

BRIEFING NOTE

TO: Board of Directors

FROM: Ingrid Koenig RO Elected Member, Facilitating Director

DATE: May 17, 2021

SUBJECT: 8.1 Board Process Achievement Reports: Board Strategic/Agenda Workplan Policy 4-21 Report

For Decision For Information Monitoring Report

Purpose:

To review the Board Strategic/Agenda Workplan Policy 4-21 Report.

Background:

On October 5, 2020 the Board approved the Board Policy Development Policy 4-24. The purpose of this policy was to codify a process for developing, approving, updating and evaluating the success of governance policies.

The Board also approved the monitoring of eight of its own board policies in greater detail under Section 8b of the Board Policy Development Policy 4-24. This governance process was to enable the development of informed, engaged, and wise policy direction by the Board.

For Consideration:

The second Board Process Achievement Report up for review is the Board Strategic/Agenda Workplan Policy 4-21 and schedule (**Appendix A**). The Board director's report facilitating this review can be found in **Appendix B**. The May 2020 Workplan is **Appendix C** and the December 2020 Workplan is **Appendix D**.

Public Interest Considerations:

The Board has recognized the importance of strong governance in order to carry out its object of regulating the profession in the public interest and has invested significant time and resources into updating its governance policies and processes. Monitoring important policies confirms that the Board is fulfilling its duties and responsibilities and that the appropriate processes are in place to ensure that they are giving due diligence to planning and oversight over the College and will help to identify and analyze potential risks before they negatively impact the College.

Diversity, Equity and Inclusion Considerations:

It is incumbent on the Board to consider whether the proposed report is consistent with the COO's organizational values relating to diversity, equity and inclusion.

Recommendations:

That the Board evaluate the success of implementing the Board Strategic/Agenda Workplan Policy 4-21 as presented by the facilitating director's report.

POLICY TYPE: GOVERNANCE PROCESS

4-21 Board Strategic Agenda / Workplan Policy

To accomplish its job products with a governance style consistent with Board policies, the Board will prepare and follow an Annual Integrated Board Strategic Agenda/Work Plan.

The Board is responsible for leading its own strategic governance goals and agenda as well as the agenda for regular Board meetings. The Board will discuss this plan at its December regular Board meeting for approval for the following year. In May, the Board would again briefly revisit the plan to determine if any course corrections are needed.

The cycle will conclude each year on the last day of December so that administrative planning and budgeting and governance cycle are aligned.

The cycle will start with the Board's development of its agenda for the next year and will include the following elements:

1. Ongoing environmental scanning in order to inform the Board's strategic policy direction to COO.
2. Re-exploration of Strategic Outcomes policies as needed and as the environment changes.
3. Continuous improvement of Board performance through Board education and enriched input and deliberation.
4. The Board's regular review of all of its governing policies over a specified number of years outlined in a review schedule.
5. Conducting an Annual Registrar, CEO Performance Appraisal.
6. Reviewing the External Financial Audit Report.
7. Discussing Board succession planning.
8. Attending to consent agenda items as expeditiously as possible throughout the year.

The Annual Board Strategic Agenda/Work Plan will be recorded such that each Board Member can see at a glance the Board work plan for the year. Specific Board meeting agendas will be prepared in the context of the annual Board Strategic Agenda/Work Plan.

Committees can submit policy developments or monitoring report items to the agenda by submission to the Chair or to the Chair via the Registrar, CEO. The Chair, with Executive Committee, will carefully consider these items and schedule them according to priority themes, time availability and appropriateness with the governance approach. The Chair will consult with the Registrar, CEO regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for the Board.

Director can submit potential policy agenda topics to the Chair or through the Registrar, CEO to the Chair. The Chair will apply the same criteria noted above when determining scheduling of the agenda topic.

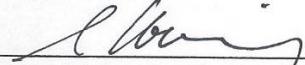
Appendix – Annual Board Strategic Agenda/Work Plan Template

APPENDIX B

Board Strategic Agenda/Workplan Policy 4-21 Report due May 17, 2021					
#	Policy Criteria	Board Interpretation of Policy Criteria	Evidence Board has met the Criteria	Deficiencies and Recommendations	Conclusion Level of Achievement 1 – Compliance Not Achieved 2 – Compliance Partially Achieved 3 – Compliance Fully Achieved
1	The Board is responsible for leading its own strategic governance goals and agenda as well as the agenda for regular Board meetings. The Board will discuss this plan at its December regular Board meeting for approval for the following year. In May, the Board would again briefly revisit the plan to determine if any course corrections are needed.	The Board will have fulfilled this policy criterion if it adheres to the schedule set out in policy 4-21 para.2	In December 2019 the Board discussed and approved the Strategic Agenda/ workplan as it appears in item 10.0 of the minutes. In May the addition of a July meeting was added. The workplan was revised and approved in May Item 11 of the minutes and July item 9.1.	Too ambitious of a workplan may lead to less completed in by year end.	3
2	The Annual Board Strategic Agenda/Work Plan will be recorded such that each Board Member can see at a glance the Board work plan for the year.	The Board will have fulfilled this policy criterion if It meets the directive of the policy in para. 5	In December the proposed workplan for the coming year is presented and in May it appears colour coded for easy recognition of which items are completed, not complete or additions. Black print is introduced	The workplan presented in December isn't colour coded. Not easy to decipher what is completed at year end.	2

