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NAPRA BOARD OF DIRECTORS

April 2017
Ottawa, Ontario

Photo: Lindsey Gibeau, Photography Collective

From left to right

**Front row:**
Debra Willcox, Manon Lambert, Craig Connolly, Glenda Marsh, Adele Fifield, Anjli Acharya, Bob Nakagawa, Laurel Miller, Allan Greene, Barry Lyons

**Back row:**
Sam Lanctin, Barbara Harvey, Donna Mulvey, Bev Zwicker, Ray Joubert, Linda Hensman, Greg Eberhart, Nancy Lum-Wilson, Susan Lessard-Friesen, Blake Reynolds, Mark Scanlon, Marline Cormier

**Absent:**
Bertrand Bolduc, Commander Sylvain Grenier, Margot Priddle, Samantha Van Genne, Michelle Wyand
## NAPRA COMMITTEES 2016-2017

### Executive Committee
Chair: Glenda Marsh

The Executive Committee supports the Board of Directors in various capacities including making decisions regarding drug placement on the National Drug Schedules, reviewing financial variance reports, advising on the preparation of operational plans and budgets, and reviewing policy or other issues when required and providing recommendations to the Board.

### Council of Pharmacy Registrars of Canada (CPRC)
Chair: Bob Nakagawa

The Council of Pharmacy Registrars of Canada (CPRC) has separate defined roles within their capacity as a Board Committee and within their capacity as a group of Registrars. For example as a Board committee CPRC provides advice to the Board, identifies national issues, recommends policy and acts as a liaison between PRAs and NAPRA. As a group of Registrars, CPRC coordinates provincial/territorial operational collaboration, participates in stakeholder engagements (e.g. with government) and acts as a forum for discussion of inter-provincial/territorial

### National Committee on Pharmacy Technicians (NCPT)
Chair: Linda Hensman

The Committee was created to address, review and make recommendations to NAPRA regarding issues related to regulated pharmacy technicians.

### National Drug Schedules Review Steering Committee
Co-Chairs: Blake Reynolds and Debra Willcox

This *ad hoc* Committee was created to steer the National Drug Schedules Review Project.

### National Drug Scheduling Advisory Committee (NDSAC)
Chair: Dr. Tom Bailey

The Committee was established to advise the provincial/territorial pharmacy regulatory authorities on matters relating to the placement of drugs within a three schedule/four category national model. NDSAC members are mandated to serve in the public interest, aiming to promote optimal pharmacotherapy while recognizing the role and responsibility of the patient in health care.

### National Advisory Committee on Pharmacy Practice (NACPP)
Chair: Craig Connolly

The Committee was created to ensure that the National Model Licensing program and its components as well as the *Mobility Agreement for Canadian Pharmacists (MACP)* maintain their relevancy as pharmacy practice evolves, and to advise NAPRA on matters pertaining to pharmacy practice at the national level.

### Audit Committee
Chair: Barry Lyons

The Committee was established to assist the Board in fulfilling its responsibilities for financial accountability to the Members.

### Nominating Committee
Chair: Anjli Acharya

The Committee was created to coordinate the process of the annual election of Directors for the Board of Directors.
NAPRA COMMITTEES 2016-2017 (continued)

External Appointments

The following individuals are appointed to sit as the association’s representative on professional committees, advisory committees, working groups or boards.

**.pharmacy generic Top Level Domain (gTLD) Governance Committee (National Association of Boards of Pharmacy)**
- Bob Nakagawa / Theresa Schopf

**Canadian Network of Agencies for Regulation (formerly the Canadian Network of National Association of Regulators)**
- Theresa Schopf

**Canadian Patient Safety Institute (NAPRA is a Voting Member)**
- Adele Fifield

**Canadian Council for Accreditation of Pharmacy Programs**
- Sam Lanctin

**Pharmacy Workforce Planning Committee**
- Greg Eberhart and Theresa Schopf

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Thank you to all committee volunteers who served in 2016-2017

Anjli Acharya · Dr. Thomas Bailey · Guylaine Bertrand · Dr. Ratna Bose · Dr. Murray Brown · Heather Christ · Craig Connolly · Dale Cooney · Drena Dunford · Greg Eberhart · Jeanne Eriksen · Ronda Eros · Commander Sylvain Grenier · Barbara Harvey · Melanie Healey · Linda Hensman · Susan James · Dr. Melanie Johnson · Ray Joubert · Dr. Deborah Kelly · Ashifa Keshavji · Dr. Jason Kielly · Manon Lambert · Sam Lanctin · Doreen Leong · Susan Lessard-Friesen · Barry Lyons · Glenda Marsh · Kim McIntosh · Judith McPhee · Todd Mereniuk · Katrina Mulherin · Bob Nakagawa · Margot Priddle · Dr. John Pugsley · Anne Resnick · Blake Reynolds · Joan Sayer · Sue Sampson · Suzanne Solven · Kendra Townsend · Debra Willcox · Michelle Wyand · Bev Zwicker
MESSAGE FROM THE PRESIDENT
ANJLI ACHARYA

My introduction to NAPRA came just over three years ago, representing the Alberta College of Pharmacists on the NAPRA Board of Directors. In the time since, I have developed a true appreciation of what it means to have a national organization that can harness the strengths of the individual regulatory bodies across our provinces, territories and the Canadian Forces, to enhance patient care and protect the health of Canadians.

