In January 2020, as the Nova Scotia College of Pharmacists (NSCP) looked forward to the start of a new decade with a renewed energy and commitment to our vision, “Excellence in Pharmacy Practice and Patient Centered Healthcare”, we had already begun to refer to the road ahead as “the roaring 20s.” At that time, no one had any idea just how loud it was going to roar! We didn’t know the obstacles and opportunities that awaited.

The emergence of the COVID-19 pandemic in Nova Scotia in March 2020 meant the NSCP, like many health organizations, had to quickly shift to a whole new way of doing things and to a whole new focus of work. While we were confident in the strong foundation that the NSCP had built to handle a public health emergency, including work concluded in 2019 to further expand pharmacist prescribing authority and work nearing completion that would enable pharmacy technicians to be immunizers, the NSCP was plunged into the white water of a rapidly changing healthcare landscape that required quick and decisive action. Anticipating eventualities and contingency planning required the NSCP’s full attention.

The first few months of the pandemic brought considerable challenges to the delivery of pharmacy care that required prompt action by the NSCP on many fronts.

- Significant global drug shortages necessitated that the NSCP instate a 30-day supply restriction on all prescriptions to manage a surge in demand and ensure that all Nova Scotians continued to have access to needed medications.

- Responding to a public health emergency meant shoring up the pharmacy workforce. With the Pharmacy Examining Board of Canada (PEBC) unable to offer the licensing exam to students who had just completed their pharmacy program and anticipating that this might not be resolved until the end of the year, the NSCP worked quickly to secure authority from the government to create a conditional pharmacist license.

- To protect the public from significant pharmacy closures, the NSCP worked with Public Health and the Pharmacy Association of Nova Scotia to establish appropriate infection control procedures, guidance on virtual practice, and direction on how a pharmacy should respond if a staff member became ill or was in close contact with a COVID-19 case.

- As pharmacy professionals were increasingly asked to meet healthcare needs due to challenges in accessing a primary care provider, the NSCP responded by making a number of pharmacy practice provisions to enable practitioners to address the needs of their patients in their unique circumstances.

- A submission was made to government for regulatory changes that would better position the profession to fully contribute to the ongoing response to the pandemic, including amendments to the Pharmacy Practice Regulations needed to finalize the NSCP’s work of authorizing pharmacy technicians to administer drugs by injection.
While responding to the pandemic continued to require the NSCP’s attention through the summer and fall, the NSCP remained committed to its planned work that focused on addressing important issues that impact the quality of care the public receives from pharmacy, including:

- establishing standards for compounding non-sterile products in pharmacies to maintain the public’s access to quality pharmacy compounded medications.
- clarifying expectations related to pharmacy’s role in addressing the opioid crisis.
- improving the public’s awareness of the NSCP, including what we do and what safe and effective pharmacy care looks like.

The issues and challenges that emerged this past year also presented opportunities for the NSCP to accelerate important work that we had begun. The NSCP Council had been reflecting on best practices of governance to strengthen the NSCP’s performance as a regulator to best serve the public, with a focus on better positioning Council in its strategic oversight role. Strategic oversight was critical for organizations during the pandemic, and Council seized this unique opportunity to lean into this role so that the NSCP could nimbly and effectively navigate the uncharted waters of the pandemic.

The NSCP also began important learning, sharing and improving to address the presence of systemic racism and discrimination in Nova Scotia. We strengthened our commitment to doing more and doing better, including doing the work to educate ourselves and by establishing the NSCP’s Equity, Diversity and Inclusion Advisory Committee. We have much work to do, and we look forward to coming together with pharmacy practitioners and members of the public to work on matters of diversity, inclusion, equity and systemic racism related to the regulation of the practice of pharmacy.

Looking back on the NSCP’s extraordinary work during this past year, we recognize that this was only possible because of the remarkable collaboration of the NSCP team and our key stakeholders as we all worked towards the same goal—safely getting Nova Scotians to the other side of the pandemic as quickly as possible. The NSCP staff team began working remotely on March 16, 2020, without a pause in operations and we stayed connected and in-sync with daily team huddles and ad-hoc meetings through virtual communication platforms. Early morning calls between the Council president and CEO started each day, and these frequent touchpoints, along with weekly strategic check-ins with Council, supported NSCP leadership in using executive authority to take decisive action without delay. Connecting with key individuals in government, the pharmacy association, and other health professions on the multitude of shared evolving issues allowed us all to stay current on emerging information and created synergy on shared initiatives.

