

FOR INFORMATION**PUBLIC****OPEN SESSION**

TO:	Business Board
SPONSOR: CONTACT INFO:	Trevor Young, Vice-President & Provost 416-978-2122, provost@utoronto.ca
PRESENTER: CONTACT INFO:	N/A – Consent Agenda
DATE:	June 11, 2026, for June 18, 2026
AGENDA ITEM:	9

ITEM IDENTIFICATION:

Annual report of the Discovery Pharmacy (Academic Pharmacy) at the Leslie Dan Faculty of Pharmacy

JURISDICTIONAL INFORMATION:

Pursuant to the Terms of Reference of the Business Board, University policy on ancillary operations and monitoring of business ancillaries is within the jurisdiction of the Board.

The Board is also responsible for the designation of incorporated or unincorporated units as ancillaries (footnote 12) or termination of such designation; general financial policy on ancillaries; and for incorporated business ancillaries, the review of annual reports and financial statements; and approval of arrangements for incorporation.

The Discovery Pharmacy is similar in nature to other incorporated business ancillaries of the University, including University of Toronto Press and the University of Toronto Asset Management Corporation.

GOVERNANCE PATH:

- 1. Business Board [for information] (June 18, 2026)**

PREVIOUS ACTION TAKEN:

On December 8, 2020, the Executive Committee confirmed the joint recommendation of the Academic Board and the Business Board to establish an Academic Pharmacy at the Leslie Dan Faculty of Pharmacy.

HIGHLIGHTS:

The Leslie Dan Faculty of Pharmacy is recognized for leadership in innovative pharmacy education and service delivery. In 2020, in order to support and accelerate this work, the Faculty developed a fully accredited not-for-profit Academic Pharmacy (Discovery Pharmacy Inc.), with the primary twin goals of furthering both a) student experiential learning, and b) innovative and impactful research.

Between 2021 and 2025, Discovery Pharmacy evolved from incorporation and Ontario College of Pharmacists accreditation into a mature, sustainable academic health enterprise. Annual persons served increased from fewer than 2,000 to nearly 8,000, prescription dispensing grew from 17 to over 4,500, and revenue scaled from approximately \$12,000 to over \$500,000 in earned revenue. The patient population has been predominantly student-based (mean age 30.87; approximately 60% students), reinforcing the pharmacy's role in campus health though there is an increasing use of Discovery Pharmacy by faculty and staff.

Clinical offerings expanded beyond COVID-19 and influenza vaccinations to include minor ailments, virtual care, asthma management, harm reduction (naloxone distribution), health services orientation for students new to Ontario, and specialty programs in partnership with Green Shield Canada. Education and research activities include delivery of more than 100 student clinical rotations, over 200 students engaged in educational activities, graduate student supervision (1 MSc; 1 PhD), and collaboration with 12 research teams.

Key operational milestones include the opening of a new flagship first floor space at the Leslie Dan Faculty of Pharmacy in 2024 and substantial progress toward full implementation of an Electronic Health Record (EHR). Key partnerships have developed with the University Health Network, St. Michael's Hospital, and U of T Health & Wellness.

Looking ahead to 2026, priorities include scaling experiential education, advancing research in areas such as artificial intelligence and population health, expanding high-impact clinical programs (diabetes, PharmacyRehab, naloxone, and travel medicine), completing EHR implementation with Accuro QHR, and launching a second site at the Scarborough Academy of Medicine and Integrated Health (SAMIH).

The Discovery Pharmacy's role within the SAMIH facility at the University of Toronto Scarborough, opening in September 2026, will include dedicated compounding space and interprofessional training capacity. A staged start-up budget and planned grants and

institutional support between 2026 and 2028 position the initiative for continued growth, deeper integration across the U of T health ecosystem, and financial self-sufficiency.

Business Structure

Discovery Pharmacy is a not-for-profit corporation with the University of Toronto as its sole member. Authority to incorporate was approved by the Business Board on November 25, 2020, in accordance with the Board's Terms of Reference.

All operating surpluses are reinvested in Discovery Pharmacy to support the University's academic mission.

The corporation has its own Board of Directors, appointed by the Governing Council. Directors are interdisciplinary Faculty and staff of the University of Toronto, with a majority drawn from the Leslie Dan Faculty of Pharmacy.

FINANCIAL IMPLICATIONS:

There are no direct resource implications for the University's operating budget.

RECOMMENDATION:

For information

DOCUMENTATION PROVIDED:

2025 Discovery Pharmacy Annual Report



UNIVERSITY OF TORONTO
LESLIE DAN FACULTY OF PHARMACY



Discovery
Pharmacy

ANNUAL REPORT 2025



MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

Dear University of Toronto Community,

Discovery Pharmacy Inc. concluded 2025 with remarkable growth and expanded impact across all strategic pillars. The pharmacy proudly served 7,868 patients, a 10.2% increase over 2024, while total prescriptions dispensed grew by 41.9%, reaching 4,569. Most notably, medication dispensing surged by 126.3%, underscoring our expanding role in medication management and patient care within the University of Toronto community.

The year was defined by milestone achievements that strengthened our clinical and strategic framework. We successfully integrated the Green Shield Canada Speciality Care Program, advanced the UHN/DRx Diabetes Integrated Virtual Pharmacy Pathway, and continued to expand clinical pharmacy services, most prominently, minor ailments management, which grew by 210%. These initiatives reflect Discovery Pharmacy's commitment

to accessible, high-quality, and innovative patient care.

As Discovery Pharmacy advances toward its 2026–2027 strategic goals, including the transformative expansion to SAMIH (Scarborough Academic of Medicine and Integrated Health– U of T Scarborough), enhanced clinical programs, and continued leadership in pharmacy education and research, we remain steadfast in our mission to advance pharmacy practice innovation that improves health outcomes for all Canadians.

Together with our dedicated team, partners, and the University of Toronto community, we look forward to another year of purposeful growth and innovation.

