

# BRIEFING NOTE

**TO:** Board of Directors

**FROM:** Fazal Khan, Registrar

**DATE:** October 2, 2023

**SUBJECT:** 6.2 Communication and Support to the Board Policy (2-11)

For Decision                       For Information                       Monitoring Report

**Purpose:**

To provide the board with a monitoring report on the Communication and Support to the Board Policy, in accordance with the monitoring report schedule approved by the board.

**CEO Interpretation and Evidence:**

The policy (**APPENDIX A**) was passed by the board on October 2, 2017. The policy requires that the Registrar, CEO, support the board with appropriate information and resources to facilitate effective, risk-based decision making. The information contained in this monitoring report represents compliance with a reasonable interpretation of the policy. This is the second monitoring report being submitted to the board. The monitoring report covers the period from September 2021 to September 2023.

| Policy  | Interpretation   | Evidence  |
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| <p>The CEO will provide the board with adequate information to support decision making, including environmental scanning, staff and external perspectives, significant issues or changes within internal/external environment which have a bearing on board policies, along with alternative choices and risks.</p> | <p>Environmental scanning topics are reported regularly at board meetings, and in-between board meetings, email updates are circulated.</p> <p>Staff and external perspectives on issues are routinely shared at board meetings/policy and strategic planning meetings</p> | <ul style="list-style-type: none"> <li>• Significant efforts were made to enlist multiple perspectives during the Standard 8, Refraction discussion. Focus groups were held with current Refracting opticians, surveys with the registrants and discussions with both the provincial and national associations.</li> <li>• Similar efforts were made regarding changes to the Registration Fee including engaging registrants at multiple Trade Shows and speaking engagements on top of surveys.</li> <li>• Leger Marketing has once again been engaged to survey patients regarding access and quality of eyecare. This project has been expanded to include a national perspective through cost</li> </ul> |

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|   |   | sharing with NACOR. Final reports are being prepared to share with the Board shortly.  |
| The CEO will provide monitoring data required by the board in a timely and understandable fashion.  | Monitoring Reports are provided in accordance with the schedule set out in the board's policy   | <ul style="list-style-type: none"> <li>All monitoring reports were delivered as scheduled. In total, 18 monitoring reports were delivered during the last cycle, as follows: Reserves policy, three Investment Policy Monitoring Reports, three Strategic outcomes policy monitoring reports, two Financial Planning and Budgeting, two Emergency Registrar CEO Succession, General Operational Constraint, Financial Condition Policy Report, Asset Protection Policy Monitoring Report, Human Resources parameters, Reserves Policy Monitoring Report, Registrant Relations Monitoring Report, Corporate Identity, Public Image and Communication.</li> <li>No additional monitoring reports were requested by the board during this period</li> </ul> |
| The CEO will advise the board about any actual or anticipated non-compliance with strategic outcomes or operational boundaries policy           | Monitoring reports on strategic outcomes and various operational boundaries policies are provided in accordance with the schedule, additional updates are provided on an as needed basis  | <ul style="list-style-type: none"> <li>The board received monitoring reports on the Strategic Outcomes Policy and other operational boundaries policies in accordance with the monitoring schedule. There were no instances of non-compliance to report during this period.</li> </ul>   |
| The CEO will advise the board about media coverage, threatened or pending lawsuits, material changes or events including in executive personnel | Updates are provided in a method appropriate to the urgency, sensitivity, and significance of the matter. Updates are provided via email, board registrar reports at regular or emergency board or executive meetings, or at in-camera sessions | <ul style="list-style-type: none"> <li>Legal updates are provided in-camera where legal or sensitive matters arise. The Board went in-camera December 2021, February 2022, May 2022, March 2023 and June 2023.</li> <li>The board was updated on all staffing and board/committee member changes that occurred during the reporting period via email and/or in the Registrar, CEO's quarterly reports to the board.</li> </ul>   |

