BOARD ORIENTATION

WELCOME

October 17, 2018
CSHP’s History
## Major Milestones

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>1947</td>
<td>First meeting of 17 hospital pharmacists in Toronto to form CSHP</td>
</tr>
<tr>
<td>1950</td>
<td>CSHP Charter and Letters Patent established</td>
</tr>
<tr>
<td>1962</td>
<td>Hospital Residency Board founded within CSHP</td>
</tr>
<tr>
<td>1968</td>
<td>Fellowship program established</td>
</tr>
<tr>
<td>1973</td>
<td>Mid-year clinical conference (PPC) begun</td>
</tr>
<tr>
<td>1988</td>
<td>Research &amp; Education Foundation established</td>
</tr>
<tr>
<td>1997</td>
<td>Partnership established with A.P.E.S.</td>
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<tr>
<td>1999</td>
<td>PSN system established with electronic mailing list management capabilities</td>
</tr>
<tr>
<td>2000</td>
<td>CSHP involved in launching Canadian Coalition of Medication Incident Reporting and Prevention (CCMIRP)</td>
</tr>
<tr>
<td>2002</td>
<td>First tripartite meeting between CSHP, ASHP and MAHP</td>
</tr>
<tr>
<td>2004</td>
<td>Signing of North American Compact on the Advancement of Hospital Pharmacy by CSHP, ASHP and MAHP</td>
</tr>
<tr>
<td>2007</td>
<td>CSHP 2015 launched</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
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<tr>
<td>------</td>
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<tr>
<td>2008</td>
<td>CSHP signed Commitment to Act on the Blueprint for Pharmacy: A Vision for Pharmacy</td>
</tr>
<tr>
<td>2009</td>
<td>Launch of CJHP online</td>
</tr>
<tr>
<td>2010</td>
<td>Launch of CSHP's Advancing In 'Medication Management' eLearning platform</td>
</tr>
<tr>
<td>2011</td>
<td>Launch of CSHP’s association management system</td>
</tr>
<tr>
<td>2013</td>
<td>New/revised Bylaw and Articles of Continuance approved by members at AGM in August</td>
</tr>
<tr>
<td>2014</td>
<td>Certificate of Continuance issued under the Canada Not-for-profit Corporations Act</td>
</tr>
<tr>
<td>2014</td>
<td>Publication of revised compounding guidelines</td>
</tr>
<tr>
<td>2015</td>
<td>Sunsetting of Summer Educational Sessions</td>
</tr>
<tr>
<td>2015</td>
<td>CSHP 2015 concludes</td>
</tr>
<tr>
<td>2015</td>
<td>Launch of compounding webinars</td>
</tr>
<tr>
<td>2016</td>
<td>Excellence in Hospital Pharmacy program begins</td>
</tr>
<tr>
<td>2016</td>
<td>Approval of CSHP’s request for a “.pharmacy” domain name from National Association of Boards of Pharmacy</td>
</tr>
<tr>
<td>2017</td>
<td>Launch of new website and Pharmacy Residency Application and Matching Service</td>
</tr>
</tbody>
</table>
## Major Milestones

### Branch Creation

<table>
<thead>
<tr>
<th>Year</th>
<th>Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>1940</td>
<td>Nova Scotia Unit of Hospital Pharmacists</td>
</tr>
<tr>
<td>1948</td>
<td>Ontario Branch</td>
</tr>
<tr>
<td>1949</td>
<td>Maritime Branch</td>
</tr>
<tr>
<td></td>
<td>British Columbia Branch</td>
</tr>
<tr>
<td>1951</td>
<td>Alberta Branch</td>
</tr>
<tr>
<td></td>
<td>Atlantic Provinces Branch</td>
</tr>
<tr>
<td></td>
<td>Québec Branch</td>
</tr>
<tr>
<td>1953</td>
<td>Manitoba Branch</td>
</tr>
<tr>
<td></td>
<td>Saskatchewan Branch</td>
</tr>
<tr>
<td>1967</td>
<td>New Brunswick Branch</td>
</tr>
<tr>
<td>1970</td>
<td>Nova Scotia Branch</td>
</tr>
<tr>
<td>1996</td>
<td>Newfoundland and Labrador Branch</td>
</tr>
<tr>
<td>2007</td>
<td>Prince Edward Island Branch</td>
</tr>
</tbody>
</table>
CSHP’s Mission, Values and Vision
Mission Statement

The Canadian Society of Hospital Pharmacists (CSHP) is the national voluntary organization of pharmacists committed to patient care through the advancement of safe, effective medication use in hospitals and other collaborative healthcare settings.