Sincerely,

Ernie Avilla

Executive Director/ CEO

Lisa Dolovich

Chair, Board of Directors

OPERATIONAL HIGHLIGHTS



FULLY INTEGRATED INTO OUR FLAGSHIP SPACE.

The Discovery Pharmacy operated for a full year, building on the fall 2024 opening of our flagship pharmacy space on the first floor of the Leslie Dan Faculty of Pharmacy building. This strategically located space enhances visibility, accessibility, and integration with the faculty's academic and research mission. The new environment allows for improved patient flow, expanded service delivery, and increased opportunities for experiential learning, reinforcing our commitment to high-quality, patient-centred care.



DIGITAL HEALTH INTEGRATION

Substantial progress was made toward full implementation of an Electronic Health Record (EHR) system, ensuring that every patient served by Discovery Pharmacy has a secure digital health record by the end of 2025. This initiative strengthens care coordination, supports data-driven quality improvement, and streamlines operational workflows across clinical, educational, and research activities. The shift to digital infrastructure lays the foundation for future clinical analytics, improved documentation standards, and system-wide interoperability.



COMMUNITY PARTNERSHIPS

Throughout 2025, Discovery Pharmacy deepened its collaborations across the University of Toronto and major healthcare partners, expanding the reach and impact of its clinical and educational programs. Key partnerships included:

- **University Health Network (UHN)** - advancing integrated diabetes care through the UHN/DRx Diabetes Virtual Pharmacy Pathway.
- **St. Michael's Hospital** - supporting the implementation of electronic asthma management tools and collaborative respiratory health initiatives.
- **Green Shield Canada** - launching coordinated specialty medication management through participation in the Specialty Care Program.
- **University of Toronto Health & Wellness** - enhancing access to student-focused health services, including preventive care, medication management, and consultation services.
- **Leslie Dan Faculty of Pharmacy** - bolstering research collaboration, experiential education, and interprofessional learning opportunities.

These partnerships reflect Discovery Pharmacy's commitment to delivering high-quality, integrated care while enriching the academic ecosystem.

STRATEGIC PILLARS PERFORMANCE

Building on the progress achieved throughout 2025, Discovery Pharmacy's performance across its strategic pillars reflects a year of purposeful growth, strengthened partnerships, and deepening impact across education, research, patient care, and operational excellence. Together, these pillars form a cohesive foundation that advances pharmacy practice, enhances the learning environment for future health professionals, and improves the quality of care delivered to the University of Toronto community. (Appendix A)



A. EDUCATION EXCELLENCE: ADVANCE EDUCATIONAL EXCELLENCE THROUGH TRANSFORMATIVE EXPERIENTIAL LEARNING.

In 2025, Discovery Pharmacy strengthened its role as an essential educational partner within the Leslie Dan Faculty of Pharmacy and across the University of Toronto ecosystem. Expanding experiential learning opportunities, supporting innovative student projects, and advancing interprofessional education (IPE) initiatives contributed to a learning environment that mirrors real-world practice and fosters professional readiness (Appendix B).

Experiential Learning Integration:

Discovery Pharmacy provided both **direct and indirect patient care rotations**, hosting

- **12 students** on non-direct patient care rotations, and
- **12 students** on direct patient care rotations.
- Student projects, such as evaluations of the UHN/DRx Diabetes Pathway, prescribing advocacy strategies, and standardized consult note development, highlighted integration within the PharmD curriculum and the sharing of initiatives with faculty.

Interprofessional Education (IPE):

Collaboration with UHN, U of T Health & Wellness, and multiple cross-faculty partners supported the creation of authentic IPE environments, particularly through the virtual diabetes care pathway. These settings provide opportunities for future expansion, including potential development of an IPE elective centred at DRx.

Large Scale Educational Programs:

Immunization and health promotion initiatives (e.g., influenza and COVID-19 campaigns) continued to serve as highly scalable training environments. These programs support student preparedness for injection certification and practical immunization competencies, despite supply constraints across 2025. A total of 208 pharmacy students were trained/certified.



**B. RESEARCH & INNOVATION:
PIONEER TRANSFORMATIVE
HEALTHCARE ADVANCEMENTS
THROUGH RESEARCH AND
INNOVATION.**

Discovery Pharmacy strengthened its role as a contributor to health research, evidence generation, and innovation across the University of Toronto ecosystem. Through active collaboration with faculty researchers, engagement in diverse study designs, and leadership in emerging areas such as artificial intelligence and population health, Discovery Pharmacy advanced a research portfolio that directly informs practice, education, and policy.



Expanding Collaborative Research Engagement

Discovery Pharmacy partnered with 12 research teams across the Leslie Dan Faculty of Pharmacy through the NIIA–NIHS programs, representing a spectrum of participation:

- **8 teams:**
Knowledge user/knowledge translation site
- **2 teams:**
Recruitment site
- **1 team:**
Implementation and knowledge translation site
- **2 teams:**
Early-stage development partner

Advancing Priority Research Initiatives

Discovery Pharmacy’s research activities in 2025 supported several high-impact projects with the potential to influence provincial and national healthcare priorities. These included:



Pharmacy workflow evaluation based on types of appointments made at the Discovery Pharmacy, generating evidence useful to structure pharmacy workflow and workload and improve patient communication.



Exploration of pharmacists’ roles in supporting international students and their families as they navigate the Canadian healthcare system.

These initiatives highlight Discovery Pharmacy’s commitment to health equity, innovation, and evidence-informed system transformation.

Scaling Implementation Ready Models of Care

The UHN/DRx Diabetes Integrated Virtual Pharmacy Pathway continued to advance in 2025, demonstrating:

- sustained adoption
- iterative quality improvements
- measurable impacts on medication adherence, out-of-range glucose values, and transitions in care

This pathway represents a scalable model for chronic disease management and a promising foundation for expansion to other patient populations, including U of T faculty and staff.



