



2025 ANNUAL REPORT

NOVA SCOTIA PHARMACY REGULATOR

nspharmacy.ca



Nova Scotia
Pharmacy
Regulator

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Beverley Zwicker & Tunde Awoyiga

A Message from the CEO/Registrar and Board President

This year has been a transformative journey for the organization, marked by a pivotal milestone as our name changed from the Nova Scotia College of Pharmacists (NSCP) to the Nova Scotia Pharmacy Regulator (NSPR).

This significant rebranding was one of several key areas of transformation as the governance of the pharmacy profession transitioned under the NS *Regulated Health Professions Act* (RHPA) on June 30, 2025.

The transition under the RHPA represents the realization of a modern regulatory framework that ensures our oversight of the profession remains as dynamic as the care being delivered. This new regulatory environment enables a broader, competency-based scope of practice for pharmacists and establishes a newly defined scope of practice for pharmacy technicians. By empowering each member of the pharmacy team to practise to their full potential, the NSPR will be able to better position pharmacists to be integrated into primary care delivery.

Throughout this transitional year, ensuring the public receives the full benefit of the knowledge and expertise of pharmacy professionals remained a foundational pillar of our work. We are proud to provide you with a summary of what we accomplished in 2025, work that demonstrates the NSPR's commitment to improving healthcare for Nova Scotians.

We are committed to carrying this momentum into 2026 as we continue moving toward a more integrated and responsive approach for pharmacy professionals to meet the healthcare needs in their communities. While significant transformation is rarely the easiest path forward, it is undeniably the path toward a better, more responsive healthcare system.



Beverley Zwicker
CEO & Registrar



Tunde Awoyiga
Board President

Land Acknowledgement

The Nova Scotia Pharmacy Regulator sits and operates in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. We are all Treaty People. We also recognize the histories, legacies and contributions of African Nova Scotians who have been a key part of enriching the culture and history of Mi'kma'ki for more than 400 years.

GET TO KNOW THE NSPR

The NSPR regulates pharmacy professionals and the community pharmacies where they practice. In accordance with the *Regulated Health Professions Act*, the NSPR's key responsibilities include:

- registration and licensing
- quality assurance
- professional accountability
- legislation and practice standards

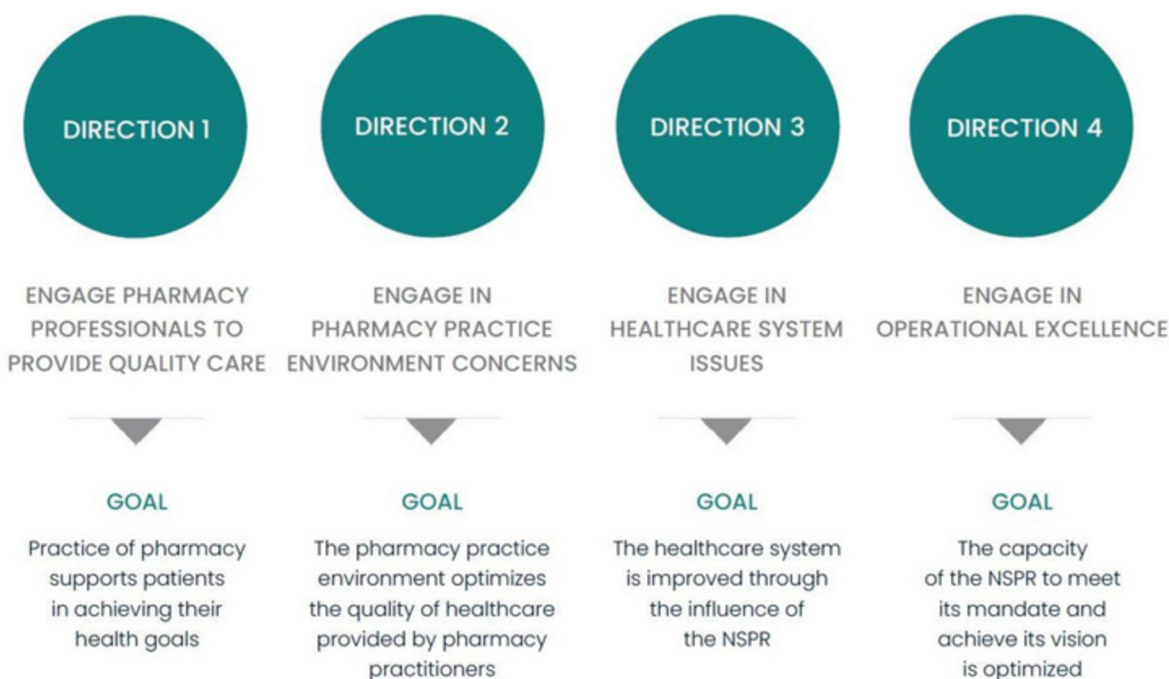
OUR MANDATE | Governing the practice of pharmacy in Nova Scotia in the interest of the health and wellbeing of the public.