CSHP supports its members through advocacy, education, information sharing, promotion of best practices, facilitation of research and recognition of excellence.
Core Values

We value:

• Excellence and innovation in patient care
• Inter-professional collaboration
• Professional development and mentorship
• Member dedication to our Society and the profession
• Accountability to members
Vision 2020

CSHP will be a thriving, progressive society, leading and inspiring excellent pharmacy practice integral to patient-centred care in hospitals and other collaborative healthcare settings.
## Strategic Plan 2020

<table>
<thead>
<tr>
<th>Key Strategic Area</th>
<th>Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmacists’ Practice</td>
<td>1. To have a single engaging initiative that focuses our efforts on improving patient health outcomes.</td>
</tr>
<tr>
<td></td>
<td>2. To be an effective advocate of excellent pharmacy practice integral to patient-centred care with external stakeholders.</td>
</tr>
<tr>
<td></td>
<td>3. To have CJHP recognized as a respected international publication serving as a major venue for dissemination of information related to patient-centred pharmacy practice.</td>
</tr>
<tr>
<td></td>
<td>4. To have strong, productive collaboration between CSHP and its Foundation in order to better serve Members, Supporters and partners.</td>
</tr>
<tr>
<td></td>
<td>5. To have a clear, proactive CPRB plan to meet the needs of entry-to-practice PharmD program graduates.</td>
</tr>
</tbody>
</table>
Strategic Plan 2020
(continued)

<table>
<thead>
<tr>
<th>Key Strategic Area</th>
<th>Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member &amp; Volunteer Engagement</td>
<td>1. To have a 4% net increase in Members and Supporters.</td>
</tr>
<tr>
<td></td>
<td>2. To have a thriving volunteer base.</td>
</tr>
<tr>
<td></td>
<td>3. To have 50% of Members registered in at least one Pharmacy Specialty Network.</td>
</tr>
</tbody>
</table>
## Strategic Plan 2020

*(continued)*

<table>
<thead>
<tr>
<th>Key Strategic Area</th>
<th>Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. To have an effective, strategic Board.</td>
</tr>
<tr>
<td></td>
<td>2. To have stronger governance and strategic alignment between CSHP Official, its Branches and A.P.E.S.</td>
</tr>
<tr>
<td></td>
<td>3. To have stronger governance relationships between the CSHP Board and the Affiliated Boards, committees, task forces and external representatives.</td>
</tr>
</tbody>
</table>
## Strategic Plan 2020

*(continued)*

<table>
<thead>
<tr>
<th>Key Strategic Area</th>
<th>Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Effectiveness</td>
<td>1. To have alignment between strategic priorities and Society resources.</td>
</tr>
<tr>
<td></td>
<td>2. To have implemented the agreed recommendations of the operational review.</td>
</tr>
<tr>
<td></td>
<td>3. To have effective succession of staff, Board and volunteers.</td>
</tr>
<tr>
<td></td>
<td>4. To have adaptive communications that support this strategic plan and meet Member needs, including transparency and accountability.</td>
</tr>
<tr>
<td></td>
<td>5. To have effective risk management.</td>
</tr>
</tbody>
</table>
Organizational Structure
Members and Supporters

As of June 30, 2018:

• 2,721 members
• 480 individual supporters
  – 434 student pharmacists
  – 40 pharmacy technicians
  – 6 general supporters
• 16 corporate supporters
  – 13 industry
  – 3 hospital
Organizational Structure

17 Board Directors:
• 5 Executive officers
• 10 Branch delegates
• 1 A.P.E.S./Québec delegate
• 1 Student delegate
### Board of Directors

