

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar

DATE: July 27, 2020

SUBJECT: 9.2 Status of 2020 Board Self-Evaluation Workplan

☐ For Decision

☐ For Information

☒ Monitoring Report

Purpose:

To review the progress and outputs from the Board's 2020 action plan stemming from its 2019 self-evaluation.

Background:

In December 2019, all board members participated in a comprehensive self-evaluation of its overall effectiveness. The board reviewed the results of the evaluation and adopted an action plan recommended by the Governance Committee.

For Consideration:

An update on the progress of the action items identified by the board for 2019 is before the board for consideration (**APPENDIX A**).

The board is also being asked to provide feedback on the following:

- *Action item 3:* The board has set a goal of continual environmental scanning on clinical practice issues. The board is asked to identify the specific topics it wishes to explore and the resources it wishes to consider (eg. literature review, guest speakers, regulatory scan, etc...)
- *Action item 6:* The board has identified in its 2019 and 2020 workplans that it wishes to receive communications training on "appreciative inquiry" to strengthen its skills on asking questions about organizational risk. The board is being asked to consider the attached training proposal (**APPENDIX B**) to identify if it would meet the learning objectives expected.

Recommendations/Action Required:

That the board provide feedback on the outputs of the 2020 action plan.

COO Council Effectiveness Evaluation: 2020 Action Plan Status July 2020

In December 2019, all board members participated in a comprehensive self-evaluation of the board's overall effectiveness. The board then met in February 2020 to review the results of the evaluation and develop an action plan. Also included in the action plan are any items deferred from its previous Action Plan. The following is a summary of the action items identified by the board for 2020.

Action		Status	Progress (at July 2020)
1.	Review strategic plan to gain clarity on the board's strategic outcomes for 2020 – 2022	Complete	Completed as part of review of monitoring report at February 2020 board meeting.
2.	Reassess the board's strategic outcomes policy following review of twice annual monitoring reports to determine relevance going forward	Not started	To be scheduled for the December Board Meeting.
3.	Continue environmental scanning to inform the board's future strategic priorities (Topics <i>may</i> include remote dispensing and bricks and mortar service delivery methods, ensuring continuing competence for experienced ROs)	Not started	BOARD ACTION: The board is being asked to identify the topics that it wishes to explore and the resources it wishes to consider (eg. literature review, guest speakers, regulatory scan, etc...)
4.	Enhance board orientation training (Topics recommended by the board include fairness, transparency, public protection, governance principles and monitoring reports)	In progress	Completed comprehensive Board orientation at February 2020 meeting and new board and appointed orientation guide developed, which addresses the topics of fairness, transparency, public protection and governance. A further training session later this year will provide board education on financial and governance monitoring reports.
5.	Education on COO values and how they impact the board's behaviours, decision making, and its evaluation of the performance of the organization.	Complete	As part of Diversity, Equity and Inclusion training, the board has considered the impact of its core values, and will review its core organizational values at its meeting in July 2020.
6.	Education on 'appreciative inquiry' to strengthen skills asking effective challenging questions about organizational risk (<i>identified in 2019 and 2020 action plans</i>)	In progress	BOARD ACTION: The Board is being asked to consider the attached training proposal on communication and appreciative inquiry to determine if it meets the learning

Action		Status	Progress (at July 2020)
			objectives expected. A remote session can be scheduled for late summer/early fall. (APPENDIX B)
7.	Education on trends in the regulatory landscape and the changing role of regulators	Complete	In February 2020, the Board heard from the College of Nurses of Ontario (CNO) on the progress of its governance reform initiatives, the College of Opticians of British Columbia (COBC) on the status of regulatory reform in that province, and from the Ministry of Health on the launch of the new College Performance Framework, which will come into effect later this year. The Board Chair and Vice-Chair are registered to attend a virtual regulatory conference later this fall.
8.	Education on its current risk framework using its Operational Boundaries Policies	Complete	Operational boundaries policies and risk framework addressed in orientation training in February 2020.
9.	Education on fiduciary duties and the obligations of board directors, including participation on board dialogue and decision making	Complete	Board training on fiduciary duties completed at February 2020 board meeting. Information in this area is also included as part of the Board guidebook.
10.	On an ongoing basis, assessing how Board decisions affect the public interest	Complete	Board resources developed include: <ul style="list-style-type: none"> • Inclusion on briefing notes a section on public interest considerations to identify how the decision/policy serves the public interest • A placard enclosed in meeting materials which includes a number of probing questions for the board to consider when decision-making, including on how the policy serves the public interest.
11.	Include a glossary of Governance terms in the Governance Manual to ensure common understanding of the new terms used as part of the governance framework recently adopted by the board.	Complete	Glossary included in manual as of February 2020.
12.	Confirm any additional goals to address in 2020 (beyond the strategic plan or the 2020 action plan) and evaluate progress on these goals at the same time it reviews its workplan in October.	In Progress	The Board is being asked at its July 2020 meeting to identify any additional goals it wishes to pursue this year.

Action		Status	Progress (at July 2020)
13.	Create engagement plan for registrants and other stakeholders	Complete	This goal dovetails with the Board's strategic objective of improving stakeholder awareness and engagement. A number of initiatives have been undertaken that address this goal, including: greater stakeholder engagement with registrants, the public and other stakeholders during policy consultations via surveys and focus groups; development of social media strategy and search engine optimization (SEO), the launch of the COO's revamped website, introduction of exit surveys for registrant processes.
14.	Using effective meeting facilitation, ensure all board members weigh in on critical board subjects and strengthen board director familiarity with facilitation skills and techniques	Complete	Meeting facilitation launched in February 2020. The facilitator uses meeting tools to encourage even participation and engagement. Meeting norms are reaffirmed at the beginning of each meeting and a resource on the tools for consensus and meeting norms was developed and is circulated as part of every meeting package.
15.	Clarify CEO Succession Plan	Complete	Reviewed governance policy monitoring report at February board meeting.
16.	Enhance board cohesion by prioritizing the board as the primary decision-making body as opposed to Executive Committee. <i>(Deferred from 2019 plan)</i>	In progress	Board to review Executive Committee Terms of Reference at July board meeting.

The board also determined that in 2021, a review of organizational values will be undertaken to ensure that they continue to be reflective of the organization's beliefs and behaviours. **In Progress:** The board will review its core organizational values at its meeting in July 2020.



Managing the Meeting

90-minute virtual session

Improving the way board members communicate in meetings

When your work involves high-stakes policy decisions, some conversations are bound to be challenging.

How you manage these interactions can make all the difference to the effectiveness and outcome of your meetings.

POWERFUL PRESENCE: AUTHENTIC COMMUNICATION

- **What is presence?** What gets in the way?
 - Inner Critic, External factors
- **Building rapport and alignment**
 - Focus outward - communicating in a conversational and authentic way
 - Clear and inclusive language; less is more, avoid minimizing
- **Communicating virtually**
 - Vocal expressiveness, energy, language
 - Keeping the conversation organized

ASKING QUESTIONS

- The dynamics of difficult conversations (Caution, Blame, Defensiveness)
- Clarifying understanding, listening for subtext
- The elements of powerful questions

MANAGING RESISTANCE

- **The power of empathy in managing resistance**
 - EQ: acknowledging feelings, emotional self-regulation
 - Listening: barriers to doing it well
- **Process for responding and diffusing tension:**
 - Acknowledge, probe, answer, confirm
 - Demonstrating understanding and concern
 - Paraphrasing: rephrasing, answering, checking-back