In the last year alone, our organization made great strides to strengthen its position and demonstrate leadership in the Canadian pharmacy landscape. NAPRA was one of forty-two organizations who committed to specific actions and ongoing engagement to address the opioid crisis across the country.

We also continued to place an emphasis on strengthening our relationships with various stakeholders by way of thoughtful and meaningful dialogue on matters of common interest for the profession. We produced new model standards for pharmacy compounding to support pharmacy practice in all jurisdictions across the country and we recommitted to an examination of one of our most significant programs – the National Drug Schedules. The organization’s ongoing support of pharmacy technicians will continue through the National Pharmacy Technician Bridging Education Program™ and it is our intention to work with both technicians and stakeholders to see the continued development of this young profession.

A significant undertaking that began in 2016 and will carry over into 2017 is a review of NAPRA’s governance model. Good governance is a fundamental component of a healthy and productive organization. Recognizing this principle, the Board of Directors approached the review as an opportunity to respond to the changing needs of the organization’s members and NAPRA’s ability to engage in national pharmacy issues in a more effective manner. I am confident that any changes that are forthcoming will benefit pharmacy regulation, and by extension the practice of pharmacy, for the better.

In a year when a significant leadership transition occurred, I was impressed by the outstanding professional calibre of the individuals who make up the NAPRA office team. Thank you to all of NAPRA’s administration for their support and dedication to the organization during my term as President. Under the guidance of the new Executive Director, Adele Fifield, I believe our organization will flourish. Adele is an asset to NAPRA and in the time since she began her position with the organization, positive changes have occurred. I wish Adele and the national office team nothing but continued success for the future.

In closing, it was my pleasure and honour to serve as your President for the past year and I am proud of the work NAPRA accomplished. While it was a year of transition on two significant fronts for our organization, I believe that we emerged stronger for it. I look forward to the new opportunities and changes that NAPRA will face in the coming year. I am confident that the organization will take advantage of the opportunities and changes ahead and thrive because of them.

With my very best,
MESSAGE FROM THE EXECUTIVE DIRECTOR
ADELE FIFIELD

I must begin my first Annual Report message to members and stakeholders by sharing my deep appreciation and gratitude for the warm welcome I have received since moving into the position of Executive Director at NAPRA. In my time with NAPRA, I have received many words of support. It became obvious in my early days with NAPRA that the association had a solid foundation which it built over 20 years. Strong organizational leadership, talented and dedicated colleagues, a sound operational foundation, and an abundance of information-sharing all helped to ease my transition into NAPRA.

Early on I heard the phrase ‘small but mighty’ to describe NAPRA. In and of itself, NAPRA’s mandate to serve as a platform for pharmacy regulatory authorities (PRAs) to discuss issues and to take a national approach in addressing common issues is a huge role. However, on top of that, NAPRA administers important programs like the National Drug Schedules, Pharmacists’ Gateway Canada, and the National Pharmacy Technician Bridging Education Program, as well as creates model standards and guidelines. It is clear that NAPRA’s value and reputation within Canada’s pharmacy community was earned through years of dedicated work on behalf of the PRAs.

Even while navigating a leadership change in 2016, NAPRA ensured its programs and services remained strong. Some highlights of NAPRA’s programs in 2016 include the following. Naloxone hydrochloride injection and nasal spray were added to schedule II of the National Drug Schedules following reviews by the National Drug Scheduling Advisory Committee. About 2,400 international pharmacy graduates (IPGs) enrolled in Pharmacists’ Gateway Canada and over 3,000 inquiries were handled by NAPRA staff, demonstrating the continued value of the Gateway in providing licensing information, self-assessment tools and a centralized document repository for IPGs. Lastly, 1,600 registrants benefitted from the National Pharmacy Technician Bridging Education Program maintained by NAPRA, assisting PRAs as transitions to a new regulatory framework for pharmacy technicians continue.