<table>
<thead>
<tr>
<th>Position</th>
<th>2017-18 Term</th>
<th>2018-19 Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Patrick Fitch</td>
<td>Doug Doucette</td>
</tr>
<tr>
<td>President Elect</td>
<td>Doug Doucette</td>
<td>Tania Mysak</td>
</tr>
<tr>
<td>Past President</td>
<td>Lauza Saulnier</td>
<td>Patrick Fitch</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Mario Bédard</td>
<td>Christina Adams</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Myrella Roy</td>
<td>New CEO</td>
</tr>
<tr>
<td>AB Branch Delegate</td>
<td>Tania Mysak</td>
<td>Ian Creurer</td>
</tr>
<tr>
<td>A.P.E.S. Delegate (QC)</td>
<td>Diem Vo</td>
<td>Diem Vo</td>
</tr>
<tr>
<td>BC Branch Delegate</td>
<td>Shirin Abadi</td>
<td>Shirin Abadi</td>
</tr>
<tr>
<td>MB Branch Delegate</td>
<td>Pat Trozzo</td>
<td>Jarrid McKitrick</td>
</tr>
<tr>
<td>NB Branch Delegate</td>
<td>Priscilla Gordon</td>
<td>Priscilla Gordon</td>
</tr>
<tr>
<td>NL Branch Delegate</td>
<td>Lorie Carter</td>
<td>Chilo Winter</td>
</tr>
<tr>
<td>NS Branch Delegate</td>
<td>Kim Abbass</td>
<td>Andrea Kent</td>
</tr>
<tr>
<td>ON Branch Delegate (Sr.)</td>
<td>Dawn Jennings</td>
<td>Brett Barrett</td>
</tr>
<tr>
<td>ON Branch Delegate (Jr.)</td>
<td>Brett Barrett</td>
<td>Megan Riordon</td>
</tr>
<tr>
<td>PE Branch Delegate</td>
<td>Danielle Mill</td>
<td>Danielle Mill</td>
</tr>
<tr>
<td>SK Branch Delegate</td>
<td>Zack Dumont</td>
<td>Melanie McLeod</td>
</tr>
<tr>
<td>Student Delegate</td>
<td>Kathleen MacMillan</td>
<td>Kathleen MacMillan</td>
</tr>
</tbody>
</table>
Roles and Responsibilities
Roles and Responsibilities

• Executive Officers - President, Past President, President Elect, Treasurer, and Executive Director

  ➢ Section 3, Position Descriptions

• Liaison responsibilities for Affiliated Boards, Committees, Task Forces, and Representatives

  ➢ Appendix H, Liaison Responsibilities
Clarifying the Board’s and Executive Director’s Roles

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>BOARD</th>
<th>EXECUTIVE DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Direction</td>
<td>Sets</td>
<td>Recommends/Advises/ Implements</td>
</tr>
<tr>
<td>Operations</td>
<td>Advises/Monitors</td>
<td>Conducts</td>
</tr>
<tr>
<td>Information</td>
<td>Requests</td>
<td>Develops/Analyzes/Provides</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Conducts (for policy &amp; goals)</td>
<td>Supports &amp; Participates</td>
</tr>
</tbody>
</table>
## Board/Executive Director Roles

<table>
<thead>
<tr>
<th>BOARD</th>
<th>Executive Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Involved</td>
</tr>
<tr>
<td>☒</td>
<td>☐</td>
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</tbody>
</table>
Board’s 4 Key Roles

- Sets direction
- Engages in outreach
- Ensures resources
- Provides oversight
Board Key Role
Sets direction

- Determines mission and vision
- Plans for the future
- Provides for Board succession and development
Board Key Role
Ensures resources

Through strategic prioritization based on the strategic plan, ensures oversight of:
• Fiscal resources
• Human resources
• Physical resources
Board Key Role
Provides oversight

- Monitors organization’s progress
- Ensures legal compliance and accountability
- Manages risks
- Hires, supports, and assesses the performance of the Executive Director
- Conducts periodic evaluation of its performance
Board Key Role
Engages in Outreach

• Provides outreach between Board and stakeholders
President

- Is the association key spokesperson
- Provides leadership to Board Directors
- Influences strategic directions and monitors organizational performance
- Works in partnership with the Executive Director
External Liaison

