed for all audits pursuant to Canadian audit standards.*	We reviewed transactions recorded in the various ledgers for unusual of non-recurring adjustments not addressed by other audit procedures. We tested the appropriateness of journal entries recorded in the general ledger, reviewed key estimates and adjustments made in the preparation of the financial statements. All audit testing was executed as planned with no issues to be reported.
Revenue Recognition	There is a risk that revenue may be incorrectly deferred into future periods in order to reduce surplus, or recognized in the current year in order to reduce deficit.	We assessed revenue recognition policies for consistency with ASNPO. We performed an analytical review and corroboration with other sources. All audit testing was executed as planned with no issues to be reported.

Audit findings

Key audit area	Potential risk noted	Audit findings
Operational impacts of COVID-19	The global health crisis known as "COVID-19" has caused significant disruptions to workforces across the globe. This drives potential operational risks for many organizations.	We discussed with management the identified impact of COVID-19 on the College's operations. We considered any identified impacts, and potential unidentified impacts, to the College's control environment. We discussed and considered material financial impacts to the College that have resulted, or are expected to result, from COVID-19. No significant additional risks were identified.

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Internal control matters

During the audit, we performed the following procedures regarding the College's internal control environment:

▶ Documented operating systems to assess the design and implementation of control activities that were relevant to the audit.

▶ Discussed and considered potential audit risks with management.

We considered the results of these procedures in determining the extent and nature of audit testing required.

We are required to report to you in writing about any significant deficiencies in internal control that we have identified during the audit.

A significant deficiency is defined as a deficiency or combination of deficiencies in internal control that merits the attention of those charged with governance.

The audit expresses an opinion on the College's financial statements. As a result, it does not cover every aspect of internal controls—only those relevant to preparing the financial statements and designing appropriate audit procedures. This work was not for the purpose of expressing an opinion on the effectiveness of internal control.

No control deficiencies were noted that, in our opinion, are of significant importance to discuss.

BDO

Adjusted and unadjusted differences

SUMMARY OF ADJUSTED DIFFERENCES

The following is a summary of corrected misstatements noted during the course of our audit engagement:

	Increase (Decrease)			
	Assets	Liabilities	Equity	Net income
To adjust for NAPRA prepaid and accounts payable amount included at year end	$(104,132)	$(104,132)	$-	$-
To adjust for investment income not recorded at year end	$ 29,089			$(29,089)
Total adjusted differences	**$(75,043)**	**$(104,132)**	**$-**	**$(29,089)**

SUMMARY OF UNADJUSTED DIFFERENCES

The following is a summary of uncorrected misstatements noted during the course of our audit engagement:

	Increase (Decrease)			
	Assets	Liabilities	Equity	Net income
To adjust for deferred revenue balance that should be recognized in the prior year	$-	$(32,354)	$32,354	$-
To adjust opening accumulated surplus for revenue earned in prior periods recorded in the current period			$29,089	$(29,089)
Total unadjusted difference	**$-**	**$(32,354)**	**$61,443**	**$(29,089)**

BDO

Other required communications

BDO'S DIGITAL AUDIT SUITE

BDO Portal

Professional standards require independent auditors to communicate with those charged with governance certain matters in relation to an audit. In addition to the points communicated within this letter, the attached table summarizes these additional required communications.

Issue	BDO response
Potential effect on the financial statements of any material risks and exposures, such as pending litigation, that are required to be disclosed in the financial statements.	BDO Response: No issues noted
Material uncertainties related to events and conditions that may cast significant doubt on the entity's ability to continue as a going concern.	BDO Response: No issues noted
Disagreements with management about matters that, individually or in the aggregate, could be significant to the entity's financial statements or our audit report.	BDO Response: No issues noted
Matters involving non-compliance with laws and regulations.	BDO Response: No issues noted
Significant related party transactions that are not in the normal course of operations and which involve significant judgments made by management concerning measurement or disclosure.	BDO Response: No issues noted
Management consultation with other accountants about significant auditing and accounting matters.	BDO Response: No issues noted
Other Matters	BDO Response: No issues noted

We use BDO Portal to help you collaborate with your audit team in a seamless way— placing everything you need in one accessible, secure place.

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DISCOVER THE DIGITAL DIFFERENCE

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How we audit financial statements: Our six-step audit process

IDENTIFY AND ASSESS RISK
Focus on those areas of financial statements that contain potential material misstatements as a consequence of the risks you face

OBTAIN AUDIT EVIDENCE
Perform audit procedures while maintaining appropriate degree of professional skepticism, to conclude whether or not the financial statements are presented fairly

REPORT
Communicate our opinion and details of matters on which we are required to report

2

4

6

1

3

5

SCOPING
Complete a preliminary review to plan the audit, determine the materiality level, and define the audit scope

DESIGN AUDIT PROCESS
Design an appropriate audit strategy to obtain sufficient assurance and enable us to report on the financial statements

FORM OPINION
Evaluate whether we have enough evidence to conclude that the financial statements are free from material misstatement, and consider the effect of any potential misstatements found
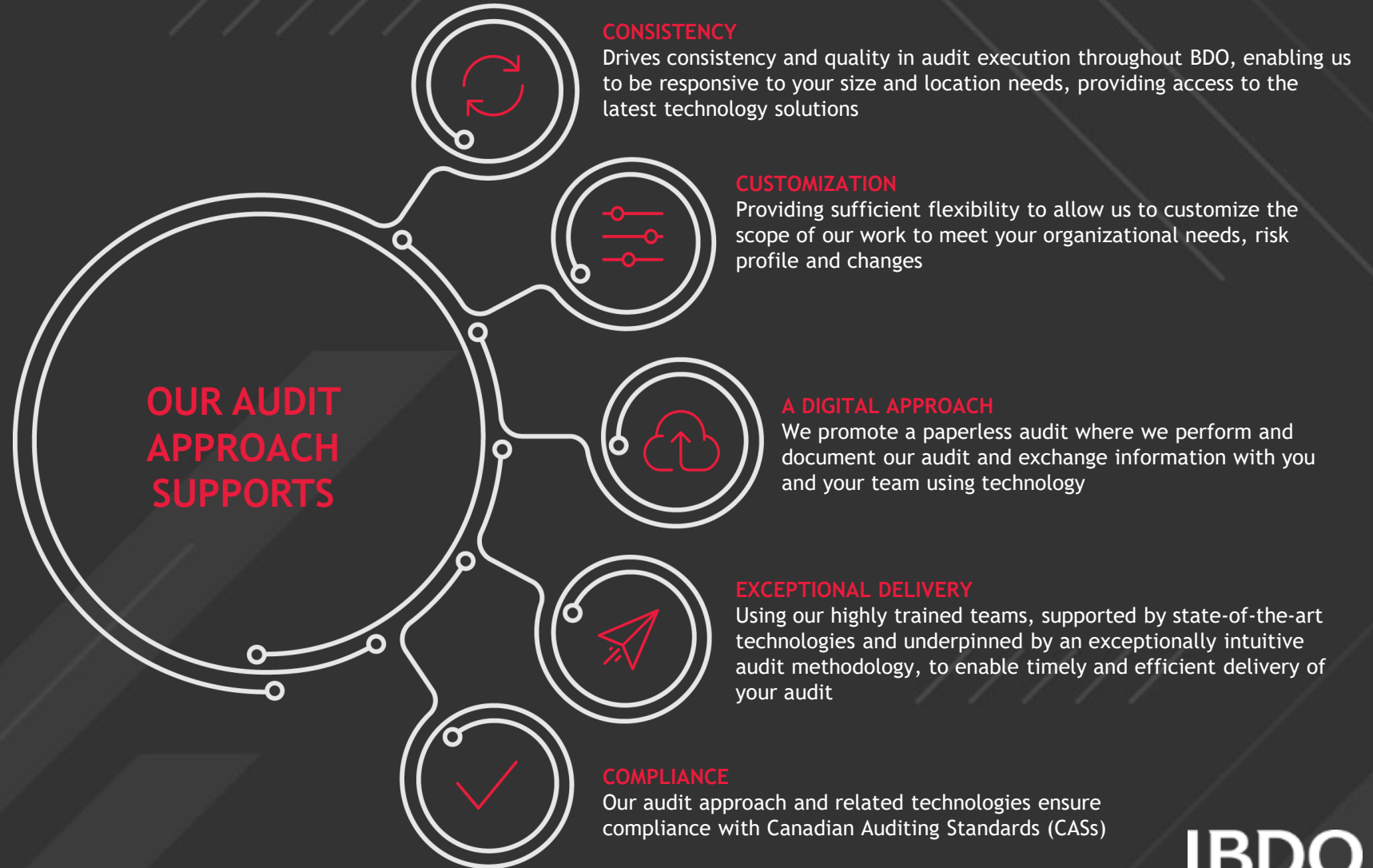
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Your audit: Client-centricity in action

The cornerstone of each audit engagement is how we deliver our services.

Our firm is deliberately structured to allow one partner to every six staff members. This means easy access to senior staff and the lead partner throughout your audit, as well as a quick turnaround on any questions. It also helps our team gain a better understanding of your organization.

Our audit process differs from the typical audit in our use of in-field reviews, subject to COVID-19 safety protocols. The benefit of these in-field reviews is that final decision-makers are on site ensuring issues are resolved and files closed quickly.

We offer clients the full-service expertise of a national firm. Even more: As part of the global BDO network, we provide seamless and consistent cross-border services to clients with global needs. Yet we maintain a local community focus. The comprehensive range of services we deliver is complemented by a deep industry knowledge gained from nearly 100 years of working within local communities.

OUR AUDIT APPROACH SUPPORTS

CONSISTENCY
Drives consistency and quality in audit execution throughout BDO, enabling us to be responsive to your size and location needs, providing access to the latest technology solutions

CUSTOMIZATION
Providing sufficient flexibility to allow us to customize the scope of our work to meet your organizational needs, risk profile and changes

A DIGITAL APPROACH
We promote a paperless audit where we perform and document our audit and exchange information with you and your team using technology

EXCEPTIONAL DELIVERY
Using our highly trained teams, supported by state-of-the-art technologies and underpinned by an exceptionally intuitive audit methodology, to enable timely and efficient delivery of your audit

COMPLIANCE
Our audit approach and related technologies ensure compliance with Canadian Auditing Standards (CASs)

BDO

BDO's digital audit suite

Our digital audit suite of technologies enables our engagement teams to conduct consistent risk-based audits, both domestically and internationally, with maximum efficiency and minimal disruption to our clients' operations and people.

APT Next Gen

Our audit software and documentation tool, APT, is an integral part of our audit methodology. Our professionals engage APT to devise and perform appropriate, risk-based audit procedures and testing based on applicable Canadian Auditing Standards (CASs), as well as to factor in engagement and industry-specific objectives and circumstances.

APT enables us to deliver an audit that fits your organization—whether large or small; complex or basic.

This sophisticated tool also amplifies two key attributes of our audits: consistency and quality. The quality framework that we developed measures our audit performance with hard quality indicators and reflects our indispensable culture for quality. To see our audit quality and consistency in action, look no further than how our teams share best audit practices for continuous improvement.

Through a strategic alliance with Microsoft and the introduction of new technology, this global, cloud-based application can now streamline and focus the audit process in even more ways for BDO professionals and their clients.

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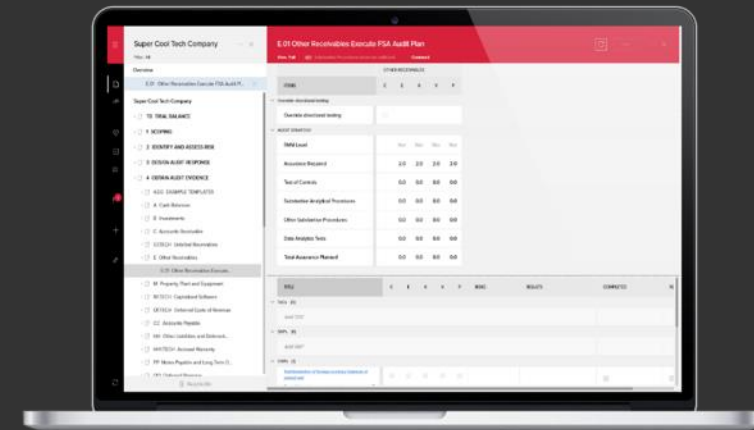
BDO Data Analytics

BDO Data Analytics is a suite of tools that combines the benefits of modern technology with our knowledge and understanding of your business. Our technology solutions transform your audit experience by summarizing and presenting complete data set outliers and anomalies. We incorporate this information into the subjective assessments within our audit approach, using them to assess risk, gather audit evidence, provide greater insights, and support more efficient and effective strategies.

GENERAL AUDIT
- Journal entry analyzer
- Preliminary analytical review

EXPENSES
- Depreciation proof-in-total
- Three-way match

OTHER INCOME
- Dividend income recalculation
- Interest income

BDO DATA ANALYTICS

REVENUE
- Three-way match
- Analytics
- Cash proof-in-total
- Retrospective review of accounts receivable

PAYROLL
- Hourly payroll regression

INVENTORY
- NRV testing
- Inventory reserve testing

TRADITIONAL AUDIT PROCEDURES
- Require extensive sampling and manual vouching to support documentation
- Provide aggregated SAPs that often present low levels of assurance with difficult-to-investigate differences
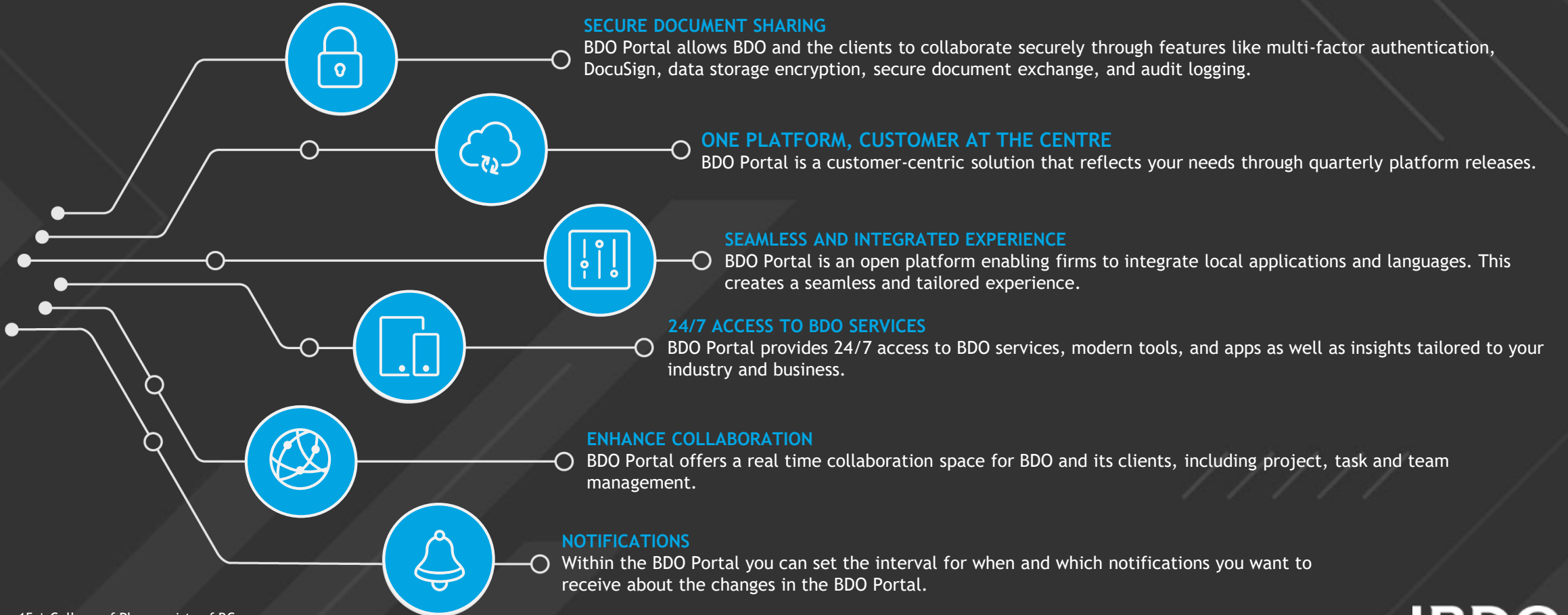- Deliver high assurance SAPs which are often time intensive and require extensive manual data manipulation

AUDIT DATA ANALYTICS PROCEDURES
- Allow for the testing of 100% of a population
- Automates calculations and audit procedures
- Visualize data to simplify the identification of unusual items
- Allow for a disaggregated and visual review of unusual items, simplifying the investigation process

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BDO Portal

BDO Portal transforms and enhances your digital experience with your BDO advisors. Available at any time, Portal enables you to access all services, tools, apps, and information and to collaborate with your advisors in a seamless way through a flexible, appealing, and secure environment.

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SEAMLESS AND INTEGRATED EXPERIENCE
BDO Portal is an open platform enabling firms to integrate local applications and languages. This creates a seamless and tailored experience.

24/7 ACCESS TO BDO SERVICES
BDO Portal provides 24/7 access to BDO services, modern tools, and apps as well as insights tailored to your industry and business.

ENHANCE COLLABORATION
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NOTIFICATIONS
Within the BDO Portal you can set the interval for when and which notifications you want to receive about the changes in the BDO Portal.

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Appendix A: Representation letter

College of Pharmacists of British Columbia
200- 1765 W 8 Avenue
Vancouver, BC
V6J 5C6

June 18, 2021

BDO Canada LLP
Chartered Professional Accountants
1100 Royal Centre
1055 W Georgia Street
Vancouver, BC
V6E 3P3

This representation letter is provided in connection with your audit of the financial statements of College of Pharmacists of British Columbia for the year ended February 28, 2021, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

We confirm that to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial Statements

We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated April 6, 2020, for the preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations; in particular, the financial statements are fairly presented in accordance therewith.

- The methods, significant assumptions, and data used in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement and/or disclosure that are reasonable in accordance with Canadian accounting standards for not-for-profit organizations.

- Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian accounting standards for not-for-profit organizations.

- All events subsequent to the date of the financial statements and for which Canadian accounting standards for not-for-profit organizations require adjustment or disclosure have been adjusted or disclosed.

- The financial statements of the entity use appropriate accounting policies that have been properly disclosed and consistently applied.

- We have reviewed and approved all journal entries recommended by the practitioners during the audit. A list of the journal entries is attached to the representation letter.

Information Provided

- We have provided you with:

  - access to all information of which we are aware that is relevant to the preparation of the financial statements, such as records, documentation and other matters;

  - additional information that you have requested from us for the purpose of the audit; and

  - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

- We are responsible for the design, implementation and maintenance of internal controls to prevent, detect and correct fraud and error, and have communicated to you all deficiencies in internal control of which we are aware.

- All transactions have been recorded in the accounting records and are reflected in the financial statements.

- We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

- We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.

Fraud and Error

- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:

  - management;

  - employees who have significant roles in internal control; or

  - others where the fraud could have a material effect on the financial statements.

- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators, or others.

General Representations

- Where the value of any asset has been impaired, an appropriate provision has been made in the financial statements or has otherwise been disclosed to you.

- We have provided you with significant assumptions that in our opinion are reasonable and appropriately reflect our intent and ability to carry out specific courses of action on behalf of the entity when relevant to the use of fair value measurements or disclosures in the financial statements.

- We confirm that there are no derivatives or off-balance sheet financial instruments held at year end that have not been properly recorded or disclosed in the financial statements.

- Except as disclosed in the financial statements, there have been no changes to title, control over assets, liens or assets pledged as security for liabilities or collateral.

- There have been no plans or intentions that may materially affect the recognition, measurement, presentation or disclosure of assets and liabilities (actual and contingent).

- The nature of all material uncertainties have been appropriately measured and disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.

- There were no direct contingencies or provisions (including those associated with guarantees or indemnification provisions), unusual contractual obligations nor any substantial commitments, whether oral or written, other than in the ordinary course of business, which would materially

affect the financial statements or financial position of the entity, except as disclosed in the financial statements.

Other Representations Where the Situation Exists

- We have informed you of all known actual or possible litigation and claims, whether or not they have been discussed with legal counsel. Since there are no actual, outstanding or possible litigation and claims, no disclosure is required in the financial statements.

- To the extent that our normal procedures and controls related to our financial statement close process or other reporting processes were adversely impacted by the COVID-19 outbreak, we took appropriate actions and safeguards to reasonably ensure the fair presentation of the financial statements.

- Disclosures included in the financial statements regarding the relevant significant business, financial, and reporting impacts of the COVID-19 outbreak accurately reflect management's full consideration of such impacts.

Yours truly,

_____   _____

Signature   Position

_____   _____

Signature   Position

College of Pharmacists of British Columbia
Financial Statements
Year ended February 28, 2021

College of Pharmacists of British Columbia
Financial Statements
Year ended February 28, 2021

Contents

Independent Auditor's Report

To the Board of Directors of
College of Pharmacists of British Columbia

Opinion

We have audited the financial statements of the College of Pharmacists of British Columbia (the "College"), which comprise the Statement of Financial Position as at February 28, 2021, and the Statements of Operations, Changes in Net Assets and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the College as at February 28, 2021, and its results of operations, changes in net assets and cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of this report. We are independent of the College of Pharmacists of British Columbia in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

2

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Vancouver, British Columbia
June XX, 2021

College of Pharmacists of British Columbia
Statement of Financial Position

For the year ended February 28	2021	2020
Assets		
Current		
Cash and cash equivalents	$ 1,697,026	$ 930,720
Short-term investments (Note 2)	1,586,425	1,399,060
Accounts receivable	121,420	103,122
Prepaid expenses and deposits	309,389	316,387
	3,714,260	2,749,289
Interest in College Place Joint Venture (Note 3)	1,420,590	1,491,429
Long-term investments (Note 2)	3,252,849	4,050,927
Development costs (Note 4)	77,386	197,255
Tangible capital assets (Note 5)	607,626	683,497
	$ 9,072,711	$ 9,172,397
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 6)	$ 798,453	$ 692,971
Current portion of capital lease obligations (Note 7)	10,946	9,987
Deferred revenue (Note 8)	5,618,719	5,302,615
Deferred contributions (Note 9)	-	60,237
	6,428,118	6,065,810
Capital lease obligations (Note 7)	21,773	32,719
	6,449,891	6,098,529
Net Assets		
Unrestricted net assets	-	370,508
Restricted Fund	1,999,770	2,000,000
Invested in tangible capital assets	574,909	640,791
College Place Joint Venture (CPJV) replacement reserve	48,141	62,569
	2,622,820	3,073,868
	$ 9,072,711	$ 9,172,397

On behalf of the Board:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.

