

## BRIEFING NOTE

**TO:** Board of Directors

**FROM:** Fazal Khan, Registrar, CEO

**DATE:** February 22, 2021

**SUBJECT:** 10.0 2020 Board Action Plan: Status Update

For Decision

For Information

Monitoring Report

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**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 review 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 2020 is before the board for consideration (**APPENDIX A**).

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

- *Action item 16:* The board identified in its 2019 and 2020 workplans a goal of enhancing board cohesion by prioritizing the board as the primary decision-making body as opposed to Executive Committee. Progress was made on this action item in 2020 with the approval of revisions to the Executive Committee terms of reference at the July board meeting. Events in 2020, however, impacted the progress of additional governance reforms as the Executive Committee and Board focused on responding to the COVID-19 crisis in a timely manner, and in considering the standards established in the new College Performance Measurement Framework, which was launched by the Ministry of Health in December 2020. As a result, the Governance Committee continues to explore additional governance reform recommendations that would assist the Board in achieving this goal.

**Action Required:**

The Board is asked to provide feedback on the outputs of the 2020 action plan.

**APPENDIX A**  
**COO Board Effectiveness Evaluation:**  
**2020 Action Plan Status February 2021**

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 and the status of each item.

Action		Status	Progress (at February 2021)
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	In progress	The board is meeting in February 2021 to review and assess its strategic outcomes to ensure they remain relevant.
3.	Continue environmental scanning on clinical practice issues 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)	Complete	At its August and October meetings, the Board considered whether any clinical practice issues require environmental scanning in 2020. The board noted that the Clinical Practice Committee has conducted environmental scanning around remote dispensing and delegation as part of its draft revised standards of practice submission to the board. The board requested that the Clinical Practice Committee continue to bring clinical practice issues to the board's attention as they arise. The board will also continue to define clinical practice scanning topics into 2021.
4.	Enhance board orientation training (Topics recommended by the board include fairness, transparency, public protection, governance principles and monitoring reports)	Complete	Completed comprehensive Board orientation at February 2020 meeting, and a new board and appointed orientation guide was developed, which address the topics of fairness, transparency, public protection and governance. Board education on financial and governance monitoring reports completed in September 2020.
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	The board completed 4 training sessions on Diversity, Equity and Inclusion in 2020. As part of this training, the board reviewed and

Action		Status	Progress (at February 2021)
			updated its core values to ensure they reflect its commitment to DEI.
6.	Education on 'appreciative inquiry' to strengthen skills asking effective challenging questions about organizational risk ( <i>identified in 2019 and 2020 action plans</i> )	Complete	Training on Communication and Appreciative Inquiry Completed in September 2020
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 Measurement Framework, which will come into effect later this year. The Board Chair and Vice-Chair will also 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 effect the public interest	Complete	Board resources developed include: <ul style="list-style-type: none"> <li>• Inclusion on briefing notes a section on public interest considerations to identify how the decision/policy serves the public interest</li> <li>• 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.</li> </ul>
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.

Action		Status	Progress (at February 2021)
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.	Complete	At its August and October meetings, the Board considered whether to identify any additional goals to pursue in 2020. The board determined that no additional goals would be added in 2020, and that the board would define its goals for 2021 on its upcoming annual self-evaluation.
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	The Board approved updates to the Executive Committee Terms of Reference at July board meeting. In 2020, the Committee only transacted matters that were considered urgent and time sensitive, or where it was exercising its function as the Finance Committee to screen financial matters for the Board. The Governance Committee is exploring additional governance reform recommendations that would assist the Board in achieving this goal.

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. **Complete:** The board has considered its core organizational values at its meetings in July, and October and approved updates to the values in December 2020.