

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.

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

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

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OCTOBER 2020 BOARD STRATEGIC AGENDA/WORK PLAN

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

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

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