OUR VISION | Excellence in pharmacy practice and patient-centered healthcare.

OUR VALUES | The NSPR upholds the following organizational values in our work:

- We believe that everyone deserves **quality** pharmacy care.
- We put **equity** at the core of what we do to address disparities in health access and outcomes.
- We **collaborate** with the public, pharmacy professionals, and our health system partners because learning with, from, and about others makes us all better.
- We **adapt** with the evolving health needs of the public so that we are doing the right work.
- We act with **humility** in everything we do.

NSPR STRATEGIC PLAN



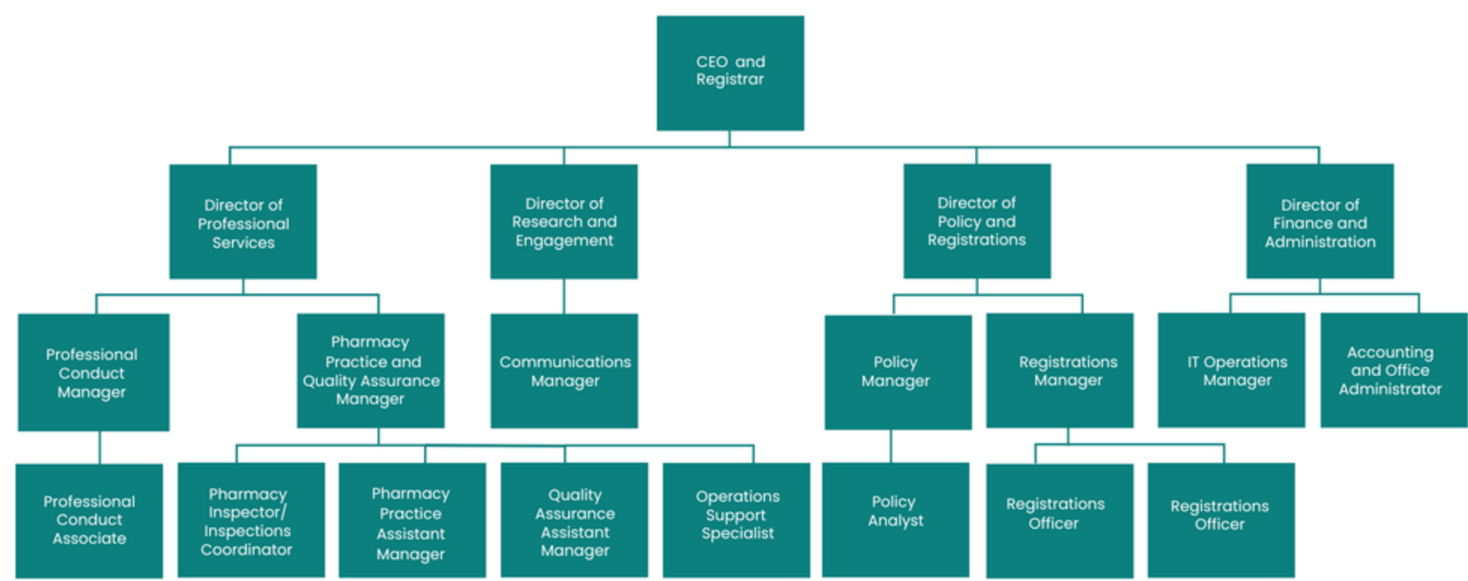
ORGANIZATIONAL STRUCTURE

Overview

The Nova Scotia Pharmacy Regulator (“the Regulator” or “NSPR”) is a legal entity established under the *Nova Scotia Regulated Health Professions Act* (RHPA), S.N.S. 2023, c 15. As of June 30, 2025, through Order-in-Council 2024 -180, the Nova Scotia College of Pharmacy was continued as the Nova Scotia Pharmacy Regulator, granting it the legal authority to govern the pharmacy profession in Nova Scotia.

Operational Staff

Operational responsibilities are carried out under the leadership of the CEO/Registrar. The CEO/Registrar is directly accountable to the Board.



Note: The NSPR contracts individuals for inspections and investigations



ORGANIZATIONAL STRUCTURE

Board

The NSPR Board serves as the governing body of the NSPR, responsible for establishing its strategic direction and monitoring the Regulator's fulfillment of its mandate, including overseeing its strategic plan to ensure it meets its objectives.

The membership of the Board includes:

- Four Public Representatives
- Five Pharmacy Professionals

2025 Board Members



President
Babatunde Awoyiga
Public Representative



Vice-President
Michael MacDonald
Zone 1 Representative



Councillor
Sabrina McLean
Zone 1 Representative



Councillor
Craig Connolly
Zone 1 Representative



Councillor
Stephen MacInnis
Zone 2 Representative



Councillor
Michelle Stewart
Zone 3 Representative



Councillor
Rami Saaloukeh
Zone 4 Representative



Councillor
Lisa Nodwell
Zone 5 Representative



Councillor
Lynn Corkum
Zone 6 Representative



Director
