

BRIEFING NOTE

TO: Board of Directors

FROM: Melanie Woodbeck, Deputy Registrar

DATE: July 27, 2020

SUBJECT: 9.1 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 for October and December, 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 blue font.¹ 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.

In addition to reviewing the plan, the board is being asked to consider proceeding with virtual training for the remainder of 2020, in order to focus the board's meeting time on board decision making items and to allow appointed members to participate in training sessions given the current restrictions and recommendations around physical distancing.

Recommendations/Action Required:

To review and approve the revised workplan or revise as necessary, and to provide feedback on a proposed virtual training schedule.

¹ All items for July meeting are in blue since this was a meeting added by the Board this spring.

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 1 – Annual Board Strategic Agenda/Work Plan Template

APPENDIX B

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

Red = Not complete

Green = Complete

Blue = Added to workplan/meeting

| 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 |
| Minutes, February Year-to-date Financial Variance Report 2019 Annual Report Reassess Strategic Work Plan for 2020 Registrar, CEO Performance Review (Completed Dec 2019) 2019 Financial Audit COVID-19 Update – QA, Essential Service Providers Database, Temporary Practice Guidelines | Criminal Records Check Policy (RC) Policy Dealing with Convictions, Findings and Ongoing Proceedings (RC) Circulation: By-law Amendment Removing Gender from the Public Register (RC) (To July) Disqualification By-law (Gov) (To Oct) PLAR Assessment Cancellation Policy (No longer needed) QA Committee Policy Manual Update (QA) (Completed Feb) 4-22 Board Meetings Policy 4-25.05 Executive Committee Terms of Reference and Mandate (GC) (To Oct) Phase II Governance Reform (To Oct) Accommodation: Registration Fee Adjustment Accreditation Policy (To July) | Committee Reports Registrar's Report Examination Report NACOR Report Communications Report 2-06 Financial Condition (Internal Report and External Auditor Report) | | Financial Management (Virtual – Summer/Fall 2020) Diversity and Inclusion, Cultural Safety and Humility (Virtual) Communications/Appreciative Inquiry (Virtual – Summer/Fall 2020) |

Red = Not complete

Green = Complete

Blue = Added to workplan/meeting

| JULY 2020 BOARD STRATEGIC AGENDA/WORK PLAN (1/2 day added) | | | | |
|--|--|---|---------------------|--------------------------|
| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, May | Registration Fee By-Law (Exec) | Committee Reports | | Governance Training |
| Year-to-date Financial Variance Report | Circulation: By-law Amendment Removing Gender from the Public Register (RC) (From Oct) | Registrar's Report | | |
| Committee Slate Recommendations | Accreditation Policy (From May) | Examination Report | | |
| | College Organizational Values (Strategic Plan) | Communications Report | | |
| | Executive Committee Terms of Reference (GC) (From Oct) | COVID-19 Report | | |
| | Governance Committee Terms of Reference | Self-Evaluation 2020 Action Plan Review | | |
| | Registrar, CEO Compensation Program/Principles Policy (GC) (From Oct) | Committee Self-Evaluations | | |
| | Amendments Contact Lens Mentor Policy (RC) | | | |
| | Amendments Student Supervision Policy (RC) | | | |
| | Expressions of Interest and Executive Eligibility Criteria (GC) | | | |
| | Appointed Member Policy (GC) | | | |
| | Pre-Election Training Requirement (GC) | | | |

Red = Not complete

Green = Complete

Blue = Added to workplan/meeting

OCTOBER 2020 BOARD STRATEGIC AGENDA/WORK PLAN

| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
|---|---|--|---------------------|---|
| Minutes, July Year-to-date Financial Variance Report | Currency Policy (RC) Practicum Policy (RC) (To Dec) Code of Ethics (SOP) ICRC Terms of Reference (GC) Discipline Committee Terms of Reference (GC) Patient Relations Committee Terms of Reference (GC) Refraction Standard of Practice (SOP) By-law Amendment Removing Gender Public Register (RC) PLAR Eligibility Requirements Policy (RC) Phase II Governance Reform Disqualification By-law (GC) Sexual Harassment Prevention Guidelines (PR) Board Development Policy 4-18 (GC) Process for Board & Committee Self-Evaluations 4-25.05 Executive Committee Terms of Reference (GC) (To July) 3-09 Registrar, CEO Compensation Principles Policy (GC) (To July) | Committee Reports Registrar's Report Examination Report Communications Report 2-50 Communications and Support to the Council Policy Report COVID-19 Report Internal Security Audit Report Review of Committee Self-Evaluations (To July) | | Diversity and Inclusion, Cultural Safety and Humility (Virtual) Governance and Financial Monitoring Report Training (Virtual – from May) |

Red = Not complete

Green = Complete

Blue = Added to workplan/meeting

| DECEMBER 2020 BOARD STRATEGIC AGENDA/WORK PLAN | | | | |
|--|--|---|---------------------|---|
| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, October | PLAR Eligibility Requirements Policy (RC) (Moved Oct) | Committee Reports | | Risk Based Decision Making (Governance and Financial Monitoring) (Moved to Summer/Fall) |
| Year-to-date Financial Variance Report | Reinstatement Policy (RC) | Registrar's Report | | |
| 2021 Draft Budget | Delegation Policy (SOP) | Examination Report | | Diversity and Inclusion, Cultural Safety and Humility |
| Approval of 2021 board meeting dates | Refraction Standard of Practice (SOP) | Communications Report | | |
| Election of NEC Rep | Fitness to Practice Committee Terms of Reference Policy (GC) | NACOR Report | | |
| Appointment of Auditor for 2021 | Quality Assurance Committee Terms of Reference Policy (GC) | External Meetings Report | | |
| Election of 2021 Executive | Registration Committee Terms of Reference Policy (GC) | 2-15 Reserves Policy Report | | |
| Council Evaluations | Indigenous Land Acknowledgements (PR) | 2-09 Investment Policy Report | | |
| | Phase II Governance Reform (GC) | 1-01 Strategic Outcomes Policy | | |
| | Practicum Policy (RC) | Strategic Work Plan 2021 Development | | |
| | | Self-Evaluation 2020 Action Plan Review | | |

Red = Not complete

Green = Complete

Blue = Added to workplan/meeting