- Committee
  - Advocacy
- Representatives
  - AFPC PEP-C Working Group on Precepting Models
  - Association of Medical Microbiology and Infectious Disease Canada (AMMI), Antimicrobial Stewardship and Resistance Committee
  - Canadian Council for Accreditation of Pharmacy Programs (CCAPP)
  - CCAPP Pharmacy Technician Programs Accreditation Committee
  - Canadian National cpKPI Working Group Collaborative
  - Canadian Pharmacists Association (CPhA)/Association of Faculties of Pharmacy of Canada (AFPC), Pharmacy Workforce Planning Committee
  - HealthCareCAN, AMS Canada Steering Committee
  - National Faculty on the Use of Opioids for Chronic Non-Cancer Pain
  - Pharmacy Examining Board of Canada (PEBC)
  - Royal College of Physicians and Surgeons of Canada (RCPSC) - Prescribing Safely Canada Steering Committee
Internal Liaison

• Affiliated Board
  – Canadian Pharmacy Residency Board

• Committees
  – Awards
  – Bylaws
  – Compounding Steering Committee
  – Fellows (FCSHP) Recognition
  – Harrison Pharmacy Management Seminar Planning
  – Membership
  – Pharmacy Practice Publications Steering
  – Research
Vision Liaison

• Committees
  – Excellence in Hospital Pharmacy Program
  – Educational Services
  – Pharmacy Specialty Networks Coordinating

• Representatives
  – Canadian Council on Continuing Education in Pharmacy (CCCEP)
Treasurer

- CSHP (R&E) Foundation
- Affiliated Boards
  - Canadian Journal of Hospital Pharmacy Editorial Board
  - Hospital Pharmacy in Canada Survey Board
- Committee
  - Finance & Audit
Affiliated Boards

• Canadian Journal of Hospital Pharmacy Editorial Board
• Canadian Pharmacy Residency Board
• Hospital Pharmacy in Canada Survey Board

• Governance relationship:
  – The Board appoints the chair and members of Affiliated Boards.
  – Affiliated Boards are to be operated in accordance with the mission, vision, values, strategic plan and policies of CSHP.
  – Affiliated Boards are accountable to the Board.
- Registered charitable foundation
- Independent organization
- Board of Trustees appointed by CSHP Board
- Supports research projects and targeted pharmacy education programs
- Funding sources: corporate, individual, and annual fundraisers

www.cshpfoundation.ca
Committees

• Serve multiple needs of the Society
• Multiple types:
  – Consultative
  – Functional
  – Bylaws, policies and standards
  – Operational

• Governance relationship:
  – The Board appoints the chairs of committees.
  – Other committee members are appointed by the committee chair.
  – Committees are accountable to the Board.

• Section 5, Boards, Committees, Task Force and Representatives
Task Forces

- Complete assignments
- Dissolved once assignments completed

Governance relationship:
- The Board appoints the chairs of task forces.
- Other task force members are appointed by the task force chair.
- Task forces are accountable to the Board.
Representatives & Advisors

• Representatives
  – Appointed to other pharmacy and related healthcare organizations
  – Selected based on interest and expertise
    (Policy 2.2.4 Recruitment and Selection Process for CSHP External Representatives)
  – Term determined by external organization or CSHP policy

• Governance relationship:
  – External representatives are appointed by and accountable to the Board.

• Advisors
  – Assist the Board and staff
  – Provide consultation in areas where they possess expertise
• Carry on activities consistent with CSHP’s mission, vision, values and strategic plan
• Conduct activities in accordance with CSHP policies
• Reporting:
  – To the Board twice annually
  – To the CSHP staff
    • Minutes of the branch annual meeting
    • Names of Branch Council members and committee chairs
Branch Delegates

• Exercise their power with competence and diligence in the best interests of the Society
• Are communication conduits between branches and Board
• Represent the Board at branch meetings and functions
• Ensure branch compliance with CSHP Bylaw and policies
• Provide input to Executive Director performance review
Representative Governance Model

Whose interests do you represent?

The component that sent you?
OR
The association as an enterprise?

SOURCE: 2016 Tecker International, LLC
Representative Governance Model

The answer – in practice – in the political/corporate hybrid is probably:

SOURCE: 2016 Tecker International, LLC
Transparency and Trust in Governance

Occurs when board members understand the difference between being “representative for” versus being “representative of”
Representative For

If board members believe they are ‘representative for’, they see themselves as the elected representatives of a particular constituency.

They voice only the self-interests and opinions of that constituency and vote only on behalf of that constituency's interests.

SOURCE: 2016 Tecker International, LLC
Representative Of

Board members who view their role as ensuring that the views, beliefs, values, and self-interests of the constituencies they know the best are on the table as part of the conversation are ‘representative of’.