Kyle Wilby
Dalhousie College of Pharmacy



Member-at-Large
Habiba Onuorah
Public Representative



Councillor
Deepak Prasad
Public Representative

ORGANIZATIONAL STRUCTURE

STANDING BOARD COMMITTEES

Executive Committee

The Executive Committee oversees and coordinates the work of the other Standing Board Committees and takes action upon any matter delegated to it by the Board or that requires attention between meetings of the Board.

- Babatunde Awoyiga (President, Chair)
 - Michael MacDonald (Vice President)
 - Habiba Onuorah (Member-at-Large)
-

Audit Committee

The Audit Committee oversees the pharmacy regulator's financial reporting process and the integrity of its financial statements. They are responsible for ensuring that the NSPR is compliant with the appropriate legal and regulatory requirements related to financial matters. This Committee also reviews the financial performance information which is provided to stakeholders via the Annual Report.

- Deepak Prasad (Chair)
 - Craig Connolly
 - Stephen MacInnis
 - Rami Saaloukeh
 - Bernard Oche
-

Governance Committee

The primary role of the Governance Committee is to review and/or develop the internal governance policies of the Regulator so that the Board performs optimally and is accountable to the public of Nova Scotia.

- Lynn Corkum (Chair)
- Sabrina McLean
- Babatunde Awoyiga
- Michael MacDonald



ORGANIZATIONAL STRUCTURE

Equity, Diversity, and Inclusion Advisory Committee

The Equity, Diversity, and Inclusion Advisory Committee's purpose is to uphold the NSPR's dedication to enhancing the safety and quality of pharmacy care for Nova Scotians in underrepresented groups, with a particular focus on African Nova Scotian and Indigenous communities. The Committee aims to elevate the voices of equity-seeking groups to the work of the NSPR and its Board, striving to recognize and address any health inequities related to the practice of pharmacy.

- Habiba Onuorah (Chair)
- Michelle Patrick
- Greg Richard
- Samantha Darville
- Kristy Barnaby
- Kenneth Oguzie
- Leeann Walling

STATUTORY COMMITTEES

Complaints Committee

The Complaints Committee is tasked with reviewing and deciding on matters related to a registrant's behavior, competence, and ability to practice.