4

College of Pharmacists of British Columbia
Statement of Operations

For the year ended February 28	2021	2020
Revenues		
Pharmacy fees	$ 3,640,134	$ 3,481,388
Pharmacist fees	4,922,779	4,778,400
Technician fees	906,881	871,649
Other	194,972	118,314
College Place Joint Venture income (Note 3)	82,244	100,178
Grants (Note 9)	63,877	10,237
Investment income	136,068	139,314
Total revenues	9,946,955	9,499,480
Expenses		
Board and Registrar's office	394,103	546,605
Communications and engagement	83,266	80,876
Complaints and investigations	242,359	250,249
Finance and administration	1,846,592	1,744,307
Grant distribution	50,000	41,228
Policy and legislation	29,897	46,337
Practice reviews	13,306	198,863
Quality assurance	40,038	58,273
Registration and licensure	133,724	203,554
Salaries and benefits	7,261,269	6,833,655
Amortization	289,021	314,025
Total expenses	10,383,575	10,317,972
Deficiency of revenues over expenses	$ (436,620)	$ (818,492)

The accompanying notes are an integral part of these financial statements.

College of Pharmacists of British Columbia
Statement of Changes in Net Assets
For the Year ended February 28, 2021

	Invested in Tangible Capital Assets	CPJV Replacement Reserve	Unrestricted	Restricted Fund	2021 Total	2020 Total
Balance, beginning of year	$640,791	$62,569	$370,508	$2,000,000	**$3,073,868**	$3,887,801
Deficiency of revenue over expenses	(169,151)	-	(267,469)	-	**(436,620)**	(818,492)
Investment in tangible capital assets	93,282	-	(93,282)	-	**-**	-
Transfers from Restricted Fund			230	(230)		
Share of CPJV replacement reserve	-	(14,428)	-	-	**(14,428)**	4,559
Repayment of capital lease principal	9,987	-	(9,987)	-	**-**	
Balance, end of year	$574,909	$48,141	$-	$1,999,770	**$2,662,820**	$3,073,868

The accompanying notes are an integral part of these financial statements.

College of Pharmacists of British Columbia
Statement of Cash Flows

For the year ended February 28	2021	2020
Cash provided by (used in)		
Operating activities		
Deficiency of revenues over expenses	$ **(436,620)**	$ (818,492)
Items not affecting cash		
Amortization of tangible capital assets	**169,152**	169,190
Amortization of development costs	**119,869**	144,835
Share of College Place Joint Venture Income	**(82,244)**	(100,178)
	(229,843)	(604,645)
Changes in non-cash working capital		
Accounts receivable	**(18,298)**	(34,351)
Prepaid expenses and deposits	**6,998**	(44,135)
Accounts payable and accrued liabilities	**105,482**	119,758
Deferred revenue	**316,104**	164,365
Deferred contributions	**(60,237)**	(10,237)
	120,206	(409,245)
Financing activity		
Capital lease repayments	**(9,987)**	(9,120)
Investing activities		
Purchase of tangible capital assets	**(93,282)**	(276,939)
Decrease in investments	**610,713**	325,848
Advances from College Place Joint Venture	**138,656**	154,142
	656,087	203,051
Increase (decrease) in cash and cash equivalents for the year	**766,306**	(215,314)
Cash and cash equivalents, beginning of year	**930,720**	1,146,034
Cash and cash equivalents, end of year	$ **1,697,026**	$ 930,720

The accompanying notes are an integral part of these financial statements.

1. **Summary of Significant Accounting Policies**

    a) **Nature of Operations**

    The College of Pharmacists of British Columbia ("the College") is a regulatory body for pharmacists, pharmacy technicians and pharmacies of British Columbia to set and enforce professional standards for the profession. The College is designated under the Health Professions Act. For income tax purposes, the College is treated as a not-for-profit organization and is thereby exempt from income tax.

    b) **Basis of Accounting**

    The financial statements have been prepared by management using Canadian accounting standards for not-for-profit organizations ("ASNPO").

    c) **Use of Estimates**

    The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Significant estimates included in these financial statements consist of the estimated useful life of tangible capital assets and development costs. Actual results could differ from management's best estimates as additional information becomes available in the future.

    d) **Revenue Recognition**

    The College follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

    License and registration fees received are deferred and recognized as revenue over the year.

    Investment income includes interest revenue, realized gains and losses on sale of investments and unrealized gains and losses from changes in the fair market value of investments during the year.

    e) **Interest in College Place Joint Venture**

    The College Place Joint Venture (CPJV) is a jointly controlled enterprise in which the College holds 30% interest and another not-for-profit organization, the College of Dental Surgeons of British Columbia, hold a 70% interest. The College accounts for its joint venture using the equity method.

1. **Significant Accounting Policies - Continued**

   f) **Cash and Cash Equivalents**

      Cash and cash equivalents consist of bank balances and redeemable guaranteed investment certificates ("GICs") of terms of less than 90 days at purchase.

   g) **Development Costs**

      Program and implementation costs for internally generated assets have been deferred and are amortized on a straight-line basis over five years. Should the conditions for deferral cease to exist, the costs will be charged as a period expense.

   h) **Tangible Capital Assets**

      Tangible capital assets are recorded at cost less accumulated amortization. In the event that facts and circumstances indicate that the College's tangible capital assets no longer have any long-term service potential to the College, the excess of the asset's net carrying amount over any residual value is recognized as an expense in the statement of operations. Cost includes all amounts related to the acquisition and improvements of the capital assets including replacement of equipment. Tangible capital assets are amortized at the following annual rates:

Leasehold improvements	Straight-line over 10 years
Furniture and fixtures	Straight-line over 10 years
Office equipment	Straight-line over 5 years
Computer	Straight-line over 3 years
Software	Straight-line over 2 years.

   i) **Capital Leases**

      Leases which transfer substantially all the benefits and inherent risk related to the ownership of the property leased to the College are capitalized by recording as assets and liabilities the present value of the payments required under the leases.

   j) **Net Assets Held in Reserves**

      The restricted reserve fund represents net assets held in reserves that are internally restricted to provide a funding source for future financial obligations where the timing of the obligations cannot be precisely predicted, and to provide funding to address financial risks for which the timing and probability of a given event is uncertain. All reserves are approved by the College Board and are disclosed on the statement of financial position as net assets.

1. **Summary of Significant Accounting Policies - Continued**

   k) Financial Instruments

   The College initially measures its financial assets and financial liabilities at fair value. The College subsequently measures all of its financial assets and financial liabilities at cost or amortized cost.

   Financial assets measured at cost or amortized cost include cash and cash equivalents, accounts receivables and investments.

   Financial liabilities measured at cost or amortized cost include accounts payable and accrued liabilities.

   Financial assets are tested for impairment when indicators of impairment exist. When a significant change in the expected timing or amount of the future cash flows of the financial asset is identified, the carrying amount of the financial asset is reduced and the amount of the write-down is recognized in net income.

   l) Employee Future Benefits

   The College and its employees make contributions to the Municipal Pension Plan which is a multi-employer joint trusted plan. This plan is a defined benefit plan, providing pension or retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. As the assets and liabilities of the plan are not segregated by institution the plan is accounted for as a defined contribution plan and any College contributions to the plan are expensed as incurred.

2. **Investments**

Investments consist of guaranteed investment certificates ("GICs") with interest from 1.70% to 3.21% (2020 - 1.70% to 3.21%) with maturity dates from March 1, 2021 to May 20, 2025. GICs that matured between year-end and the date of the financial statement approval were reinvested under similar terms.

3. **Interest in College Place Joint Venture**

The College entered into an agreement dated March 3, 1989 to purchase 30% interest in a jointly controlled enterprise set up to acquire and develop a property. The College occupies space in the building and pays rent to College Place Joint Venture (CPJV). Included in Finance and Administrative expense is rent and operating costs paid to CPJV in amount of $349,000 (2020: $324,000).

The assets, liabilities, revenues and expenses of the joint venture at February 28, 2021 and for the year then ended are as follows:

	100% Joint Venture	30% College
Balance sheet		
Assets		
Current assets	$ 617,430	$ 185,229
Tangible capital assets and other assets	4,295,023	1,288,507
	$ 4,912,453	$ 1,473,736
Liabilities and equity		
Total liabilities	$ 177,153	$ 53,146
Total equity	4,735,300	1,420,590
	$ 4,912,453	$ 1,473,736
Statement of operations		
Revenues	$ 1,069,149	$ 320,745
Expenses	795,001	238,501
Excess of revenue over expenses	$ 274,148	$ 82,244

3. **Interest in College Place Joint Venture - Continued**

The College has two leases which expire on August 31, 2023. Rent payments until then are as follows:

Year	Amount
2022	312,063
2023	319,888
2024	161,900
	$ 793,851

4. **Development Costs**

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
SkilSure solution	$ 41,302	$ 41,302	$ -	$ -
Technician Program	234,432	234,432	-	-
Pharmacy online renewal	62,184	62,184	-	-
Robbery prevention form	10,800	10,800	-	-
Mobile apps	35,000	35,000	-	7,000
Website	306,171	306,171	-	48,819
Online pre-registration	101,220	101,220	-	20,244
PODSA modernization	201,988	124,602	77,386	121,192
	$ 993,097	$ 915,711	$ 77,386	$ 197,255

5. **Tangible Capital Assets**

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Leasehold improvements	$ 1,252,658	$ 857,051	$ 395,607	$ 463,446
Furniture and fixtures	385,271	317,429	67,842	86,480
Office equipment	266,604	205,765	60,839	39,192
Computer	530,668	447,330	83,338	93,037
Software	360,167	360,167	-	1,342
	$ 2,795,368	$ 2,187,742	$ 607,626	$ 683,497

6. **Accounts Payable and Accrued Liabilities**

    Accounts payables and accrued liabilities include GST payable amounting to $16,617 (2020 - $32,532) as at February 28, 2021.

7. **Capital Lease Obligation**

    The College is committed to pay an annual lease of $14,281 with an effective interest rate of 10% for office equipment under a lease agreement. The lease will expire in October 2023.

8. **Deferred Revenue**

    Deferred revenue represents the subsequent year's pharmacy licenses and registration fees received prior to year end.

9. **Deferred Contributions**

    Deferred contributions represent the unamortized amount of grants received for future operating activities and programs. The amortization of deferred contributions is recorded as revenue in the statement of revenue and expenses.

	2021	2020
Balance, beginning of year	$ 60,237	$ 70,474
Grants received	-	-
Less amounts amortized to revenue	(60,237)	(10,237)
Balance, end of the year	$ -	$ 60,237

10. Municipal Pension Plan

The College and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan) (the "Plan"). The Board of Trustees, representing Plan members and employers, is responsible for administering the Plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2019, the Plan has about 210,000 active members and approximately 105,000 retired members.

Every three years, an actuarial valuation is performed to assess the financial position of the Plan and adequacy of the funding. The actuary determines an appropriate combined employer and member contribution rate to fund the Plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the Plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as of December 31, 2018, indicated a $2.87 billion funding surplus for basic pension benefits on a going concern basis. As a result of the 2018 basic account actuarial valuation surplus, the rate stabilization account, which was set up to help offset potential future contribution rate increases, has a balance of about $2.5 billion. The next valuation will be as at December 31, 2021.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and costs to individual employers participating in the Plan.

The College of Pharmacists of British Columbia paid $501,071 (2020 - $481,957) for employer contributions to the plan in fiscal 2021. These contributions have been recorded as expenses on the Statement of Operations.

11. **Financial Instruments**

The College's activities result in exposure to a variety of financial risks including risks related to credit, interest rate and liquidity risks. The risks that the College is exposed to this year are consistent with those identified in prior years.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of its investments. Investments are all invested in guaranteed investment certificates.

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Credit risk is the risk that the counterparty to the transaction will not pay. The College is not exposed to any credit risk arising as the receivable is from the Government.

The College is also exposed to credit risk arising from the possibility that that the financial institutions with which it maintains its cash balances and GICs will default. However, The College believes that its exposure to credit risk in relation to cash is low, as all of its cash and GICs are with reputable Canadian chartered financial institutions.

Liquidity Risk

Liquidity risk is the risk that the College encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a results of operational liquidity requirements, the College will not have sufficient funds to settle a transaction on the due date, will be forced to sell financial assets at value, which is less than what they are worth, or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities and is mitigated by the College's investment in GICs as disclosed in Note 2.

12. **Commitments**

The College is committed to a contract for IT maintenance services, at a rate of $8,790 per month, ending February 28, 2023. The College is committed to a lease agreement for a new postage machine, at a rate of $652 per month, ending February 28, 2022.

Year	Amount
2022	113,306
2023	108,089
	$ 221,395

13. **Uncertainty due to COVID-19**

COVID-19, declared a global pandemic by the World Health Organization in March 2020, has had a significant impact on the Canadian economy. As the impacts of COVID-19 continue, there will be further impact on the College, its stakeholders, employees, suppliers and other third party business associates. These circumstances could impact the timing and amounts realized on the College's assets and its ability to deliver services in the future. Given the dynamic nature of these circumstances, the duration of disruption and the related financial impact cannot be reasonably estimated at this time.

14. **Contingent Liabilities**

In the regular course of operations, legal claims are initiated against the College in varying and unspecified amounts. The outcome of any potential claims cannot reasonably be determined at this time. Any ultimate settlements will be recorded in the year in which the settlement occurs.

| 4. | **Audit and Finance Committee** |
| | **b) Auditor Appointment** |

DECISION REQUIRED

Recommended Board Motion:

Approve an extension of the appointment of BDO Canada LLP as the College of Pharmacists of British Columbia's auditor for an additional two years, ending with the audit for fiscal year 2022/23.

Purpose

To present the Audit and Finance Committee's recommendation to appoint BDO Canada LLP as the College's auditor for the next two years.

Background

In 2017, a competitive bid was conducted to identify possible auditors for the College. Six proposals were received and reviewed by College staff. As a result of the review, BDO Canada LLP was selected and recommended to the Board as the successful bidder.

At their September 15, 2017 meeting, the Board approved BDO Canada LLP as the College's auditor. More specifically, the Board approved motion was: "*Approve the Appointment of BDO Canada LLP as the CPBC auditor for fiscal years ending February 28, 2018 through February 28, 2021, with the option to extend for an additional two years.*"

Discussion

BDO Canada LLP have extensive regulatory, public sector and non-profit experience and had excellent references. They have been thorough in their audits and have included a review of IT security as part of the annual audit.

The Audit and Finance Committee discussed the option to extend the contract and recommend exercising this option. The Committee also recommends that a competitive bid be conducted after this extension.

Recommendation

The Audit and Finance Committee recommends that BDO Canada LLP be appointed as the College's auditors for the next two years.

> **4.** **Audit and Finance Committee**
> **c) PODSA Fee Increase Options**

DECISION REQUIRED

Recommended Board Motion:

Defer the next pharmacy fee increase, being considered to take place in April 2022, and consider it as part of the February 2022 budget process.

Purpose

To provide the Audit and Finance Committee's recommendation to defer the next pharmacy fee increase implementation, from April 2022 to November 2022.

Background

The last pharmacy fee increase was approved as part of the College's 2020/21 budget. However, due to the sudden onset of the COVID-19 pandemic this increase was approved for implementation later in the year than usual (September 2020 instead of April 2020). As a result, these fees came into effect on April 1, 2021. This meant that the fee increase was actualized in the 2021/22 fiscal year.

Discussion

At their April 19, 2021 meeting, the Audit and Finance Committee discussed the pharmacy fee increases under PODSA which could be planned for April 1, 2022. However, concerns were expressed about approving fee increases outside of a budget review. More specifically, for a pharmacy fee increase to be effective April 1, 2022, as planned, the Board would need to approve the increase at their September 2021 Board meeting. This timing is needed to allow for the legislated public posting and filing periods, under PODSA.

As this timing would be outside of the annual budget cycle, there would be limited financial information available to prepare recommendations for PODSA fees for the next fiscal year.

The Audit and Finance Committee is recommending that PODSA fee increases be implemented at the same time as the HPA fee increases (usually effective November 1), allowing the fees to be calculated as part of a regular budget review.

As a result of this change, there would be a revenue shortfall of any proposed fee increase for the six months. However, the amount of revenue shortfall should be less than $30,000 in fiscal year 2022/23, and this could be adjusted for during budget planning.

Recommendation

The Audit and Finance Committee recommends that the next pharmacy fee increase be considered as part of the February 2022 budget process.

College of Pharmacists of British Columbia

4. Audit and Finance Committee

Paul Fripp

Partner, BDO Canada

Steven Hopp

Chair, Audit and Finance Committee

4 a) Auditor's Report

College of Pharmacists of British Columbia

4 a) Auditor's Report

MOTION:

Approve the audited financial statements for fiscal year 2020/21 as presented.

4 b) Auditor Appointment

College of Pharmacists
of British Columbia

4 b) Auditor Appointment

- BDO Canada LLP were appointed by the Board in September 2017.

- The contract and Board motion includes the option to extend the appointment for another two years.

- BDO Canada LLP are highly regarded in the public sector and non-profit field.

- They have been very thorough and have included a review of IT security as part of the annual audit.

- The Audit and Finance Committee recommends that BDO Canada LLP be appointed as the College's auditors for the next two years.

- The Audit and Finance Committee recommends that a competitive bid be conducted after this extension.

4 b) Auditor Appointment

MOTION:

Approve an extension of the appointment of BDO Canada LLP as the College of Pharmacists of British Columbia's auditor for an additional two years, ending with the audit for fiscal year 2022/23.

4 c) PODSA Fee Increase Options

4 c) PODSA Fee Increase Options

- Last PODSA fee increase implementation delayed until April 2021 due to COVID.

- Next PODSA fee increase could be planned for April 2022:

  o Would require Board approval at September 2021 Board meeting.

  o There would be limited financial / budget information available.

- Recommendation – include in the February 2022 budget presentation with planned implementation for November 2022, coinciding with the HPA fee increase.

College of Pharmacists of British Columbia

4 c) PODSA Fee Increase Options

MOTION:

Defer the next pharmacy fee increase, being considered to take place in April 2022, and consider it as part of the February 2022 budget process.

5.	Practice Review Committee: Practice Review Program Annual Report

INFORMATION ONLY

Purpose

To present the Board with the Practice Review Program ("PRP") Annual Report for the 2020-2021 Fiscal Year (March 1, 2020 to February 28, 2021).

Background

The PRP conducts a comprehensive cyclical review of pharmacy and pharmacy professional practice, to ensure compliance with the standards of the College of Pharmacists of British Columbia (CPBC). The PRP directly supports the CPBC vision of better health through excellence in pharmacy, as well as the mission of regulating the pharmacy profession in the public interest by setting and enforcing standards and promoting best practices for the delivery of pharmacy care in British Columbia.

The PRP is split into two components; the Pharmacy Review and the Pharmacy Professionals Review. The Pharmacy Review focuses on the legislated physical requirements of a pharmacy and the responsibilities of a pharmacy manager. The Pharmacy Professionals Review focuses on areas identified by College staff and approved by the Board as having the greatest impact on patient safety including patient identification verification, profile check, counselling, documentation, product distribution and collaboration.

On March 17th, 2020 a public health emergency was declared in British Columbia due to the COVID-19 pandemic. The College transitioned its entire staff to a remote work model in accordance with public safety and physical distancing mandates.

At the onset of provincial pandemic restrictions (Phase 1), the CPBC executive team directed the restart of on-site Pharmacy Reviews to align with Phase 4 of the British Columbia Restart Plan. In the meantime, Pharmacy Professionals Reviews were directed to be conducted virtually.

The PRP Annual Report summarizes the development of the virtual Pharmacy Professionals Review model and is a compilation and analysis of the data collected from virtual reviews and the registrant feedback survey during fiscal year 2020-2021 (March 1, 2020 to February 28, 2021).

Appendix	
1	Practice Review Program Annual Report 2020-2021

College of Pharmacists
of British Columbia

Practice Review Program

Annual Report
2020 - 2021

Table of Contents

Executive Summary

The Practice Review Program (PRP) is a vital component of the College of Pharmacists of British Columbia's approach to providing quality assurance for pharmacy care in British Columbia and fulfilling its mandate as the regulator of pharmacy practice. The program aims to protect public safety by improving compliance with College bylaws and Professional Practice Policies and ensuring consistent delivery of pharmacy services across BC. To support this goal, all pharmacies, pharmacists, and pharmacy technicians in BC undergo a comprehensive and cyclical review of their practice. Through individual reviews, and insights gained from compliance data trends, the Practice Review Program helps pharmacy professionals improve areas of non-compliance and high patient-safety risk. As part of the program, pharmacy professionals also have the opportunity to provide feedback on the Practice Review Program through a voluntary anonymous feedback survey.

On March 17, 2020, a public health emergency was declared due to the COVID-19 global pandemic. Practice support inquiries tripled in the month of March as pharmacy professionals and the public sought clarity to emerging COVID-19 developments. Increased guidance was needed to navigate various changes in requirements and ensure patient safety was maintained. Additional compliance officers were deployed to manage this increased query volume and to provide rapid responses.

Public health restrictions also necessitated pausing on-site visits to pharmacies across BC. Open reviews with outstanding action items were postponed until July 2020 and a new virtual review model was developed between March 2020 to September 2020. This new virtual review model allows the College to continue to protect public safety through this important quality assurance process, while mitigating COVID-19 transmission risk, given the significant travel requirements associated with on-site reviews. Virtual reviews play a useful role as a practice review tool that can be used where scheduling or geographical limitations are present. Reviews conducted virtually this year evaluated pharmacy professionals, while pharmacy reviews are being deferred until provincial public health restrictions are eased.