Working collaboratively with kindness and compassion has been foundational to our successes in Nova Scotia. We know that by working with our communities in mind and by coming together we can achieve great things. We look forward to continuing this important work in 2021 on behalf of all Nova Scotians.

Melanie MacInnis
2020 Council President

Beverley Zwicker
CEO and Registrar
Public representatives on the NSCP Council have a unique role and perspective. While we bring skills in communications, economics, health IT, and nursing to the table, our primary role is to voice the public perspective to support Council in making decisions that are in the best interest of the public. We take our responsibilities seriously, ensuring that the NSCP provides pharmacy practitioners with direction that is sound and current, and that it is transparent and accountable to the public in all its regulatory activities.

Our role over the past year has been to ensure that the needs of Nova Scotians continued to be met by pharmacies during the COVID-19 pandemic. With Nova Scotians facing increased challenges in accessing primary care, and the need to ensure all hands were on deck to respond to the pandemic, it was critically important for the NSCP to undertake work to further enable pharmacy practitioners to meet the health needs of the public. Our perspectives as members of the public were critical in discussions regarding the 30-day prescription supply limit, safeguards needed for conditional licensing of new pharmacy graduates, community pharmacy involvement in COVID-19 testing and vaccination, and on issues of equity, diversity and inclusion within the regulation of pharmacy.

We look forward to continuing our work on Council in 2021 knowing that Nova Scotians will need pharmacy practitioners to bring the full extent of their knowledge, skills and abilities to help bring an end to the COVID-19 pandemic.

Lynn Guscott, Tunde Awoyiga, and Jill Rafuse
2020 Public Representatives on Council
Focus

MISSION
Governing the practice of pharmacy in Nova Scotia in the interest of the health and well-being of the public.

VISION
All pharmacy practitioners recognize the impact of their roles in the healthcare system and practice to their full scope.

WHAT WE DO
The NSCP’s role is to regulate pharmacists and pharmacy technicians and the community pharmacies where they practice. In accordance with the Nova Scotia Pharmacy Act, the NSCP’s key responsibilities include:

Legislation and Practice Standards
- The NSCP establishes, maintains, and enforces appropriate regulations, standards, policies, and guidelines.
- The NSCP promotes a professional Code of Ethics to set out ethical expectations and obligations for pharmacists and pharmacy technicians and to provide support for ethical decision-making.

Professional Accountability
- The NSCP ensures pharmacy practitioners comply with the rules that govern the practice of pharmacy, are competent to practice, and conduct themselves in an ethical and professional manner.
- The NSCP investigates and addresses complaints and concerns, considering such matters in the context of the rules and expectations outlined in legislation, standards, policies, and the Code of Ethics.
- The NSCP follows the rules and processes set out in the Nova Scotia Pharmacy Act in dealing with these matters.

Quality Assurance
- The NSCP conducts inspections that protect, promote, and improve the quality of pharmacy care across the province.
- The NSCP audits the practice of pharmacy processionals.
- The NSCP ensures pharmacy professionals engage in ongoing professional education to maintain their competency.
- The NSCP requires pharmacies to be actively engaged in continuous quality improvement, including reporting and analyzing errors to learn how to improve the quality and safety of the services they provide.

Registration and Licensing
- The NSCP establishes and administers registration requirements and processes that are deemed fair, objective, thorough, and transparent.
- The NSCP ensures individuals licensed to practice pharmacy in Nova Scotia have the appropriate knowledge, skills, and attitudes to provide optimal pharmacy care.
RESPONDING TO THE COVID-19 PANDEMIC

The first few months of the pandemic brought considerable challenges to the delivery of pharmacy care that required prompt action by the NSCP on many fronts. The NSCP undertook considerable work to shore up the pharmacy workforce and minimize the risk that a patient’s pharmacy would be forced to close.

- Responding to a public health emergency required quickly shoring up the pharmacy workforce. With the Pharmacy Examining Board of Canada (PEBC) unable to offer the licensing exam to students who had just completed their pharmacy program and anticipating that this might not be resolved until the end of the year, the NSCP worked quickly to secure authority from the government to create a conditional pharmacist license. This deployed freshly educated and much needed practitioners to the COVID-19 response, while ensuring appropriate safeguards were in place as they gained experience on the front lines of practice.