**C. PATIENT CARE QUALITY:
EXPAND PATIENT BASE,
OPTIMIZE ACCESSIBILITY,
AND PROMOTE WELLNESS.**

Discovery Pharmacy expanded the breadth of patient-centred services, reflecting the rising demand for accessible clinical support within the University of Toronto community. Across preventive care, chronic disease management, and acute care services, the pharmacy demonstrated meaningful growth in reach, service complexity, and measurable health outcomes.

Growing Reach and Service Utilization

In 2025, Discovery Pharmacy experienced significant year-over-year increases in core service indicators:

- **7,868**
patients served (+10.2%)
- **4,569**
prescriptions dispensed (+41.9%)
- **3,163**
unique medications dispensed (+126.3%)

The substantial rise in medication dispensing highlights evolving patient needs, improved continuity of care, and increased uptake of pharmacist-led medication management.

Expanded Minor Ailments Management

In its second full year of delivery, the Minor Ailments Program continued to demonstrate strong and accelerating adoption.

- **93 minor ailments consultations**
were completed in 2025 — a **210% increase** from 2024.

Patients served included:

- **71**
Ontario Drug Benefit (ODB) recipients
- **22**
out-of-province or UHIP-covered individuals

These results affirm the value of accessible pharmacist-provided assessment, particularly for students and young adults who benefit from low-barrier care options. A total of **347** minor ailment consultations have been completed at the Discovery Pharmacy since January 1, 2023.



Preventive Care and Vaccination Services

Discovery Pharmacy remained a central provider of preventive health services, administering 1,096 vaccines in 2025. Trends in specific vaccine categories were influenced by supply fluctuations and updated national guidance:

- Flu vaccines:
659
- COVID-19 vaccines:
238
- HPV vaccines:
160
- Other vaccines:
39

The decrease in certain categories aligns with National **Advisory Committee on Immunization (NACI)** recommendations, including the 2025 shift from a three-dose to a two-dose HPV schedule, as well as broader provincial supply constraints. Despite these factors, vaccination services continued to play a critical role in campus wellness and public health preparedness. Flu and COVID vaccine supply issues also affected the number of administrations in 2025.

Chronic Disease Management & Integrated Care

Chronic disease care remained a cornerstone of Discovery Pharmacy’s clinical impact, with significant activity and outcomes in diabetes and respiratory Health.

UHN/DRx Diabetes Integrated Virtual Pathway

- 108 virtual diabetes appointments completed in 2025 (Total completed to date: 363)
- Serving individuals with complex comorbidities
- Delivered structured follow-up to support safe transitions from hospital to home

Clinical outcomes remained strong, with improvements in:

- medication adherence (87–95%)
- blood glucose stability over 12 months
- frequency of high or out-of-range glucose values
- reduced risk of avoidable emergency department utilization

This pathway continues to serve as a model of collaborative, pharmacist-led chronic disease management.

Respiratory Health: eAMS Pharm Launch

In collaboration with St. Michael’s Hospital researchers, Discovery Pharmacy implemented the Electronic Asthma Management System (eAMS Pharm) to strengthen asthma control. The program provides structured assessments, supports guideline-based care, and enhances patient care.

Harm Reduction and Assessment Services

Discovery Pharmacy also supported community health and safety through:

- **46 naloxone**
kits distributed
- **10 PCR**
tests for COVID-19

These services contribute to broader public health goals, including opioid overdose prevention and communicable disease monitoring.

Patient Demographics and Engagement

The demographic profile of patients served in 2025 provides meaningful insights into care needs and service planning:

- Mean age:
31 years
- Gender distribution:
- **60%**
female
 - **39%**
male
 - **1%**
undifferentiated

Student population:
approximately 60% of the total patients

This demographic alignment underscores Discovery Pharmacy’s critical role in meeting the health needs of U of T’s large, diverse student population while maintaining accessible care for staff, faculty, and surrounding communities.

TABLE 1: PATIENT SERVICES SUMMARY 2025 VS 2024

Service Category	2025	2024	% Change
Total Patients Served	7,868	7,139	+10.2%
Total Prescriptions	4,569	3,221	+41.9%
Medications Dispensed	3,163	1,398	+126.3%
Minor Ailments Consultations	93	30	+210.0%
Total Vaccines Administered	1,096	1,267	-13.5%
Flu Vaccines	659	840	-21.5%
COVID-19 Vaccines	238	360	-33.9%
HPV Vaccines	160	250	-36.0%
Other Vaccines	39	17	+129.4%

OPERATIONAL EFFICIENCY — ACHIEVE LONG-TERM SUSTAINABILITY AND INTEGRATE DIGITAL TECHNOLOGIES ACROSS CARE, EDUCATION, AND RESEARCH.

Operational efficiency remained a central priority for Discovery Pharmacy in 2025 as the organization strengthened its digital infrastructure, advanced workflow optimization, and supported sustainable growth across all mission areas. Efforts focused on modernizing clinical systems, enhancing service delivery processes, and positioning the pharmacy for future scale including opening another site at SAMIH.

ADVANCING DIGITAL INTEGRATION

Significant progress was made toward the full implementation of an Electronic Health Record (EHR) system, marking an important milestone in Discovery Pharmacy’s digital transformation. This initiative enables:



Standardized patient documentation



Improved coordination across clinical services



Enhanced data capture for quality improvement



Readiness for research-enabled analytics

Once fully implemented, the EHR will provide a unified digital record for every patient served, supporting safer care transitions, more efficient workflows, and improved integration with university and hospital partners.