During virtual practice reviews, compliance officers (COs) work in collaboration with pharmacy professionals to assess compliance with standards of practice. Where non-compliance is identified, COs educate and work with pharmacy professionals to correct issues in the interest of public safety. All non-compliance items identified during a virtual practice review must be resolved for a review to be considered complete.

This year, the top non-compliance category identified for community pharmacists, community pharmacy technicians, and hospital pharmacy technicians was documentation. For hospital pharmacists, the top non-compliance category identified was counselling.

Once a virtual practice review is completed, pharmacy professionals are invited to participate in an optional and anonymous online survey. For the 2020-2021 fiscal year, 38% of community and 27% of hospital pharmacy professionals reviewed completed the survey.

Responses received in the registrant feedback survey reported an overall average agreement rating of 83.15% across pharmacists and pharmacy technicians in both the community and hospital settings. The higher an agreement rating is, the more positive of an indicator it is of virtual review performance and sentiment.

Pharmacy professionals also reported an overall average impact score of +1.89. This represents a sentiment of the virtual practice review having a moderate to good positive impact on their practice. Impact scores are measured on a scale of -5 to +5, with positive impact scores representing a positive impact, and negative impact scores representing a negative impact on a pharmacy professional's practice and patient safety.

Feedback received this year included positive comments acknowledging COs and administrative staff for being accommodating, helpful, and knowledgeable. Pharmacy professionals reported this was a beneficial learning experience and a good refresher which improved practice processes overall. As well, with greater exposure to technology platforms in virtual reviews (Case Submission Module, Microsoft Teams, Action Item Portal, etc), pharmacy professionals identified technology problems they experienced. The College is actively working to assess and correct these problems where possible.

Scheduling and tight deadlines for acknowledgement and case submissions were also brought up by pharmacy professionals. PRP addressed a number of these concerns by streamlining the scheduling process, improving communication materials, and extending acknowledgement and submission deadlines.

Pharmacy professionals that reported the virtual review process did not require further modification thought the process was done well under the prevailing circumstances. However, other respondents expressed their desire for in-person practice reviews to resume.

Following the onset of the global pandemic, the College quickly pivoted its approach to conducting pharmacy professionals reviews by developing a new virtual review tool within six months, ensuring that the public would continue to be protected through ongoing review of pharmacy practice. By continuing to monitor feedback and make iterative changes, the PRP will further fine-tune both the in-person and virtual review approaches. Learnings from compliance data will continue to inform the development of resources and PRP Insights articles, and provide the College with valuable information in compliance trends to support its work in ensuring safe, effective and ethical pharmacy care in BC.

Introduction

The Practice Review Program (PRP) conducts a comprehensive cyclical review of pharmacy and pharmacy professional (pharmacists and pharmacy technicians) practice to ensure compliance with the standards of the College of Pharmacists of British Columbia. Through individual reviews, and insights gained through compliance data trends, the Practice Review Program helps pharmacy professionals to improve areas of non-compliance and high patient-safety risk. As part of the College's approach to providing quality assurance for pharmacy care in British Columbia, the PRP directly supports the College's vision of *better health through excellence in pharmacy,* as well as the mission of *regulating the pharmacy profession in the public interest by setting and enforcing standards and promoting best practices for the delivery of pharmacy care in British Columbia.* The PRP also uses a registrant feedback survey to evaluate the PRP's impact on pharmacy professionals and to inform ongoing program development. This report is a compilation and analysis of the data collected from practice reviews and the registrant feedback survey during fiscal year 2020-2021 (March 1, 2020 to February 28, 2021).

Background

When the COVID-19 pandemic was declared a public health emergency on March 17, 2020, scheduled reviews were cancelled and open reviews with outstanding action items were postponed until July 2020. The College determined that it would not resume on-site practice reviews until BC reaches Phase 4 of its Restart Plan, which is conditional on wide vaccination, community immunity, or broad successful treatment, to help prevent the spread of COVID-19.

As a result, a virtual review model was required to be developed and implemented as soon as possible. Virtual reviews allow the College to continue protecting the public by conducting practice reviews, while mitigating COVID-19 transmission risk to the public, pharmacy professionals, and College staff.

Program Development

Over the course of planning for virtual reviews, several factors were considered including the Provincial Restart Plan, WorkSafeBC requirements, mitigating transmission risk, protection of personal health information, and corporate/health authority policies. PRP operational needs and available resources were also evaluated and prioritized along with an environmental scan conducted with other pharmacy regulatory authorities. This was followed by individual meetings with regulatory authorities from four provinces who had already conducted some form of virtual assessment as part of their programs. A preliminary Privacy Impact Assessment of virtual reviews was also performed by the PRP team and the College's privacy officer.

After much consideration, the decision was made to only develop a virtual pharmacy professionals review program, and not a virtual pharmacy review at this time. This decision was based on a number of reasons: pharmacy professionals reviews are more conducive to being performed virtually compared to pharmacy reviews which are often much more hands-on; and the development timeline for an IT application for virtual pharmacy professionals reviews was shorter due to the smaller scope of these evaluations compared to those for pharmacies.

This approach also helped address the PRP's needs to complete outstanding pharmacy professionals reviews for individuals missed at the time of their workplace practice review. In the future, PRP will explore the feasibility of developing a virtual pharmacy review and examine which components could be conducted in this manner.

The College worked to develop a new application for use in virtual pharmacy professionals reviews. Business requirements, data privacy, and necessary functionality were evaluated followed by user acceptance testing by COs and the PRP operations team. Once the new application was complete, a new review process was developed. Everything from scheduling, to communications, to review processes had to be re-evaluated and re-designed from the ground up. For example, pharmacy professionals are now required to upload case submissions as part of the virtual review. These case submissions are reviewed and discussed with COs virtually in lieu of in-person observation and feedback.

In addition, a new set of resources for pharmacy professionals was created (Appendix A), including a new overview document and checklist for virtual reviews, a case submission FAQ, a tutorial document for Microsoft Teams, and a new action item follow up tutorial. Links to all new resources are provided to pharmacy professionals in emails leading up to their virtual practice review.

Program Launch and Refinement

In order to quickly launch virtual reviews and ensure the public protection measures from pharmacy professionals reviews resumed as soon as possible, a "soft launch" strategy was used, similar to when in-person reviews were first developed.

The first selection emails for virtual pharmacy professionals reviews were sent on September 28, 2020 with the first virtual review taking place on October 8, 2020.

Over the first month after the launch of virtual practice reviews, the PRP team met daily to discuss any emerging challenges and addressed any issues or feedback they had received from registrants right away. This process allowed PRP to be much more responsive than waiting 6 to 8 weeks after reviews for results of the registrant feedback survey to trickle in.

As a result of the PRP's continuous monitoring of feedback and challenges, numerous changes to virtual review processes and communications were made. These included performing live case reviews as an alternative to case submissions, refining communication, providing more time to respond to communications and upload case submissions, enhancing technical support for Microsoft Teams, and adding new resources in response to other feedback from pharmacy professionals. The full list of changes is detailed in Appendix B and further discussed in the application of findings sections below.

With the virtual practice review model in active use and improving iteratively, PRP is looking forward to maintaining this useful tool in the PRP toolkit for years to come.

Virtual Review Process and Analysis

Virtual Pharmacy Professionals Review

A more detailed description of the virtual pharmacy professionals review process is provided in Appendix C, with a breakdown of pharmacy professionals review statistics and review categories presented in Appendix D.

Candidate Selection

The PRP currently prioritizes their virtual reviews by selecting pharmacy professionals who have yet to be reviewed and whose primary workplace has already been reviewed.

In the 2020-2021 fiscal year, 322 community pharmacists, 48 community pharmacy technicians, 67 hospital pharmacists and 44 hospital pharmacy technicians were selected and reviewed.

Virtual Review Process

The following description of PRP virtual review procedures is reflective of current processes. As the virtual review is continually improved, processes may change in the future.

Scheduling and Pre-Review

Selection emails with links to resources are sent to pharmacy managers and pharmacy professionals to communicate that they or a member of their staff have been selected for a virtual review (Appendix E).

Pharmacy professionals have 7 days to respond with availability details and acknowledge receipt of the email. Hospital pharmacy professionals are not required to provide availability details, as hospital pharmacy managers schedule all their selected staff for virtual reviews using a PRP-provided scheduling template.

A confirmation email is then sent to each registrant with a unique Microsoft Teams meeting link and additional information about completing case submissions (Appendix E). Pharmacy

professionals are required to acknowledge receipt of the confirmation email and complete their case submissions one week prior to their scheduled virtual review.

Case submissions submitted by pharmacy professionals highlight their work according to Pharmacy Professionals Review focus areas. For pharmacists this includes: Patient Identification Verification, Profile Check, Counselling, and Documentation. For pharmacy technicians, this includes: Patient Identification Verification, Product Distribution, Collaboration, and Documentation.

During Review

At the scheduled time of the review, the assigned CO and pharmacy professional meet via a unique Microsoft Teams meeting link provided in the confirmation email. Any issues with the connection, audio, or video are first resolved and the pharmacy professional is identified using a piece of photo ID viewed by the CO.

The 1.5-to-2-hour virtual review involves a dialogue between the CO and pharmacy professional, with the CO gaining an understanding of what their day-to-day practice looks like and how it meets bylaw and policy requirements. This is achieved by reviewing case submissions, case recall, process description, and follow-up questioning by the CO.
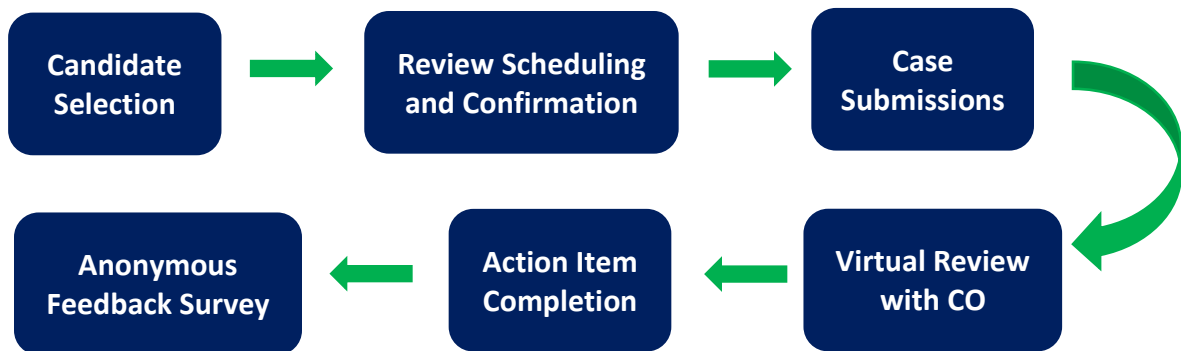
Post-Review

After the virtual review, pharmacy professionals correct and respond to action items assigned to them in the PRP Action Item Follow Up portal. COs then review responses from pharmacy professionals and approve action items that have been appropriately addressed.

A pharmacy professional can be referred to the Inquiry Committee in cases where action items are not corrected and non-compliance is not addressed, or where it is necessary in the interest of public safety.

Once action items are completed and approved, reviews are finalized and a voluntary, anonymous feedback survey is sent by email to pharmacy professionals.

