

## BRIEFING NOTE

**TO:** Board of Directors

**FROM:** Amy Stein, Deputy Registrar

**DATE:** June 5, 2023

**SUBJECT:** Strategic Agenda/Workplan Mid-Year Review

☒ 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) 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.

The board approved its 2023 Workplan at its meeting in December 2022.

### For Consideration:

The 2023 Workplan is being presented to the board for a mid-year check-in/review.

Items completed appear in green font, items not completed appear in red font, and items added to the workplan appear in orange font (items not yet complete) or blue font (items added and subsequently completed).

The majority of Workplan items have been completed on schedule, including a number of items that have been added since the December meeting. Several items have been deferred to later meetings, including:

- *Refraction Standard*: consideration of changes to this standard has been deferred to October to allow more time for stakeholder consultations. A number of additional stakeholder consultations became necessary in winter/spring 2023 as a result of a new regulation passed by the Ontario Government relating to the creation of a new emergency class of registration under the Registration Regulation. To avoid consultation fatigue, the College deferred consultation on the Refraction Standard until summer.

- *Governance Policies:* Several governance policies originally slated for content review in March 2023 have been deferred to October. The College has engaged a new consultant to support the Executive Sub-Committee responsible for carrying out the annual Registrar, CEO performance review. As a result, the Governance Committee will be reviewing the policies relating to this process over the summer once the annual Registrar, CEO performance review is complete to identify ways to make the process more robust and/or streamlined going forward.

**Action Required:**

To review and approve the revised workplan, or revise as necessary.

| MARCH 2023 BOARD STRATEGIC AGENDA/WORK PLAN                   |  |   |   |  |
|---|--|---|---|--|
| OPERATIONAL   | POLICY, BY-LAW AND REGULATION  | MONITORING REPORTS  | EXTERNAL MONITORING                         | TRAINING AND DEVELOPMENT                         |
| Minutes, December   | Appointed Member Policy (GC)   | Committee Reports (Spotlight: Registration)                 | Third Party Effectiveness Evaluation Report | Introduction to the College (Orientation)        |
| Year-to-date Financial Variance Report                        | Registrar, CEO Performance Evaluation Process Policy (GC) (moved to Oct) | Committee Annual Reports                                    |   | Governance (Orientation)                         |
| Review of Board Self-Evaluations                              | Registrar, CEO Compensation Policy (GC) (moved to Oct)                   | Registrar's Report  |   | Strategic Plan (Orientation)                     |
| Review of Committee Self-Evaluations                          | Strategic Outcomes Policy (GC)   | Examination Report  |   | A Year in Preview (Orientation)                  |
| Approval of 2023 Pre-Election Training Module (moved to June) | Role of Board Officers Policy (GC)                                       | Communications Report                                       |   | Cultural Safety and Humility                     |
|   |  | <del>2022 CPMF Report</del> (update shared via email)       |   | Virtual Boardroom Tour (Orientation)             |
|   |  | 1-01 Strategic Outcomes Policy (R)                          |   | Reading Financial Variance Reports (Orientation) |
|   |  | 2-02 Financial Planning and Budgeting (R)                   |   |  |
|   |  | 2-12 Corporate Identity, Public Image and Communication (R) |   |  |
|   |  | 2-14 Emergency Registrar, CEO Succession (R)                |   |  |
|   |  | 4-25 Board Monitoring System Policy (B)                     |   |  |
|   |  | Registrar, CEO Summary of Monitoring Reports (R)            |   |  |
|   |  | Status of 2022 Board Self-Evaluation Action Plan            |   |  |

Green = Complete

Blue = Complete (moved or added to workplan)

Red = Not complete

Orange = Not complete (moved or added to workplan)

