

# BRIEFING NOTE

**TO:** Board

**FROM:** Amy Stein, Deputy Registrar

**DATE:** December 4, 2023

**SUBJECT:** 2023 Board Strategic Agenda/Workplan Update

For Decision

For Information

Monitoring Report

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**Purpose:**

To review progress/achievement of the Board's 2023 strategic agenda/workplan.

**Background:**

The Strategic Agenda/Workplan is a board-approved tool that is used to map out the board's quarterly goals in accomplishing its strategic and policy objectives for the year. Specific board meeting agendas are prepared in accordance with the work plan.

The board approved the 2023 workplan in December 2022 and reviewed it again in June 2023 to consider and approve proposed revisions in order to align the workplan with systemic and scheduling changes that occurred throughout the year.

**For Consideration:**

The 2023 workplan is being presented to the board one final time so that it can review annual achievements. Items on the 2023 workplan were achieved largely on schedule, with several items being deferred but completed later in the year.

**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:**

The Board's core values include diversity, equity and inclusion, and therefore these principles should be reflected in the work that is done throughout the year.

**Action Required:**

This update is being provided for information only.

**MARCH 2023 BOARD STRATEGIC AGENDA/WORK PLAN**

| OPERATIONAL   | 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>Approval of 2023 Pre-Election Training Module (moved to June)</p> | <p>Appointed Member Policy (GC)</p> <p><del>Registrar, CEO Performance Evaluation Process Policy (GC) (moved to Oct)</del></p> <p><del>Registrar, CEO Compensation Policy (GC) (moved to Oct)</del></p> <p>Strategic Outcomes Policy (GC)</p> <p>Role of Board Officers Policy (GC)</p> | <p>Committee Reports (Spotlight: Registration)</p> <p>Committee Annual Reports</p> <p>Registrar’s Report</p> <p>Examination Report</p> <p>Communications Report</p> <p><del>2022 CPMF Report</del> (update shared via email)</p> <p>1-01 Strategic Outcomes Policy (R)</p> <p>2-02 Financial Planning and Budgeting (R)</p> <p>2-12 Corporate Identity, Public Image and Communication (R)</p> <p>2-14 Emergency Registrar, CEO Succession (R)</p> <p>4-25 Board Monitoring System Policy (B)</p> <p>Registrar, CEO Summary of Monitoring Reports (R)</p> <p>Status of 2022 Board Self-Evaluation Action Plan</p> | <p>Third Party Effectiveness Evaluation Report</p> | <p>Introduction to the College (Orientation)</p> <p>Governance (Orientation)</p> <p>Strategic Plan (Orientation)</p> <p>A Year in Preview (Orientation)</p> <p>Cultural Safety and Humility</p> <p>Virtual Boardroom Tour (Orientation)</p> <p>Reading Financial Variance Reports (Orientation)</p> |

Green = Complete

Blue = Complete (moved or added to workplan)

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**JUNE 2023 BOARD STRATEGIC AGENDA/WORK PLAN**

| OPERATIONAL   | POLICY, BY-LAW AND REGULATION   | MONITORING REPORTS   | EXTERNAL MONITORING  | TRAINING AND DEVELOPMENT  |
|---|---|--|----------------------|---|
| Minutes, February<br><br>Year-to-date Financial Variance Report<br><br>Registrar, CEO Performance Review<br><br>Reassess 2023 Strategic Work Plan | <del>Role of Board Officers Policy (GC) (Completed in March)</del><br>Role of Committee Chairperson Policy (GC)<br>Financial Planning and Budgeting Policy (GC)<br>Financial Condition Policy (GC)<br>Discipline Committee Terms of Reference Policy (GC)<br>Approval of 2023 Pre-Election Training Module (GC)<br>Currency Policy (RC)<br>Practicum Policy (RC)<br>Reinstatement and Change of Status Policy (RC)<br><del>Refraction Standard of Practice (CP) (Moved to Oct)</del><br>Fees By-Law Amendments (EC) | Committee Reports (Spotlight: Professional Conduct)<br><br>Registrar's Report<br><br>Examination Report<br><br>NACOR Report<br><br>Communications Report<br><br>2-03 Financial Condition (R)<br><br>2-06 Investment Policy (R)<br><br>4-21 Board Annual Strategic Agenda/Workplan Policy (B)<br><br>Approval of 2023 Board Action Plan | 2022 Financial Audit | <del>Financial Reports (completed in March)</del><br><br>Cyber Security |