Review Process Summary

```
┌──────────────┐      ┌──────────────────┐      ┌──────────────┐
│  Candidate   │ ───▶ │ Review Scheduling│ ───▶ │    Case      │ ──┐
│  Selection   │      │ and Confirmation │      │ Submissions  │   │
└──────────────┘      └──────────────────┘      └──────────────┘   │
                                                                    ▼
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Anonymous   │ ◀─── │ Action Item  │ ◀─── │Virtual Review│
│Feedback Survey│     │  Completion  │      │   with CO    │
└──────────────┘      └──────────────┘      └──────────────┘
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In-Person vs Virtual Reviews

Over the past year, creating and launching the PRP virtual review has added a valuable tool to the PRP toolkit. Along the way, important lessons were learned about the nuances between conducting in-person and virtual reviews.

Notably, virtual reviews did not take less time to complete even with the elimination of CO travel. In fact, many aspects of virtual reviews took much more time than traditional in-person reviews. This required adaptive changes to PRP operational planning. Additional details regarding the difference between in-person and virtual reviews can be found in Appendix C.

In-person reviews allow for a better understanding of day-to-day pharmacy processes at a particular location, while virtual reviews allow COs to review any pharmacy professionals regardless of timing and geographical limitations. Both review formats equip the PRP with unique tools to ensure compliance is maintained and the safety of the public is protected.

Registrant Feedback Survey

The intent of the registrant feedback survey is to obtain pertinent, valuable, and timely feedback from pharmacy professionals on their personal experience with the virtual review process. Feedback is used by the PRP to evaluate and inform ongoing program development.

Once a virtual review is completed, pharmacy professionals receive an email survey invitation, followed by an email reminder 12 days later (Appendix E) to provide their feedback via an online Virtual Review Registrant Feedback Survey hosted by SimpleSurvey. The survey takes approximately 15-20 minutes to complete and participation is optional and anonymous. All data collected via this tool is stored on application servers in Canada and are protected by Canadian privacy laws.

To facilitate the exploration of a wide range of issues and topics, a variety of question types and formats are used to gather feedback from respondents. These include dichotomous (yes/no), 7-point Likert scale, impact ratings, and open-ended comments. A detailed explanation of each collection method and how collected data were processed is presented in Appendix G. In addition, registrant feedback survey questions are provided in Appendix H.

For 2020-2021, 315 community and 100 hospital pharmacy professionals received an invitation to participate in the Virtual Review Registrant Feedback Survey. Of these, 38% or 121 community and 27% or 27 hospital pharmacy professionals completed the survey (Appendix I).

The survey also captures additional "top of mind" voluntary qualitative commentary on the PRP's strengths and possible areas of improvement. However, it is important to note that because of the non-compulsory and self-selecting nature of the feedback process, the findings only represent the viewpoints of those pharmacists and pharmacy technicians who completed the survey. As such, the results should be regarded as a helpful but not a fully representative look into the perspectives of all pharmacy professionals in BC. Despite this limitation, this year's survey provided a particularly valuable mechanism for monitoring the evolving strengths and areas of improvement of new virtual review processes. We expect as further survey results are received, a more representative picture of PRP performance will emerge.

Findings

Prior to the College transitioning its staff to remote work on March 13, 2020, the PRP department collected two weeks of in-person review data. These data are not reflected in this report due to the difference in nature of the virtual review process eventually implemented during the period September 28, 2020 to February 28, 2021. Consequently, reported findings focus solely on data collected from and responses to the new virtual review process.

Virtual Pharmacy Professionals Review

Community Pharmacy Professionals

*Note: All results are arranged in order of occurrence from **most to least frequent**.*

Community Pharmacists

Community pharmacists play a key role in managing the medications of their patients. They serve as an accessible health resource, review patient medications for drug therapy interactions, and liaise with other health professionals regarding patient care.

The most frequently identified non-compliance categories for community pharmacists are ranked below. The top non-compliance items within each category are presented in Appendix J.

N = 105 items reviewed

2020 - 2021
1. Documentation
2. Counselling
3. Patient Identification Verification
4. PharmaNet Profile Check

Documentation

Maintaining proper documentation is a critical part in ensuring the paper trail for any prescription dispensed is available, clear, and complete. This ensures a clear record is available and accountability is maintained to indicate the pharmacy professional(s) who completed a particular task during the dispensing of a prescription.

Missing documentation after performing an activity that requires documentation (i.e. reviewing PharmaNet, verifying patient identification/allergies, etc), and not being able to provide documentation to show their written confirmation to COs were the most common areas of non-compliance in the documentation category.

Counselling

Pharmacist counselling helps patients understand important drug therapy issues such as how to use their medications, what to expect, and when to seek medical attention. Pharmacists also play an important role in non-prescription drug counselling by providing advice and recommendations to help patients treat minor ailments.

Missing required counselling points was identified in the virtual review process as the most common non-compliance area. In particular, actions to take for missed doses, refill information, storage requirements, how to monitor therapy, and purpose of the drug were frequently noted.

Patient Identification Verification

Verifying a patient's identity when providing any pharmacy service helps maintain patient confidentiality and safety. It assists in ensuring pharmacy professionals are providing health information and medication to the correct patient.

Common non-compliance areas in the patient identification verification category included not positively identifying an unknown patient appropriately, and not taking reasonable steps to confirm a patient or representative's identity before providing pharmacy services.

PharmaNet Profile Check

Pharmacists are responsible for reviewing and updating a patient's profile on their local system and the BC-wide PharmaNet drug information network when dispensing a prescription. This critical step ensures that all medications obtained at pharmacies in British Columbia are accounted for when evaluating a patient's medication history for potential drug therapy interactions or concerns.

In the PharmaNet category, not reviewing a patient's PharmaNet profile prior to dispensing a drug was the most common area of non-compliance.

Community Pharmacy Technicians

Pharmacy technicians play an important role in key production and technical functions in the pharmacy. They often serve as a primary point of contact for patients and help ensure that the correct medication is being dispensed to patients by checking prescriptions for accuracy.

The most frequently identified non-compliance categories for community pharmacy technicians this year are listed below. The top non-compliance items within each category are presented in Appendix J.

N = 91 items reviewed

2020 - 2021
1. Documentation
2. Product Distribution
3. Collaboration
4. Patient Identification Verification

Documentation

Pharmacy technicians play a part in several key processes in the dispensing of a prescription. Maintaining proper documentation is a critical part in ensuring the paper trail for each prescription is available, clear, and complete. In addition, proper documentation helps pharmacy professionals communicate to colleagues what tasks have already been completed for a prescription. This reduces the potential for confusion and improves accountability, to ensure prescriptions are dispensed accurately and safely.

In the documentation category, the most common non-compliance areas included missing documentation after performing an activity that requires documentation, and not being able to provide documentation to show their written confirmation to COs.

Product Distribution

Accurately preparing and checking prescriptions represents a vital part of a pharmacy technician's role. These efforts help maintain patient safety and ensure the correct drug is given to the correct patient.

Missing required tasks during the final check was the most common area of non-compliance in the product distribution category. For example, this included ensuring a prescription product is correct and the label matches the dispensed product.

Collaboration

As a part of the healthcare team, pharmacy technicians work closely with pharmacists, patients, and other healthcare professionals. Being able to work effectively with patients and other healthcare professionals within their scope is vital for pharmacy technicians. Clear communication and collaboration between healthcare professionals helps avoid mix-ups and ensures patients are receiving safe and appropriate care from their healthcare team.

The most common non-compliance areas in the collaboration category included the missing identification of a pharmacy technician's registrant class during interactions with patients and practitioners, as well as performing tasks outside of a pharmacy technician's scope of practice.

Patient Identification Verification

Pharmacy technicians are often the first point of contact for patients. Being able to verify a patient's identity is crucial to maintaining patient confidentiality and safety by ensuring the right health information and medication are provided to the right patient.

Within the patient identification verification category, the most common non-compliance areas included not positively identifying an unknown patient appropriately, and not taking reasonable steps to confirm a patient or representative's identity before providing pharmacy services.

Hospital Pharmacy Professionals

*Note: All results are arranged in order of occurrence from **most to least frequent**.*

Hospital Pharmacists

Hospital pharmacists play a key role in managing the medications of their patients and providing clinical information to healthcare providers in the hospital. They serve as an accessible health resource, review patient medications for drug therapy concerns and interactions, and work closely with other health professionals to provide clinical expertise and recommendations.

The top non-compliance categories for hospital pharmacists this year are listed below. In addition, the top non-compliance items within each of these categories are presented in Appendix K.

N = 115 items reviewed

2020 - 2021
1. Counselling
2. Documentation
3. Patient Identification Verification
4. Profile Check

Counselling

Pharmacist counselling helps patients understand important drug therapy issues such as how to use their medications, what to expect, and when to seek medical attention. While patient consultation is not a requirement for hospital inpatients as their medications are directly managed by the hospital healthcare team, counselling is required for outpatient prescriptions or upon the request of an inpatient or healthcare professional.

The most common non-compliance areas within the counselling category included missing required counselling points during patient consultation or missing required counselling completely.

Documentation

Clear and complete documentation is a critical part in maintaining patient safety especially in an environment such as a hospital, where different healthcare professionals depend on the same pieces of documentation. Different healthcare professionals access patient charts and hospital software systems to make vital decisions about a patient's medical care. Complete and accurate documentation allows correct decisions to be made for patients.

In the documentation category the most common non-compliance items included omitting the date and time on patient record documentation, and missing documentation for activities that require documentation on the patient record or outpatient prescription. For example, documentation of outpatient consultations, documentation after reviewing the PharmaNet database, and documentation of all change recommendations and verified allergies were frequently identified issues.

Patient Identification Verification

Verifying a patient's identity when providing any pharmacy service helps maintain patient safety by ensuring pharmacy professionals are providing health information and medication to the correct patient. In hospital settings where there are numerous patients on any ward, it is vital to properly identify patients in discussions with healthcare providers to ensure everyone is on the same page and discussing the correct patient. Mistaking the identity of a patient could lead to someone receiving medications not meant for them.

The most common non-compliance areas in the patient identification verification category included not positively identifying an outpatient appropriately, using only a single person-specific identifier when confirming a patient's identity, using inappropriate identifiers to verify a patient's identity (i.e. room/bed number, last name only), and not taking reasonable steps to confirm a patient's identity.

Profile Check

Pharmacists are responsible for reviewing and updating a patient's medication profile when dispensing a prescription. This is a critical step to ensure changing medication regimens of hospital patients are being closely monitored for drug therapy problems and compatibility. In addition, pharmacists review patient lab work to ensure issues such as kidney or liver function are addressed in their dosing recommendations and treatment plans.

In the profile check category, the most common non-compliance item was pharmacists not reviewing patient records when necessary, to assess allergies, drug reactions and intolerances.

Hospital Pharmacy Technicians

Hospital pharmacy technicians play an important role on the healthcare team in the hospital setting. They help prepare, compound, and distribute drug products, perform patient interviews, collect patient best possible medication histories, and collaborate with a wide range of healthcare professionals to provide pharmacy services for patients.

The top non-compliance categories for hospital pharmacy technicians this year are listed below. In addition, the top non-compliance items within each of these categories is presented in Appendix K.

N = 113 items reviewed

2020 - 2021
1. Documentation
2. Patient Identification Verification
3. Product Distribution
4. Collaboration

Documentation

Proper documentation is a critical part in ensuring the paper trail for any prescription dispensed is available, clear, and complete. In hospital settings, pharmacy technicians are involved in the production of different types of medications including specialty compounded medications and

IV mixtures. Clearly documenting the preparation and check process of each medication is important to maintain accountability and an appropriate audit trail. Understanding who performed a particular task and what went into a particular preparation can help resolve issues and clarify questions about a patient's medications.

In the documentation category, the most common non-compliance areas included; not recording a pharmacy technician's identity in writing after preparing a prescription, performing a final check of a product, verifying allergy information and, verifying a patient's identity.

Patient Identification Verification

Verifying a patient's identity is important for hospital pharmacy technicians to confirm they are entering the correct information into the correct patient profiles and preparing the right medications for the right patient. For example, information entered into the wrong patient profile could lead to incorrect decisions made for a patient, administration errors, and drug mix-ups.

In the patient identification verification category, the most common non-compliance areas included not using two person-specific identifiers, not positively identifying an outpatient appropriately, using inappropriate identifiers to verify a patient's identity (i.e. room/bed number), and not taking reasonable steps to confirm a patient's identity.

Product Distribution

Accurately preparing and checking prescriptions represents a vital part of a pharmacy technician's role. These efforts help maintain patient safety and ensure the correct drug is prepared and given to the correct patient.

In the product distribution category, the most common non-compliance areas included missing certain required tasks during the preparation of a prescription product and its final check.

Collaboration

In the hospital setting, pharmacy technicians work closely with pharmacists and other healthcare professionals. Clear communication and collaboration between healthcare

professionals helps avoid mix-ups and ensures patients are receiving safe and appropriate care from their healthcare team.

The most common non-compliance areas within the collaboration category included not identifying a pharmacy technician's registrant class during an interaction with another health professional or when answering the phone, not reviewing a patient's allergies when updating the patient record, performing tasks outside of their scope of practice, and not using effective written communication skills.

Registrant Feedback Survey

Virtual Pharmacy Professionals Review

Overall feedback concerning the processes and impact of the virtual Pharmacy Professionals Review was positive. Survey feedback provided the PRP with valuable information for program evaluation and development. Survey results by category are reported below along with summary tables.

In 2020-2021, 121 community pharmacy professionals (99 pharmacists and 22 pharmacy technicians) and 27 hospital pharmacy professionals (14 pharmacists and 13 pharmacy technicians) completed the post-review survey. This represented a response rate of 38% for community and 27% for hospital pharmacy professionals respectively, out of those who were reviewed in 2020-2021.

Compliance Officers

As representatives of the College, COs play a vital and visible role in the practice review process. Pharmacy professionals were asked about their experience with their assigned CO. This included their perspectives on the CO's knowledge of current bylaws, professionalism, and overall support and collaboration with pharmacy professionals throughout the review process. Results in this category were overwhelmingly positive from community and hospital professionals, with a 97% and 93% agreement rating respectively.

Comments received from pharmacy professionals were very positive and praised COs for being helpful and knowledgeable. In addition, PRP administrative staff received positive comments for their help and flexibility when arranging virtual reviews with pharmacy professionals.

Case Submission Module

An online case submission tool and instructions were provided to pharmacy professionals to upload case examples in preparation for their virtual review. Pharmacy professionals were asked to provide feedback on whether instructions provided were clear, the case submission module was user-friendly, and if the submission of case examples helped them prepare for their review. Overall, about three quarters (76%) of the community pharmacy professionals agreed that the information provided to guide their case submissions was helpful. The degree of agreement on this topic was less apparent (52%) amongst hospital pharmacy professional respondents.

While hospital agreement ratings were lower than community, this may reflect a number of hospital pharmacy professionals who did not actually use the case submission module and instead presented cases live during their review. A "not applicable" response option was not available in the survey. Therefore, for individuals who did not use the case submission module, some may have opted to respond with a "neutral" rating instead. In this category, 33% of responses were "neutral" which was the highest across all categories. Recognizing this potential issue, PRP will explore the addition of a "not applicable" option in future surveys to address this.

Feedback highlighted confusion about the number and type of cases needed to be submitted in preparation for reviews. Pharmacy professionals shared the desire to have detailed examples provided as a guide. In addition, upload problems were reported related to the lack of Safari browser compatibility and cases not appearing uploaded when in fact they were. Feedback also identified the layout and user interface of the case submission module were not very user-friendly.

PRP identified this confusion about what needed to be submitted early on and actively made changes to clarify requirements with pharmacy professionals.

Scheduling Process

The PRP works closely with pharmacy professionals to schedule practice reviews and accommodate each individual's availability. This includes accommodating virtual reviews in the early morning, evening, and weekends. Overall, 85% and 80% of community and hospital pharmacy professionals respectively agreed that the PRP department was helpful when questions or concerns related to scheduling arose, and that there was adequate time to prepare for the virtual Pharmacy Professionals Review.

In this category, the potential need for a "not applicable" option in the survey emerged as well. This is because in the hospital setting, only pharmacy managers are involved in the scheduling process and not all pharmacy professionals. Here, we also saw a relatively large "neutral" rating (19%), which may be partially attributed to the lack of a "not applicable" selection option once again.

Feedback received from pharmacy professionals highlighted the desire for more time and notice for preparation of the review while simultaneously acknowledging the welcomed flexibility of the PRP administrative staff during scheduling. Pharmacy professionals shared their challenges trying to fit in a practice review during busy flu season and suggested having an app available for self-selection of time slots instead of back-and-forth email communication.

Practice Review Program Tools

Online resources, review forms, and educational support tools were available to assist pharmacy professionals prepare for their virtual review. To assess the value of these tools, pharmacy professionals were asked about their experience using these resources. Users were prompted to provide feedback on whether clear instructions were provided on how to access virtual review information, whether resources provided clear information about the program and review process, if they accessed and understood the review form prior to the review, and if they found PRP support tools to be helpful resources. Overall, 86% and 85% of community pharmacists and pharmacy technicians respectively reported that there was positive value in

the educational tools provided for the review process. Hospital pharmacists and pharmacy technicians reported an agreement rating of 91% and 82% respectively.

Few open-ended comments were provided for this section, but some of those offered pointed to difficulty locating PRP tools and limited awareness of their existence.

Pharmacy Professionals Review

Pharmacy professionals were asked if they believed that the Pharmacy Professionals Review reflects the standards of practice outlined by the College, whether the review was conducted as expected based on the program information received, whether the review was conducted in a manner that was minimally disruptive to their practice, and if Microsoft Teams as a review platform was user-friendly. Of the responses received, community pharmacists and pharmacy technicians reported a very positive 87% and 84% agreement rating respectively. Hospital pharmacists and pharmacy technicians reported an 88% and 73% agreement rating respectively.

Pharmacy professionals reported technical issues with Microsoft Teams as the biggest problem with their overall review experience. Their concerns included audio issues, frozen video feeds, connection problems, and screen sharing challenges.

In addition, some pharmacy professionals voiced their preference for reviews to be conducted in-person rather than virtually.

Pharmacy Professionals Review Results

Results of the virtual review are shared with pharmacy professionals face-to-face via Microsoft Teams after the review. Areas of non-compliance are identified, and action items are assigned to correct outstanding issues. In the post-review feedback survey, pharmacy professionals are asked whether they felt their review results accurately reflected their review and whether they felt the focus areas of the review were relevant to their practice.

Of the responses received, community pharmacists and pharmacy technicians reported an 86% and 91% agreement respectively that their results were reflective of their review and relevant

to their practice. Hospital pharmacists and pharmacy technicians reported a 100% and 81% agreement respectively with their review results.