| JUNE 2023 BOARD STRATEGIC AGENDA/WORK PLAN |  |  |                      |   |
|--|--|--|----------------------|---|
| OPERATIONAL                                | POLICY, BY-LAW AND REGULATION                                  | MONITORING REPORTS                                     | EXTERNAL MONITORING  | TRAINING AND DEVELOPMENT                          |
| Minutes, February                          | <del>Role of Board Officers Policy (GC)</del> (moved to March) | Committee Reports (Spotlight: Professional Conduct)    | 2022 Financial Audit | <del>Financial Reports</del> (completed in March) |
| Year-to-date Financial Variance Report     | Role of Committee Chairperson Policy (GC)                      | Registrar's Report                                     |                      | Cyber Security                                    |
| Registrar, CEO Performance Review          | Financial Planning and Budgeting Policy (GC)                   | Examination Report                                     |                      |   |
| Reassess 2023 Strategic Work Plan          | Financial Condition Policy (GC)                                | NACOR Report   |                      |   |
|  | Discipline Committee Terms of Reference Policy (GC)            | Communications Report                                  |                      |   |
|  | Approval of 2023 Pre-Election Training Module (GC)             | 2-03 Financial Condition (R)                           |                      |   |
|  | Currency Policy (RC)   | 2-06 Investment Policy (R)                             |                      |   |
|  | Practicum Policy (RC)  | 4-21 Board Annual Strategic Agenda/Workplan Policy (B) |                      |   |
|  | Reinstatement and Change of Status Policy (RC)                 | Approval of 2023 Board Action Plan                     |                      |   |
|  | Refraction Standard of Practice (CP) (Moved to Oct)            |  |                      |   |
|  | Fees By-Law Amendments (EC)                                    |  |                      |   |

Green = Complete

Blue = Complete (moved or added to workplan)

Red = Not complete

Orange = Not complete (moved or added to workplan)

| OCTOBER 2023 BOARD STRATEGIC AGENDA/WORK PLAN |   |   |                     |                          |
|---|---|---|---------------------|--------------------------|
| OPERATIONAL                                   | POLICY, BY-LAW AND REGULATION   | MONITORING REPORTS  | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, May                                  | <del>Financial Planning and Budgeting Policy (GC)</del>                     | Committee Reports (Spotlight: Governance and Patient Relations) |                     | TBD                      |
| Year-to-date Financial Variance Report        | <del>Financial Condition Policy (GC)</del>                                  | Registrar's Report  |                     |                          |
| Executive Election Process Review             | Investment Policy (GC)  | Examination Report  |                     |                          |
| 2022 Annual Report                            | Registrar, CEO Performance Evaluation Process Policy (GC) – Moved from June | Communications Report   |                     |                          |
|   | Registrar, CEO Compensation Policy (GC) – Moved from June                   | 1-01 Strategic Outcomes Policy Report (R)                       |                     |                          |
|   | Posting of Board Materials Policy (GC)                                      | 2-11 Communication and Support to the Board (R)                 |                     |                          |
|   | Refraction Standard of Practice (CP) – Moved from June                      | 4-05 Role of Board Officers Policy (B)                          |                     |                          |
|   | Executive Election Process (GC)   |   |                     |                          |

Green = Complete

Blue = Complete (moved or added to workplan)

Red = Not complete

Orange = Not complete (moved or added to workplan)

| DECEMBER 2023 BOARD STRATEGIC AGENDA/WORK PLAN |   |  |                     |                          |
|--|---|--|---------------------|--------------------------|
| OPERATIONAL                                    | POLICY, BY-LAW AND REGULATION                   | MONITORING REPORTS                                   | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, October                               | Board Support of the Registrar, CEO Policy (GC) | Committee Reports (Spotlight: Professional Practice) |                     | TBD                      |
| Year-to-date Financial Variance Report         | Governance Approach Policy (GC)                 | Registrar’s Report                                   |                     |                          |
| 2024 Draft Budget                              | Board Decision-Making Policy (GC)               | Examination Report                                   |                     |                          |
| Approval of 2024 board meeting dates           | Board Effectiveness Self-Evaluation Policy (GC) | Communications Report                                |                     |                          |
| Election of NEC Rep                            |   | NACOR Report   |                     |                          |
| Appointment of Auditor for 2024                |   | External Meetings Report                             |                     |                          |
| Election of 2024 Executive                     |   | 2-15 Reserves Policy Report (R)                      |                     |                          |
| Appointment of Appointed Members               |   | 2-09 Investment Policy Report (R)                    |                     |                          |
| Approval of 2024 Committee Slate               |   | 4-24 Board Policy Development Policy (B)             |                     |                          |
| Appointment of Registrar’s Review Subcommittee |   | Strategic Work Plan 2023 Review                      |                     |                          |
| Assignment of 2024 Board Monitoring Reports    |   | Strategic Work Plan 2024 Development                 |                     |                          |

Green = Complete

Blue = Complete (moved or added to workplan)

Red = Not complete

Orange = Not complete (moved or added to workplan)