- Whereas many primary care providers quickly shifted to only providing care virtually in the early months of the pandemic, pharmacies remained open for in-person care. To protect the public from significant pharmacy closures, the NSCP worked with Public Health and the Pharmacy Association of Nova Scotia to establish appropriate infection control procedures, guidance on virtual practice, and direction on how a pharmacy should respond if a staff member became ill or was in close contact with a COVID-19 case. While all of this was aimed at keeping as many pharmacies as possible open to provide critically needed medication and services, the NSCP also established contingency plans to enable patients to access their medications at another pharmacy should their pharmacy be forced to close for a period of time.
ENABLING PHARMACY PRACTITIONERS TO MEET THE HEALTH NEEDS OF NOVA SCOTIANS

The NSCP worked to ensure that the health needs of Nova Scotians continued to be met during the COVID-19 pandemic by implementing pharmacy practice provisions so that practitioners were able to meet the needs of their patients despite the unique challenges arising from the pandemic. These included:

- amendments to the Standards of Practice: Opioid Agonist Maintenance Treatment to ensure continuity of care for individuals receiving critical treatment for substance use disorder, as well as a new protocol to support the emergency authority provided by the federal government for pharmacists to prescribe controlled substances.

- provisions to the Standards of Practice: Prescribing to temporarily allow pharmacists to prescribe an extended supply of a patient’s medication beyond the previous limit of 180 days, and to suspend the requirement to use the private consultation room to reduce the risk of community transmission of COVID-19.

- revision of the Standards of Practice: Drug Administration to authorize pharmacy practitioners to administer additional categories of drugs by injection, and to reduce the age limit for this service to those aged two and older.

In addition to our COVID-19 related initiatives, we continued our work on establishing the new Standards of Practice: Non-Sterile Compounding and modernizing our Harm Reduction Policy. This work positions the NSCP well to continue to respond to the changing roles of pharmacy practitioners in providing increasingly needed compounded medication products to Nova Scotians and in addressing pharmacy’s role in tackling the opioid crisis.

WORKING COLLABORATIVELY WITH THE HEALTHCARE SYSTEM

The NSCP worked closely with the Department of Health and Wellness, Public Health, the Pharmacy Association of Nova Scotia, and other provincial and national health system partners to ensure a coordinated and collaborative pharmacy response to the COVID-19 pandemic.

A submission was made to government for regulatory changes needed to better position the profession to fully contribute to the ongoing response to the pandemic, including amendments to the Pharmacy Practice Regulations needed to finalize the NSCP’s work of authorizing pharmacy technicians to administer drugs by injection. While some regulatory changes were still awaiting the government’s approval at the end of the year, this priority request was approved and significantly increased the number of immunizers in Nova Scotia for the busy 2020 fall influenza immunization campaign, and more importantly for the COVID-19 vaccine rollout in 2021.

REACHING OUT TO THE PUBLIC

The NSCP launched its first ever public awareness campaign, “Get to Know NSCP,” allowing us to communicate with Nova Scotians about the work the NSCP does in keeping them safe and providing information on what safe and effective pharmacy care looks like. Our campaign was multifaceted, using a common message that the NSCP is here and here to help build public awareness and trust. We look forward to continuing to build awareness and strengthening our communication with the public in 2021.

Recognizing that when we take the time to understand complex issues and bring diverse perspectives, we can better serve Nova Scotians, the NSCP began important learning, sharing and improving to address the presence of systemic racism and discrimination in Nova Scotia. We strengthened our commitment to doing more and doing better, including doing the work to educate ourselves and by establishing the NSCP’s Equity, Diversity and Inclusion Advisory Committee. We have much work to do, and we look forward to coming together with pharmacy practitioners and members of the public to work on matters of diversity, inclusion, equity and systemic racism related to the regulation of the practice of pharmacy.
# Milestones

## JANUARY – MARCH

- NSCP Council undertakes governance training on the board’s role in strategic oversight and risk-based approach to professional regulation
- NSCP prepares and distributes to all registrants *A Pharmacist’s Duty during a Pandemic: An Ethical Framework*
- NSCP implements the 30-day prescription supply restriction in response to unprecedented medication demand and global supply shortages
- NSCP makes provisions and amendments to the *Standards of Practice: Prescribing*, the *Standards of Practice: Opioid Agonist Maintenance Treatment*, and the *Standards of Practice: Medical Assistance in Dying* in response to public health needs during the COVID-19 pandemic
- NSCP hosts a webinar to engage with registrants on their questions about the various recently implemented COVID-19 pharmacy practice provisions