Some feedback received mentioned parts of the practice review were not applicable to specialized practice settings. For example, long term care practice in community, and lack of outpatient interaction for some hospital pharmacy professionals.

Pharmacy Professionals Review Impact

On an impact rating scale of -5 to +5, where a negative score represents a negative impact and a positive score represents a positive impact, pharmacy professionals were asked to quantitatively score the perceived impact of the virtual review on their practice. For 2020-2021, pharmacy professionals reported an overall positive impact on their practice. Community pharmacy professionals reported an average +2.01 impact rating across all focus areas, while hospital pharmacy professionals reported an average +1.76 impact rating. These findings are elaborated on further in this report.

Community pharmacists reported counselling and documentation as having the greatest positive impact on their practice. The range of overall impact scores received from community pharmacists were very positive overall, between +1.91 to +2.67.

Community pharmacy technicians reported documentation and patient identification verification as having the greatest impact on their practice, with overall impact scores ranging from +1.27 to +2.09.

Hospital pharmacists reported patient identification verification and documentation as having the greatest positive impact on their practice, with overall impact scores ranging from +1.14 to +2.07.

In the case of hospital pharmacy technicians, documentation and patient identification verification were reported as having the greatest impact on their practice, with overall impact scores ranging from +1.54 to +2.08.

Across all pharmacy professional categories, the most common feedback received was that the practice review was a good refresher of requirements and helped improve practice processes.

Action Item Portal

After the completion of a practice review, action items related to non-compliance issues are assigned to pharmacy professionals for corrective action. In this feedback survey, pharmacy professionals were asked if they felt they had sufficient time to complete action items, if instructions on completing action items were clear, and if the tools and resources provided were helpful and user friendly. Overall, 75% and 71% of community and hospital pharmacy professionals respectively felt that the action item portal experience was positive and there was sufficient time to complete action items.

However, many respondents suggested there were issues associated with the operation of the action item portal that needed attention. These included concerns about; too much scrolling, a desire for a more user-friendly design, Safari browser compatibility challenges, and more clarity about the function of the chat box. In addition, improved instructions and the addition of action item submission examples was requested by respondents.

Pharmacy professionals were asked about their experience submitting their action items. Overall, 91% of community and 80% of hospital respondents reported having no technical difficulties in this regard. Of those who reported technical difficulties, 90% of community and 80% of hospital pharmacy professionals reported receiving satisfactory technical support from the PRP.

Pharmacy Professionals Review Summary Tables

Note: The findings in the tables below represent only the perspectives of pharmacy professionals who opted to provide voluntary feedback and do not necessarily represent the opinions of all pharmacy professionals who were reviewed.

Community Pharmacy Professionals Agreement Ratings

	Agreement Rating	Neutral Rating	Disagreement Rating
Compliance Officers (N = 121)	97.02%	2.15%	0.83%
Case Submission Module (N = 121)	76.31%	20.94%	2.75%
Scheduling Process (N = 121)	85.12%	14.05%	0.83%
PRP Tools (Pharmacists) (N = 99)	85.86%	13.94%	0.20%
Pharmacist Review (N = 99)	87.37%	11.87%	0.76%
Pharmacist Review Results (N = 99)	86.36%	12.63%	1.01%
PRP Tools (Pharmacy Technicians) (N = 22)	84.54%	12.73%	2.73%
Pharmacy Technician Review (N = 22)	84.09%	14.77%	1.14%
Pharmacy Technician Review Results (N = 22)	90.91%	9.09%	0.00%
Action Item Portal (N = 107)	75.23%	23.13%	1.64%

Hospital Pharmacy Professionals Agreement Ratings

	Agreement Rating	Neutral Rating	Disagreement Rating
Compliance Officers (N = 27)	93.33%	6.67%	0.00%
Case Submission Module (N = 27)	51.85%	33.33%	14.82%
Scheduling Process (N = 27)	79.63%	18.52%	1.85%
PRP Tools (Pharmacists) (N = 14)	91.43%	8.57%	0.00%
Pharmacist Review (N = 14)	87.50%	12.50%	0.00%
Pharmacist Review Results (N = 14)	100.00%	0.00%	0.00%
PRP Tools (Pharmacy Technicians) (N = 13)	81.54%	18.46%	0.00%
Pharmacy Technician Review (N = 13)	73.08%	21.15%	5.77%
Pharmacy Technician Review Results (N = 13)	80.77%	11.54%	7.69%
Action Item Portal (N = 25)	71.00%	19.00%	10.00%

Community Pharmacists (N = 99)

Category	Overall Impact Rating
Counselling	+2.67
Documentation	+2.67
Patient Identification Verification	+2.31
PharmaNet Profile Check	+1.91

Rate the impact to your practice after the Pharmacy Review on a scale of -5 to +5. Use 0 as the baseline (i.e. before the practice review).

Community Pharmacy Technicians (N = 22)

Category	Overall Impact Rating
Documentation	+2.09
Patient Identification Verification	+1.77
Product Distribution	+1.41
Collaboration	+1.27

Rate the impact to your practice after the Pharmacy Review on a scale of -5 to +5. Use 0 as the baseline (i.e. before the practice review).

Hospital Pharmacists (N = 14)

Category	Overall Impact Rating
Patient Identification Verification	+2.07
Documentation	+1.93
Counselling	+1.71
Profile Check	+1.14

Rate the impact to your practice after the Pharmacy Review on a scale of -5 to +5. Use 0 as the baseline (i.e. before the practice review).

Hospital Pharmacy Technicians (N = 13)

Category	Overall Impact Rating
Documentation	+2.08
Patient Identification Verification	+2.00
Collaboration	+1.62
Product Distribution	+1.54

Rate the impact to your practice after the Pharmacy Review on a scale of -5 to +5. Use 0 as the baseline (i.e. before the practice review).

Application of Findings

This year, the story shared through feedback from pharmacy professionals is one of appreciation for the efforts of COs and PRP administrative staff, acknowledgement of the positive impact of practice reviews even in virtual form, and the difficulty of having to navigate through new layers of technology and unclear instructions in an unfamiliar program.

Changes to the program were made throughout the year in direct response to findings and feedback received from pharmacy professionals (Appendix B).

At the launch of virtual reviews, the PRP received a request to have some reviews conducted with live video observation rather than using case submissions. This was an unexpected request as live video observation was believed to be more intrusive and add technical challenges for pharmacy professionals. However, as live observation does serve as a valuable information gathering tool, the PRP quickly pivoted to include this option in the virtual review. A privacy impact assessment was conducted and the PRP adapted internal processes to allow live video observations in lieu of reviewing case submissions.

With the case submission module, the PRP identified confusion about what needed to be submitted early on and actively made changes to clarify requirements with pharmacy professionals. This included the development of improved case submission instructions and added CO phone support. In addition, the feedback about technical problems with the case submission module, upload process, and action item portal is being reviewed and assessed to identify improvements that can be made.

With regards to the scheduling process, as a result of the feedback received, additional time was provided to pharmacy professionals to respond to emails and submit cases.

Pharmacy professionals told us in their feedback that the newly developed PRP tools for virtual reviews were hard to find. In response to this, links to available resources were added directly into selection emails to increase the visibility of the tools available.

In response to challenges with Microsoft Teams, while COs helped with troubleshooting technical issues during reviews, PRP also changed internal processes to offer a test Microsoft Teams session with PRP administrative staff for pharmacy professionals before each review.

Pharmacy professionals also identified that parts of the practice review were not applicable to their specialized practice settings. At present, practice reviews primarily focus on assessing key foundational areas of pharmacy practice identified as having the greatest impact on patient safety. The PRP acknowledges that pharmacy professionals have expressed a desire to have reviews tailored to specialized practice settings and to assess clinical knowledge. This is a consideration that will be taken during future program development.

Survey and data findings also drive the regular PRP publication called PRP Insights. PRP Insights are articles written and available through Readlinks on the College's website that address areas identified by the PRP team, as being of interest or educational need for pharmacy professionals. The publication of articles plays a key role in maintaining patient safety by raising awareness, educating, and clarifying issues for pharmacy professionals to improve compliance in their practice. This fiscal year the PRP published PRP Insights on 6 topics, which addressed patient ID and counselling for deliveries, hospital pharmacy practice reviews, residential care, electronic signatures, gaps in providing patient counselling, and entering non-prescription drugs on a patient record. (Appendix L).

Practice review data and findings are also used to inform other departments, projects, and bylaw change considerations.

Despite initial positive responses to the new virtual review tool, the PRP acknowledges there is still work to be done. Continual and iterative improvements helped the PRP develop a robust in-person practice review model, and in turn, PRP aims to use the same approach to fine tune virtual reviews as well.

Conclusion

2020 was a year that no one could have imagined. Amidst the backdrop of a global pandemic, the College of Pharmacists of BC remained flexible and adaptable in its efforts to maintain its goal of better health through excellence in pharmacy and public safety.

A new virtual pharmacy professionals review model was successfully developed and soft launched within six months of the onset of the COVID-19 pandemic, and will continue to be useful for years to come as part of the College's Practice Review Program.

This year, the top non-compliance category identified for community pharmacists, community pharmacy technicians, and hospital pharmacy technicians was documentation. For hospital pharmacists, the top non-compliance category identified was counselling. Early data from virtual reviews shows similarities in results compared to in-person reviews conducted in the prior year, however, it is too soon to know if results are directly comparable. In the current refinement stage of the program, iterative changes are continuously made from CO and pharmacy professional feedback. As the virtual review process stabilizes, the PRP can begin to evaluate practice trends further.

Many important lessons were learned through feedback gathered from pharmacy professionals this year. These key lessons can be broken down into three main categories: technology, processes, and people.

Through the virtual review, pharmacy professionals are now exposed to more online applications from PRP than ever before. Pharmacy professionals told us about the confusion they were experiencing with the case submission module and action item portal user interface. Upload issues, browser compatibility, and mobile device compatibility also adversely affected the technology experience of pharmacy professionals. The College is actively reviewing these issues to assess how and where technology improvements can be made.

Since the first iteration of virtual reviews, several review processes have changed as a result of feedback. Pharmacy professionals reported needing more time for email acknowledgements and case submissions, more clarity in expectations and better instructions with respect to

overall use of the online tools. PRP heard this and made changes to several practice review processes to improve scheduling, deadlines, and the availability and awareness of support tools. This continual collection of feedback and improvement is critical to ensuring PRP delivers a consistently effective and valuable practice review process for pharmacy professionals and the assurance of public safety.

Lastly, feedback not only reiterated the value of knowledgeable and helpful COs performing practice reviews, but also highlighted the valuable support of PRP's administrative team in supporting review processes. This recognition may be due to the increased interaction by pharmacy professionals with the PRP administrative team for scheduling, case submissions, and troubleshooting. Pharmacy professionals also expressed that virtual reviews were not seen as a direct substitute for in-person reviews with some feedback highlighting the desire for person-to-person interaction. In-person visits provide unique insights from the ability to directly observe practice, while virtual reviews provide a high level of flexibility and reach for the PRP. In both cases, each type of practice review contributes positively to the capabilities of the PRP.

Going forward, it is important to keep an eye on challenges PRP may face in the future, particularly with respect to staffing, acceptance of virtual reviews post COVID-19, and the integration of data.

In addition, as the COVID-19 pandemic subsides, the PRP will need to determine what review format or combination of review formats will be most appropriate going forward. This will involve a detailed review of the program, current best practices, and consider principles of right touch regulation. If a combination of both approaches is used, careful consideration must be made to appropriately integrate and analyze data gathered. Over time we will be able to better understand the nuances and data differences between both types of practice review.

Monitoring pharmacy professional acceptance and sentiment towards virtual reviews will also be important if a combination of in-person and virtual reviews is used. The PRP will need to determine the best way to communicate our review selection strategy with pharmacy professionals so they are familiar with when to expect a virtual review and why.

While the PRP successfully launched and developed virtual practice reviews this year, as with any other new tool, its use and implementation will improve as time passes and further refinements are made.

As protection from the harmful effects of COVID-19 increase with the implementation of widespread vaccination programs, the PRP will explore the possibility of resuming in-person reviews considering transmission risk, safety of all parties, the Provincial Restart Plan, and WorkSafeBC requirements.

Appendix A: Virtual Practice Review Resources

General PRP Webpage

https://www.bcpharmacists.org/practice-review-program

Virtual Practice Review Overview

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5269-PRP_Virtual_Reviews_Info_Sheet.pdf

Virtual Practice Review Checklist

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5270-PRP_Virtual_Reviews_Registrant_Checklist.pdf

Case Submissions FAQ

https://www.bcpharmacists.org/library/5_Programs/5-2_PRP/5274-PRP_Virtual_Reviews_Case_Submission_FAQs.pdf

Microsoft Teams for Virtual Reviews Tutorial

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5271-PRP_MS_Teams_Tutorial.pdf

Action Item Tutorial

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5272-PRP_Action_Item_Follow_Up_Tutorial.pdf

Community Pharmacist Review Form

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5163-PRP_PharmProReview_Form.pdf

Community Pharmacy Technician Review Form

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5234-PRP_Community_PT_ProReview.pdf

Hospital Pharmacist Review Form

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5300-PRP_Hospital_PSPharmProReview_Form.pdf

Hospital Pharmacy Technician Review Form

http://library.bcpharmacists.org/5_Programs/5-2_PRP/5301-PRP_Hospital_PTPharmProReview_Form.pdf

Appendix B: Virtual Review Changes Resulting from Feedback

Month	Challenge/Feedback	Action/Outcome
September	Some pharmacies only have electronic documentation – pharmacy professionals were unable to submit case submissions in advance.	Change in process, no longer require case submissions prior to reviews if pharmacy professional can demonstrate compliance through live video or screen sharing during the review.
September	Registrants were not aware of the overall Practice Review Program process. Selection email focused primarily on scheduling and case submissions.	Change in email template, added PRP web page links to selection emails.
September	Pharmacy managers received an FYI phone call prior to sending selection email to registrants. This led to many queries and follow-up calls from pharmacy professionals.	Change in process; pharmacy managers are sent an email at the same time selection email is sent to pharmacy professionals.
September	Pharmacy professionals were unclear on how to submit prescriptions/examples for case submissions.	Change in email template, highlighted where the instructions are in the Case Submission Module.
September	Pharmacy professionals were unclear on what types of prescriptions/examples to submit for case submissions.	Change in process and instructions – more detail added to instructions and COs to follow up via telephone if needed.
September	Pharmacy professionals reported they did not have enough time to respond to selection email.	Change in process and email template, provide more time to respond.
October	Selection email had too many different due dates for the pharmacy professional to keep track of.	Change in process and email template, reduced to 1 due date for pharmacy professional availability and case submissions.
October	Selection email had too many hyperlinks in different areas.	Change in email template, moved all the hyperlinks to the end of the email body.

October	Pharmacy professionals had technical difficulties with Microsoft Teams.	Change in process, offer to test Microsoft Teams with admin assistant prior to the virtual review.
October	Pharmacy professionals that work at multiple pharmacies were unsure where to obtain case submissions from.	Developed new resources, FAQ for Case Submissions.
October	PRP staff unsure if pharmacy professionals need to redact personal health information (PHI) from case submissions, instructions to pharmacy professionals said yes.	Preliminary Privacy Impact Assessment (PPIA) confirmed that redacting PHI not required. Change in process and instructions, redacting PHI is optional.
November	Increased to 2 virtual reviews a day per compliance officer feedback – this was hard to do every day while meeting other responsibilities	Change in process, schedule 6-7 virtual reviews a week per compliance officer.
November	Pharmacy professionals unprepared for the virtual review i.e battery not charged, no headphones, forgot to turn on WiFi	Change in resources, added more items to the checklist.
January	Pharmacy professionals forgot details from their case submissions as they could have been submitted 1 to 2 months in advance.	Change in process, case submissions now due 1 week prior to actual review date instead of 1 week after receiving the selection email.

Appendix C: Virtual Pharmacy Professionals Review Process (Detailed)

Candidate Selection

The PRP currently prioritizes their virtual reviews by selecting pharmacy professionals who have yet to be reviewed and whose primary workplace has already been reviewed.

During the selection process, a random list of pharmacy professionals is chosen and screened. Pharmacy professionals who do not work primarily at a community or hospital pharmacy and those whose primary workplace has not yet been reviewed are removed from the selection list.

In the 2020-2021 fiscal year, 322 community pharmacists, 48 community pharmacy technicians, 67 hospital pharmacists and 44 hospital pharmacy technicians were selected and reviewed. A breakdown of pharmacy professionals review statistics and review categories can be found in Appendix C.

By district, the distribution of pharmacy professionals reviewed was 27% district 1 (Metro Vancouver), 26% district 2 (Fraser Valley), 8% district 3 (Vancouver Island/Coastal), 13% district 4 (Kootenay/Okanagan), 3% district 5 (Northern BC), 13% district 6 (Urban Hospitals) and 10% district 7 (Community Hospitals).

Virtual Review Process

The following description of PRP virtual review procedures is reflective of current processes. As the virtual review is being continually improved, processes may change in the future.

Scheduling and Pre-Review

With the confirmed candidate list, PRP administrative staff create individual review packages to help pharmacy professionals prepare for their upcoming assessments. Emails are sent to pharmacy managers and pharmacy professionals to communicate that they or a member of their staff have been selected for a virtual review (Appendix E). These selection emails contain links to several resources that can help pharmacy professionals prepare for their assessments.

These resources provide information outlining the review process, a virtual review checklist, case submission FAQs, and pharmacist/pharmacy technician review forms.

Pharmacy professionals have 7 days to acknowledge receipt of the email and respond with information such as the name of the pharmacy where case submissions will be coming from, where the virtual review will be conducted, and availability or restrictions to proposed review dates. PRP administrative staff follow up with pharmacy professionals they have not heard from after the one-week deadline.

Hospital pharmacy professionals are not required to provide availability information, as hospital pharmacy managers schedule their staff for virtual reviews using a PRP-provided scheduling template. PRP staff contact hospital pharmacy managers directly to review the scheduling process with them.

Once COs are assigned and scheduled for each review, administrative staff send out a confirmation email to each registrant with a unique Microsoft Teams meeting link and additional information about completing case submissions (Appendix E). Pharmacy professionals are required to acknowledge receipt of the confirmation email and complete their case submissions one week prior to their scheduled virtual review. COs will review case submissions provided by pharmacy professionals prior to virtual review sessions and contact them beforehand if case submissions are unclear or incomplete.

PRP administrative staff and COs follow up as necessary if receipt acknowledgement or case submissions are not completed by their due date.

Pharmacy managers will also receive a confirmation email with the finalized virtual review schedule for their selected staff (Appendix E).

During the entire scheduling and pre-review process, PRP administrative staff provide email and phone support for any questions that may arise, including Microsoft Teams technical support. COs also provide support and respond to virtual review questions as needed.

As part of the pre-review process, pharmacy professionals submit case examples which highlight their work according to pharmacy professionals review focus areas. The focus areas

for pharmacists include: Patient Identification Verification, Profile Check, Counselling, and Documentation. For pharmacy technicians, the virtual review focus areas include: Patient Identification Verification, Product Distribution, Collaboration, and Documentation.

During Review

At the scheduled time of the review, the assigned CO and pharmacy professional meet via a unique Microsoft Teams meeting link provided in the confirmation email. Pharmacy professionals can participate in their virtual review from any location as long as they can maintain privacy and confidentiality throughout the process, and patient health information does not leave the pharmacy. This includes prescription hard copies, copies of case submission materials, patient medication histories, etc.

Any issues with the connection, audio, or video are first resolved and the pharmacy professional is identified using a piece of photo ID viewed by the CO.
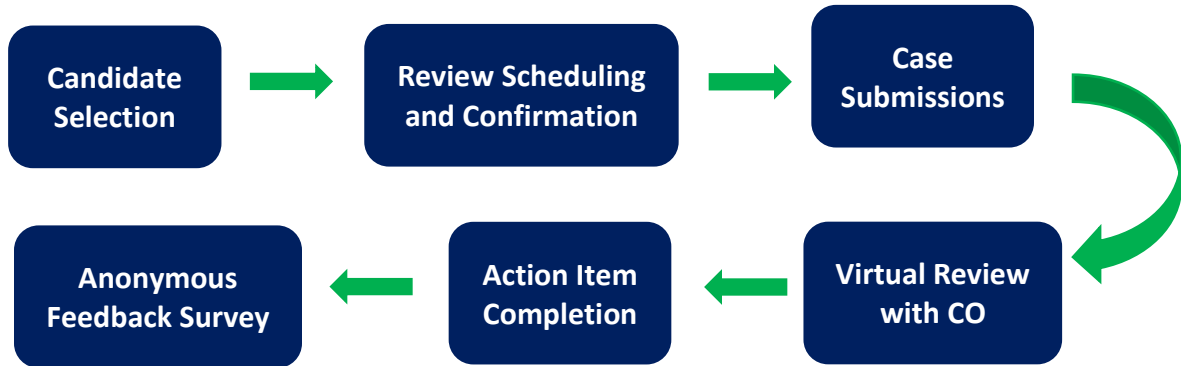
The virtual review involves a dialogue between the CO and pharmacy professional, with the CO gaining an understanding of what their day-to-day practice looks like and how it meets bylaw and policy requirements. This is achieved by reviewing case submissions, case recall, process description, and follow-up questioning by the CO. The virtual review between the CO and pharmacy professional typically lasts between 1.5 to 2 hours. It is then followed by additional data entry by the CO to prepare the review prior to submission.

Post-Review

After the virtual review, pharmacy professionals correct and address action items assigned to them in the PRP Action Item Follow Up portal. COs then review subsequent responses from pharmacy professionals and approve action items that have been appropriately addressed. Administrative staff provide support to troubleshoot any problems with the Action Item Follow Up portal as necessary.

Once action items are completed and approved, reviews are finalized and a voluntary, anonymous feedback survey is sent by email to pharmacy professionals.

Review Process Summary