			to show item from original plan.		
3	The need for a new governing policy or the need to update a governing policy can be identified/suggested by Directors of the Board, the Registrar, Board Committees, external advisors and others.	The Board will have fulfilled this policy criterion if <i>It follows para. 6& 7 of the policy.</i>	<i>Clearly indicated on the workplan are additional items in blue followed in parentheses the committee bring it forward.</i>	none	3

Respectfully submitted,


 Ingrid Koenig RO, Elected Member
 Board Director Facilitating Review

Apr 20 / 21
 Date

BRIEFING NOTE

TO: Board of Directors

FROM: Melanie Woodbeck, Deputy Registrar

DATE: May 11, 2020

SUBJECT: 11.0 Review of Annual Board Strategic Workplan

For Decision For Information Monitoring Report

Purpose:

To revisit the Board's strategic agenda/workplan to make necessary adjustments and refine the plan for Q3 and Q4.

Background:

The Strategic Agenda/Workplan Policy (4-21) (**APPENDIX A**) is a board governance policy, which provides for the board's use of a strategic agenda as a tool to ensure that the board is held accountable for the focus of its own work plan, its progress toward achieving its work plan, and its overall results in any quarter. Specific board meeting agendas are prepared in accordance with the work plan.

For Consideration:

The board workplan, along with suggested revisions, is attached (**APPENDIX B**). Items completed appear in green font, items not completed appear in red font, and items added to the agenda workplan appear in green font. Text in black reflects an item on the board's original workplan.

Where an item has not been completed and appears in red, a notation is included with a future date when the item is proposed to be considered.

Recommendations/Action Required:

To review and approve the revised workplan or revise as necessary.

FEBRUARY 2020 BOARD STRATEGIC AGENDA/WORK PLAN				
OPERATIONAL AND MONITORING	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
<p>Minutes, December</p> <p>Year-to-date Financial Variance Report</p> <p>Presentation of Internal Security Audit (Moved Oct)</p> <p>Review of Council Self-Evaluations</p> <p>Review of Committee Self-Evaluations (Moved Oct)</p> <p>Status of 2018 Board Self-Evaluation Action Plan</p>	<p>By-laws (Article 1, Article 6.3, Article 7 Article 12) and stakeholder feedback</p> <p>Bylaw Article 15.6 re Gender</p> <p>Accreditation Policy (QA) (Moved May)</p> <p>4-15 Role of Council Officers Policy (GC)</p> <p>4-30 Role of Committee Chairperson Policy (GC)</p> <p>4-95 Council Code of Conduct, Confidentiality and Conflict of Interest Policy (GC) (Moved to By-law)</p> <p>3-09 Registrar, CEO Compensation Program/Principles Policy (GC) (Moved Oct)</p> <p>Sexual Harassment Policy (PR) (Moved Dec)</p> <p>Committee Meeting Guidelines and Quorum</p> <p>Quality Assurance Policy Manual</p> <p>Executive Elections Process</p> <p>Honoraria Policy Amendment</p>	<p>Committee Reports</p> <p>Registrar's Report</p> <p>Examination Report</p> <p>Communications Report</p> <p>1-01 Strategic Outcomes Policy Report</p> <p>2-80 Emergency Registrar, CEO Succession Policy Report</p>	<p>Ministry of Health Performance Framework</p> <p>College of Nurses Vision 2020 Update</p> <p>Regulatory update from COBC</p>	<p>Orientation on Fiduciary Duties and Governance</p> <p>Conflict of Interest and Bias</p> <p>Diversity, Equity and Inclusion</p> <p>Orientation on Technology and Honoraria Policy</p> <p>Introduction to the College</p> <p>Discussion: Public Member Orientation</p>

Red = Not complete

Green = Complete

Blue = Added to workplan

MAY 2020 BOARD STRATEGIC AGENDA/WORK PLAN (Changed to ½ Day Meeting)