- Pauline Tran-Roop (Chair)
- Lynn Guscott (Vice Chair)
- Rana Naji
- Jennifer Tohme
- Greg Richard
- Kristen Pulsifer
- Gary Clarke
- Donna Moreen Smith Darrell



ORGANIZATIONAL STRUCTURE

Professional Conduct Committee

The Professional Conduct Committee addresses issues referred by the Complaints Committee, which are often resolved by a Settlement Agreement or a Hearing. If a Settlement Agreement is brought to the Committee, the Committee must determine whether the Agreement is appropriate. During a Hearing, the Committee may dismiss the charge(s) or, if professional misconduct is found, may take actions such as suspending or revoking the registrant's licence, limiting their practice rights, imposing fines, or issuing a reprimand.

- Harriet Davies (Chair)
 - Susan Halliday Mahar (Vice Chair)
 - Haitham Fathalla
 - Leigh Nofle
 - Ellen Purves
 - Tena Taylor
 - Krista Trider
 - Lisa Johnston
 - Kayla Ransome
 - Desiree Jones-Matthias
 - Annette Marshall
 - Edith Menzies
-

Fitness to Practice Committee

The Fitness to Practice (FTP) Committee receives referrals involving a registrant's possible incapacity from the Registrar or Complaints Committee. The FTP Committee confirms the registrant's consent and willingness to participate fully, including to adhere to any Interim and/or Remedial Agreement.

- Trina Organ (Chair)
 - Brian Wilbur (Vice Chair)
 - Julia Green
 - Serena Bruce
-