STRENGTHENING OPERATIONAL PERFORMANCE

Operational trends in 2025 demonstrated growing maturity in service delivery and resource management. In particular:

- **A substantial Q4 revenue surge** highlighted increasing demand for pharmacy services and the positive impact of optimized inventory and staffing practices.
- **Improved workflow alignment** ensured that clinical services, patient flow, and staffing resources better matched seasonal and program needs.
- **Launch of the Specialty Care Program** (non-exclusive) with Green Shield Canada

This partnership with the University of Toronto’s Division of People, Strategy, Equity & Culture (PSEC) and Green Shield Canada enabled integrated, person-centred care for U of T’s Green Shield members starting new specialty medications. The program

connects Discovery Pharmacy into the broader Green Shield health ecosystem to enhance virtual care delivery and provide coordinated care across the network.

ENHANCING AWARENESS AND ACCESS

To support sustainable growth, Discovery Pharmacy invested in strategies to increase visibility and awareness across campus and partner communities. This included:

- promoting new clinical offerings such as minor ailments services and the diabetes virtual pathway
- strengthening digital and physical communications
- expanding engagement with faculty partners and student groups

These efforts contribute to broader service uptake, enhanced patient engagement, and improved integration across the university’s health and wellness landscape.



FINANCIAL PERFORMANCE

Discovery Pharmacy concluded 2025 with revenue exceeding expenses by 29,264, improving from a 2024 deficit position and ending the year with positive net assets of 7,471. This result reflects meaningful growth in pharmacy and service revenues, together with sustained grant and in-kind support that enabled the not-for-profit accredited pharmacy to continue advancing patient care, teaching students, evaluating new care models and conducting health services research.

Total operating income reached 504,331 in 2025, compared with 228,157 in 2024 (55% increase y-y-o-y). The strongest contributor remained prescription revenue at 427,881, complemented by clinical services, education income, generic formulary revenue, and OTC/front shop activity. Cost of goods sold totalled 380,856, resulting in gross profit of 123,475 (22% gross margin), an increase from 72,719 in the prior year.

Operating expenses increased to 737,626 from 408,614 in 2024, primarily due to salary and wage costs of 629,105 as the organization continued to invest in staffing capacity and service delivery.

GRANTS AND INSTIUTIONAL SUPPORT

In 2025, Discovery Pharmacy received 665,000 in grant funding, including 640,000 from the Leslie Dan Faculty of Pharmacy at the University of Toronto and 25,000 from the New Horizons program. The organization also recognized 310,297 in in-kind contributions, consisting of 82,072 in occupancy support and 228,225 in shared staffing and administrative support provided through the Leslie Dan Faculty of Pharmacy. These amounts are recorded as both revenue and corresponding expense to reflect the full economic cost of operations.

The New Horizons grant was fully utilized during the year, and the related deferred contribution balance was reduced to nil by year-end. Deferred contributions of 181,728 at December 31, 2025, represent committed funding from the Leslie Dan Faculty of Pharmacy for use in future periods.

FINANCIAL POSITION

Total assets increased to 243,101 at year-end, compared with 114,865 in 2024. Cash and cash equivalents rose to 165,858, while accounts receivable increased to 31,066, and total inventory stood at 46,176. These changes indicate an improved liquidity position and a stronger balance sheet at year-end.

Current liabilities totalled 235,629, including 55,962 in accounts payable and 181,728 in deferred contributions. Accounts payable includes approximately 30,000 related to inventory purchases and 25,000 associated with New Horizons expenditures advanced on behalf of the project by the Leslie Dan Faculty of Pharmacy. After recognizing the annual surplus, Discovery Pharmacy ended 2025 with positive net assets of 7,471, compared with an opening deficit.

OUTLOOK

The 2025 results demonstrate continued operational growth and improved year-end financial stability. At the same time, they highlight the importance of maintaining strong institutional partnerships while continuing to strengthen the organization’s earned-revenue base and overall operating sustainability.

*Refer to the financial statements available in **Appendix D**.*

LOOKING AHEAD: STRATEGIC PRIORITIES 2026-2027

EDUCATIONAL EXCELLENCE

Discovery Pharmacy will continue advancing transformative experiential learning by providing students and trainees with immersive, hands-on opportunities that equip future pharmacists to adapt to evolving pharmacy practice.

RESEARCH AND INNOVATION LEADERSHIP

The pharmacy aims to drive meaningful healthcare advancements by supporting and leading research initiatives that generate new knowledge, improve clinical practices, and address urgent healthcare challenges through innovation.

EXCEPTIONAL PATIENT CARE EXPANSION

Key initiatives for 2026-2027 include:

- **UHN/DRx Diabetes Virtual Pharmacy Pathway:** Expand capacity to facilitate safe transition of medically stable patients from hospital to home
- **PharmacyRehab Collaborative (“PHM-PT”) Program:** Launch program delivering and evaluating integrated pharmacy and physiotherapy services to priority populations for the University of Toronto community.
- **Naloxone Program Expansion:** Increase opioid safety and harm reduction efforts

- **Travel Medicine Program:** New service for international travellers
- **EHR Implementation Completion:** Achieve comprehensive digital health records for all patients

SCARBOROUGH ACADEMY OF MEDICINE AND INTEGRATED HEALTH (SAMIH)

A transformative expansion is underway with the development of a second physical location at the University of Toronto Scarborough campus in the new SAMIH building, scheduled to open in August 2026. This location will offer:

- All services are currently provided at the St. George campus
- Specialized compounding space addressing unmet needs in Scarborough
- Interprofessional care pathways connecting multiple healthcare disciplines
- Experiential education opportunities in diverse healthcare settings

SAMIH represents an ambitious initiative to train a wide range of health professionals while recruiting trainees from the highly diverse and underserved populations of the eastern Greater Toronto Area.

GOVERNANCE AND LEADERSHIP

BOARD OF DIRECTORS 2025

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Zubin Austin
Chair, Research Committee

Charmaine C. Williams
Dean, Faculty of Social Work

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Dean, Faculty of Nursing

UNIVERSITY OF TORONTO MEMBER REPRESENTATIVE

Trevor Young
Vice-President and Provost

MISSION, VISION, AND MANDATE



MISSION

To advance education and research for pharmacy practice innovation in healthcare delivery, which may help people around the world manage and get the most out of their medicines, enhancing their Health, wellness, and productivity.