OPERATIONAL AND MONITORING	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
<p>Minutes, February</p> <p>Year-to-date Financial Variance Report</p> <p>2019 Annual Report</p> <p>Reassess Strategic Work Plan for 2020</p> <p>Registrar, CEO Performance Review (Completed Dec 2019)</p> <p>2019 Financial Audit</p> <p>COVID-19 Update – QA, Essential Service Providers Database, Temporary Practice Guidelines</p>	<p>Criminal Records Check Policy (RC)</p> <p>Policy Dealing with Convictions, Findings and Ongoing Proceedings (RC)</p> <p>By-law Amendment Removing Gender from the Public Register (RC) (Moved Oct)</p> <p>Disqualification By-law (Gov) (Moved Oct)</p> <p>PLAR Assessment Cancellation Policy (No longer needed)</p> <p>QA Committee Policy Manual Update (QA) (Completed Feb)</p> <p>4-22 Board Meetings Policy</p> <p>4-25.05 Executive Committee Terms of Reference and Mandate (GC) (Moved Oct)</p> <p>Phase II Governance Reform (Moved Oct)</p> <p>Accommodation: Registration Fee Adjustment</p> <p>Accreditation Policy</p>	<p>Committee Reports</p> <p>Registrar’s Report</p> <p>Examination Report</p> <p>NACOR Report</p> <p>Communications Report</p> <p>2-06 Financial Condition (Internal Report and External Auditor Report)</p>		<p>Financial Management (Will be scheduled for a separate remote session – spring/summer 2020)</p> <p>Diversity and Inclusion, Cultural Safety and Humility (May be scheduled for a separate remote session or deferred to October)</p> <p>Communications/Appreciative Inquiry (Will be scheduled for a separate remote session – spring/summer 2020)</p>

Red = Not complete

Green = Complete

Blue = Added to workplan

OCTOBER 2020 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
<p>Minutes, May</p> <p>Year-to-date Financial Variance Report</p> <p>Presentation of Internal Security Audit</p> <p>Review of Committee Self-Evaluations</p>	<p>Currency Policy (RC)</p> <p>Practicum Policy (RC)</p> <p>Code of Ethics (SOP)</p> <p>4-25.06 ICRC Terms of Reference (GC)</p> <p>4-25.07 Discipline Committee Terms of Reference (GC)</p> <p>4-25.10 Patient Relations Committee Terms of Reference (GC)</p> <p>Refraction Standard of Practice (SOP)</p> <p>Phase III Governance Reform (GC) (Moved 2021)</p> <p>Phase II Governance Reform</p> <p>4-25.05 Executive Committee Terms of Reference and Mandate Policy (GC)</p> <p>3-09 Registrar, CEO Compensation Program/Principles Policy (GC)</p> <p>By-law Amendment Removing Gender from the Public Register (RC)</p> <p>Disqualification By-law (Gov)</p>	<p>Committee Reports</p> <p>Registrar's Report</p> <p>Examination Report</p> <p>Communications Report</p> <p>2-50 Communications and Support to the Council Policy Report</p>		<p>Diversity and Inclusion, Cultural Safety and Humility</p>

Red = Not complete

Green = Complete

Blue = Added to workplan

DECEMBER 2020 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, October Year-to-date Financial Variance Report 2021 Draft Budget Approval of 2021 board meeting dates Election of NEC Rep Appointment of Auditor for 2021 Election of 2021 Executive Council Evaluations Strategic Work Plan 2021	PLAR Eligibility Requirements Policy (RC) Reinstatement Policy (RC) Delegation Policy (SOP) Refraction Standard of Practice (SOP) 4-25.08 Fitness to Practice Committee Terms of Reference Policy 4-25.11 Quality Assurance Committee Terms of Reference Policy 4-25.12 Registration Committee Terms of Reference Policy Sexual Harassment Policy (PR)	Committee Reports Registrar's Report Examination Report Communications Report NACOR Report External Meetings Report 2-15 Reserves Policy Report 2-09 Investment Policy Report 1-01 Strategic Outcomes Policy		Evidence and Risk Based Decision Making Diversity and Inclusion, Cultural Safety and Humility

Red = Not complete

Green = Complete

Blue = Added to workplan

BRIEFING NOTE

TO: Board

FROM: Amy Stein, Acting Deputy Registrar

DATE: December 7, 2020

SUBJECT: 13.0 Board Strategic Agenda/Work Plan

For Decision

For Information

Monitoring Report

Purpose:

To approve the Board's Strategic Agenda/Work Plan for 2021

Background:

As set out in the Board Strategic Agenda and Work Plan Policy (4-40), the Board is being presented with a proposed work plan for the 2021 calendar year. The purpose of the work plan is to ensure that the Board is held accountable for meeting its strategic objectives in the upcoming Board cycle.

The work plan is meant to be recorded such that each board member can transparently see at a glance the Board work plan for the whole year. Specific board meeting agendas are prepared with reference to the work plan.

For Consideration:

The proposed 2021 work plan is attached for the Board's consideration.

Public Interest Considerations:

The purpose of the tool is to ensure that the Board is held accountable for the focus of its own work plan.