## APRIL – JUNE

- NSCP creates a conditional licence stream so that newly licensed pharmacy graduates and recently retired practitioners are able to contribute to the COVID-19 response
- The *Pharmacy Infection Control Measures During COVID-19 Guidance Document* and *Guidance for Staff Who Test Positive for COVID-19 and Close Contacts* are created in partnership with Public Health
- NSCP eases the 30-day prescription supply restriction in response to the stabilizing global medication supply
- NSCP begins work on improving equity, inclusion and diversity in response to ongoing systemic racism and racial injustices

## JULY – SEPTEMBER

- Mandatory use of face masks for all pharmacy personnel is implemented
- The federal exemption for pharmacists to prescribe, renew and extend prescriptions for controlled substances is extended until September 31, 2021
- NSCP submits amendments to the *Pharmacy Practice Regulations* and the *Registration, Licensing and Professional Accountability Regulations* to government
- NSCP provides guidance to pharmacies should they be asked to serve as a site for asymptomatic COVID-19 testing

## OCTOBER – DECEMBER

- Amendments to the *Pharmacy Practice Regulations* are approved by government, authorizing the administration of drugs by injection to be delegated to pharmacy technicians
- NSCP begins providing the Drug Administration by Injection Technical Permit to pharmacy technicians, students and interns
- NSCP hosts virtual zone meetings to provide an overview of recent changes to the regulations and the *Standards of Practice: Drug Administration*
- NSCP begins work to prepare for pharmacy practitioners’ participation in the COVID-19 immunization campaign
**Numbers**

**REGISTRATIONS AND LICENSING**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmacists licensed*</td>
<td>1,468</td>
</tr>
<tr>
<td>Pharmacy Technicians licensed*</td>
<td>254</td>
</tr>
<tr>
<td>New Pharmacists conditionally licensed during COVID-19 pandemic*</td>
<td>51</td>
</tr>
<tr>
<td>Resuming Pharmacists conditionally licensed during COVID-19 pandemic*</td>
<td>6</td>
</tr>
<tr>
<td>Pharmacies licensed*</td>
<td>310</td>
</tr>
</tbody>
</table>

*Active licenses approved in 2020 as of December 31, 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmacies providing sterile compounding services</td>
<td>4</td>
</tr>
<tr>
<td>Pharmacies providing methadone services</td>
<td>217</td>
</tr>
</tbody>
</table>

**NUMBER OF PHARMACIES BY ZONE**

- **A ZONE 1: 48% (n=151)**
  Halifax, Lunenburg, and Queens Counties

- **B ZONE 2: 16% (n=50)**
  Cape Breton Island

- **C ZONE 3: 18% (n=58)**
  Antigonish, Guysborough, Pictou, Colchester, and Cumberland Counties, and the Municipality of the District of East Hants

- **D ZONE 4: 18% (n=55)**
  Hants, Kings, Annapolis, Digby, Shelburne, and Yarmouth Counties, excluding the Municipality of the District of East Hants
QUALITY ASSURANCE

The NSCP paused all on-site pharmacy visits from March 16 to June 30, 2020, in response to the pandemic, resulting in overall lower numbers of routine and revisit inspections completed in 2020. On-site pharmacy inspections were restarted in July 2020 using a hybrid model that ensured NSCP inspectors spent the minimum time necessary in pharmacies. Learnings from this hybrid model are being used to revise the inspection process going forward.