_They voice interests and opinions of those they know best and vote on behalf of the best overall interests of the organization._

SOURCE: 2016 Tecker International, LLC
What is expected of Board Directors?

- Come prepared for meetings in content and process
- Make thoughtful decisions based on knowledge and facts for the greater good of the Society
- Serve as ambassadors for CSHP externally and with members
What is expected of Board Directors?

- Communicate with stakeholders
- Respect sensitivity of current issues
- Continuously hold the Board and themselves accountable for performance on Society’s objectives
- Respond promptly to all requests for input
Communication Protocol

• **Board Directors will check email regularly**
  – If away, advise Executive Assistant at CSHP office

• **Emails will include a priority message in the subject line:**
  – **FYI** – General information that can be shared with Branch leadership
  – **Board Motion/Board Vote** – A vote by Board members is required on a specific recommendation that has come from the Executive (Policy 1.2.11, Email Voting)
  – **Issue Alert** – Feedback required, by specified date regarding an urgent issue
  – **Urgent** – For issues with a high degree of time-sensitivity and importance -- read immediately
  – **Respond By** – To alert recipients that a response is expected by all on the “To” list by a specified date
Individual Board Directors
Legal Responsibilities

Fiduciary duties =

• Duty of care
  – Duty of competence
    • Based on knowledge
    • With skill
    • Capitalizing on attributes
  – Duty of diligence: careful and persistent work

• Duty of loyalty: obligation of honesty and good faith

• Duty of obedience: allegiance to consensual decisions
Board Meetings and Operations
Schedule of Meetings

• Face-to-face
  – Fall Board Meetings/Annual General Meeting
  – Mid-term Board Meetings (MBM)
  – Report at each meeting
• Teleconferences as needed

• Section 8, Board
Strategic Plan Review and Update

- Semi-annual status update
- New strategic plan developed every three to five years
- Planning completed by extended workshop
- All Board members participate

➢ Section 8, Board
Issues Day Meeting

• Informal discussion of current issues raised by Board members and recommendations submitted in reports to the Board
  – Opportunity to challenge and clarify issues
• Review of “Items for Consideration”
  – Will not get any further consideration if not elevated to recommendations
• Official decisions left for Board Meeting
Board Meeting

• Vote on recommendations
  – Exclusive right of elected Board members

• Decision making:
  – Board Meeting Rules of Order (Section 8, Board)
  – In the best interests of the Society
  – Thorough understanding of motion before vote
    • Do not hesitate to seek clarification of motion if unclear to you
Characteristics of an Effective Board

Six healthy habits of an effective board:

1. **Focus on strategic issues** - Resist the temptation to meddle in staff management affairs. Do not micromanage. Nose in, fingers out!

2. **Know the business** - Understand the organization’s structure, strategy, services, and performance and be quick to enlist outside experts.

3. **Be committed** - Identify with the organization’s mission, play a well-defined team role, avoid conflicts of interest, prepare for meetings, and participate constructively and effectively.
4. **Adapt knowledge to the organization** – Adapt your previous experiences to the unique circumstances of the organization.

5. **Participate constructively** - Bring your valuable experience, expertise, and judgment to the Board table.

6. **Evaluate performance** – Assess your performance periodically to foster a culture of accountability, which in turn may lead to higher performance standards and expectations.
Barriers to Effective Governance

• **Personal agendas** – Act for the well-being of the organization and support Board decisions, no matter what your personal opinion.

• **Sacred cows** – Handle anything regarded as being untouchable.

• **Disrespect for Chair and agenda** – Direct all discussion and motions through the Chair, follow and understand the big picture, trends and issues, and avoid distractions.
Barriers to Effective Governance (continued)

• **Short-sightedness** - Govern the organization strategically to best serve hospital pharmacy and the profession.

• **Scattered approach** – Allow only one obsession at the Board table: the mission, values, and work of the organization; direct work and resources at the goals in the strategic plan.