VISION

To be an internationally recognized leader in transforming pharmacy-based healthcare delivery that will improve the Health of Canadians through optimal use of medicines.

MANDATE

- Prepare pharmacy and other students with the knowledge, skills, and experience needed to provide healthcare and/or conduct successful research.
- Co-develop, implement, and evaluate the effects of interdisciplinary clinical programs that support Health and well-being within the U of T interdisciplinary ecosystem.
- Scale up and translate research into practice, education, and policy
- Conduct cutting-edge health research, including testing innovations in healthcare, pharmacy practice research, and medication safety and effectiveness
- Operate a successful not-for-profit accredited pharmacy that provides the highest patient-led care to the U of T community

ACKNOWLEDGMENTS

Discovery Pharmacy’s success in 2025 reflects the dedication of our exceptional team, the support of our Board of Directors and advisory committees, and the trust of the University of Toronto community. Special recognition is extended to:

- The Leslie Dan Faculty of Pharmacy for ongoing administrative and infrastructural support
- University Health Network partners for innovative care pathway collaboration
- Green Shield Canada and U of T Benefits for the specialty care program partnership
- All pharmacy staff, students, and preceptors who deliver exceptional patient care daily
- Research collaborators advancing pharmacy practice through evidence generation

ORGANIZATIONAL INFORMATION



Discovery Pharmacy Inc.
Leslie Dan Faculty of Pharmacy
University of Toronto
144 College Street
Toronto, Ontario M5S 3M2



Incorporated:
February 22, 2021



Status:
Canada Not-for-Profit Corporation



Tax Status:
Exempt from income taxes under the Income Tax Act (Canada)



Contact:
Executive Director/CEO: Ernie Avilla



ACKNOWLEDGEMENT OF BOARD MEMBERS

U of T Member Representative

- Trevor Young, Vice-President and Provost

2024 Board of Directors

- Lisa Dolovich, Chair & Chief Pharmacist
- Aleksandra Bjelajac Mejia, Vice-Chair
- Ernie Avilla, Executive Director
- Maya Churbaji, Secretary/Treasurer
- Natalie Crown, Chair Education
- Zubin Austin, Chair Research
- Charmaine C. Williams, Dean, Faculty of Social Work
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2024 Community Pharmacy Advisory Group

- Aleksandra Bjelajac Mejia, Co-Chair, Assistant Professor – Teaching Stream
- Jonathan Nhan, Co-Chair, Pharmacist Lead
- Ernie Avilla, Executive Director, Discovery Pharmacy
- Lisa Ferrara, Community Pharmacist, Shoppers Drug Mart
- Eric Post, Retail Pharmacy Manager, Trillium Health Partners
- Wendy Bordman, Retail Pharmacy Manager, The Hospital for Sick Children
- Carlo DeAngelis, Clinician Scientist - Oncology Pharmacy, Sunnybrook Odette Cancer Centre

Executive Committee

- Lisa Dolovich, Chair & Chief Pharmacist
- Ernie Avilla, Executive Director
- Maya Churbaji, Secretary/Treasurer

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| • Susan Drodge | • Jonathan Nhan |
| • Kate Richards | |

HONOURING OUR VISIONARY DONORS

With profound appreciation, we express our thanks to our generous donors whose invaluable contributions have made the Discovery Pharmacy a reality.

We extend special recognition to our Founding Donors:

- Shoppers Drug Mart
- Greenshield Canada
- McKesson Canada, IDA, Guardian, Remedy’s Rx
- The Jim Meekison & Carolyn Keystone Foundation
- Leslie Dan Faculty of Pharmacy

“These names reect the strength of our pharmacy community, including alumni, faculty, staff, and partners, who have given back to support innovation, experiential learning, and accessible health care.

Lisa Dolovich
Chair and Chief Pharmacist

Alumni and Pharmacy Community

- Agni Andreopoulos
- Aldo DiMarcantonio
- Aleksandra Bjelajac Mejia
- Annie & Yu Chung Tsang
- Bernard Ceifets
- Bill, Virginia & Ken Brown
- Billy & Gail Cheung
- Carolyn L. Cummins
- Cathy & David Windross
- Certina & David Ho

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| • Lorenzo Biondi | |
| • Martina Siu | |

APPENDIX A — STRATEGIC ALIGNMENT MATRIX (STRATEGIC PLAN 2025–26)

Strategic Goal	Objective / Tactic	2025 Evidence	Status vs KPI	Next Step (2026–27)
Education Excellence	Integrate DRx experiences into PharmD curricula; increase the number of preceptors and standardized evaluations.	APPE rotations; student projects evaluating diabetes pathway and prescribing advocacy.	On track — qualitative outputs documented; establish quantitative KPIs for preceptors/ student throughput.	Map curriculum, onboard new preceptors, pilot evaluation framework.
Education Excellence	Create IPE opportunities (add IPE elective; expand naloxone training)	Interprofessional virtual diabetes care with UHN and campus partners provides an IPE context. OEE rep added to Education Committee	On track — formal elective not yet documented.	Design and launch DRx IPE elective; extend naloxone training to other disciplines.
Patient Care Quality	Expand patient base and minor ailments services; monthly Rx/MA targets.	7,868 patients (+10.2%); 4,569 Rx (+41.9%); 93 MA (+210%).	Exceeding — strong YoY growth; define monthly run-rate targets.	Launch awareness campaigns; set monthly targets by payer segment.
Patient Care Quality	Promote preventive care and wellness; expand diabetes program.	1,096 vaccines administered; 108 diabetes appointments with improved outcomes.	Mixed — vaccine counts affected by supply/ guidelines; diabetes program strong.	Coordinate with public health calendars; expand outreach to staff/ faculty.
Research & Innovation	Build research infrastructure and standard measures; maximize dissemination.	12 research teams across knowledge user/recruitment/ implementation scopes; diverse projects.	Foundational — infrastructure not yet described; high potential.	Create platform/ measure; publish briefs and media assets.
Operational Efficiency	Implement EHR and optimize processes; define KPIs; increase awareness.	EHR implementation in progress; Q4 revenue surge; Specialty Care Program launch.	On track — complete rollout and KPI dashboards.	Finalize the EHR, train staff, deploy the marketing strategy, and monitor ROI.