NAPRA also released important guidance documents in 2016. Following on the publication of Model Standards for Pharmacy Compounding of Non-hazardous Sterile Preparations in 2015, NAPRA published Model Standards for Pharmacy Compounding of Hazardous Sterile Preparations in 2016. Since then, NAPRA has been working on the third and final installment in the compounding series, Model Standards for Pharmacy Compounding of Non-sterile Preparations, with a release date to be determined later in 2017. In 2016, NAPRA also released Pharmacy Practice Management Systems Supplemental Requirements on Traceability and Bulk Preparation Labelling to Support NAPRA’s “Model Standards of Practice for Canadian Pharmacists” and the “Model Standards for Pharmacy Compounding.”

NAPRA also continued to raise awareness of its role and to increase its influence on quality patient care and safety. Just a few highlights from 2016 of NAPRA at work in this regard are: participating in the consultation by Health Canada on a new framework for non-prescription drugs, self-care products, and natural health products; contributing actions to the multi-organizational Joint Action Statement to Address the Opioid Crisis; partnering with the National Association of Boards of Pharmacy for the .pharmacy initiative to identify online pharmacies and pharmacy-related websites as safe and legitimate; and participating on a multi-stakeholder Pharmacy Workforce Planning Committee.

(continued on page 7)
MESSAGE FROM THE EXECUTIVE DIRECTOR
ADELE FIFIELD

(continued from page 6)

In addition to continuing the important work described above, I am excited that NAPRA is also an organization that is poised for change. There is an openness and readiness to enhance NAPRA’s role within the healthcare landscape. To that end, there is significant work to complete on a number of fronts including changes to NAPRA’s governance, followed by the development of a new strategic plan. I see my role as Executive Director as one that will help usher in the changes desired by the Board of Directors and to do so in a way that positions NAPRA for growth and increased influence in the future.

I extend my thanks to President Anjli Acharya, members of the Executive Committee, members of the Board, the Registrars, our volunteers, and the amazing staff at the NAPRA office. My thank you is for your guidance and support as I settled in as your new Executive Director, but equally to recognize that NAPRA’s accomplishments have only been possible because each of you are a part of the organization.

I look forward to the opportunities that lie ahead for NAPRA and I am proud to be a part of the team that will continue to deliver NAPRA’s unique and critical role in pharmacy care in Canada.
AUDITOR’S REPORT AND AUDITED FINANCIAL STATEMENTS

Independent Auditor’s Report

To: The Members of
National Association of Pharmacy Regulatory Authorities

We have audited the accompanying financial statements of National Association of Pharmacy Regulatory Authorities which comprise the statement of financial position as at December 31, 2016, and the statement of operations, changes in net assets and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management’s Responsibility 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.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to an entity’s preparations of the financial statements 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 entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis of our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of National Association of Pharmacy Regulatory Authorities as at December 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Collins Barrow
Chartered Professional Accountants, Licensed Public Accountants
Ottawa, Ontario
## STATEMENT OF FINANCIAL POSITION

*As at December 31, 2016*

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
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<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td><strong>Current</strong></td>
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<tr>
<td>Cash</td>
<td>$131,138</td>
<td>$257,981</td>
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<td>Investments</td>
<td>1,741,344</td>
<td>1,579,100</td>
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<td>Accounts receivable</td>
<td>5,008</td>
<td>5,545</td>
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<td>Prepaid expenses</td>
<td>7,275</td>
<td>22,665</td>
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<td><strong>Total Current</strong></td>
<td><strong>1,884,765</strong></td>
<td><strong>1,865,291</strong></td>
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<td><strong>LONG TERM INVESTMENTS</strong></td>
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<tr>
<td></td>
<td>286,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TANGIBLE CAPITAL ASSETS</strong></td>
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</tr>
<tr>
<td></td>
<td>24,437</td>
<td>19,300</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>2,195,202</strong></td>
<td><strong>1,884,591</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
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<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$129,418</td>
<td>$115,369</td>
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<tr>
<td>Deferred revenue</td>
<td>-</td>
<td>44,870</td>
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<td><strong>Total Current Liabilities</strong></td>
<td><strong>129,418</strong></td>
<td><strong>160,239</strong></td>
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<td><strong>NET ASSETS</strong></td>
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<tr>
<td>Invested in capital assets</td>
<td>24,437</td>
<td>19,300</td>
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<tr>
<td>Internally restricted operating reserve</td>
<td>750,000</td>
<td>650,000</td>
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<td>Internally restricted Special Project reserve</td>
<td>167,953</td>
<td>167,953</td>
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<tr>
<td>Internally restricted Gateway Program Improvement reserve</td>
<td>398,500</td>
<td>152,000</td>
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<tr>
<td>Unrestricted assets</td>
<td>724,894</td>
<td>735,099</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>2,065,784</strong></td>
<td><strong>1,724,352</strong></td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>2,195,202</strong></td>
<td><strong>1,884,591</strong></td>
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### STATEMENT OF OPERATIONS