• **Run it like a business** - Remember that “not-for-profit” does not mean not making a profit or not building a reserve.
CSHP BYLAW

• Members vs Supporters
   Members
    ▪ Only individuals with a professional degree in pharmacy
    ▪ Right to vote at meetings of members
       Including on “fundamental changes” to corporation: name, purpose, activities, membership, number of board directors, office provincial location, distribution of property on liquidation, voting at meetings of members
   Supporters
    ▪ = student pharmacists, pharmacy technicians, corporations and organizations
    ▪ ≠ members
    ▪ No right to vote
CSHP BYLAW (continued)

• CSHP Board = previously known as Council
• Governance
  – Governed by Board
  – Branches:
    ▪ Integral part of CSHP, no independent legal status
    ▪ Operationally and financially accountable to CSHP
      ➢ Decision-making authority for Branch funds
CSHP BYLAW
(continued)

• Board Directors:
  – Nominated by Board, Branches, and A.P.E.S.
  – Elected at AGM by members
  – Executive Officers elected by the Board
• Proxy voting: not permitted at any levels
• Affiliated Boards = CJHP Editorial Board, CPRB, and Hospital Pharmacy in Canada Survey Board
  – ≠ R&E Foundation separate organization
Conflict of Interest

• Any situation in which a CSHP internal stakeholder, by virtue of his/her position in CSHP, has or may be perceived to have a private or personal interest and could potentially be in a conflict of interest

• No group will be excluded from participation in the affairs of the Society based on their outside interests

➢ Appendix F, Conflict of Interest Policy
CSHP Privacy Policy

• Applies to CSHP Board, Affiliated Boards, Committees, Task Forces, and PSNs
• CSHP complies with the Personal Information Protection and Electronic Documentation Act (PIPEDA 2004)
  – Under PIPEDA
    • e-mail address = personal information
    • information found on a business card ≠ personal information
• Unless instructed otherwise:
  – Your full name, address, phone number and e-mail address may be posted on the CSHP website as contact information for CSHP members.
  – CSHP will at all times use your business contact information.
Canada’s Anti-Spam Legislation (CASL)

www.fightspam.gc.ca
Does Canada’s New Anti-Spam Law Apply?

YOU SHOULD ASK YOURSELF:

1. Do you use email, text, social media, or instant messaging to send commercial or promotional information about your organization, products or services, to reach customers, prospects and other important audiences?

2. Do you install software programs on people’s computers or mobile devices?

3. Do you carry out these activities from Canada?

NO TYPE OF ORGANIZATION, INCLUDING CHARITIES AND NON-PROFIT ORGANIZATIONS, IS EXEMPT FROM CANADA’S ANTI-SPAM LEGISLATION.

IF YOU USE ELECTRONIC CHANNELS TO PROMOTE OR MARKET YOUR ORGANIZATION, PRODUCTS OR SERVICES, CANADA’S NEW ANTI-SPAM LAW MAY AFFECT YOU.

IF YOU ANSWERED YES, GO TO fightsspam.gc.ca for more information.

This material, which is intended to provide a plain language explanation of some of the requirements under the Act, is not to be considered as legal advice, nor interpretation of any legislation or regulation, nor a statement or commitment on behalf of the enforcement agencies for Canada’s anti-spam law.
4 Tips for Contacting Your Clients Electronically

1. Don't send a message without their consent.
   - Yes, please contact me.

2. Provide an opportunity for customers and clients to say no.
   - No thanks.

3. Clearly identify yourself and your organization.

4. Be truthful in advertising.
   - Taxes included.

For more information, go to fightspam.gc.ca.
3 Things to Think About When Sending Messages

1. Think About Who You Are Sending Messages To
   - Do they own, or have they had, a business similar to yours?
   - Do you know them personally or professionally?
   - Do you have an existing business relationship?
   - Do you have a business or personal contact list?

2. Think About the Type of Messages You’re Sending
   - Is it sent to an electronic address?
   - Is it commercial or promotional?
   - Is it part of a series or follow-up?

3. Think About What You Must Include
   - Include the sender’s name and business unless it is not practical.
   - Include the date of the message and a deadline for the recipient.
   - Include the purpose of the message.

