

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar

DATE: October 6, 2020

SUBJECT: 16.2 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 first monitoring report being submitted to the board. The monitoring report covers the period from September 2019 to September 2020.

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"> Environmental Scanning at board meetings included: Diversity, Equity and Inclusion proposal presentation by external consultants and provincial and Canadian regulatory updates: 2 presentations on the College Performance Management Framework (CPMF); BC Modernization Initiative presentation; and a presentation from College of Nurses on their governance reform journey Additional environmental scanning updates provided by email to the board including on regulation in the news, the work happening at other Colleges, regulatory and clinical practice trends (most recent examples on Sept 23, 2020 re CPSO policies, Sept 9, 2020 on

		<p>College of Naturopaths Governance changes, Aug 27 on BC regulatory updates, etc...)</p> <ul style="list-style-type: none"> • COVID-19 updates added to each board meeting from July onward. Board is kept apprised of COVID updates via email between meetings • Board is sent all eblasts sent to registrants, including all COVID e-mail updates to ROs
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"> • 5 Monitoring reports provided to the board in the monitoring period on the date required in the schedule. • Board training on reviewing monitoring reports was conducted by an external governance consultant in Sept 2020.
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"> • In addition to two formal strategic outcomes monitoring reports in 2020, a strategic plan update was provided on Oct 8, 2019. • Variance reports provided at each board meeting include information about the status of certain initiatives, and whether the workplan is progressing • Auditor presented financials to finance committee and board in Spring 2020 • Updates to the status of projects identified in the board self-evaluation workplan provided at 3 board meetings
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"> • Legal updates were provided in-camera on two occasions in the monitoring period. • Updates on 3 instances of COO media coverage were provided via email (2/3) and in registrar's report (1/3). • Updates on changes in public appointees sent via email. • Updates on admin team personnel changes are included as applicable in registrar reports.
The CEO will advise the board when it is not in compliance with its own governance policies	Updates are provided appropriate to the urgency, priority and significance of the matter. The board chair	<ul style="list-style-type: none"> • Regular governance training, which include case-based scenarios, are regularly presented as ongoing training to the Board to mitigate possible non-

	and vice-chair are kept fully apprised of developments	compliance with governance policies: 3 sessions were completed in the monitoring period.
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	Board materials are reviewed to ensure compliance with policy	<ul style="list-style-type: none"> Prior to inclusion in meeting package, all board briefing notes are reviewed by senior staff to ensure meeting materials are accurate, succinct and comprehensive. A standardized briefing note template was developed in 2019, with includes 1) heading checkboxes were added to briefing notes in 2020 to assist the board in identifying the purpose of the briefing note (decision making, monitoring, information) and 2) to highlight for the board the public interest considerations of each discussion item.
The CEO will provide the Board and its directors communications and administrative support for its activities	Administrative support is provided by the Executive Office. Board decisions and highlights are included in College e-blasts and social media	<ul style="list-style-type: none"> 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. 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, CE accreditation policy, 2019 annual report, changes to contact lens mentor policy, 2021 registration fee reduction, etc...)
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</p>	<ul style="list-style-type: none"> 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 each meeting and training session, criteria for selection of

	appropriately delegated to by the board, and as set out in the board's governance policies	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"> • The Board Chair and Registrar regularly communicate by phone to ensure timely updates.
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"> • 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.

Recommendations/Action Required:

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

POLICY TYPE: OPERATIONAL BOUNDARIES

2-11 Communication and Support to the Board Policy

The Registrar, CEO or COO may not permit the Board to be uninformed or unsupported in its work.

Further, the Registrar, CEO shall not:

1. Allow the Board to be without adequate information to support informed Board decisions, including relevant environmental scanning data, a representative range of staff and external points of view, significant issues or changes within the external or internal environment which may have a bearing on any existing Board policies, along with alternative choices and their respective implications.
2. Neglect to submit the monitoring data required by the Board (Board Monitoring System Policy, 4-25) in a timely, accurate and understandable fashion, including explicit Registrar, CEO interpretations of the Board policies being monitored and evidence of compliance.
3. Let the Board be unaware of any actual or anticipated non-compliance with any Strategic Outcomes or Operational Boundaries policy, in a timely fashion, regardless of the Board's monitoring schedule.
4. Let the Board be unaware of any material information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.
5. Allow the Board to be unaware that, in the Registrar, CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the Registrar, CEO.
6. Present information in unnecessarily complex or lengthy form or in a manner that fails to differentiate among information of three types: Board decision-making, Board monitoring, and general incidental information.
7. Allow the Board to be without a workable mechanism for official Board, Director or Committee communications and administrative support for Board activities.
8. Deal with the Board as a whole except when:
 - a. Fulfilling individual requests for clarification of information or
 - b. Responding to Directors or Committees duly charged by the Board.
9. Neglect to supply for the Required Approvals Agenda (Consent Agenda) all items delegated to the Registrar, CEO, yet required by law, regulation, or contract to be Board approved, along with monitoring assurance pertaining to these items.