APPENDIX B — EDUCATIONAL ACTIVITIES AND COMMUNITY OUTREACH

DATE	EDUCATIONAL OUTREACH	PRESENTER(S)
2025 May	Christie Gardens Fundraiser Gala	DRx Team
2025 Jul 31	Pharmacy Camp Career Panel Discussion (for Gr 9 to 12 students)	Iris Chiu Pharmacist
2025 Aug (2 weeks)	PhD Fellowship Visits from Addis Ababa Academic Collaboration (Melak and Assefa)	DRx Team
(2025). Summer	Center of International Experience (CIE) & DRx Collaboration for Health Service Orientation and Q&A with Pharmacist Series	Sydney Schroeder & Iris Chiu
(2025). Sep	DRx Health & Wellness Fair • Opioid Overdose Prevention Training • Vaccinations and immunizations overview	DRx Team, including PHM students (Sydney Schroeder, Preston Chan, Stephanie Thang, and Omar Babir)
2025 Sep	UTSU Fair Promoting DRx to incoming undergraduate students	PHM students: Preston, Sydney, Hanchao, Savanna
2025 Oct	Family Care Offices - Health Orientation Presentation	Iris Chiu, Pharmacist
2025 Nov	PharmD Open House	Sydney Schroeder
2025 Nov	Opioid Awareness Club - Naloxone Training Workshop for PharmD students	Jonathan Schroeder, Pharmacist
2025 Nov	Facilitators for Injection Training of 1st Year PharmD students (new 3-year program)	Pharmacists: Iris Chiu, Jonathan Scodeller, Jonathan Nhan, Alex Nhan -

APPENDIX C — SUMMARY OF RESEARCH AND SCHOLARLY ACTIVITIES

Year	Output Type	Title	Lead Author	Journal/Conference
2020	Conference Presentation	Using the persona scenario method to identify information technology needs for the development of an academic pharmacy	McCracken A	McMaster University Evaluation of Medicines Research Group Summer Seminar, August 20, 2020, Hamilton, Canada
2022	Publication	Lessons learned from developing an innovative and interprofessional opioid poisoning management and prevention program on a university campus	Dolovich, L., Zhang, M., Fairley, L., Mathers, A., Avilla, E., DeAngelis, C., Ibrahim, S., Gin, A.	AFPC CPERC 2022 Abstracts – Oral and Poster Presentations. Can Pharm J (Ott) 2022; 155[6]:S65.
2022	Poster	Protocol for a qualitative study exploring the Pharmacist’s role in supporting post-secondary students with psychotropic medication management	Andrea McCracken, Lisa Dolovich, Kristin Cleverley, Beth Sproule	Trillium Primary Healthcare Conference, Oct 14, 2022, Toronto, Canada
2022	Conference Presentation	Lessons learnt from developing an interprofessional education activity focused on opioid poisoning management and prevention on a university campus.	Zhang, M., Ibrahim, S., Mathers, A., Gin, A., Nhan, J., Avilla, E., DeAngelis, C., Dolovich, L.	AFPC CPERC June 2022. St. John’s, Newfoundland, Canada
2023	Publication	Protocol for a qualitative study exploring the pharmacist’s role in supporting postsecondary students with psychotropic medication management	McCracken A, Cleverley K, Sproule BA, Dolovich L	BMJ Open 2023;13:e072976. doi:10.1136/bmjopen-2023-072976 (August 9 2023)
2023	Publication	Exploring patient experience including implementation of data collection processes from patients at the Discovery Pharmacy.	McCracken A, Yan Ling IC, Dolovich L	OPEN Summit 2023 Abstracts– Poster and Oral Presentations. Canadian Pharmacists Journal / Revue des Pharmaciens du Canada. 2024;157(1):S32. doi:10.1177/17151635231219546
2023	Poster	Using the CARD system to deliver influenza vaccinations in university pop-up clinics.	Victoria Gudzak, Anna Taddio, Charlotte Logeman, Natalie Crown, Antonio N. Ilersich, Joshua LeBland, Lisa Dolovich C. Meghan McMurtry	UTSCP, Toronto. March, 2023. THIRD PLACE AWARD WINNER.