```
┌──────────────┐      ┌──────────────────┐      ┌──────────────┐
│  Candidate   │ ──▶  │ Review Scheduling │ ──▶  │    Case      │
│  Selection   │      │ and Confirmation  │      │ Submissions  │
└──────────────┘      └──────────────────┘      └──────────────┘
                                                          │
                                                          ▼
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  Anonymous   │ ◀──  │ Action Item  │ ◀──  │Virtual Review│
│Feedback Survey│      │ Completion   │      │  with CO     │
└──────────────┘      └──────────────┘      └──────────────┘
```

In-Person vs Virtual Reviews

Over the past year, creating and launching the PRP virtual review has added a valuable tool to the PRP toolkit. Along the way, important lessons were learned about the nuances between conducting in-person and virtual reviews.

Notably, virtual reviews did not take less time to complete even with the elimination of CO travel. In fact, many aspects of virtual reviews took much more time than traditional in-person reviews. This required adaptive changes to PRP operational planning.

For example, with in-person reviews, the sole point of contact for PRP administrative staff was the pharmacy manager. Scheduling pharmacy professionals for the whole store was arranged through them and pharmacy managers completed the required pre-review checklist. No preparatory work was necessary from other pharmacy professionals being reviewed at the store.

In contrast, virtual reviews require PRP administrative staff to prepare individualized review packages for each pharmacy professional, as well as communicate with and schedule each person individually. Unlike in the past, each pharmacy professional must now complete case submissions prior to virtual reviews. In addition, PRP administrative staff are now responsible for providing and scheduling follow up and tech support to all pharmacy professionals being reviewed instead of just pharmacy managers.

For in-person reviews, COs typically review the pharmacy prior to conducting pharmacy professionals reviews and gain an understanding of the daily operations and processes of the pharmacy. In the case of virtual pharmacy professionals reviews, understanding the daily operations and processes of the pharmacy involves added steps such as reviewing case submissions beforehand and gathering information from pharmacy professionals at the beginning of a virtual review.

In addition, virtual reviews may require additional time spent solving technical problems such as audio/video issues, internet connection problems, Microsoft Teams access issues, etc.

In-person reviews allow for a better understanding of day-to-day pharmacy processes at a particular location, while virtual reviews allow COs to review any pharmacy professionals regardless of timing and geographical limitations. Both review formats equip the PRP with unique tools to ensure compliance is maintained and the safety of the public is protected.

Appendix D: Pharmacy Professionals Review Statistics and Review Categories

Number of Community Pharmacy Professionals Reviewed 2020-2021

Pharmacists	**322**
Pharmacy Technicians	**48**

Community Pharmacist Review Categories and Item Counts

CATEGORY	# ITEMS
Patient Identification Verification	6
PharmaNet Profile Check	17
Counselling	28
Documentation	54
Total	**105**

Community Pharmacy Technician Review Categories and Item Counts

CATEGORY	# ITEMS
Patient Identification Verification	6
Product Distribution	33
Collaboration	24
Documentation	28
Total	**91**

Number of Hospital Pharmacy Professionals Reviewed 2020-2021

Pharmacists	**67**
Pharmacy Technicians	**44**

Hospital Pharmacist Review Categories and Item Counts

CATEGORY	# ITEMS
Patient Identification Verification	21
Profile Check	32
Counselling	26
Documentation	36
Total	**115**

Hospital Pharmacy Technician Review Categories and Item Counts

CATEGORY	# ITEMS
Patient Identification Verification	21
Product Distribution	50
Collaboration	27
Documentation	15
Total	**113**

Appendix E: Sample Selection and Confirmation Email Templates

Sample Selection Email (Pharmacy Professional)

Dear **Pharmacy Professional**,

In response to the COVID-19 pandemic, the College is now conducting reviews of pharmacy professionals virtually. This enables the College to continue to protect public safety by improving compliance with Bylaws and Professional Practice Policies and ensuring consistent delivery of pharmacy services across BC, without requiring on-site reviews.

The Practice Review Program has two components: The Pharmacy Review and the Pharmacy Professionals Review. Our records indicate that your individual Pharmacy Professionals Review is still outstanding. This email is to inform you that you are scheduled for a Pharmacy Professionals Review between **Proposed Date Range**. Your Pharmacy Manager at **Pharmacy Name** has been notified.

The Pharmacy Professionals Review will take approximately 1.5 to 2 hours and will be conducted virtually through Microsoft Teams from your place of employment or another location where privacy and confidentiality can be maintained throughout the review. Prior to the review you need to submit prescription/order examples to demonstrate compliance with each focus area through the secure Case Submission module.

By **Response Deadline Date**:
- respond to this email to confirm:
    - receipt of this email
    - your availability between **Proposed Date Range** including any restrictions
    - name of pharmacy where your case submissions are coming from if different than the pharmacy indicated above (include PharmaCare Code)
        - you must inform that Pharmacy Manager prior to doing so
    - name of pharmacy where you plan to have your virtual review at if different than the pharmacy indicated above (include PharmaCare Code)

At least 1 week prior to your confirmed review date:

- submit prescription/order examples to demonstrate compliance with each focus area through the Case Submission Module
  - collect examples of your work that are relevant to the focus areas for submission and discussion with your Compliance Officer during the virtual Practice Review
  - prescription/order examples are only to be shared through the secure Case Submission Module and must not be removed from the pharmacy
  - instructions are available in the module by clicking the "Help" button, FAQ's are also available

You will receive an email with your confirmed review date and time along with your virtual review Microsoft Teams meeting link.

Click on the below links to access the available resources:

- General PRP Webpage
- Virtual Practice Review Overview
- Virtual Practice Review Checklist
- Case Submissions FAQ
- Pharmacist Review Form
- Pharmacy Technician Review Form

If you have any questions or concerns about how this applies to your practice, please contact the Practice Reviews administrative team by phone at 604.733.2440/ 800.663.1940 or by email at PRP@bcpharmacists.org.

Regards,

Ashifa Keshavji, B.Sc. (Pharm.), R.Ph.
Director of Practice Reviews and Quality Assurance | College of Pharmacists of BC
604.733.2440 | 1.800.663.1940 | www.bcpharmacists.org

Sample Selection Email (Pharmacy Manager)

Dear **Pharmacy Manager**,

In response to the COVID-19 pandemic, the College is now conducting reviews of pharmacy professionals virtually. This enables the College to continue to protect public safety by improving compliance with Bylaws and Professional Practice Policies and ensuring consistent delivery of pharmacy services across BC, without requiring on-site reviews.

This email is to inform you that the following registrant(s) practicing at your pharmacy are/is required to be scheduled for virtual Pharmacy Professionals Review(s) from **Proposed Date Range**.

Registrant Name(s):
Pharmacy Professional Name(s)

If you need to remove registrants on your staff roster, please respond to this email and log on to eServices and select Pharmacy Portal to manage the staff roster.

The registrant(s) have been notified and have the option to have their review at the pharmacy or another location that can maintain privacy and confidentiality throughout the review. The review takes approximately 1.5 to 2 hours and will be conducted through Microsoft Teams. They will be required to submit prescription/order examples to demonstrate compliance with each focus area through the Case Submission Module. Please note prescription/order examples are only to be shared through the secure Case Submission Module and must not be removed from the pharmacy.

More information on the Practice Review Program is available on the College website bcpharmacists.com/prp, including information on virtual Practice Reviews and details on the areas covered by the Pharmacy Professionals Review for pharmacists and pharmacy technicians.

If you have any questions or concerns about how this applies to your practice, please contact the Practice Reviews administrative team by phone at 604.733.2440/ 800.663.1940 or by email at PRP@bcpharmacists.org.

Regards,

Ashifa Keshavji, B.Sc. (Pharm.), R.Ph.
Director of Practice Reviews and Quality Assurance | College of Pharmacists of BC
604.733.2440 | 1.800.663.1940 | www.bcpharmacists.org

Sample Confirmation Email (Pharmacy Professional)

Dear **Pharmacy Professional**,

This email is to confirm you are scheduled for a virtual Pharmacy Professionals Review on **Date and Time of Review**. The Pharmacy Manager at **Pharmacy Name** has been informed. **Please confirm receipt of this email by replying "YES".**

Information on the virtual Practice Review Program and checklist are available to help you prepare.

You must complete the following 1 week prior to your review date:
- submit prescription/order examples to demonstrate compliance with each focus area through the Case Submission Module
    - collect examples of your work that are relevant to the focus areas for submission and discussion with your Compliance Officer during the virtual Practice Review
    - prescription/order examples are only to be shared through the secure Case Submission Module and must not be removed from the pharmacy
    - instructions are available in the module by clicking the "Help" button, FAQ's are also available
- respond to this email again to confirm when you have completed your case submission

Prior to the review, ensure you:
- reviewed the Pharmacy Professionals Review form and are prepared to discuss your submitted prescription/order examples to demonstrate compliance
- identified a location that can maintain privacy and confidentiality throughout the review
- have internet connection and a device capable of supporting videoconferencing (audio and visual) on Microsoft Teams
- have government issued photo identification and your eServices login and password

Click **here** to access the virtual review link at least 15 minutes in advance.

The Microsoft Teams for Virtual Reviews Tutorial is available here.

More information on the Practice Review Program is available on the College website bcpharmacists.com/prp, including details on the areas covered by the Pharmacy Professionals Review for pharmacists and pharmacy technicians.

If you have any questions about the program or using Microsoft Teams, please contact the Practice Reviews administrative team by phone at 604.733.2440/800.663.1940 or by email at prp@bcpharmacists.org.

Regards,

Ashifa Keshavji, B.Sc. (Pharm.), R.Ph.
Director of Practice Reviews and Quality Assurance | College of Pharmacists of BC
604.733.2440 | 1.800.663.1940 | www.bcpharmacists.org

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Please consider the environment before printing this email.

Sample Confirmation Email (Pharmacy Manager)

Dear **Pharmacy Manager**,

This email is to confirm the following registrant(s) practicing at your pharmacy is/are scheduled for virtual Pharmacy Professionals Review(s). The registrant(s) have been notified and have the option to have their review at the pharmacy or another location that can maintain privacy and confidentiality throughout the review.

Registrant Name	**Review Date**	**Review Time**
Pharmacy Professional Name(s)	**Review Date(s)**	**Review Time(s)**

More information on the Practice Review Program is available on the College website bcpharmacists.com/prp, including details on the areas covered by the Pharmacy Professionals Review for pharmacists and pharmacy technicians.

If you have any questions about the program or using Microsoft Teams, please contact the Practice Reviews administrative team by phone at 604.733.2440/800.663.1940 or by email at prp@bcpharmacists.org.

Regards,

Ashifa Keshavji, B.Sc. (Pharm.), R.Ph.
Director of Practice Reviews and Quality Assurance | College of Pharmacists of BC
604.733.2440 | 1.800.663.1940 | www.bcpharmacists.org

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Please consider the environment before printing this email.

Appendix F: Registrant Feedback Survey

Sample Registrant Feedback Survey Invitation

College of Pharmacists of British Columbia

Dear Name,

The goal of the Practice Review Program is to have all registrants and practice settings not only meet, but exceed College standards. We encourage you and your staff to continue to self-assess your pharmacy and practice on a regular basis in order to provide your patients with "better health through excellence in pharmacy".

This email confirms that your Pharmacy Professionals Review conducted at PHARMACY between Review Dates is now complete. A full Pharmacy Professionals Review report is available on eServices.

We invite and encourage you to complete a voluntary survey on the Practice Review Program at http://questionnaire.simplesurvey.com/f/l/PRPCommunityPracticeRegistrantFeedbackSurvey2019-20 before Due Date. If you are a Pharmacy Manager, you only need to complete the survey once.

Regards,
Ashifa Keshavji, B.Sc.(Pharm.), R.Ph.
Director of Practice Reviews and Quality Assurance | College of Pharmacists of BC
604.733.2440 | 1.800.663.1940 | www.bcpharmacists.org

Sample Email Reminder

College of Pharmacists
of British Columbia

Dear   **Name**

This is a reminder to complete the voluntary Practice Review Program Feedback Evaluation Survey by   Due Date . Please ignore this email if you have already completed the survey. We appreciate your feedback.

Sincerely,
Ashifa Keshavji, B.Sc.(Pharm.), R.Ph.
Director of Practice Reviews and Quality Assurance | *College of Pharmacists of BC*
604.733.2440 | 1.800.663.1940 | www.bcpharmacists.org

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Appendix G: Survey Data Collection and Processing Methodology

Overall Rating Score

The 7-point Likert scale provides respondents the opportunity to rate their agreement/disagreement to practice review related statements. Responses range from *strongly agree* to *strongly disagree*. When analyzing responses, *agree* and *strongly agree* indicated agreement, while *disagree* and *strongly disagree* indicated disagreement, and *somewhat agree*, *neutral,* and *somewhat disagree* indicated a neutral response.

Responses to several statements within each category are collected. For example, in the Compliance Officers category, responses to 5 individual statements are collected. The overall rating score combines the feedback of all 5 statements into an overall rating to provide a measure of performance for the Compliance Officers category as a whole. Managing data in this manner allows for a large volume of discrete data points to be more easily interpreted and actionable. These overall rating scores provide a substantive summary of collected responses, ultimately providing a proxy measurement of the PRP's performance according to pharmacy professionals.

The formulas below outline the overall rating score calculation used. The limitation of using overall rating scores is that while it provides an overview of performance within a category there is the potential for loss of specific feedback related to individual statements. Poor scores and positive scores will lower and raise an overall rating score respectively, however, which specific statement within a category may have led to the positive or negative shift would not be known using an overall rating score. This concern can readily be addressed as overall rating scores that raise concern can be investigated further by reviewing more detailed data.

Overall Rating Score Calculation

$$Agreement\ Rating\ \% = \frac{\#\ Agree + \#\ Strongly\ Agree}{Total\ \#\ of\ Responses}\ x\ 100$$

$$Neutral\ Rating\ \% = \frac{\#\ Somewhat\ Agree + \#\ Neutral + \#\ Somewhat\ Disagree}{Total\ \#\ of\ Responses}\ x\ 100$$

$$Disagreement\ Rating\ \% = \frac{\#\ Disagree + \#\ Strongly\ Disagree}{Total\ \#\ of\ Responses}\ x\ 100$$

Overall Impact Rating

Impact rating questions ask respondents to rate how they feel the practice review has impacted their practice. A scale of +5 to -5 was used with 0 identified as the baseline of no impact at all. A positive score indicates a positive impact on practice while a negative score indicates a negative impact on practice.

Feedback collected from impact rating questions is analyzed and collated into an overall impact rating with the formula below. Using an averaging approach, information from hundreds of individual impact rating scores are combined and interpreted as a whole. Substantively summarizing data in this way enhances understanding and allows the PRP to make responsive changes as necessary.

A limitation of using the overall impact rating is that averaging can obscure information related to the distribution of responses. For example, an average score of +2.5 does not tell us whether the majority of scores received were around +2.5, or whether half of the scores received were +5 and the other half were 0. Similar to overall rating scores, the entirety of the raw data for impact rating questions is available for review if further analysis is required.

Overall Impact Rating Calculation

$$Overall\ Impact\ Rating = \frac{Sum\ of\ impact\ scores}{Total\ count\ of\ impact\ scores}$$

Open-Ended Comments

Qualitative data obtained from open-ended comments provides valuable feedback on respondents' personal experiences. Each comment is reviewed by PRP staff and grouped into themes. When theming, PRP staff review each submission to identify the underlying message

within the comment. To minimize the risk of misinterpretation, comments that do not clearly fit within an existing category are placed in a category of their own. These single outlier comments, while small in number, are still valuable as they provide insight that may otherwise not be available to the PRP team. Once comments are themed they are added to a tally. For example, the comment:

> *"The website is not user friendly. My browser was not supported, College email response was 3 days later. Even then the only suggestion was to download Chrome. I use Safari, a commonly used browser. This should be an option for members to use."*

is themed "would like Safari compatibility" and tallied with that category.

This process of theming comments was implemented with the goal of improving interpretation of the large amount of raw comment data. While the PRP recognizes a limitation of theming comments is that not all individual nuances in comments can be captured through theming, the benefit of being able to clearly identify and act on trends is felt to outweigh the risk of losing some of the individual nuances in comments. Risks associated with theming are minimized through retaining all raw data to allow for the review of individual comments. Respondent comments are a valuable part of the overall data collected to establish a clear picture of PRP performance.

Appendix H: Registrant Feedback Survey Questions

Compliance Officer Section Questions:

My Compliance Officer:
1. Was knowledgeable in current bylaws.
2. Was polite and professional.
3. Was able to answer my questions during and/or after the review.
4. Provided adequate support to complete my action item(s).
5. Made me feel comfortable to ask questions or seek clarification.

Case Submission Module Section Questions:

1. I received clear instructions on how to complete the Case Submission Module.
2. The Case Submission Module was user-friendly.
3. Submitting prescription/order examples through the Case Submission Module helped me prepare for the Pharmacy Professionals Review.

- *How long did it take you to complete the Case Submission?*
- *Did you experience any technical difficulties when completing the Case Submission Module?*
- *Did you receive satisfactory technical support from the PRP department?*
- *How could the Case Submission Module be improved?*

Scheduling Process Section Questions:

1. The PRP department was helpful when I had questions or concerns related to scheduling.
2. I had adequate time to prepare for the Pharmacy Professionals Review.

- *How could the scheduling process be improved?*

Practice Review Program Tools (Pharmacists/Pharmacy Technicians) Section Questions:

1. I received clear instructions on how to access the virtual Practice Review Program information.
2. The virtual Practice Review Program resources have clear information about the program, including the overall review process.
3. I read the Pharmacy Professionals Review Form before my review.

4. I understood what to expect from a Pharmacy Professionals Review after reading the form.
5. The PRP Support Tools for the focus areas were helpful resources.

Pharmacist/Pharmacy Technician Review Section Questions:

1. My Pharmacy Professionals Review reflects minimum standards as set by the College under the 4 focus areas.
2. The Pharmacy Professionals Review was conducted as expected from the program information I received.
3. My Pharmacy Professionals Review was conducted in a manner that was as least disruptive to my practice as possible.
4. Microsoft Teams, the platform used for the virtual review, was user friendly.

Pharmacist/Pharmacy Technician Review Results Section Questions:

1. My Pharmacy Professional Review results accurately reflected the review.
2. The focus areas of the Pharmacy Professionals Review are relevant to my practice.

Pharmacist/Pharmacy Technician Review Impact Section Questions:

- *Rate the impact to your practice after the Pharmacy Professionals Review. Use 0 as the baseline (i.e. before the practice review).*
- *How has the Pharmacy Professionals Review impacted your practice overall?*

Pharmacy Professionals Review: How to Improve? Section Questions:

- *How could the Pharmacy Professionals Review better assess your practice?*

Action Items Section Questions:

1. I received clear instructions on how to review my action items and submit them on the Action Item portal.
2. The Action Item Tutorial was helpful.
3. The Action Item Portal was user-friendly.
4. I had sufficient time to complete my action item(s).

- *Did you experience any technical difficulties when submitting your action items on the portal?*
- *Did you receive satisfactory technical support from the PRP department?*
- *How could the Action Item Portal be improved?*

Additional Feedback Section Questions:

- *Please provide any feedback on the Practice Review Program that has not been addressed in the survey*

Appendix I: Survey Responses and Practice Reviews Completed by District and Practice Setting

Survey Responses by Practice Setting

Community Pharmacy Feedback Survey Statistics	
Pharmacy Professionals who Received the Survey	315
Complete Responses	121 (38%)
Community Pharmacist Respondents	99 (82%)
Community Pharmacy Technician Respondents	22 (18%)

Hospital Pharmacy Feedback Survey Statistics	
Pharmacy Professionals who Received the Survey	100
Complete Responses	27 (27%)
Hospital Pharmacist Respondents	14 (52%)
Hospital Pharmacy Technician Respondents	13 (48%)

Appendix J: Community Pharmacy Professionals Review Top Non-Compliance Items

Community Pharmacists

Documentation

N = 54 items reviewed

2020 – 2021	
Rank 1	The pharmacist **reviewed the personal health information** stored in the PharmaNet database but did not include his/her written confirmation for doing so on the prescription.
2	The registrant verified **patient identification** but did not include his/her written confirmation for doing so on the prescription.
3	The registrant verified patient **allergy** information but did not include his/her written confirmation for doing so on the prescription.
4	The pharmacist was unable to provide documentation to the Compliance Officer to show written confirmation for **reviewing the personal health information** stored in the PharmaNet database.
5	The registrant was unable to provide documentation to the Compliance Officer to show written confirmation for performing the **final check** including when dispensing a balance owing.

Counselling

N = 28 items reviewed

2020 – 2021	
Rank 1	The pharmacist/patient consultation for a **new** prescription did not include information on actions for **missed doses**.
2	The pharmacist/patient consultation for a **new** prescription did not include **refill** information.
3	The pharmacist/patient consultation for a **new** prescription did not include **storage** requirements.

4	The pharmacist/patient consultation for a **new** prescription did not include information on **how to monitor** therapy response.
5	The pharmacist/patient consultation for a **REFILL** prescription did not include the **purpose** of the drug.

Patient Identification Verification

N = 6 items reviewed

2020 – 2021	
Rank 1	Positive identification was not achieved by viewing one piece of primary identification or two pieces of secondary identification.
2	The registrant did not positive identify a patient who is not known to him/her.
3	The registrant did not take reasonable steps to confirm the identity of a patient before providing pharmacy service.
4	The registrant did not take reasonable steps to confirm the identity of a patient's **representative** before providing pharmacy service.

PharmaNet Profile Check

N = 17 items reviewed

2020 – 2021	
Rank 1	The pharmacist did not review the patient's personal health information stored on the PharmaNet database before dispensing a drug.

Community Pharmacy Technicians

Documentation

N = 28 items reviewed

2020 – 2021	
Rank 1	The registrant verified patient **allergy** information but did not include his/her written confirmation for doing so on the prescription.
2	The registrant performed the **final check** of a prescription but did not include his/her written confirmation for doing so on the prescription.
3	The registrant was unable to provide documentation to the Compliance Officer to show written confirmation for **verifying patient identification**.
4	The registrant was unable to provide documentation to the Compliance Officer to show written confirmation for verifying patient **allergy** information.
5	The registrant **verified patient identification** but did not include his/her written confirmation for doing so on the prescription.

Product Distribution

N = 33 items reviewed

2020 – 2021	
Rank 1	The pharmacy technician performing the final check of a prepared prescription did not ensure that the prescription product matches the information on the manufacturer's label: **strength**.
2	The pharmacy technician performing the final check of a prepared prescription did not ensure that the prescription product **label** matches the information on the manufacturer's label: **dosage form.**
3	The pharmacy technician performing the final check of a prepared prescription did not ensure that the prescription product **label** matches the information on the manufacturer's label: **drug**.
4	The pharmacy technician performing the final check of a prepared prescription did not ensure that the prescription product matches the information on the manufacturer's label: **drug**.
5	The pharmacy technician performing the final check of a prepared prescription did not ensure that the prescription product **label** matches the information on the manufacturer's label: **drug identification numbe**r.

Collaboration

N = 24 items reviewed

2020 – 2021
Rank 1   The pharmacy technician did not identify his or her registrant class in an interaction with a **patient**.
2   The pharmacy technician performed a task described in (i) sections 12: **counselling a prescription drug**.
3   The pharmacy technician did not identify his or her registrant class in an interaction with a **practitioner**.
4   The pharmacy technician performed a task described in (i) sections 11(4): **reviewing PharmaNet and acting on appropriateness of a drug or a drug therapy problem**.
5   The pharmacy technician performed a task described in (i) sections 13(2): **counselling a schedule 2 drug**.

Patient Identification Verification

N =6 items reviewed

2020 – 2021
Rank 1   Positive identification was not achieved by viewing one piece of primary identification or two pieces of secondary identification.