*As at December 31, 2016*

<table>
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<th></th>
<th>Budget 2016</th>
<th>Actual 2016</th>
<th>Actual 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IPG Self Assessment Tools</td>
<td>$9,600</td>
<td>$8,995</td>
<td>$9,665</td>
</tr>
<tr>
<td>IPG Gateway Application</td>
<td>650,000</td>
<td>779,350</td>
<td>785,065</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>693,803</td>
<td>693,804</td>
<td>676,881</td>
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<tr>
<td>NDSAC Review Fees</td>
<td>89,740</td>
<td>134,610</td>
<td>89,740</td>
</tr>
<tr>
<td>Licensing Fees - Bridging Program</td>
<td>80,000</td>
<td>162,385</td>
<td>127,303</td>
</tr>
<tr>
<td>Interest Income</td>
<td>15,000</td>
<td>28,453</td>
<td>16,703</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>-</td>
<td>4,053</td>
<td>4,415</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,538,143</td>
<td>1,811,650</td>
<td>1,709,772</td>
</tr>
</tbody>
</table>

| **EXPENSES**           |             |             |             |
| Amortization of Tangible Capital Assets | 6,348 | 8,804 | 5,340 |
| Bridging Program       | 114,000     | 92,575      | 72,367      |
| IPG Gateway enhancement and conversion project | 145,000 | 113,500 | -     |
| IPG Gateway            | 131,130     | 125,500     | 157,363     |
| IPG Self Assessment Tools | 16,306     | 5,963       | 7,315       |
| Information Technology Services | 60,019 | 35,112 | 22,310 |
| Meetings               | 45,000      | 35,112      | 25,741      |
| NDSAC Review           | 60,000      | 55,627      | 32,880      |
| Office and Administration | 34,917     | 31,454      | 33,675      |
| Professional Fees      | 159,460     | 167,389     | 79,896      |
| Rent and Equipment Maintenance | 78,138 | 78,804 | 87,622 |
| Salaries and Benefits  | 798,735     | 677,059     | 636,548     |
| Travel                 | 45,000      | 43,045      | 29,511      |
| **Total Expenses**     | 1,694,053   | 1,470,218   | 1,190,568   |

Excess (deficiency) of revenue over expenses for the year  

$ (155,910)  $ 341,432  $ 519,204
NAPRA MEMBER CONTACT INFORMATION

Alberta College of Pharmacists
Suite 1200, 10303 Jasper Ave NW
Edmonton, AB T5J 3N6
www.pharmacists.ab.ca

Canadian Armed Forces Pharmacy Services
Directorate of Medical Policy & Standards
1745 Alta Vista Drive, Room 207
Ottawa, ON K1A 0K6

College of Pharmacists of British Columbia
200-1765 West 8th Avenue
Vancouver, BC V6J 5C6
www.bcparmacists.org

College of Pharmacists of Manitoba
200 Taché Ave
Winnipeg, MB R2H 1A7
www.cphm.ca

Government of the Northwest Territories
Health Professional Licensing
Department of Health and Social Services
8th Floor, Centre Square Tower
PO Box 1320
Yellowknife, NT X1A 2L9
www.hss.gov.nt.ca/professional-licensing

Government of Nunavut
Department of Health and Social Services
Professional Practice Unit
P.O. Box 390
Kugluktuk, Nunavut X0B 0E0
www.gov.nu.ca/health

New Brunswick College of Pharmacists
1224 Mountain Rd Unit 8
Moncton, NB E1C 2T6
www.nbpharmacists.ca

Newfoundland and Labrador Pharmacy Board
Apothecary Hall
488 Water St
St. John’s, NL A1E 1B3
www.nlpb.ca

Nova Scotia College of Pharmacists
1559 Brunswick St Suite 220
Halifax, NS B3J 2G1
www.nspharmacists.ca

Ontario College of Pharmacists
483 Huron St
Toronto, ON M5R 2R4
www.ocpinfo.com

Ordre des pharmaciens du Québec
266 rue Notre-Dame O bureau 301
Montréal, QC H2Y 1T6
www.opq.org

Prince Edward Island Pharmacy Board
375 Trans Canada Highway
P.O. Box 208
Cornwall, PE C0A 1H0
www.pepharmacists.ca

Saskatchewan College of Pharmacy
Professionals
(formerly Saskatchewan College of Pharmacists)
700-2010 Pasqua St
Regina, SK S4S 7B9
www.saskpharm.ca

Community Services - Government of Yukon
(formerly Yukon Consumer Services)
PO Box 2703 C-5
Whitehorse, YK Y1A 2C6
www.community.gov.yk.ca/pharmacists