Year	Output Type	Title	Lead Author	Journal/Conference
2023	Poster	Exploring the Pharmacist’s role in supporting post-secondary students with psychotropic medication management.	Andrea McCracken, Lisa Dolovich, Kristin Cleverley, Beth Sproule	Ontario Pharmacy Evidence Network (OPEN) Summit, Mar 16, 2023, Toronto
2023	Other	Improving the client experience in university-based flu vaccination pop-up clinics with the CARD system (Comfort, Ask, Relax, Distract).	Gudzak, V.	Clinical Social Administrative Pharmacology Talk Off. May, 2023. TALK OFF WINNER.
2023	Poster	Implementing CARD™ (Comfort Ask Relax Distract) for university-based influenza vaccination pop-up clinics: client and staff feedback.	Taddio A, Gudzak V, Logeman C, Crown N, Ilersich A, LeBlanc J, Dolovich L, McMurtry CM	Canadian Pediatric Society, May 25-27, 2023, Nova Scotia, Canada
2023	Poster	Improving the client experience in university-based flu vaccination pop-up clinics with the CARD system (Comfort, Ask, Relax, Distract)	Victoria Gudzak, Anna Taddio, Charlotte Logeman, Natalie Crown, Antonio N. Ilersich, Joshua LeBland, Lisa Dolovich C. Meghan McMurtry	Graduate Research In Progress, June 26, 2026, Leslie Dan Faculty of Pharmacy, University of Toronto, Toronto, Canada. AWARD WINNER
2023	Conference Presentation	Improving the client experience in university-based flu vaccination pop-up clinics with the CARD system (Comfort, Ask, Relax, Distract).	Gudzak, V.	Graduate Research In Progress, June 26, 2026, Leslie Dan Faculty of Pharmacy, University of Toronto, Toronto, Canada. AWARD WINNER
2023	Poster	Improving client and provider experiences using the CARD (Comfort, Ask, Relax, Distract) system during pop-up flu vaccination clinics.	Victoria Gudzak, Anna Taddio, Charlotte Logeman, Natalie Crown, Antonio N. Ilersich, C. Meghan McMurtry, Mike Folinas, Lisa Dolovich, Lucie M. Bucci.	International Symposium on Pediatric Pain,Oct 1-5, 2023, Nova Scotia, Canada
2023	Poster	Improving the client experience in university-based flu vaccination pop-up clinics with the CARD system (Comfort, Ask, Relax, Distract).	Victoria Gudzak, Anna Taddio, Charlotte Logeman, Natalie Crown, Antonio Ilersich, Joshua LeBlanc, Mike Folinas, Lisa Dolovich, C Meghan McMurtry	Ontario Pharmacy Evidence Network Conference, Toronto, Canada. Oct 11, 2023.

Year	Output Type	Title	Lead Author	Journal/Conference
2023	Poster	Exploring patient experience including implementation of data collection processes from patients receiving care at the Discovery Pharmacy.	Andrea McCracken, Yan Ling Iris Chiu, Lisa Dolovich	Ontario Pharmacy Evidence Network (OPEN) Summit, Oct 11, 2023, Toronto, Canada
2024	Poster	Improving and sustaining positive client experiences in university-based influenza pop-up clinics using the CARD (Comfort, Ask, Relax, Distract) system: Results from before-and-after study and sustainability follow up.	Gudzak V	Association of Faculty of Pharmacy of Canada Poster Competition (University of Toronto Stream). February 26, 2024. University of Toronto Oral Poster Award Winner (Canadian Finalist).
2024	Poster	Hospital to community pharmacy virtual connected care discharge pathway for diabetes.	Mackenzie Crawford, Ernie Avilla, Jonathan Nhan, Shiran Isaacksz, Carolyn Gosse, Stephanie Ong, Lori Seeton, Tania Carlyle, Phillip Segal, Lisa Dolovich, Christopher Chan	Institute for Healthcare Improvement (IHI), April 10-12, 2024, London, England
2024	Conference Presentation	Hospital to community pharmacy virtual connected care discharge pathway for diabetes.	Mackenzie Crawford, Ernie Avilla, Jonathan Nhan, Shiran Isaacksz, Carolyn Gosse, Stephanie Ong, Lori Seeton, Tania Carlyle, Phillip Segal, Lisa Dolovich, Christopher Chan	Institute for Integrated Care (IFIC), April 22-24, 2024 Belfast, Ireland
2024	Poster	Sustaining CARD (Comfort, Ask, Relax, Distract) practices to continue positive patient experiences in university-based pop-up vaccination clinics.	Gudzak V, Taddio A, Logeman C, Crown N, Bucci L, Folinas M, Chan M, Kuruvilla R, Dolovich L, McMurtry CM	Canadian Pain Society Annual Meeting, April 27-30, 2024,Ottawa
2024	Conference Presentation	Minor Ailments and Pharmacist Management in Ontario: Attachment and Primary Care.	Dolovich, L, Nguyen P, Yasmin, Abdul Aziz, Tadrour Mina, Frymire, Eliot, Avilla, Ernie, Mathers Annalise, Glazier RH, Premji K, Jaakkimainen L, Kiran T, Roberts L, Green ME	CAHSPR Annual Meeting, Ottawa, Canada, May 2024

Year	Output Type	Title	Lead Author	Journal/Conference
2024	Conference Presentation	Exploring the Pharmacist's role in supporting post-secondary students with psychotropic medication management	McCracken, A	INLIGHT Symposium 2024, May 7, 2024, Massey College, University of Toronto, Toronto, Canada
2024	Poster	Achieving sustainability of positive patient vaccination experiences in university-based influenza vaccination pop-up clinics using the CARD (Comfort, Ask, Relax, Distract) system.	Gudzak V, Taddio A, Logeman C, Crown N, Bucci L, Folinas M, Chan M, Kuruvilla R, Dolovich L, McMurtry CM	Canadian Pharmacy Education and Research Conference June 11-14, 2024, Quebec City
2024	Conference Presentation	Exploring the Pharmacist's role in supporting post-secondary students with psychotropic medication management	McCracken, A	Graduate Research in Progress (GRIP) Symposium June 2024, University of Toronto, Toronto, Canada. ORAL PRESENTATION WINNER
2024	Publication	A qualitative study on the role of community pharmacists in assisting newcomer international students and their families transitioning to the Canadian healthcare system	Aboelzahab Y, Dolovich L	OPEN Summit 2024 Abstracts–Poster and Oral Presentations. Canadian Pharmacists Journal / Revue des Pharmaciens du Canada. 2024;158(1):S1-S24.
2024	Publication	Development of a virtual integrated model supporting pharmacy-led diabetes transitional care to improve medication management from hospital to home.	Nhan, J., Peirson, K., Ong, S. W., Avilla, E., Carlyle, T., Raymond, C., Seeton, L., Crawford, M., Isaacksz, S., Gosse, C., Segal, P., Dolovich, L., & Chan, C	OPEN Summit 2024 Abstracts–Poster and Oral Presentations. Canadian Pharmacists Journal / Revue des Pharmaciens du Canada. 2024;158(1):S1-S24.
2024	Publication	Exploring the pharmacist's role in supporting newcomer international students and their families with the transition to the Canadian healthcare system including medication use: Protocol for a qualitative study	Aboelzahab Y, Pinto AD, McCarthy L, Dolovich L	PLoS One. 2024 Jun 6;19(6):e0304780. doi: 10.1371/journal.pone.0304780. PMID: 38843231; PMCID: PMC11156380.