<table>
<thead>
<tr>
<th>100 ROUTINE PHARMACY INSPECTIONS completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each pharmacy in Nova Scotia is routinely inspected every two years.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>79 REVISIT PHARMACY INSPECTIONS completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A revisit inspection (if required) is conducted within six months of a routine inspection to ensure that deficiencies identified during the routine inspection have been satisfactorily addressed.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1 PHARMACY RE-INSPECTION completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A re-inspection is conducted when deficiencies identified during a routine inspection were not satisfactorily addressed within six months.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>24 PHARMACY MANAGER INTERVIEWS conducted</th>
</tr>
</thead>
<tbody>
<tr>
<td>When a pharmacist accepts the role of pharmacy manager, a pharmacy manager interview is conducted to ensure that they are fully aware of their responsibilities as described in legislation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>21 RENOVATION INSPECTIONS completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A renovation inspection is completed when the location of a dispensary within an existing pharmacy changes or when alterations have been made that affect the diagram of the pharmacy. This also includes renovations required for compliance with the Private Consulation Room Policy.</td>
</tr>
</tbody>
</table>
MEDICATION INCIDENT REPORTING

15,252
MEDICATION INCIDENTS reported by pharmacies
(0.1% of all prescriptions dispensed)

TOP 3
TYPES OF MEDICATION INCIDENTS reported by pharmacies
Incorrect dose / frequency
Incorrect quantity
Incorrect drug

OUTCOMES OF REPORTED MEDICATION INCIDENTS

A NEAR MISS: 79% (n=12,079)
Incidents that could have caused harm but were intercepted prior to reaching the patient

B NO HARM: 20% (n=2,997)
Medication error reached the patient; no symptoms detected and no treatment required

C HARM: 1% (n=176)
Medication error reached the patient; symptoms detected and/or treatment required, and includes mild harm, moderate harm, severe harm and death

177
AVERAGE NUMBER OF PHARMACIES reporting per month

1,271
AVERAGE NUMBER OF MEDICATION INCIDENTS reported per month

415
CONTINUOUS QUALITY ASSURANCE MEETINGS held by Nova Scotia pharmacies
PROFESSIONAL ACCOUNTABILITY

158 TOTAL INFORMAL CONCERNS AND COMPLAINTS received from the public

DISPOSITION OF INFORMAL CONCERNS RESOLVED

A  Clarification on issue provided to member of the public (no further action taken): 47% (n=74)
B  Guidance provided to pharmacy practitioner: 50% (n=78)
C  Concern referred to Investigation Committee: 3% (n=5)

SUBJECT MATTER OF COMPLAINTS RECEIVED

A  Unprofessional conduct: 20% (n=5)
B  Medication error/inappropriate prescription: 20% (n=5)
C  Releasing CDSA drugs: 8% (n=2)
D  False declarations: 40% (n=10)
E  Privacy/confidentiality: 8% (n=2)
F  Pharmacy workflow: 4% (n=1)

DISPOSITION OF COMPLAINTS RESOLVED

A  Dismiss: 9% (n=3)
B  Counsel: 21% (n=7)
C  Caution: 26% (n=9)
D  Consent reprimand: 29% (n=10)
E  Forward to Hearing Committee: 15% (n=5)
F  Refer to Fitness to Practice Committee: 0% (n=0)
G  Conditions: 0% (n=0)

Informal concerns: 157
Complaints: 25
INDEPENDENT AUDITOR’S REPORT

As per section 10(1) of the NSCP by-laws, the audit firm Baker Tilly Nova Scotia Inc. (“Baker Tilly”) was engaged to audit the books and accounts of the College for the 2020 fiscal year and to comment on the correctness of the annual financial statements of the College. The audit was completed and Baker Tilly issued a clean, unqualified opinion for the year ended and as at December 31, 2020 on April 7, 2021.

Highlights of the Financial Results

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Reserve Fund</th>
<th>Investment in Capital Asset</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
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REVENUES

- Memberships: 2,291,714 (2020) vs. 2,038,491 (2019)
- Professional Accountability: 7,889 (2020) vs. 7,899 (2019)
- Sundry: 15,778 (2020) vs. 10,212 (2019)
- Investment Income Realized: 7,639 (2020) vs. 54,582 (2019)
- Gain (Loss) on Disposal of Investments: (12,696) (2020) vs. 13,113 (2019)


EXPENSES

Total: 2,202,620 (2020) vs. 2,380,656 (2019)

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES

Total: 120,400 (2020) vs. 108,809 (2019)

The College maintains a reserve fund for the following specific purposes:

1) As an operating reserve to manage the risks associated with possible cash flow interruptions.
2) To provide flexibility to fund new organizational priorities and unexpected needs.
3) As a reserve for extraordinary legal/liability costs.
4) A reserve fund for the costs associated with strategic initiatives and activities that support the mandate of the NSCP.