2   The registrant did not positive identify a patient who is not known to him/her.
3   The registrant did not take reasonable steps to confirm the identity of a patient before providing pharmacy service.
4   The registrant did not take reasonable steps to confirm the identity of a patient's **representative** before providing pharmacy service.

Appendix K: Hospital Pharmacy Professionals Review Top Non-Compliance Items

Hospital Pharmacists

Counselling

N = 26 items reviewed

2020 - 2021	
Rank 1	The full pharmacist, or a limited or student pharmacist under the direct supervision of a full pharmacist, did not provide information regarding (iii) action to be taken in the event of a **missed dose** when providing drug consultation to an outpatient or the outpatient's representative, or to an inpatient on request.
2	The full pharmacist, or a limited or student pharmacist under the direct supervision of a full pharmacist, did not provide prescription **refill** information when providing drug consultation to an outpatient or the outpatient's representative, or to an inpatient on request.
3	The full pharmacist, or a limited or student pharmacist under the direct supervision of a full pharmacist, did not provide directions for use of the drug including the **frequency, duration and route of therapy** when providing drug consultation to an outpatient or the outpatient's representative, or to an inpatient on request.
4	The full pharmacist **did not consult** with the patient or patient's representative at the time of dispensing a new or refill prescription in person or, where not practical to do so, by telephone.
5	The full pharmacist, or a limited or student pharmacist under the direct supervision of a full pharmacist, did not discuss **storage** requirements when providing drug consultation to an outpatient or the outpatient's representative, or to an inpatient on request.

Documentation

N = 36 items reviewed

2020 - 2021	
Rank 1	Documentation in the patient record did not include the recording date and time.
2	The full pharmacist did not document allergies, adverse drug reactions and intolerances.
3	The full pharmacist did not document recommendations for changes in drug selection, dosage, duration of therapy, and route of administration.

| 4 | The registrant reviewed the personal health information stored in the PharmaNet database but did not include his/her written confirmation for doing so on the outpatient prescription. |
| 5 | The registrant performed the consultation but did not include his/her written confirmation for doing so on the outpatient prescription. |

Patient Identification Verification

N = 21 items reviewed

2020 - 2021	
Rank 1	The registrant did not positively identify an outpatient by viewing one piece of primary identification or two pieces of secondary identification.
2	The registrant used only one person-specific identifier to confirm the identity of a patient before providing a pharmacy service.
3	The registrant used a patient's room and/or bed number as a person-specific identifier to confirm the identity of a patient before providing a pharmacy service.
4	The registrant used only the last name to confirm the identity of a patient before providing a pharmacy service.
5	The registrant did not take reasonable steps to confirm the identity of a patient before providing a pharmacy service that required using patient personal health information.

Profile Check

N = 32 items reviewed

2020 - 2021	
Rank 1	The full pharmacist did not review the pharmacy patient record before dispensing the patient's drug and at appropriate intervals thereafter to assess (c) allergies, adverse drug reactions and intolerances.

Hospital Pharmacy Technicians

Documentation

N = 15 items reviewed

2020 - 2021
Rank 1	The registrant verified patient identification but did not include his/her written confirmation for doing so on the outpatient prescription.
2	The registrant verified patient allergy information but did not include his/her written confirmation for doing so on the outpatient prescription.
3	The registrant, when preparing a prescription product, did not documented their identity in writing.
4	The registrant did not verify patient allergy information and did not included his/her written confirmation for doing so on the prescription.
5	The registrant, when performing the final check of a prescription product, did not documented their identity in writing.

Patient Identification Verification

N = 21 items reviewed

2020 - 2021
Rank 1	The registrant used **only one** person-specific identifier to confirm the identity of a patient before providing a pharmacy service.
2	The registrant did not positively identify an outpatient by viewing one piece of primary identification or two pieces of secondary identification.
3	The registrant did not use **any** person-specific identifiers to confirm the identity of a patient before providing a pharmacy service.
4	The registrant used a patient's room and/or bed number as a person-specific identifier to confirm the identity of a patient before providing a pharmacy service.
5	The registrant did not take reasonable steps to confirm the identity of a patient before providing a pharmacy service that required accessing of patient personal health information.

Product Distribution

N = 50 items reviewed

2020 - 2021	
Rank 1	The registrant, when **performing the final check** of an outpatient prescription product, did not ensure that a **pharmacist had completed a clinical assessment** of the prescription by reviewing the patient profile.
2	The registrant, when **preparing** an outpatient prescription product, did not ensure the prescription product label matched the prescription information and the information on the manufacturer's label: the **drug identification number**.
3	The registrant, when **performing the final check** of an outpatient prescription product, did not ensure the prescription product and the prescription product label match the prescription information and the information on the manufacturer's label with respect to: the **drug identification number**
4	The registrant, when **preparing** an outpatient prescription product, did not ensure the prescription included the **dosage instructions** including the refill authorization if applicable, including the number of refills and interval between refills.
5	The registrant, when **preparing** an outpatient prescription product, did not ensure the prescription included the **date** the prescription was written.

Collaboration

N = 27 items reviewed

2020 - 2021	
Rank 1	The pharmacy technician, when gathering, reviewing, entering and/or updating the information required to create and/or maintain a patient record, did not review the patient's allergies.
2	The pharmacy technician, when requesting patient information on the phone with a nurse, did not identify his/her registrant class.
3	The pharmacy technician did not use effective written communication skills.
4	The pharmacy technician, when answering the telephone, did not identify his/her registrant class.
5	The pharmacy technician, when working in the hospital pharmacy or hospital pharmacy satellite performed tasks restricted to full pharmacists in section 13 (Patient Oriented Pharmacy Practice) of this Part.

Appendix L: 2020-2021 PRP Insights Articles

Reminder of the Importance of Patient Identification and Counselling, Including for Deliveries

https://www.bcpharmacists.org/readlinks/reminder-importance-patient-identification-and-counselling-including-deliveries

Hospital Pharmacy Practice Review – Responding to Registrant Feedback

https://www.bcpharmacists.org/readlinks/prp-insights-hospital-pharmacy-practice-review-responding-registrant-feedback

Residential Care (Part 2)

https://www.bcpharmacists.org/readlinks/prp-insights-residential-care-part-2

Electronic Signatures Clarified

https://www.bcpharmacists.org/readlinks/prp-insights-electronic-signatures-clarified

Addressing Gaps in the Provision of Patient Counselling in Community and Hospital Settings

https://www.bcpharmacists.org/readlinks/prp-insights-addressing-gaps-provision-patient-counselling-community-and-hospital-settings

Entering Schedule II, III and Unscheduled Drugs on a Patient's Record

https://www.bcpharmacists.org/readlinks/prp-insights-entering-schedule-ii-iii-and-unscheduled-drugs-patients-record

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5. Practice Review Program Annual Report

Tracey Hagkull

Chair (2020-2021), Practice Review Committee

Peter Williams

Chair (2021-2022), Practice Review Committee

James Van

Community Pharmacy Compliance Officer

Outline

- Background

- Virtual Pharmacy Professional Review Results

- Feedback Survey Results

- Application of Findings
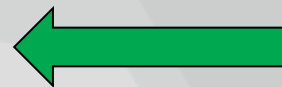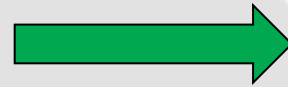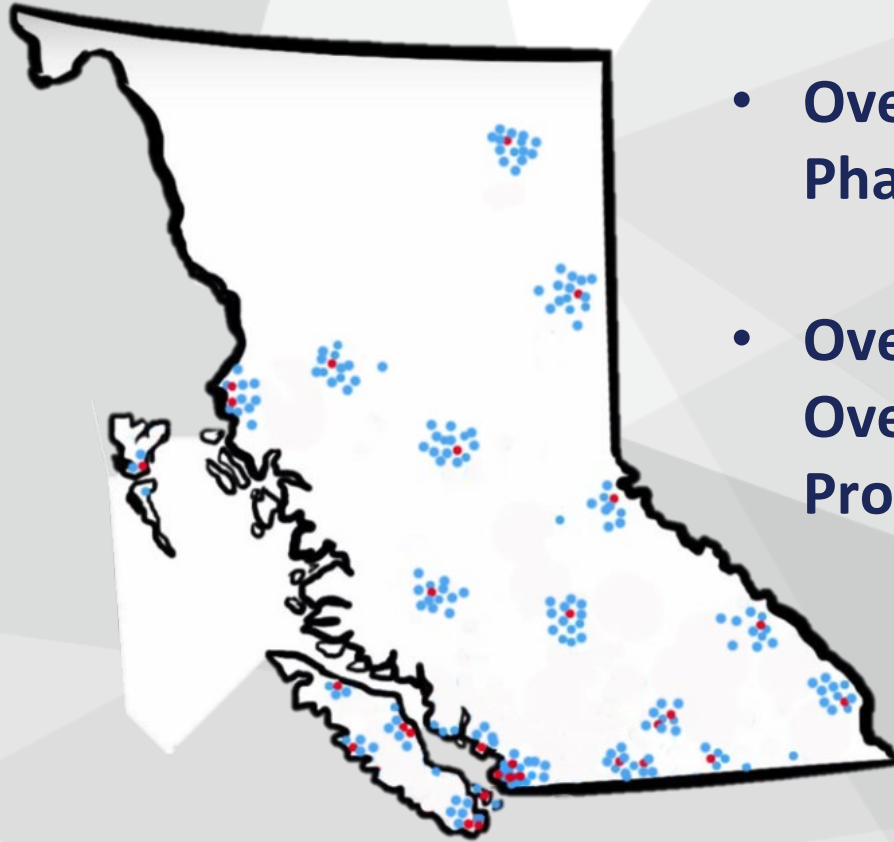
- Next Steps

Background

Public Health Emergency → **Virtual Review Development** → **Virtual Review Launch**

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Public Health Emergency

- March 17, 2020 – Public Health Emergency declared in BC.
- Practice support inquiry volume tripled.
  - o Additional Compliance Officers deployed to address query volume and provide rapid responses.
- On-site practice reviews halted until Phase 4 of the BC Restart Plan.
  - o Open reviews with outstanding action items postponed until July 2020.
- Development and implementation of virtual pharmacy professional reviews initiated.

Virtual Review Development

- Key Considerations
  - Provincial restart plan
  - WorkSafeBC requirements
  - Protection of personal health information
  - Corporate/health authority policies

Virtual Review Development

- March 2020 to September 2020
  - o Operational needs evaluation
  - o Environmental scan with other regulators
  - o Preliminary privacy impact assessment
  - o New applications and resources developed
  - o Staff training conducted

Virtual Review Launch

- Virtual Pharmacy Professional Reviews launched with first selections September 28, 2020.
  - First review conducted October 8, 2020.
- Continual monitoring of feedback led to several iterative changes throughout the year.

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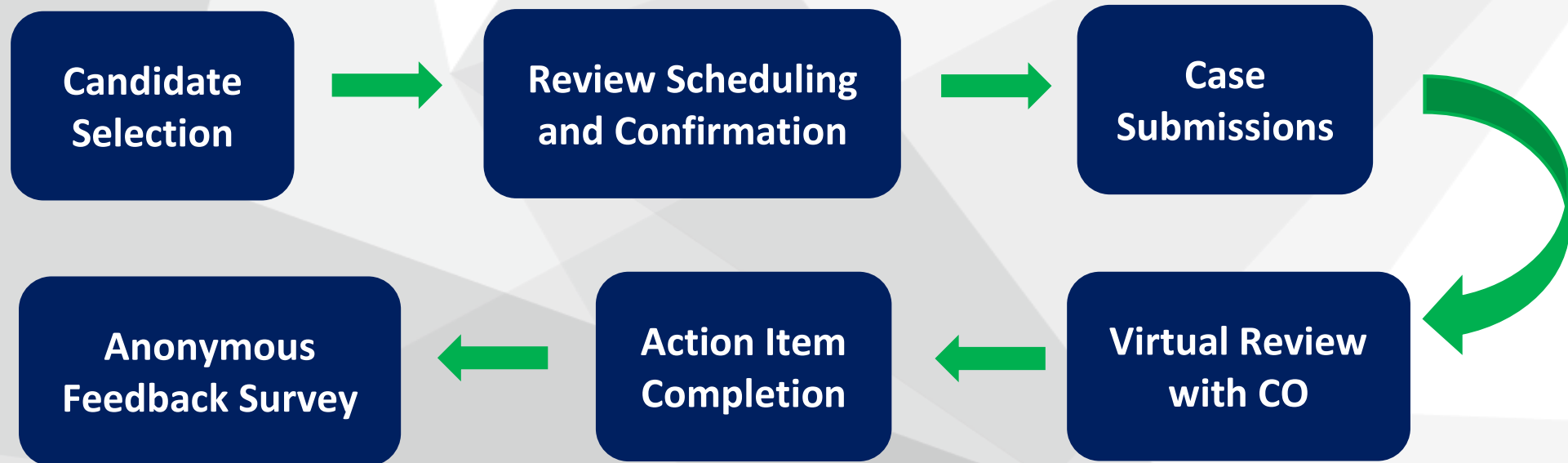
Virtual Pharmacy Professional Reviews Conducted 2020-2021

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	Pharmacists	Pharmacy Technicians
Community	322	48
Hospital	67	44
Total	389	92

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2020-2021

VIRTUAL PHARMACY
PROFESSIONAL REVIEW RESULTS

Virtual Pharmacy Professional Review Categories

Pharmacy Technicians

Category
Patient Identification Verification
Product Distribution
Collaboration
Documentation

Virtual Pharmacy Professional Review Categories

Pharmacists

Category
Patient Identification Verification
Profile Check
Counselling
Documentation

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Top Non-Compliance Categories (Year-Over-Year)

Community Pharmacy Technicians

2018 – 2019*	2019 – 2020*	2020 – 2021#
Documentation	Documentation	Documentation
Collaboration	Product Distribution	Product Distribution
Product Distribution	Collaboration	Collaboration
Patient Identification Verification	Patient Identification Verification	Patient Identification Verification

* = In-Person Review   # = Virtual Review

Top Non-Compliance Categories (Year-Over-Year)

Community Pharmacists

2018 – 2019*	2019 – 2020*	2020 – 2021#
Counselling	Counselling	Documentation
Documentation	Documentation	Counselling
Patient Identification Verification	Patient Identification Verification	Patient Identification Verification
PharmaNet Profile Check	PharmaNet Profile Check	PharmaNet Profile Check

= In-Person Review   # = Virtual Review

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Top Non-Compliance Categories (Year-Over-Year)

Hospital Pharmacy Technicians

2018 – 2019*	2019 – 2020*	2020 – 2021#
Patient Identification Verification	Documentation	Documentation
Documentation	Patient Identification Verification	Patient Identification Verification
Collaboration	Collaboration	Product Distribution
Product Distribution	Product Distribution	Collaboration

* = In-Person Review   # = Virtual Review

Top Non-Compliance Categories (Year-Over-Year)

Hospital Pharmacists

2018 – 2019*	2019 – 2020*	2020 – 2021#
Counselling	Counselling	Counselling
Patient Identification Verification	Documentation	Documentation
Documentation	Profile Check	Patient Identification Verification
	Patient Identification Verification	Profile Check

*= In-Person Review   # = Virtual Review

Post-Review

- After virtual review, pharmacy professionals work with COs to correct non-compliance items over the next 30 days.

- Once all non-compliance items are resolved and approved, the review is complete.

- Upon completion, pharmacy professionals are considered to be in compliance with bylaws at that point and can provide feedback.

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2020-2021

FEEDBACK SURVEY RESULTS

Registrant Feedback Survey

Community Response Rate:

- 38% of reviewed pharmacy registrants responded (N = 121)

Hospital Response Rate:

- 27% of reviewed pharmacy registrants responded (N = 27)

Community - Practice Review Process Satisfaction

Pharmacy Professionals MOST Satisfied with:	Pharmacy Professionals LEAST Satisfied with:
Compliance Officers (97.02% - Agreement Rating)	**Action Item Portal** (75.23% - Agreement Rating)
Pharmacy Technician Review Results (90.91% - Agreement Rating)	**Case Submission Module** (76.31% - Agreement Rating)
Pharmacist Review (Process) (87.37% - Agreement Rating)	**Pharmacy Technician Review (Process)** (84.09% - Agreement Rating)

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Practice Review Process Impact Ratings

Impact Rating (-5 to +5 scale)

"Rate the impact to your practice after the Practice Review on a scale of -5 to +5. Use 0 as the baseline (i.e. before the practice review)."

- Negative score = Negative impact on practice

- Positive score = Positive impact on practice

- Zero = No impact on practice

Community Professionals Review Impact Ratings

Pharmacists Review Impact Rating (-5 to +5 scale)	
Counselling	+2.67
Documentation	+2.67
Patient Identification Verification	+2.31
PharmaNet Profile Check	+1.91

Pharmacy Technicians Review Impact Rating (-5 to +5 scale)	
Documentation	+2.09
Patient Identification Verification	+1.77
Product Distribution	+1.41
Collaboration	+1.27

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Hospital – Practice Review Process Satisfaction

Pharmacy Professionals **MOST** Satisfied with:	Pharmacy Professionals **LEAST** Satisfied with:
Pharmacist Review Results (100.00% - Agreement Rating)	**Case Submission Module** (51.85% - Agreement Rating)
Compliance Officers (93.33% - Agreement Rating)	**Action Item Portal** (71.00% - Agreement Rating)
PRP Tools (Pharmacists) (91.43% - Agreement Rating)	**Pharmacy Technician Review (Process)** (73.08% - Agreement Rating)

Hospital Professionals Review Impact Ratings

Pharmacists Review Impact Rating (-5 to +5 scale)	
Patient Identification Verification	+2.07
Documentation	+1.93
Counselling	+1.71
Profile Check	+1.14

Pharmacy Technicians Review Impact Rating (-5 to +5 scale)	
Documentation	+2.08
Patient Identification Verification	+2.00
Collaboration	+1.62
Product Distribution	+1.54

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Open-Ended Comments Word Cloud

Open-Ended Comment Highlights

Technology

- Case submission module was confusing with regard to the number or type of cases needed to be submitted. Examples would be nice.

- Layout and user interface of action item portal and case submission module were not very user-friendly.

- Experienced some technical issues with Microsoft Teams (audio/video issues, connection problems, screen sharing challenges, etc).

- Would like better instructions for the action item portal along with action item submission examples.

Open-Ended Comment Highlights

Staff and Resources

- COs and administrative staff were helpful and knowledgeable.
- New PRP resources were hard to find and there was limited awareness of their existence.

Scheduling

- Would like additional time and notice to prepare for the review.
- Can be hard to fit in a practice review during busy flu season.
- An app for self-selection of scheduling time slots instead of emailing back and forth would be nice.

Open-Ended Comment Highlights

Review Process

- Some pharmacy professionals would prefer reviews in-person instead of virtually.

- Parts of the review weren't applicable to specialized practice settings (i.e. long term care, hospital practices with minimal outpatient contact, etc).

- Review was a good refresher of requirements and helped improve practice processes.

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2020-2021

APPLICATION OF FINDINGS

Application of Findings

- Changed processes to allow for live video observation as an alternative to case submissions.

- Added links to tools and resources directly into selection email to increase visibility.

- Clarified case submission instructions and added CO phone support.

- More time provided for email responses and case submissions.

Application of Findings

- Reduced due dates in selection email to just a single one.

- Microsoft Teams test session with administrative staff offered prior to reviews.

- Undergoing review of IT related feedback to determine possible changes.

  o Case submission module, upload process, and action item portal

PRP Insights 2020-2021

- *PRP Insights* articles help disseminate important information to pharmacy professionals.

Reminder of the Importance of Patient Identification and Counselling, Including for Deliveries
Hospital Pharmacy Practice Review – Responding to Registrant Feedback
Residential Care (Part 2)
Electronic Signatures Clarified
Addressing Gaps in the Provision of Patient Counselling in Community and Hospital Settings
Entering Schedule II, III and Unscheduled Drugs on a Patient's Record

Next Steps

- Overall positive results for virtual review but there's more to be done.

- Collected data will inform future changes and shifts in inspection criteria.

- Current program cycle to be completed once pandemic restrictions are lifted in line with BC restart plan.

- Once current cycle is complete, full program evaluation to be conducted to determine future program direction.

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Questions

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PEBC Update
Challenges, Opportunities and Innovations

June 18, 2021

Gabriella Wong, BSc(Pharm), RPEBC, RPh

CPBC Appointee to PEBC

The Pharmacy Examining Board of Canada (PEBC)

- National certification body for the pharmacy profession

Purpose:

- Assess the qualifications and competence of candidates seeking to become licensed by provincial pharmacy regulatory authorities

- Award certificates of qualification to pharmacists and pharmacy technicians who demonstrate that they have the necessary knowledge, skills and abilities to practice safely

PEBC Challenges, Opportunities and Innovations

- Pandemic caused many challenges for educators, students, practitioners, regulators and PEBC

- March 2020: Cancelled April 2020 Pharmacy Technician and Pharmacist Qualifying Examinations- Parts I and II

- Faced with many challenges, PEBC sought opportunities to modify and innovate its assessment processes

SUMMARY - 2020

International Pharmacy Graduates	Canadian Pharmacy Graduates	International Pharmacy Technician Candidates *New for 2020*	Direct-Entry Candidates
Pharmacist Document Evaluation – DELAYED	Pharmacist Qualifying Examination • Part I MCQ – MAY → AUGUST * • Part II OSCE – MAY → NOVEMBER	Documents Evaluation	Pharmacy Technician Qualifying Examination • Part I MCQ— APRIL→SEPTEMBER* • Part II OSPE— APRIL→SEPTEMBER
Pharmacist Evaluating Examination – JUNE → JULY *		Portfolio Assessment	
Pharmacist Qualifying Examination • Part I MCQ – MAY → AUGUST * • Part II OSCE – MAY → NOVEMBER		Pharmacy Technician Qualifying Examination • Part I MCQ • Part II OSPE	

* REMOTE PROCTORING OPTION AVAILABLE

PHARMACIE DU CANADA
 BOARD OF CANADA
 LE BU...
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PEBC Challenges, Opportunities and Innovations

Implementation of Remote Proctoring

- PEBC extensively explored remote proctoring (RP) using Prometric's ProProctor CBT Platform

- May 2020, PEBC Directors approved the use of remote proctoring for CBT in addition to on-site Prometric test centres

➢ Prometric testing centres had significantly reduced capacity due to social distancing requirements

PEBC Challenges, Opportunities and Innovations

PEBC developed various **resources for RP**, including:

- Candidate Information and Rules of Conduct specific to testing using RP

- RP Informational Video

- RP Troubleshooting Tips

- Live RP Demo Exam

PEBC Challenges, Opportunities and Innovations

- PEBC has been continually evaluating RP method of delivery

- Conducted research to compare remote proctoring to Prometric test centre administrations

- Candidate scores and pass fail/rates were compared between the two examination modes (on-site and RP) by administration date

PEBC Challenges, Opportunities and Innovations

- Results from **five separate** administrations showed no significant differences between RP and on-site

- 22 % of candidates chose RP for September 2020 CBT

- 54 % of candidates chose RP for April 2021 CBT

- Candidate preference continues to be for in-person testing at Prometric centres

- Candidates **overall** had **good experiences** and were satisfied with PEBC's offering of the remote proctoring option

PEBC Challenges, Opportunities and Innovations

- Although there were candidates who had internet connectivity issues, many also commented that their exam went smoothly

- Prometric has recently made changes to their RP platform which have enhanced the stability of the platform and minimized the potential for candidate disconnections

- Board of Directors has approved the continued use of remote proctoring for PEBC's computer-based, multiple choice examinations until at least February 2022

PEBC Challenges, Opportunities and Innovations

Performance-based Examinations (OSCE/OSPE)

To ensure the safe administration of our performance exams:

- PEBC followed national and provincial public health agency guidelines

- consulted with public health experts to ensure that appropriate procedures were in place

➢ With the need for social distancing, PEBC had **limited capacity** at all sites

PEBC Challenges, Opportunities and Innovations

Performance-based Examinations (OSCE/OSPE)

- **modified procedures** to ensure the health and safety of all exam participants included:
  - strictly controlling candidate movement during the examination
  - screening of all participants and restricting entry of individuals who show signs of or are at risk of infection
  - utilizing personal protection equipment and measures: all personnel and candidates will wear ASTM Level II Surgical Masks

PEBC Challenges, Opportunities and Innovations

Performance-based Examinations (OSCE/OSPE)

- conducting enhanced sanitization of common areas and materials
- allowing for and maintaining physical distancing (max. 3 participants per interactive station)
- minimizing the number of individuals and their duration on-site

- Developed and utilized many on-line resources:
  - candidate orientations
  - training of Standardized Patients
  - standard setting
  - station development workshops

PEBC Challenges, Opportunities and Innovations

Performance-based Examinations (OSCE/OSPE)

- From Sept-April in the past year, successfully held pharmacist and pharmacy technician performance examinations across the country involving over 2,600 candidates on four occasions

- These exams have occurred without any evidence of transmission of COVID-19

- PEBC is committed to ensuring that pharmacy candidates are able to attempt its examinations and proceed towards licensure

PEBC Challenges, Opportunities and Innovations

Virtual Performance Examination (VPE)

- PEBC has committed to exploring the possibility of administering virtual performance examinations for the OSCE and OSPE

  - VPE Steering Committee has been formed:
    - includes a Board Director
    - staff
    - three psychometricians

- Implementation Committee is being formed

PEBC Challenges, Opportunities and Innovations

Virtual Performance Examination (VPE)

- Purpose of the VPE Steering Committee:
    - to explore whether PEBC should consider a virtual performance examination (VPE)
    - determine whether it would be a permanent or temporary measure
    - oversee the development, research, and implementation of a pilot
- Steering Committee has recommended that a pilot be conducted in the fall

PEBC Challenges, Opportunities and Innovations

Virtual Performance Examination (VPE)

Challenges:

- adapting stations and props to virtual exam format

- training of standardized patients for virtual format (theatre versus film training format)

- ensure security of exam materials

- need for multiple day administrations and multiple exam forms

PEBC Challenges, Opportunities and Innovations

Virtual Performance Examination (VPE)

Challenges:

- Need for minimal levels of technology and relying on it functioning appropriately

- Reassessing scoring format

- Ensuring VPE is fair, valid, reliable and defensible

> **7.** **Legislation Review Committee: Amendments to the *Health Professions Act* Bylaws, Schedule "C" to Recognize PharmAchieve's Drug Administration Course**

DECISION REQUIRED

Recommended Board Motion:

Approve the following resolution to amend Schedule "C" of the bylaws made under the *Health Professions Act* regarding recognized education programs:

"RESOLVED THAT, in accordance with the authority established in section 19(1) of the Health Professions Act ("HPA"), and subject to the requirements in section 19(3) of HPA, the Board of the College of Pharmacists of BC approves the proposed bylaws made under the HPA relating to Schedule "C" Recognized Education Programs to recognize PharmAchieve's injection education program, for filing with the Minister of Health, as set out in the schedule attached to this resolution."

Purpose

To approve proposed amendments to the *Health Professions Act* ("*HPA*") Bylaws, Schedule "C" – Recognized Education Programs, to incorporate an injection education program by PharmAchieve, for filing with the Minister of Health.

Background

Multiple sections of the HPA Bylaws require that potential registrants obtain specific educational credentials from recognized programs for registration purposes. In addition, specific educational credentials are required for pharmacists seeking certification for drug administration (i.e., injection/intranasal drug administration authority).

Schedule "C" – Recognized Education Programs, under the HPA Bylaws, outlines the programs that the College accepts as part of its requirements for applicants and registrants. This includes educational programs that can be taken to fulfil requirements for the certified practice of drug administration by injection and intranasal route.

The College's existing recognized programs for the certified practice of drug administration by injection and intranasal route educational programs are accredited by the Canadian Council on Continuing Education in Pharmacy ("CCCEP"). CCCEP is a national organization established to accredit continuing pharmacy education programs, and CCCEP accreditation is recognized by the pharmacy regulatory authorities in all Canadian provinces and territories.

PharmAchieve offers pharmacy exam preparation courses and continuing education courses. It offers an Injections and Immunizations Certificate Program for pharmacists, which is CCCEP accredited. The course is available in multiple cities in Canada, and includes an online individual-led component, an in-person component, and assessment.

To officially recognize PharmAchieve's injection program, the College's Schedule "C" under the HPA Bylaws needs to be amended. A proposed amendment to Schedule "C" has been drafted and is included in Appendix 1.

Discussion

Public Posting of Proposed Schedule "C", Recognized Education Programs
At their February 2021 meeting, the Board approved publicly posting the above-noted amendment to Schedule "C". That period was for 90-days and ended on May 27, 2021. No comments were received.

Recommendation

The LRC recommends that the Board approve the proposed amendments to the HPA Bylaws, Schedule "C" to officially recognize PharmAchieve's Injections and Immunizations Certificate Program for pharmacists (by approving the schedule to the resolution in Appendix 2), for filing with the Minister of Health.

Next Steps

- If approved by the Board, the proposed amendment to Schedule "C" will be submitted to the Ministry of Health.
- The amendment is expected to take effect following the completion of the 60-day filing period, which is in mid-August 2021.