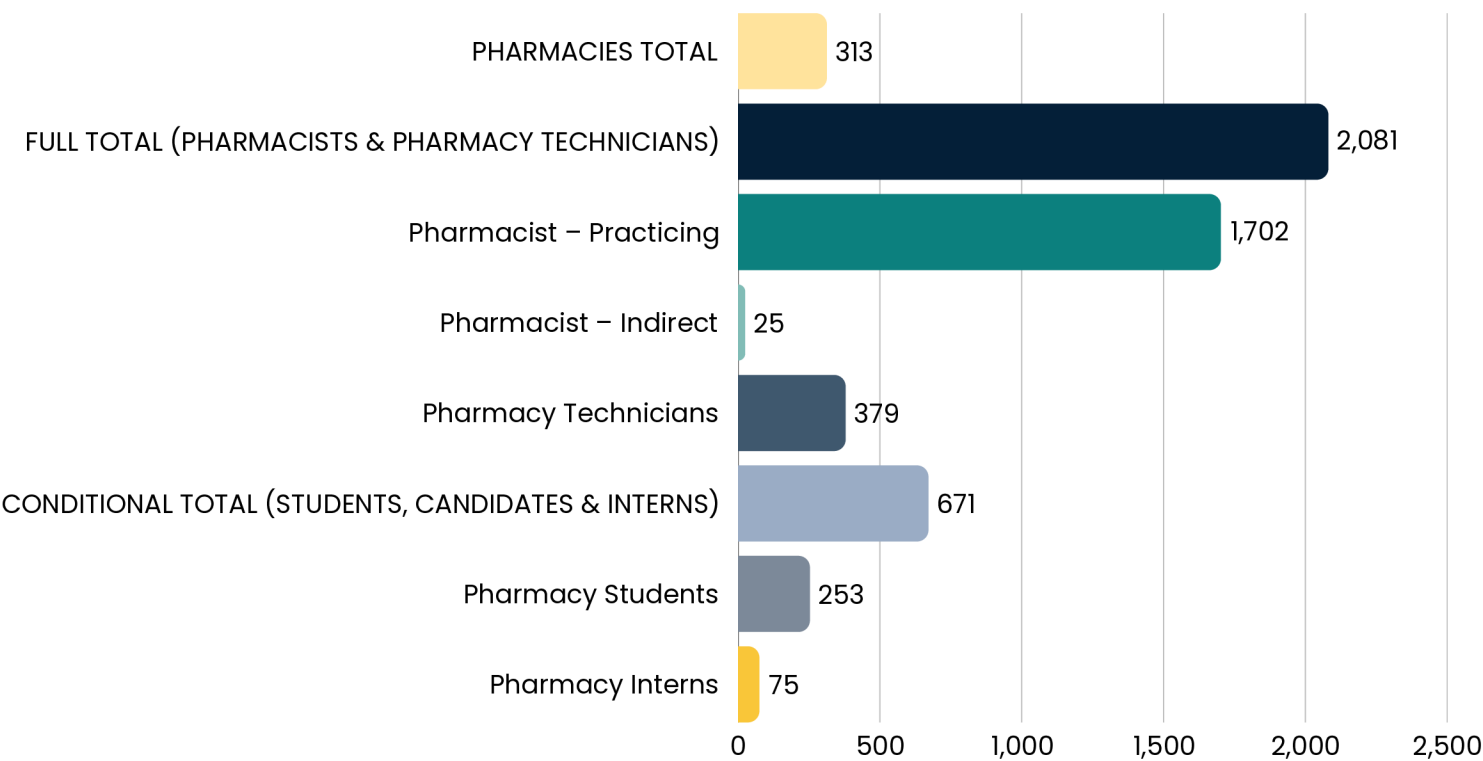
Publication of Notices

Notices pertaining to proposed bylaws and bylaw amendments are posted on the NSPR website under NSPR Professional Notices. View [NSPR Professional Notices](#).

Notices pertaining to professional conduct decisions are posted on the NSPR website under Disciplinary Notices and Decisions. View [NSPR Disciplinary Notices](#).

REGISTRATION & LICENSING

The NSPR licensed a total of 2,752 registrants between January 1 and December 31, 2025.



REGISTRATION & LICENSING

Overview of the registration applications' outcomes by licence category for all registration applications received by the Regulator between January 1 and December 31, 2025.

	Total Applications Received	Approved	Denied	Withdrawn	In-progress (December 31, 2025)	Closures
Pharmacists	327	179	0	57	91*	
Pharmacy Technicians	107	90	0	2	15	
Pharmacy Students	83	81	0	0	2	
Pharmacy Technician Candidates	122	106	0	15	1	
Interns	81	77	0	4	0	
Pharmacies	17**	14	0	0	1	2

* 1 application is paused pending the outcome of another Regulatory process.

** This number includes 9 changes of ownership and 6 new openings.

DRUG ADMINISTRATION BY INJECTION PERMITS

1,589 registrants (conditional and full) were authorized to administer injections as of December 31, 2025.

133 new permits were issued across all categories as of December 31, 2025.

1,456 existing permits were renewed for 2025.



CONTINUING COMPETENCY PROGRAM

Continuing Education

To qualify for the annual renewal of a practising or conditional licence, registrants must complete 15 units of continuing education during the current licence year that meet the specific requirements established by the Board.

Continuing Education Audits

Between January 1 and December 31, 2025, the NSPR performed an audit of 179 registrants. A total of 106 registrants were found to be fully compliant, with 73 individuals requiring further follow-up to meet requirements.

Practice Feedback Program

The Practice Feedback Program is founded on the principle that pharmacists, as experts in drug therapy management, play a crucial role in ensuring the appropriateness of prescribed therapies. This responsibility extends to when they are reviewing and dispensing prescriptions written by others, as well as situations where pharmacists are assessing the patient and prescribing medications themselves. The program is informed by the NSPR Standards of Practice, the NAPRA Model Standards, and practice feedback programs in use by other Canadian Pharmacy Regulators.

The primary objectives of the program are to:

- Provide pharmacists with a dedicated opportunity to engage in peer-to-peer discussions about their approach to patient care.
- Enable pharmacists to critically evaluate their current practices against established standards and identify their individual professional development needs.
- Help identify practice situations that may warrant further assessment or intervention by the NSPR.