APPENDIX D - FINANCIAL STATEMENTS

PROFIT AND LOSS

JJanuary-December, 2025 (unaudited)

	2025	2024
OPERATING INCOME		
Education Income	15,720	7,500
Generic Formulary	26,175	8,020
Pharmacy Services	462,436	212,637
Total for Operating Income	504,332	228,157
OTHER INCOME		
Grants		
Leslie Dan Faculty of Pharmacy – UofT – Note 1	640,000	
Leslie Dan Faculty of Pharmacy In-kind Contribution (non-cash) – Note 2&3	310,297	300,000
Research & Education	25,000	7,500
Total for Grants	975,297	
Interest earned	3,415	4,914
Total for Other Income	978,712	312,414
Total Operating & Other Income	1,483,044	540,571
OPERATING EXPENSES		
Salaries & Wages	629,105	346,596
Cost of Goods Sold	380,857	155,438
Advertising & Promotion	41,640	6200
Bank Charges	1,711	4,099
Computer-related expenses	6,997	
Donation	1,200	
Office General & Admin	19,596	9,236
Pharmacy Software & IT	18,532	13,502
Phone & Utilities	718	356

	2025	2024
Professional Fees	14,493	
Repairs & Maintenance	2,467	
Shipping, Freight and Delivery	754	
Supplies	414	28,625
Total Operating Expenses	1,118,483	564,052
OTHER EXPENSES		
In-Kind Overhead Rent & Support Staff (non-cash) - See Note 2 &3	310,297	
Other - New Horizons Grant Expenses	25,000	
Total for Other Expenses	335,297	
Total Operating & Other Expenses	1,453,780	564,052
Excess of Revenue over Expenses	29,264	(23,481)

Note 1

Grant Leslie Dan Faculty of Pharmacy-UofT: The \$640,000 recognized as grant revenue represents funding provided by the Leslie Dan Faculty of Pharmacy to support Discovery Pharmacy’s operations and activities. This funding is supported by donor contributions raised through advancement and fundraising initiatives undertaken by the Leslie Dan Faculty of Pharmacy.

Note 2

In-Kind Rent (\$82,072): Represents the occupancy cost of 2,137 square feet of space occupied by Discovery Pharmacy at 144 College Street (1,073 sq. ft. on the first floor and 1,064 sq. ft. on the third floor). The amount was calculated using the University of Toronto’s NASM (Net Assignable Square Metre) rate and recorded as an in-kind contribution with a corresponding rent expense. All in-kind contributions are recorded as both revenue and corresponding expenses to reflect the full economic cost of operation.

Note 3

In-Kind Support Staff (\$228,225): Represents the allocated cost of University of Toronto staff supporting Discovery Pharmacy operations within the Leslie Dan Faculty of Pharmacy. Costs are based on actual salaries and benefits, prorated to reflect time spent on Discovery Pharmacy-related activities, including IT, communications, facilities, human resources, finance, procurement, and other shared services. The amount is recorded as an in-kind contribution with a corresponding salary and benefits expense. All in-kind contributions are recorded as both revenue and corresponding expenses to reflect the full economic cost of operation.

BALANCE SHEET

As of Dec 31, 2025 (unaudited)

	2025	2024
ASSETS		
Current Assets		
Total for Cash and Cash Equivalent	165,858	58,743
Total for Accounts Receivable (A/R) - Note 1	31,066	13,868
Inventory - OTC/Front Shop	3,598	
Inventory - Rx	42,578	42,254
Total for Assets	243,101	114,865
LIABILITIES		
Liabilities		
Current Liabilities		
Total for Accounts Payable (A/P) - Note 2	55,962	111657
Deferred Contributions		
Grant - Leslie Dan Faculty of Pharmacy - Note 3	181,728	
Grant - New Horizons - Note 4	0.00	25000
Total for Deferred Contributions	181,728	
GST/HST Payable	(2,060.54)	
Total for Current Liabilities	235,629	136,657
NET ASSETS		
Opening Net Assets	(21,792)	1,689
Current Year Excess of Revenue over Expenses	29,264	(23,481)
Total Net Assets	7,472	(21,792)
Total for Liabilities and Net Assets	243,101	114,865

Note 1

Insurance Receivables due from Green Shield Canada, Assure, ODB, Alberta Blue Cross Assure, ESI Canada, and Pacific Blue.

Note 2

Accounts payable includes \$30K McKesson inventory billing and \$25K related to the New Horizons Grant awarded to Discovery Pharmacy. Although the grant funds were received and deposited by Discovery Pharmacy in 2024, all eligible grant-related expenditures were initially paid by the University of Toronto, Leslie Dan Faculty of Pharmacy on behalf of the project in 2025. As Discovery Pharmacy is the designated recipient and administrator of the grant, these costs are recorded as expenses of Discovery Pharmacy, with a corresponding payable recorded to the Faculty of Pharmacy for reimbursement of amounts advanced on its behalf.

Note 3

Represents committed funding from the Leslie Dan Faculty of Pharmacy to be used in future periods to support Discovery Pharmacy operations.

Note 4

The balance is nil as at year-end as the grant has been fully utilized. All eligible expenses funded by the New Horizons Grant were incurred during the year, resulting in full recognition of the deferred contributions into revenue.





DISCOVERY PHARMACY UNIVERSITY OF TORONTO



144 College Street, Main Floor
Toronto, Ontario
Canada M5S 3M2



discoverypharmacy.utoronto.ca



@discovery_pharmacy