- Communications on the amendments will be developed and implemented.

Guiding Questions for the Board

When reviewing the proposed amendments, the Board is asked to consider:

- Do the proposed amendments to the Bylaws clearly outline that PharmAchieve's injection educational program for pharmacists is recognized by the College?
- Is there anything unclear, ambiguous, or unnecessary in the proposed Bylaws?

Appendix	
1	Proposed Amendments to the Bylaws (proposed amendment is highlighted)
2	Schedule to the Resolution

College of Pharmacists of B.C.
HPA Bylaw - Schedule C
RECOGNIZED EDUCATION PROGRAMS

FULL PHARMACIST REGISTRATION			
Location	**Recognized Pharmacy Education Program**	**Recognized Universities**	**Location**
Canada	Baccalaureate or Pharm.D	Dalhousie University, College of Pharmacy	Halifax, Nova Scotia
	(entry level) Pharmacy	Memorial University of Newfoundland	St. John's, Newfoundland
	Program accredited by the	Université de Montréal, Faculte de pharmacie	Montreal, Quebec
	Canadian Council for	Universite Laval, Faculte de phamacie	Quebec, Quebec
	Accrediation of Pharmacy	University of Alberta, Faculty of Pharmacy and Pharmaceutical Sciences	Edmonton, Alberta
	Programs (CCAPP)	University of British Columbia, Faculty of Pharmaceutical Sciences	Vancouver, B.C.
		University of Manitoba, Faculty of Pharmacy	Winnipeg, Manitoba
		University of Toronto, Leslie L. Dan Faculty of Pharmacy	Toronto, Ontario
		University of Saskatchewan, College of Pharmacy and Nutrition	Saskatoon, Saskatchewan
		University of Waterloo, School of Pharmacy	Kitchener, Ontario
United States	Baccalaureate or Pharm.D	Albany College of Pharmacy and Health Sciences	New York
	(entry level) Pharmacy Program	Appalachian College of Pharmacists	Virginia
	accredited by the Accreditation	Auburn University Harrison School of Pharmacy	Alabama
	Council for Pharmacy Education	Belmont University School of Pharmacy	Tennessee
	(ACPE)	Butler University College of Pharmacy and Health Sciences	Indiana
		California Northstate University College of Pharmacy	California
		Campbell University School of Pharmacy and Health Sciences	North Carolina
		Cedarville University School of Pharmacy	Ohio
		Chicago State University College of Pharmacy	Illinois
		Concordia University School of Pharmacy	Wisconsin
		Creighton University Medical Center School of Pharmacy and Health Professions	Nebraska
		Drake University College of Pharmacy and Health Sciences	Iowa
		Duquesne University Mylan School of Pharmacy	Pennsylvania
		D'Youville College School of Pharmacy	New York
		East Tennessee State University Bill Gatton College of Pharmacy	Tennessee
		Fairleigh Dickinson University School of Pharmacy	New Jersey
		Ferris State University College of Pharmacy	Michigan
		Florida Agricultural & Mechanical University College of Pharmacy and Pharmaceutical Sciences	Florida
		Hampton University School of Pharmacy	Virginia
		Harding University College of Pharmacy	Arkansas
		Howard University College of Pharmacy	Washington, D.C.
		Husson University School of Pharmacy	Maine
		Idaho State University College of Pharmacy	Idaho
		Lake Erie College of Osteopathic Medicine School of Pharmacy	Pennsylvania
		Lipscomb University College of Pharmacy and Health Sciences	Tennessee
		Loma Linda University School of Pharmacy	California
		Long Island University Arnold and Marie Schwartz College of Pharmacy and Health Sciences	New York
		Manchester University College of Pharmacy	Indiana
		Marshall University School of Pharmacy	West Virginia
		MCPHS University School of Pharmacy-Worcester	Massachusetts
		MCPHS University School of Pharmacy-Boston	Massachusetts
		Mercer University College of Pharmacy & Health Sciences	Georgia
		Midwestern University Chicago College of Pharmacy	Illinois
		Midwestern University College of Pharmacy-Glendale	Arizona
		North Dakota State University College of Pharmacy, Nursing and Allied Sciences	North Dakota
		Northeast Ohio Medical University College of Pharmacy	Ohio
		Northeastern University Bouve' College of Health Sciences School of Pharmacy	Massachusetts
		Notre Dame of Maryland University School of Pharmacy	Maryland
		Nova Southeastern University College of Pharmacy	Florida
		Ohio Northern University College of Pharmacy	Ohio
		Ohio State University College of Pharmacy	Ohio
		Oregon State University College of Pharmacy	Oregon
		Pacific University School of Pharmacy	Oregon
		Palm Beach Atlantic University Lloyd L. Gregory School of Pharmacy	Florida
		Philadelphia College of Osteopathic Medicine School of Pharmacy	Pennsylvania
		Presbyterian College School of Pharmacy	South Carolina
		Purdue University College of Pharmacy	Indiana
		Regis University School of Pharmacy	Colorado
		Roosevelt University College of Pharmacy	Illinois
		Rosalind Franklin University of Medicine and Science College of Pharmacy	Illinois
		Roseman University of Health Sciences College of Pharmacy	Nevada
		Rutgers, the State University of New Jersey Ernest Mario School of Pharmacy	New Jersey
		Samford University McWhorter School of Pharmacy	Alabama
		Shenandoah University Bernard J. Dunn School of Pharmacy	Virginia
		South Carolina College of Pharmacy	South Carolina
		South College School of Pharmacy	Tennessee
		South Dakota State University College of Pharmacy	South Dakota
		South University School of Pharmacy	Georgia
		Southern Illinois University Edwardsville School of Pharmacy	Illinois
		Southwestern Oklahoma State University College of Pharmacy	Oklahoma
		St. John Fisher College Wegmans School of Pharmacy	New York
		St. John's University College of Pharmacy and Health Science	New York
		St. Louis College of Pharmacy	Missouri
		Sullivan University College of Pharmacy	Kentucky
		Temple University School of Pharmacy	Pennsylvania
		Texas A & M University Health Science Center Irma Lerma Rangel College of Pharmacy	Texas
		Texas Southern University College of Pharmacy and Health Sciences	Texas
		Texas Tech University Health Sciences Center School of Pharmacy	Texas
		Thomas Jefferson University Jefferson School of Pharmacy	Pennsylvania
		Touro New York College of Pharmacy	New York
		Touro University - California College of Pharmacy	California
		Union University School of Pharmacy	Tennessee
		University at Buffalo The State University of New York School of Pharmacy & Pharmaceutical Sciences	New York
		University of Arizona College of Pharmacy	Arizona
		University of Arkansas for Medical Sciences College of Pharmacy	Arkansas
		University of California, San Diego Skaggs School of Pharmacy & Pharmaceutical Sciences	California
		University of California, San Francisco School of Pharmacy	California
		University of Charleston School of Pharmacy	West Virginia
		University of Cincinnati James L. Winkle College of Pharmacy	Ohio
		University of Colorado Anschutz Medical Campus Skaggs School of Pharmacy and Pharmaceutical Scien	Colorado
		University of Connecticut School of Pharmacy	Connecticut
		University of Findlay College of Pharmacy	Ohio
		University of Florida College of Pharmacy	Florida
		University of Georgia College of Pharmacy	Georgia
		University of Hawaii at Hilo Daniel K. Inouye College of Pharmacy	Hawaii
		University of Houston College of Pharmacy	Texas
		University of Illinois at Chicago College of Pharmacy	Illinois
		University of Iowa College of Pharmacy	Iowa
		University of Kansas School of Pharmacy	Kansas
		University of Kentucky College of Pharmacy	Kentucky
		University of Louisiana at Monroe College of Pharmacy	Louisiana
		University of Maryland Eastern Shore School of Pharmacy	Maryland
		University of Maryland School of Pharmacy	Maryland

University	State
University of Michigan College of Pharmacy	Michigan
University of Minnesota College of Pharmacy	Minnesota
University of Mississippi School of Pharmacy	Mississippi
University of Missouri-Kansas City School of Pharmacy	Missouri
University of Montana College of Health Professions and Biomedical Sciences Skaggs School of Pharma	Montana
University of Nebraska Medical Center College of Pharmacy	Nebraska
University of New England College of Pharmacy	Maine
University of New Mexico College of Pharmacy	New Mexico
University of North Carolina Eshelman School of Pharmacy	North Carolina
University of Oklahoma College of Pharmacy	Oklahoma
University of Pittsburgh School of Pharmacy	Pennsylvania
University of Puerto Rico Medical Sciences Campus School of Pharmacy	Puerto Rico
University of Rhode Island College of Pharmacy	Rhode Island
University of Saint Joseph School of Pharmacy	Connecticut
University of Southern California School of Pharmacy	California
University of South Florida School of Pharmacy	Florida
University of Tennessee Health Science Center College of Pharmacy	Tennessee
University of Texas at Austin College of Pharmacy	Texas
University of the Incarnate Word Feik School of Pharmacy	Texas
University of the Pacific Thomas J. Long School of Pharmacy & Health Sciences	California
University of the Sciences Philadelphia College of Pharmacy	Pennsylvania
University of Toledo College of Pharmacy and Pharmaceutical Sciences	Ohio
University of Utah College of Pharmacy	Utah
University of Washington School of Pharmacy	Washington
University of Wisconsin-Madison School of Pharmacy	Wisconsin
University of Wyoming School of Pharmacy	Wyoming
Virginia Commonwealth University at the Medical College of Virginia Campus School of Pharmacy	Virginia
Washington State University College of Pharmacy	Washington
Wayne State University Eugene Applebaum College of Pharmacy and Health Sciences	Michigan
West Virginia University School of Pharmacy	West Virginia
Western New England University College of Pharmacy	Massachusetts
Western University of Health Sciences College of Pharmacy	California
Wilkes University Nesbitt College of Pharmacy & Nursing School of Pharmacy	Pennsylvania
Wingate University School of Pharmacy	North Carolina
Xavier University of Louisiana College of Pharmacy	Louisiana

CERTIFIED PRACTICE - CERTIFICATION OF PRACTISING PHARMACISTS FOR DRUG ADMINISTRATION BY INJECTION AND INTRANASAL ROUTE

Location	Recognized Pharmacy Education Program	Recognized Providers	
Canada	Injection and Immunization training as part of a Baccalaureate or Pharm.D (entry level) pharmacy program accredited by the Canadian Council of Accrediation of Pharmacy Programs		
British Columbia	Immunization Competency Program for BC Health Professionals and Administration of Injections Accredited Program Practical Administration of Injections for BC Pharmacists	BC Pharmacy Association	
Canada	Administering Injections and Immunizations Preparation Course - Part 1 and Part 2	Alberta Pharmacists' Association	
Canada	Injections and Immunizations Certificate Program	Ontario Pharmacists' Association	
Canada	Injectable Medication and Vaccine Administration Training Program for Pharmacists	Pear Healthcare Solutions Inc.	
Canada	Practical Training for the Immunization Competencies Education Program, Moduce 15 - Essential Competencies for Injection of Other Substances and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice)	
Canada	Administration of Injections Practical Skills Workshop for Manitoba Pharmacists and Manitoba Module: Administration of Injections and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice) and College of Pharmacists of Manitoba	
Canada	Theory and Technique in Administration of Injections - A Course for Practicing Pharmacists and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice), University of Toronto Leslie Dan College of Pharmacy	
Canada	Immunization and Injection Administration Training Program (IIATP)	Dalhousie Continuing Pharmacy Education	
Canada	Memorial University Injection & Immunization Live Training Program and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice) and the Memorial University School of Pharmacy	
Canada	The Continuing Professional Development for Pharmacists - Immunization and Injection Training Program and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice) and the University of Saskatchewan Continuing Professional Development for Pharmacists	
British Columbia	Intranasal Immunization Drug Administration Module	College of Pharmacists of British Columbia	
Canada	Injections and Immunizations Certificate Program	PharmAchieve Corporation Ltd.	
Canada	Cardiopulmonary Resuscitation	St. John Ambulance, Canadian Red Cross, WorkSafeBC, Lifesaving Society, EMP Canada, Academy of Emergency Training	
Canada	First Aid	St. John Ambulance, Canadian Red Cross, WorkSafeBC, Lifesaving Society, EMP Canada, Academy of Emergency Training	

PHARMACY TECHNICIAN REGISTRATION			
Location	Recognized Pharmacy Education Program	Recognized Education Programs	Location
British Columbia	Certificate Program accredited by the Canadian Council for Accrediation of Pharmacy Programs (CCAPP)	CDI College	Burnaby
		Okanagan College	Kelowna
		Selkirk College	Castlegar
		Stenberg College (previouslyThompson Career College)	Kamloops
		Stenberg College	Surrey
		Vancouver Community College	Vancouver

SCHEDULE OF AMENDMENTS

The bylaws of the College of Pharmacists of British Columbia made under the authority of the Health Professions Act are amended by repealing and replacing Schedule C – Recognized Education Programs, as follows:

College of Pharmacists of B.C.
HPA Bylaw - Schedule C
RECOGNIZED EDUCATION PROGRAMS

FULL PHARMACIST REGISTRATION			
Location	**Recognized Pharmacy Education Program**	**Recognized Universities**	**Location**
Canada	Baccalaureate or Pharm.D	Dalhousie University, College of Pharmacy	Halifax, Nova Scotia
	(entry level) Pharmacy	Memorial University of Newfoundland	St. John's, Newfoundland
	Program accredited by the	Université de Montréal, Faculte de pharmacie	Montreal, Quebec
	Canadian Council for	Universite Laval, Faculte de phamacie	Quebec, Quebec
	Accrediation of Pharmacy	University of Alberta, Faculty of Pharmacy and Pharmaceutical Sciences	Edmonton, Alberta
	Programs (CCAPP)	University of British Columbia, Faculty of Pharmaceutical Sciences	Vancouver, B.C.
		University of Manitoba, Faculty of Pharmacy	Winnipeg, Manitoba
		University of Toronto, Leslie L. Dan Faculty of Pharmacy	Toronto, Ontario
		University of Saskatchewan, College of Pharmacy and Nutrition	Saskatoon, Saskatchewan
		University of Waterloo, School of Pharmacy	Kitchener, Ontario
United States	Baccalaureate or Pharm.D	Albany College of Pharmacy and Health Sciences	New York
	(entry level) Pharmacy Program	Appalachian College of Pharmacists	Virginia
	accredited by the Accreditation	Auburn University Harrison School of Pharmacy	Alabama
	Council for Pharmacy Education	Belmont University School of Pharmacy	Tennessee
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		Husson University School of Pharmacy	Maine
		Idaho State University College of Pharmacy	Idaho
		Lake Erie College of Osteopathic Medicine School of Pharmacy	Pennsylvania
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		Loma Linda University School of Pharmacy	California
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		Manchester University College of Pharmacy	Indiana
		Marshall University School of Pharmacy	West Virginia
		MCPHS University School of Pharmacy-Worcester	Massachusetts
		MCPHS University School of Pharmacy-Boston	Massachusetts
		Mercer University College of Pharmacy & Health Sciences	Georgia
		Midwestern University Chicago College of Pharmacy	Illinois
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		Palm Beach Atlantic University Lloyd L. Gregory School of Pharmacy	Florida
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		Regis University School of Pharmacy	Colorado
		Roosevelt University College of Pharmacy	Illinois
		Rosalind Franklin University of Medicine and Science College of Pharmacy	Illinois
		Roseman University of Health Sciences College of Pharmacy	Nevada
		Rutgers, the State University of New Jersey Ernest Mario School of Pharmacy	New Jersey
		Samford University McWhorter School of Pharmacy	Alabama
		Shenandoah University Bernard J. Dunn School of Pharmacy	Virginia
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		South College School of Pharmacy	Tennessee
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		South University School of Pharmacy	Georgia
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		St. John Fisher College Wegmans School of Pharmacy	New York
		St. John's University College of Pharmacy and Health Science	New York
		St. Louis College of Pharmacy	Missouri
		Sullivan University College of Pharmacy	Kentucky
		Temple University School of Pharmacy	Pennsylvania
		Texas A & M University Health Science Center Irma Lerma Rangel College of Pharmacy	Texas
		Texas Southern University College of Pharmacy and Health Sciences	Texas
		Texas Tech University Health Sciences Center School of Pharmacy	Texas
		Thomas Jefferson University Jefferson School of Pharmacy	Pennsylvania
		Touro New York College of Pharmacy	New York
		Touro University - California College of Pharmacy	California
		Union University School of Pharmacy	Tennessee
		University at Buffalo The State University of New York School of Pharmacy & Pharmaceutical Sciences	New York
		University of Arizona College of Pharmacy	Arizona
		University of Arkansas for Medical Sciences College of Pharmacy	Arkansas
		University of California, San Diego Skaggs School of Pharmacy & Pharmaceutical Sciences	California
		University of California, San Francisco School of Pharmacy	California
		University of Charleston School of Pharmacy	West Virginia
		University of Cincinnati James L. Winkle College of Pharmacy	Ohio
		University of Colorado Anschutz Medical Campus Skaggs School of Pharmacy and Pharmaceutical Scien	Colorado
		University of Connecticut School of Pharmacy	Connecticut
		University of Findlay College of Pharmacy	Ohio
		University of Florida College of Pharmacy	Florida
		University of Georgia College of Pharmacy	Georgia
		University of Hawaii at Hilo Daniel K. Inouye College of Pharmacy	Hawaii
		University of Houston College of Pharmacy	Texas
		University of Illinois at Chicago College of Pharmacy	Illinois
		University of Iowa College of Pharmacy	Iowa
		University of Kansas School of Pharmacy	Kansas
		University of Kentucky College of Pharmacy	Kentucky
		University of Louisiana at Monroe College of Pharmacy	Louisiana
		University of Maryland Eastern Shore School of Pharmacy	Maryland
		University of Maryland School of Pharmacy	Maryland

		University of Michigan College of Pharmacy	Michigan
		University of Minnesota College of Pharmacy	Minnesota
		University of Mississippi School of Pharmacy	Mississippi
		University of Missouri-Kansas City School of Pharmacy	Missouri
		University of Montana College of Health Professions and Biomedical Sciences Skaggs School of Pharma	Montana
		University of Nebraska Medical Center College of Pharmacy	Nebraska
		University of New England College of Pharmacy	Maine
		University of New Mexico College of Pharmacy	New Mexico
		University of North Carolina Eshelman School of Pharmacy	North Carolina
		University of Oklahoma College of Pharmacy	Oklahoma
		University of Pittsburgh School of Pharmacy	Pennsylvania
		University of Puerto Rico Medical Sciences Campus School of Pharmacy	Puerto Rico
		University of Rhode Island College of Pharmacy	Rhode Island
		University of Saint Joseph School of Pharmacy	Connecticut
		University of Southern California School of Pharmacy	California
		University of South Florida School of Pharmacy	Florida
		University of Tennessee Health Science Center College of Pharmacy	Tennessee
		University of Texas at Austin College of Pharmacy	Texas
		University of the Incarnate Word Feik School of Pharmacy	Texas
		University of the Pacific Thomas J. Long School of Pharmacy & Health Sciences	California
		University of the Sciences Philadelphia College of Pharmacy	Pennsylvania
		University of Toledo College of Pharmacy and Pharmaceutical Sciences	Ohio
		University of Utah College of Pharmacy	Utah
		University of Washington School of Pharmacy	Washington
		University of Wisconsin-Madison School of Pharmacy	Wisconsin
		University of Wyoming School of Pharmacy	Wyoming
		Virginia Commonwealth University at the Medical College of Virginia Campus School of Pharmacy	Virginia
		Washington State University College of Pharmacy	Washington
		Wayne State University Eugene Applebaum College of Pharmacy and Health Sciences	Michigan
		West Virginia University School of Pharmacy	West Virginia
		Western New England University College of Pharmacy	Massachusetts
		Western University of Health Sciences College of Pharmacy	California
		Wilkes University Nesbitt College of Pharmacy & Nursing School of Pharmacy	Pennsylvania
		Wingate University School of Pharmacy	North Carolina
		Xavier University of Louisiana College of Pharmacy	Louisiana

CERTIFIED PRACTICE - CERTIFICATION OF PRACTISING PHARMACISTS FOR DRUG ADMINISTRATION BY INJECTION AND INTRANASAL ROUTE

Location	Recognized Pharmacy Education Program	Recognized Providers	
Canada	Injection and Immunization training as part of a Baccalaureate or Pharm.D (entry level) pharmacy program accredited by the Canadian Council of Accrediation of Pharmacy Programs		
British Columbia	Immunization Competency Program for BC Health Professionals and Administration of Injections Accredited Program Practical Administration of Injections for BC Pharmacists	BC Pharmacy Association	
Canada	Administering Injections and Immunizations Preparation Course - Part 1 and Part 2	Alberta Pharmacists' Association	
Canada	Injections and Immunizations Certificate Program	Ontario Pharmacists' Association	
Canada	Injectable Medication and Vaccine Administration Training Program for Pharmacists	Pear Healthcare Solutions Inc.	
Canada	Practical Training for the Immunization Competencies Education Program, Moduce 15 - Essential Competencies for Injection of Other Substances and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice)	
Canada	Administration of Injections Practical Skills Workshop for Manitoba Pharmacists and Manitoba Module: Administration of Injections and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice) and College of Pharmacists of Manitoba	
Canada	Theory and Technique in Administration of Injections - A Course for Practicing Pharmacists and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice), University of Toronto Leslie Dan College of Pharmacy	
Canada	Immunization and Injection Administration Training Program (IIATP)	Dalhousie Continuing Pharmacy Education	
Canada	Memorial University Injection & Immunization Live Training Program and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice) and the Memorial University School of Pharmacy	
Canada	The Continuing Professional Development for Pharmacists - Immunization and Injection Training Program and Education Program for Immunization Competencies	rxBriefCase (Advancing Practice) and the University of Saskatchewan Continuing Professional Development for Pharmacists	
British Columbia	Intranasal Immunization Drug Administration Module	College of Pharmacists of British Columbia	
Canada	Injections and Immunizations Certificate Program	PharmAchieve Corporation Ltd.	
Canada	Cardiopulmonary Resuscitation	St. John Ambulance, Canadian Red Cross, WorkSafeBC, Lifesaving Society, EMP Canada, Academy of Emergency Training	
Canada	First Aid	St. John Ambulance, Canadian Red Cross, WorkSafeBC, Lifesaving Society, EMP Canada, Academy of Emergency Training	

PHARMACY TECHNICIAN REGISTRATION			
Location	Recognized Pharmacy Education Program	Recognized Education Programs	Location
British Columbia	Certificate Program accredited by the Canadian Council for Accrediation of Pharmacy Programs (CCAPP)	CDI College	Burnaby
		Okanagan College	Kelowna
		Selkirk College	Castlegar
		Stenberg College (previouslyThompson Career College)	Kamloops
		Stenberg College	Surrey
		Vancouver Community College	Vancouver

![College of Pharmacists of British Columbia]

7. Legislation Review Committee: Amendments to the Health Professions Act Bylaws, Schedule "C" to Recognize PharmAchieve's Drug Administration Course

Justin Thind

Chair, Legislation Review Committee

Background

- Schedule "C" – Recognized Education Programs, under the College's *Health Professions Act* Bylaws, outlines the programs accepted as part of the College's requirements.

- It includes educational programs that can be taken to fulfil requirements for the certified practice of drug administration by injection and intranasal route.

  - The programs currently listed under this category are accredited by the Canadian Council on Continuing Education in Pharmacy ("CCCEP").

  - CCCEP is a national organization established to accredit continuing pharmacy education programs.

PharmAchieve

- PharmAchieve offers a CCCEP-accredited Injections and Immunizations Certificate Program for pharmacists.

- The course is available in multiple Canadian cities.

- To officially recognize PharmAchieve's injection program, Schedule "C" needs to be amended.

Public Posting

- At the February 2021 Board meeting, amendments to Schedule "C" to recognize PharmaAchieve's injection program were approved for public posting.

- The amendments were posted on the College's website for the legislated 90-day public posting period.

- No comments were received.

Next Steps

- If approved by the Board:
  - The proposed Schedule "C" amendments will be sent to the Ministry of Health for filing (a legislated 60-day filing period).
  - After the filing period ends, the amendments will take effect in mid-August.
  - Communications on the amendments will be developed and implemented.

7. Amendments to the Health Professions Act Bylaws, Schedule "C" to Recognize PharmAchieve's Drug Administration Course

MOTION:

"RESOLVED THAT, in accordance with the authority established in section 19(1) of the Health Professions Act ("HPA"), and subject to the requirements in section 19(3) of HPA, the Board of the College of Pharmacists of BC approves the proposed bylaws made under the HPA relating to Schedule "C" Recognized Education Programs to recognize PharmAchieve's injection education program, for filing with the Minister of Health, as set out in the schedule attached to this resolution."

Background

- The current Registrar/ CEO of the College has indicated that he will be retiring in the Fall of 2021.

- A search committee is required to oversee and conduct a search for a Registrar/ CEO.

- The Registrar Search Committee ("The Committee") was established on April 30, 2021. The Membership consists of:

  o Claire Ishoy (Board Chair and Chair)

  o Andrea Silver (Registrant Board Member and Vice Chair)

  o Steven Hopp (Board Vice-Chair)

  o Katie Skelton (Public Board Member)

  o Justin Thind (Public Board Member)

College of Pharmacists
of British Columbia

Executive Search Firm Selection Process

- An executive search firm is needed to provide expertise and guidance in the process. The selection process consisted of:

  1. An invitation to 4 search firms to submit proposals;

  2. An independent review and scoring by each committee member of each proposal, using a structured approach with defined evaluation parameters;

  3. A meeting of the Search Committee to discuss and evaluate each proposal and their individual evaluations;

  4. Thoughtful deliberation and discussion of the merits and deficiencies of the proposals;

  5. A recommendation for the Board's consideration.

Executive Search Firm Selection Process Continue

- Four firms submitted proposals

- Candidates were asked to include, at a minimum, all of the following items:
  - Executive summary;
  - Profile of firm;
  - Consultant's / project manger's qualifications;
  - Project understanding, proposed approach and methodology;
  - Project time schedule; and
  - References from similar engagements.
- Successful firm will be expected to work closely with the search committee.

Executive Search Firm Evaluation Process

- The Committee was provided with guidelines for evaluating and scoring the proposals

- Each proposal scored individually by the committee members.

- The individual score assessments were compiled and reviewed to identify significant variances.

- The Committee reviewed and discussed the proposals and the variances

- A recommendation for the Board was developed.

- References were contacted.

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Registrar Search Committee Meeting

- The Committee met on May 26, 2021 via videoconference.

- The Committee reviewed the proposals and evaluation of each of the search firm proponents.

- The Committee recommended Odgers Berndtson to the Board as the Executive Search firm for the Registrar/ CEO, pending a reference check by the Committee Chair.

Board Resolution

- A Board Resolution was emailed to the Board on June 8, 2021.

- The Board approved the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

- Registrar Nakagawa will support the committee until a search firm is in place. Afterwards, he will be available to provide support on an as needed basis.

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