It is crucial to note that the goal of the program is not to be punitive, rather it is more focused on quality improvement. The emphasis is on open dialogue and professional growth.

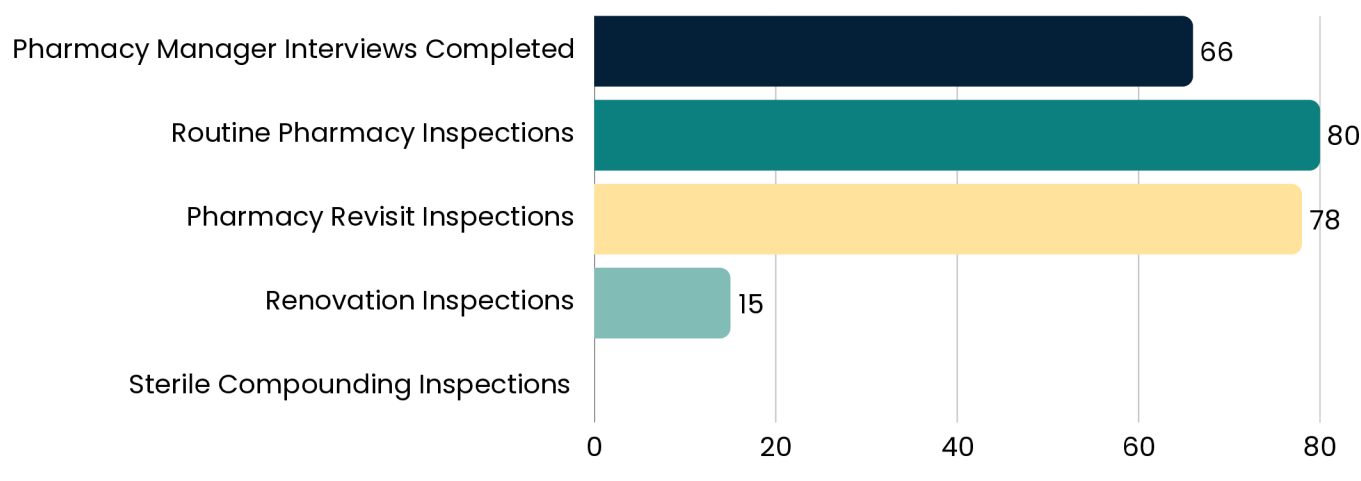
Between January 1 and December 31, 2025, 146 Practice Feedback Program sessions were completed, reinforcing our commitment to ensuring that Nova Scotia's pharmacy professionals maintain the highest levels of competency and care.



QUALITY ASSURANCE

The NSPR routinely inspects pharmacies to ensure compliance with the requirements of the Regulated Health Professions Act and regulations, and engages pharmacists in discussions about their clinical decision making with a trained inspector. This process enables the public to be confident of the safety and quality of the medications and care they receive from pharmacy professionals in Nova Scotia.

Interviews & Inspections Completed January 1 - December 31, 2025



80

Routine pharmacy inspections completed

Every pharmacy in Nova Scotia undergoes a comprehensive routine inspection approximately every 3 years.



78

Revisit pharmacy inspections completed

If deficiencies are identified during the routine inspection, a revisit inspection is conducted within six months to ensure that these deficiencies have been satisfactorily addressed.



15

Renovation inspections completed

A renovation inspection is completed when the location of the dispensary within an existing pharmacy changes or when alterations have been made that affect the diagram of the pharmacy.



66

Pharmacy manager interviews conducted

Interviews are conducted with new pharmacy managers to ensure they are fully aware of their responsibilities set out in the legislation. Existing pharmacy managers are interviewed approximately every 5 years to ensure they are aware of updates to legislation and standards of practice and that they continue to be aware of their responsibilities.



0

Sterile compounding inspections completed

Pharmacies that undertake sterile compounding are inspected approximately every 3 years.

PROFESSIONAL CONDUCT

One of the critical roles the NSPR plays is to investigate and process information alleging professional misconduct, conduct unbecoming, professional incompetence, incapacity, and offences against the Regulated Health Professions Act and regulations by pharmacy professionals and pharmacy owners.

