# BRIEFING REPORT
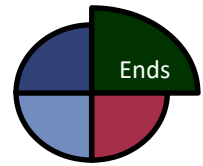
**REPORT TOPIC:**    Critical Outcomes/Ends Policy (1-01)

**REPORT TO:**    COO Council

**REPORT FROM:**    COO Governance Committee

**DATE:**    October 7, 2019

**Ends**

## REPORT PURPOSE:

☒ **Decision-Making - Policy Development/ Enhancement/Regular Review/Approval**
☒ **Ends Policy**
☐ Operational Boundaries Policy
☐ Council-Staff Relationship Policy
☐ Governance Process Policy
☐ **Council Implementation of Policy**
☐ Council-Staff Relationship Policy
☐ Governance Process Policy

☐ **Monitoring of Registrar, CEO Report**
☐ Ends (critical outcomes) Achievement
☐ Operational Boundaries Compliance
☐ **Council Linkage Report**
☐ **Incidental Report**
☐ ☐ Registrar, CEO
☐ Council President
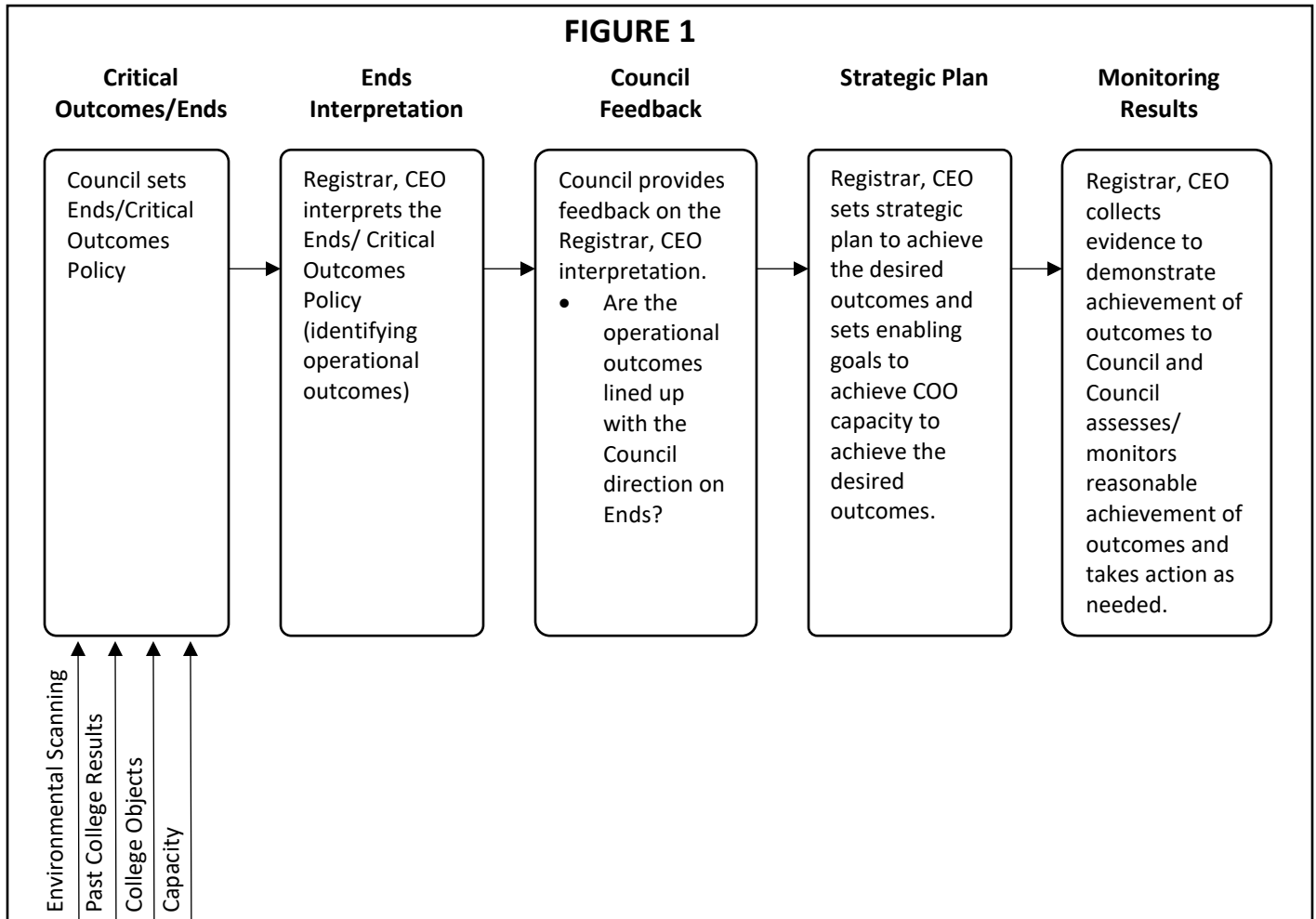☐ Other: Briefing Report

## BACKGROUND

In policy driven governance, policy is the Council's primary leadership tool that sets direction for COO. One of Council's primary obligations is to set direction on the clarity of purpose of the College and on the critical outcomes the College should achieve. The policy that outlines the critical outcomes can be called the Critical Outcomes or Ends Policy.