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| <p>The CEO will advise the board when it is not in compliance with its own governance policies</p>  | <p>Updates are provided appropriate to the urgency, priority and significance of the matter. The board chair and vice-chair are kept fully apprised of developments</p> | <ul style="list-style-type: none"> <li>• There were no instances of non-compliance with governance policies during the monitoring period.</li> </ul>  |
| <p>The CEO will not present information in an overly complex way or in a way that fails to differentiate between board decision making, monitoring or information</p> | <p>Board materials are reviewed to ensure they are clear and relational and that their purpose is clearly defined</p>   | <ul style="list-style-type: none"> <li>• Prior to inclusion in meeting package, all board briefing notes are reviewed by senior staff to ensure meeting materials are clear, accurate, succinct, and comprehensive. All briefing notes include a checkbox identifying the purpose of the briefing note (decision making, monitoring, information), a purpose statement, and a statement identifying the action required.</li> <li>• The admin team seeks regular feedback from the Board to improve the resources provided to the board during post-board reflection periods and via post board surveys.</li> </ul>   |
| <p>The CEO will provide the Board and its directors communications and administrative support for its activities</p>  | <p>Administrative support is provided by the Executive Office. Board decisions and highlights are included in College e-blasts and social media</p>                     | <ul style="list-style-type: none"> <li>• Including the registrar, a team of 4 staff is maintained in the executive office who are available to provide administrative support, resources, and expertise to the board. Consultants (ie. external legal, governance, etc.) are also contracted on an as needed basis to provide additional support.</li> <li>• E-blasts of meeting highlights were circulated to stakeholders following each board meeting and posted on the College’s website. Board policy/program changes or updates that affect stakeholders are addressed in specific social media posts (ie. Most recently, board elections, introduction of pre-election training module, 2022 registration fee reduction, etc...)</li> <li>• The Board is notified in advance of any significant registrant communications unless otherwise already addressed at a Board meeting e.g. Fee Bylaw circulation.</li> </ul> |

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|   |  | <ul style="list-style-type: none"> <li>• The Board Chair and Vice Chair are prepared in advance of all Board meetings and external stakeholder events.</li> <li>• Board members are provided support, including paper copies of Board meeting materials when requested.</li> </ul>  |
| The CEO will deal with the board as a whole, except when fulfilling individual requests for information, or responding to directors duly charged by the board | <p>Updates are provided to the board at large and feedback sought from the entire group</p> <p>The board chair is kept apprised of matters as appropriately delegated to by the board, and as set out in the board's governance policies</p> | <ul style="list-style-type: none"> <li>• In addition to the communications indicated above, the board has been consulted on all decisions within their terms of reference and that affect their operations, for example: the board is surveyed following meetings and training sessions, criteria for selection of board/committee meetings dates, on virtual meetings and training sessions, attendance of appointed members at in-camera sessions, etc.</li> <li>• The Board Chair and Registrar, CEO regularly communicate by phone to ensure timely updates.</li> </ul> |
| The CEO will provide the consent agenda for anything delegated to the CEO   | Agendas are reviewed by the Chair and Executive Committee, including any consent items   | <ul style="list-style-type: none"> <li>• Prior to each board meeting, meeting process notes are developed, and consent items are flagged for the board chair and meeting facilitator. Consent items are primarily committee reports.</li> </ul>   |

**Public Interest Consideration:**

Does the Registrar, CEO' Interpretation of the Policy serve or impact the public's interest or trust in the College?

**Diversity, Equity and inclusion consideration:**

Does the Registrar, CEO's interpretation of the Policy impact the College's Commitment to Diversity, Equity and inclusion?

**Recommendations/Action Required:**

To provide feedback to the Registrar on achievement of the policy as demonstrated by the monitoring report.

- 1) Was the Registrar, CEO's interpretation of the Communications and Support to the Board Policy reasonable?

2) In the Board's opinion, did the Registrar, CEO comply with this policy?