The NSPR publishes information about how to make a complaint and the complaint process on its website at: nspharmacy.ca/report-a-concern

Unresolved Complaints

Total Number of Unresolved Complaints on January 1, 2025	14
Types of Unresolved Complaints	Number of Complaints
Professional Misconduct	3
Incompetence	3
Incapacity	0
Conduct Unbecoming	8
Status of Unresolved Complaints on December 31, 2025	Number of Complaints
Pending Investigation	0
Under Investigation	1
Awaiting Hearing	3
Resolved	10
Outcomes of Resolved Complaints Note: A resolved complaint may have multiple outcomes. Therefore, the total number of outcomes can be greater than the total number of complaints.	Number of Complaints
Authorize Resignation	0
Caution	5
Conditions Imposed (includes forms of remediation)	1
Consent Reprimand or Reprimand	2
Dismissed (with or without written advice)	0
Fine	1
Informal Resolution	0
Licence Surrendered	0
Referral to Fitness-to-Practice Committee	0

PROFESSIONAL CONDUCT

Continued

Referral of Matter to Another Form of Dispute Resolution	0
Restrictions Imposed	0
Revocation of Registration or Licence	0
Settlement Agreement	1
Suspension	1
Written Advice	2

Received Complaints

Complaints Received	
Total Complaints Received from January 1, 2025, to December 31, 2025	38
Type of Complaint	Number of Complaints
Professional Misconduct	3
Incompetence	14
Incapacity	1
Conduct Unbecoming	20
Outcomes of Resolved Complaints	
Note: A resolved complaint may have multiple outcomes. Therefore, the total number of outcomes can be greater than the total number of complaints.	
Outcome	Number of Complaints
Authorize Resignation	0
Caution	15
Conditions Imposed (includes forms of remediation)	0
Consent Reprimand or Reprimand	0
Dismissed (with or without written advice)	3
Fine	0
Informal Resolution	0
License Surrendered	0
Referral to Fitness-to-Practice Committee	0

PROFESSIONAL CONDUCT

Continued

Referred Matter to Another Form of Dispute Resolution	0
Restrictions imposed	0
Revocation of Registration or License	0
Settlement Agreement	0
Suspension	0
Written Advice	5
Total # of unresolved complaints at the end of 2025 Note: This number will include unresolved complaints from the beginning of the fiscal year outlined in Table 1 that remain unresolved.	24
Status of Unresolved Complaints at the end of the Fiscal Year	Number of Complaints
Pending Investigation	2
Under Investigation	19
Awaiting Hearing	3

Licensing Sanctions

Professional Conduct Matters Involving Licensing Sanctions Issued from January 1, 2025 to December 31, 2025		
Type of Sanction	Reason for Sanction	Link to Published Decision
Consent Reprimand	Conduct Unbecoming	Not published*
Conditions on Licence - Supervision	Incompetence	Not published*
Consent Reprimand \$1,500 Fine One week Suspension Ethics Course \$5,000 Cost Incurred Fees	Conduct Unbecoming	View
Consent Reprimand	Professional Misconduct	Not published*

* Licensing sanction established prior to legislative authority to make public (June 30, 2025).

The NSPR publishes decisions related to licensing sanctions on its website at:

nspharmacy.ca/disciplinary-decisions



FINANCIALS

INDEPENDENT AUDITOR'S REPORT

The audit firm Baker Tilly Nova Scotia Inc. ("Baker Tilly") was engaged to audit the NSPR for the 2025 fiscal year and to comment on the correctness of the annual financial statements. The audit was completed and Baker Tilly issued a clean, unqualified opinion for December 31, 2025 on June 26, 2026.





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FOR MORE INFORMATION:

-  902-422-8528
-  info@nspharmacy.ca
-  [nspharmacy.ca](https://www.nspharmacy.ca)
-  800-1801 Hollis Street, Halifax, Nova Scotia, B3J 3N4