The Critical Outcomes or Ends Policy is the most senior policy on what COO should be working to achieve, i.e. the critical outcomes/ends. This policy has three primary components including:

1. Who COO serves,
2. What critical outcomes are to be achieved? and,
3. What value or worth should be invested in achieving these outcomes?

Once Council has developed its Critical Outcomes Policy, it delegates the achievement of this strategic direction to direct the Registrar, CEO. He interprets the Council policy to identify what operational outcomes will be achieved, what evidence/metrics will be utilized to demonstrate achievement of the Ends/Critical Outcomes, and the rationale. The CEO then sets the strategic Plan to achieve the desired outcomes/ends interpretation.

The Council provides feedback to the Registrar, CEO as to whether the Registrar, CEO interpretation is aligned with the Council's direction and whether the outcomes are significant enough to be considered achieving the COO Ends/Critical Outcomes Policies. The Registrar, CEO then proceeds to achieve the desired outcomes for the value the Council has placed on them. This strategic direction flow is outlined in Figure 1 below.

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**FIGURE 1**

| Critical Outcomes/Ends | Ends Interpretation | Council Feedback | Strategic Plan | Monitoring Results |
|---|---|---|---|---|
| Council sets Ends/Critical Outcomes Policy | Registrar, CEO interprets the Ends/ Critical Outcomes Policy (identifying operational outcomes) | Council provides feedback on the Registrar, CEO interpretation.<br>• Are the operational outcomes lined up with the Council direction on Ends? | Registrar, CEO sets strategic plan to achieve the desired outcomes and sets enabling goals to achieve COO capacity to achieve the desired outcomes. | Registrar, CEO collects evidence to demonstrate achievement of outcomes to Council and Council assesses/ monitors reasonable achievement of outcomes and takes action as needed. |

Environmental Scanning

Past College Results

College Objects

Capacity

In January 2019, the COO Council worked hard to develop the strategic goals for COO going forward. The Governance Committee has used that Council direction to draft a Critical Outcomes/Ends Policy which outlines the overall critical outcomes/results that COO Council would be directing the Registrar, CEO and team to achieve over approximately the next 3 years. This draft policy is the most important policy the COO Council sets periodically.  It is outlined in Figure 2 for Council's consideration and discussion.
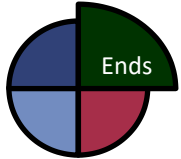
Critical Outcomes/Ends Policies are written in "outcomes" language. The draft in Figure 2 identifies the critical outcomes/ends which COO is committed to achieve. Council Members are asked to review the draft Critical Outcomes/Ends Policy in Figure 2 in preparation for the October council meeting as follows:
- Does the draft prepared by Governance Committee effectively outline the critical outcomes/results/Ends the Council intends COO to achieve?
- Is there any part of the policy that is unclear?
- As a Council Member, based on earlier discussions and this briefing note, do you need any clarification regarding flow through this strategic directions process?

**RECOMMENDED MOTION:**
Based on the Governance Committee recommendation, that the COO Council that it approve the 2019-2022 Ends/Critical Outcomes Policies.

**FIGURE 2**

| POLICY TITLE:<br>Ends/Critical Outcomes Policies | POLICY SECTION:<br>Ends | POLICY NO:<br>1-01 | Ends |
|---|---|---|---|
| APPROVED BY:<br>COUNCIL | REGULAR COUNCIL POLICY REVIEW FREQUENCY:<br>EVERY 3 YEARS | MONITORING OF REGISTRAR, CEO FREQUENCY:<br>SEMI-ANNUAL | |
| DATE APPROVED: | PRESIDENT'S SIGNATURE: | | |
| DATE REVIEWED / REVISED: | | | |

**High Level Ends Policy (Our Vision)**

We ensure the highest standard of vision care for all Ontarians.

Further, COO works to achieve the following more specific Ends:

**End 1 – Accountable Professionals**

1.1 Practice standards and guidelines exist which are reflective of technology and changing patient preferences.

**End 2 – Public Trust**

2.1 Public trust exists through an excellent governance framework and effective organizational processes.

2.2 Collaborative relationships with stakeholders exist that demonstrate effectiveness and trustworthiness.

**Definition:**

For the purposes of this policy 'stakeholders' are defined as including, the public, registrants, COO employees, the government, peer regulators, and others who have an interest in effective health regulation.