The reserve is funded by earnings on investments and operational surpluses. The funds balance at the end of 2020 was $2,018,110.

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Who We Are

2020 COUNCIL MEMBERS

The NSCP Council oversees the direction and policy decisions of the NSCP as a whole. Council’s mandate is to ensure that the health interests of the public are protected and maintained in the delivery of pharmacy services.

PRESIDENT
Melanie MacInnis
Pharmacist

VICE PRESIDENT
Lynn Corkum
Pharmacy Technician

MEMBER AT LARGE
Jon Wright
Pharmacist

COUNCILLOR
Rami Saaloukeh
Pharmacist

COUNCILLOR
Adam Somers
Pharmacist

COUNCILLOR
Tunde Awoyiga
Public Representative

COUNCILLOR
Tanya Howley
Pharmacist

COUNCILLOR
Lynn Guscott
Public Representative

COUNCILLOR
Sabrina McLean
Pharmacist

COUNCILLOR
Jill Rafuse
Public Representative

COUNCILLOR
Jennifer O’Brien
Pharmacist

COUNCILLOR
Susan Mansour
Director, Dalhousie College of Pharmacy
**Executive Committee**
- Melanie MacInnis, President (Chair)
- Lynn Corkum, Vice President
- Lynn Guscott, Member at Large

**Governance Committee**
- Adam Somers, Pharmacist (Chair)
- Tanya Howley, Pharmacist
- Sabrina McLean, Pharmacist
- Jon Wright, Pharmacist

**Audit Committee**
- Jill Rafuse, Public Representative (Chair)
- Jennifer O’Brien, Pharmacist
- Carolyn Hirschfield, Public Representative

**Nominating Committee**
- Lynn Corkum, Pharmacy Technician (Chair)
- Melanie MacInnis, Pharmacist
- Tunde Awoyiga, Public Representative

**Investigation Committee**
- Cheryl Court, Pharmacist (Chair)
- Gerri Allen, Pharmacy Technician (Vice Chair)
- Pauline Tran-Roop, Pharmacist
- Jennifer Tohme, Pharmacist
- Rammah Mikhail, Pharmacist
- Kristen Pulsifer, Pharmacy Technician
- Lynn Guscott, Public Representative
- Gary Clarke, Public Representative

**Hearing Committee**
- Harriet Davies, Pharmacist (Chair)
- Susan Halliday Mahar, Pharmacist (Vice Chair)
- Edith Menzies, Public Representative
- Tom Mahaffey, Public Representative
- Annette Marshall, Public Representative
- Kayla Ransome, Pharmacy Technician
- Lynn Corkum, Pharmacy Technician
- Lisa Johnston, Pharmacy Technician
- Leigh Noftle, Pharmacist
- Tena Taylor, Pharmacist
- Krista Trider, Pharmacist
- John McNeil, Pharmacist
- Ellen Purves, Pharmacist

**Fitness to Practice Committee**
- Aiysha Al-Wardian, Pharmacist (Chair)
- Trina Organ, Pharmacist
- Brian Wilbur, Public Representative

**Standards of Practice Committee**
- Craig Connolly, Pharmacist (Chair)
- Mary Abriel-Sangster, Pharmacist
- Harriet Davies, Pharmacist
- Adam Somers, Pharmacist
- Sonja Baettig, Pharmacy Technician
- Tracey McEachern, Pharmacy Technician

**Ad-hoc Working Groups**
- Various pharmacists, pharmacy technicians, and other professional healthcare subject matter experts

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**2020 STAFF**

**CEO AND REGISTRAR**
Beverley Zwicker

**DEPUTY REGISTRAR AND DIRECTOR OF PROFESSIONAL SERVICES**
Sue Sampson

**DIRECTOR OF CORPORATE SERVICES**
Kate Wall

**OFFICE MANAGER**
Katie Sexton

**PHARMACY PRACTICE MANAGER**
Anne Marentette

**POLICY DEVELOPMENT AND RESEARCH MANAGER**
Andrea Bishop

**PROFESSIONAL ACCOUNTABILITY MANAGER**
Tiffany Savary

**QUALITY ASSURANCE MANAGER**
Cindy Ingersoll

**REGISTRATIONS MANAGER**
Melissa Rhodes

**REGISTRATIONS AND QUALITY ASSURANCE ASSOCIATE**
Tracey Chiasson