

## BRIEFING NOTE

**TO:** Board of Directors

**FROM:** Fazal Khan, Registrar

**DATE:** October 4, 2021

**SUBJECT:** 5.2 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 2020 to September 2021.

Policy	Interpretation	Evidence
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>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>Environmental Scanning at board meetings included: The College Performance Management Framework (CPMF); Regulatory Update from BC; and stakeholder feedback at the August Board Meeting regarding the Registration fee for 2022, at the May Board meeting regarding proposed Public Register By-Law Amendments, at the December Board meeting regarding the Proposed Delegation Standard of Practice and Practice Guidelines.</li> <li>An external perspective was provided to the board during 3 Cultural Safety and Humility Education sessions.</li> <li>Additional environmental scanning updates were provided by email to the board including the work happening at</li> </ul>

		<p>other colleges, regulatory and clinical practice trends (For example, on Sept 25, 2020, on CPSO communications)</p> <ul style="list-style-type: none"> <li>The board was kept regularly apprised of information relating to the COVID-19 pandemic via email between meetings, including government announcements and directives, and copies of all communications sent to registrants Board/committee members and staff were surveyed on return to office protocols to support the administration in planning the gradual reopening of the office and meetings for the balance of 2021 and into 2022.</li> </ul>
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, 9 monitoring reports were delivered during the last reporting cycle, as follows: Strategic outcomes policy monitoring report, Financial Planning and Budgeting, Financial Condition, Investment policy, reserves policy, Relationship with Public and other COO Beneficiaries, Monitoring report, Corporate identity, Public Image and Communication and the Emergency Registrar, CEO succession monitoring report.</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,	Updates are provided in a method appropriate to the urgency, sensitivity, and	<ul style="list-style-type: none"> <li>Legal updates were provided in-camera on two occasions in the monitoring period.</li> </ul>

<p>material changes or events including in executive personnel</p>	<p>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</p>	<ul style="list-style-type: none"> <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>
<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> </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> </ul>
<p>The CEO will deal with the board as a whole, except when fulfilling individual requests for information, or responding to</p>	<p>Updates are provided to the board at large and feedback sought from the entire group</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</li> </ul>

directors duly charged by the board	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	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. <ul style="list-style-type: none"> <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?