For more information, go to fightsspam.gc.ca
In summary:

• Nature of CSHP’s messages
  – = “commercial” or “promotional”
  – subject to CASL

• Implied consent
  – On the basis of a relationship between CSHP and members/supporters
    ▪ Ongoing
    ▪ Ended not more than 2 years before message is sent
  – Exemptions for messages related to recipient’s work
    ▪ Website: published in plain sight
    ▪ Business card: given to you

• Identification information
• Unsubscribe mechanism
• Private right of action: Any individual (private) who is the victim of a CASL violation can sue the organization who has violated CASL (right of action)
Finance

• Expense reimbursement
  – CSHP travel policy
    • Important details for travel reimbursement
• 20 Questions Board Directors Should Ask to Assess Financial Health (*see handout*)
• Financial statements
CSHP Office
Responsibilities of the CSHP Office

Main functions of the staff are to:

• Help the Board fulfill its functions
• Work on behalf of the Board to realize strategies and comply with policies
• Administer goods and services:
  – Membership (including member recognition, residency accreditation, PSNs)
  – Education
  – Publications and website
  – Finance
THE STAFF

• 15 full-time and part-time staff
  – Ottawa
  – Alberta

• 1 contractor
  – Director of Finance
Executive Director

Myrella Roy

• Responsible to the Board for implementing CSHP’s approved strategic plan
• Liaison with branches, external organizations, and government
• Member of Advocacy and Finance & Audit Committees
• Trustee of the CSHP Foundation
Executive Assistant

Rosemary Pantalone

• Assistant to the Executive Director and the Board
• Liaison:
  – Executive Committee
  – Nominating Committee
Director, Corporate Services

**Desarae Davidson**

- Manages the general operations of the CSHP office
- Provides leadership to operational projects
- Supervises employees
- Liaises with CSHP members, other organizations, suppliers, and sponsors
- Liaison:
  - Bylaws Committee
Director, Members and Programs

Cathy Lyder

• Directs all programs and professional projects
• Assists with advocacy endeavours, government relations, revenue generation, sponsorship and partnership agreements, and professional development
• Supervises employees
• Member:
  – Advocacy Committee
  – Membership Committee
  – PSN Coordinating Committee
  – Excellence in Hospital Pharmacy Program Steering Committee
Professional Affairs Associate

**Sarah Jennings**

- Coordinates the development of publications on professional practice issues
- Contributes to advocacy work
- Chair:
  - Pharmacy Practice Publications Steering Committee
Director of Finance

Cathi Yabsley

- Provides financial and business advisory services
- Monitors financial reporting systems, accounting policies and procedures, payroll processing, and investment activities
- Assists with the planning and coordination of the year-end audits, including corporate tax filings
- Member:
  - Finance and Audit Committee
Finance Administrator

Anna Dudek

• Fulfill accounting needs for the Society
• Member:
  – Finance and Audit Committee
Finance Clerk

Julia Waserman-Shapero

• Handles branch accounting
CPRB Administrator

**Gloria Day**

- Provides administrative support to the Canadian Pharmacy Residency Board (CPRB)
- Oversees the Pharmacy Residency Application and Matching Service
General Program Administrator

Laurie Frid

• Provides administrative support to the Excellence Steering Committee and the Hospital Pharmacy Survey Board
Event Planning and PSNs Administrator

*Susan Maslin*

- Plans and coordinates PPC, AGM, and other events
- Provides administrative support to the Pharmacy Specialty Networks (PSNs)
- Liaison
  - Educational Services Committee
  - PSN Coordinating Committee
General Program Administrator

Pamela Saunders

• Assists other employees in their duties
• Provides administrative support to the Fellows Recognition Committee and the Steering Committee of the Excellence in Hospital Pharmacy Program
• Coordinate the two branch awards programs:
  – Pharmacy Practice Residency Awards
  – Travel Grants
Membership and Awards Administrator

Robyn Rockwell

• Delivers membership services to individual members and branches
• Maintains the membership records on the office server and on MY.CSHP.ca (online member portal)
• Provides administrative support to the Awards Program
• Liaison:
  – Awards Committee
  – Membership Committee
Publications Administrator

Amanda Iannaccio

• Administrative support to the CJHP Editorial Board
• Responsible for the issuance of all CSHP publications
• Committee and task force responsibility:
  – CJHP Editorial Board
  – Practice Standards Steering Committee
Foundation Administrator

Janet Lett

• Coordinates the affairs of the CSHP Foundation (Research & Education) Board of Trustees
Ontario Branch and Advocacy Executive Assistant

Anne Stacey

- Coordinates the affairs of the Ontario Branch, including Branch Council, chapters, committees, and task forces
- Provides administrative support to the Advocacy Committee
Questions?