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**OCTOBER 2023 BOARD STRATEGIC AGENDA/WORK PLAN**

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|--|--|---|---------------------|--------------------------|
| <p>Minutes, May</p> <p>Year-to-date Financial Variance Report</p> <p>Executive Election Process Review</p> <p>2022 Annual Report<br/>Will be sent via email update instead</p> | <p><del>Financial Planning and Budgeting Policy (GC) - Completed in June</del></p> <p><del>Financial Condition Policy (GC) --Completed in June</del></p> <p><del>Investment Policy (GC) – Moved to December</del></p> <p>Posting of Board Materials Policy (GC)</p> <p>Registrar, CEO Performance Evaluation Process Policy (GC) – Moved from June</p> <p>Registrar, CEO Compensation Policy (GC) – Moved from June</p> <p>Registrar, CEO Position Description Policy (GC)</p> <p>Registrar, CEO Job Products Policy (GC)</p> <p>Refraction Standard of Practice (CP) – Moved from June</p> <p>Executive Election Process (GC)</p> | <p><del>Committee Reports (Spotlight: Governance and Patient Relations) (Spotlight: Professional Practice)</del></p> <p>Registrar’s Report</p> <p>Examination Report</p> <p>Communications Report</p> <p>1-01 Strategic Outcomes Policy Report (R)</p> <p>2-11 Communication and Support to the Board (R)</p> <p>4-05 Role of Board Officers Policy (B)</p> |                     |                          |

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**DECEMBER 2023 BOARD STRATEGIC AGENDA/WORK PLAN**

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|--|--|--|---------------------|--------------------------|
| Minutes, October<br><br>Year-to-date Financial Variance Report<br><br>2024 Draft Budget<br><br>Approval of 2024 board meeting dates<br><br>Election of NEC Rep<br><br>Appointment of Auditor for 2024<br><br>Election of 2024 Executive<br><br>Appointment of Appointed Members<br><br>Approval of 2024 Committee Slate<br><br>Appointment of Registrar’s Review Subcommittee<br><br>Assignment of 2024 Board Monitoring Reports | Board Support of the Registrar, CEO Policy (GC)<br><br>Governance Approach Policy (GC)<br><br>Board Decision-Making Policy (GC)<br><br>Board Effectiveness Self-Evaluation Policy (GC)<br><br>Investment Policy (GC) (Moved from Oct)<br><br>Accreditation Policy (QA)<br><br>Contact Lens Mentor Policy (RC)<br><br>Internationally Educated Applicant Policy (RC)<br><br>Examination and Upgrading Proposal Policy (RC)<br><br>Retention of Legal and Verifying Documents Policy (RC)<br><br>Assessment and Miscellaneous Fees By-Law (FC) | <del>Committee Reports (Spotlight: Professional Practice)</del><br>(Completed in Oct)<br><br>Registrar’s Report<br><br>Examination Report<br><br>Communications Report<br><br>NACOR Report<br><br>External Meetings Report<br><br>2-15 Reserves Policy Report (R)<br><br>2-09 Investment Policy Report (R)<br><br>2-13 Technology and Cyber Security Policy (R)<br><br>4-24 Board Policy Development Policy (B)<br><br>Strategic Work Plan 2023 Review<br><br>Strategic Work Plan 2024 Development |                     |                          |

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