Diversity, Equity, and Inclusion Considerations:

Additional agenda items may be added following the Board DEI training session scheduled for December 2020.

Action Required:

That the Board select the Executive Committee member who will serve on the Performance Evaluation/Compensation Sub-Committee.

FEBRUARY 2021 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL AND MONITORING	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
<p>Minutes, December</p> <p>Year-to-date Financial Variance Report</p> <p>Review of Board Self-Evaluations</p> <p>Review of Committee Self-Evaluations</p> <p>Status of 2020 Board Self-Evaluation Action Plan</p> <p>Registrar, CEO Summary of Monitoring Reports</p>	<p>By-Laws Article 15 (stakeholder feedback) (EX)</p> <p>Delegation Standard of Practice (stakeholder feedback) (CP)</p> <p>Director and Committee Member Responsibilities Policy (GC)</p> <p>Role of Board Officers Policy – Template review (GC)</p> <p>Board Policy Development Policy – Template review (GC)</p> <p>Indigenous Land Acknowledgements (PR)</p> <p>Currency Policy (RC)</p> <p>Posting of charges and findings of guilt (RC)</p>	<p>Committee Reports</p> <p>Registrar’s Report</p> <p>Examination Report</p> <p>Communications Report</p> <p>1-01 Strategic Outcomes Policy Report</p> <p>2-06 Financial Planning and Budgeting</p> <p>2-60 Corporate Identity, Public Image and Communication</p> <p>2-80 Emergency Registrar, CEO Succession</p> <p>College Performance Measurement Framework – 2020 Report</p>	<p>Regulatory update from COBC</p>	<p>Introduction to the College (Orientation)</p> <p>Governance (Orientation)</p> <p>Code of Conduct (Orientation)</p> <p>Strategic Plan (Orientation)</p> <p>A Year in Preview (Orientation)</p> <p>Cultural Safety and Humility</p>

MAY 2021 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL AND MONITORING	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
<p>Minutes, February</p> <p>Year-to-date Financial Variance Report</p> <p>2020 Annual Report</p> <p>Reassess Strategic Work Plan for 2021</p> <p>Registrar, CEO Performance Review</p> <p>2020 Financial Audit</p> <p>Results of Relational Study</p>	<p>Reserves Policy (GC)</p> <p>Human Resources and Relations Policy (GC)</p> <p>Board Terms of Reference Policy (GC)</p> <p>Investment Policy (GC)</p> <p>Registration Committee Terms of Reference Policy (GC)</p> <p>Fitness to Practice Committee Terms of Reference Policy (GC)</p> <p>Quality Assurance Committee Terms of Reference Policy (GC)</p> <p>Clinical Practice Committee Terms of Reference (GC)</p> <p>Refraction Standard of Practice (CP)</p> <p>Practicum Policy (RC)</p>	<p>Committee Reports</p> <p>Registrar’s Report</p> <p>Examination Report</p> <p>NACOR Report</p> <p>Communications Report</p> <p>2-06 Financial Condition (Internal Report and External Auditor Report)</p> <p>2-08 Vendor Relations</p> <p>2-35 Relationship with Public and Other COO Beneficiaries</p> <p>Committee Self-Evaluations</p> <p>Self-Evaluation 2020 Action Plan Review</p>		<p>Financial Variance Reports</p> <p>Appreciative Inquiry and Communication</p>

OCTOBER 2021 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
<p>Minutes, May</p> <p>Year-to-date Financial Variance Report</p>	<p>Asset Protection Policy (GC)</p> <p>Intellectual Property Policy (GC)</p> <p>Registrar, CEO Job Products Policy (GC)</p> <p>Registrar, CEO Position Description Policy (GC)</p> <p>MSF Process (QA)</p>	<p>Committee Reports</p> <p>Registrar’s Report</p> <p>Examination Report</p> <p>Communications Report</p> <p>1-01 Strategic Outcomes Policy Report</p> <p>2-07 Asset Protection</p> <p>2-20 Human Resources Parameters</p>		<p>Training Session(s) (TBD based on 2020 Board Self-Evaluation Input)</p>

DECEMBER 2021 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, October Year-to-date Financial Variance Report 2022 Draft Budget Approval of 2022 board meeting dates Election of NEC Rep Appointment of Auditor for 2022 Election of 2022 Executive Appointment of Appointed Members Approval of 2022 Committee Slate	Relationship with the Public and Beneficiaries Policy (GC) Registrant Relations Policy (GC) Unity of Control Policy (GC) Delegation to the Registrar, CEO Policy (GC) Board and Committee Principles Policy (GC)	Committee Reports Registrar’s Report Examination Report Communications Report NACOR Report External Meetings Report 2-15 Reserves Policy Report 2-09 Investment Policy Report Strategic Work Plan 2022 Development		Training Session(s) (TBD based on 2020 Board Self-Evaluation Input)