

BRIEFING NOTE

TO: Council

FROM: Fazal Khan, Registrar

DATE: October 7, 2019

SUBJECT: 6.0 Council Annual Strategic Agenda/Work Plan

☒ For Decision

☐ For Information

☐ Monitoring Report

Purpose:

To review the format and approval timing of the Council Annual Strategic Agenda/Work Plan.

Background:

At its December 3, 2018 meeting, the Council approved the “Council Strategic Agenda and Work Plan” Governance Policy. The strategic agenda is a key Council effectiveness tool that ensures the Council is held accountable for the focus of its own work plan, its progress toward achieving its work plan, and Council’s overall results in any one Council cycle.

The strategic agenda is meant to be recorded such that each council member can transparently see at a glance the Council work plan for the whole year. Specific council meeting agendas are prepared in accordance with the work plan.

The current policy indicates the following yearly process:

1. February Meeting – Discuss and approve plan for the year
2. October Meeting – Revisit the plan and course correct
3. December Meeting – Cycle concludes

For Consideration:

The policy proposes a specific format for the council strategic agenda (**See Appendix 1 and 2**). For simplicity and readability, an alternate format is being proposed (**See Appendix 3 with the December 2019 meeting populated**).

While policy indicates that Council’s work plan for the year will be discussed and approved in February, it may be useful to Council to review and approve the plan in December for the coming year, so as to enter the year with a more complete sense of what Council is working on for the whole of the year. A revised process may look something like:

1. December Meeting – Previous cycle concludes; discuss and approve plan for the next year
2. May Meeting – Revisit the plan and course correct

Recommendation:

To provide feedback on the suggested alternate format of the strategic agenda and to determine whether to amend the policy so as to review the strategic agenda/work plan for the coming year in December rather than February, and course correct in May rather than October.

APPENDIX 1

COO GOVERNANCE OF STRATEGIC DIRECTION AND RISK STRATEGIC AGENDA/WORK PLAN

ENVIRONMENTAL SCANNING	STRATEGIC AND POLICY DEVELOPMENT, DIRECTION, APPROVAL, REVISION				COUNCIL MONITORING OF THE REGISTRAR, CEO AND OPERATING ORGANIZATION RESULTS		COUNCIL DEVELOPMENT
INCLUDING LINKAGE WITH THE PUBLIC AND MEMBERS	ENDS (Critical Outcomes) POLICIES	OPERATIONAL BOUNDARIES POLICIES	GOVERNANCE PROCESS POLICIES	COUNCIL/STAFF RELATIONSHIP POLICIES	ENDS (Critical Outcomes) ACHIEVEMENT MONITORING	OPERATIONAL BOUNDARIES COMPLIANCE MONITORING	INCLUDING COUNCIL SELF-EVALUATION

PARKING LOT / TOPICS ON THE HORIZON

Policy Direction Topics	Environmental Scanning/Linkage
<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • •

COMPLETED

IN PROGRESS

NOT COMPLETED/TO DO

APPENDIX 2

2018 COO GOVERNANCE OF STRATEGIC DIRECTION AND RISK STRATEGIC AGENDA/WORK PLAN

**FOR LEARNING
PURPOSES**

V1– MARCH 16, 2018

V2 – JUNE 18, 2018

V3 – OCTOBER 18, 2018

V4 – NOVEMBER 14, 2018

JANUARY 2018							
ENVIRONMENTAL SCANNING	STRATEGIC AND POLICY DEVELOPMENT, DIRECTION, APPROVAL, REVISION				COUNCIL MONITORING OF THE REGISTRAR, CEO AND OPERATING ORGANIZATION RESULTS		COUNCIL DEVELOPMENT
INCLUDING LINKAGE WITH THE PUBLIC AND MEMBERS	ENDS (Critical Outcomes) POLICIES	OPERATIONAL BOUNDARIES POLICIES	GOVERNANCE PROCESS POLICIES	COUNCIL/STAFF RELATIONSHIP POLICIES	ENDS (Critical Outcomes) ACHIEVEMENT MONITORING	OPERATIONAL BOUNDARIES COMPLIANCE MONITORING	INCLUDING COUNCIL SELF-EVALUATION
	STATUS REPORT ON STRATEGIC PLAN 2017-2019		<u>POLICY DEVELOPMENT</u> <ul style="list-style-type: none"> STATUTORY AND COUNCIL COMMITTEE (STANDING/AD HOC WORKING GROUPS) PRINCIPLES (4-25) – DEFERRED TO DECE 2018 EXECUTIVE COMMITTEE TERMS OF REFERENCE AND MANDATE POLICY (4-25.05) –DEFERRED TO 2019 COUNCIL STRATEGIC AGENDA/WORK PLAN (4-40) – DEFERRED TO DEC 2018 <u>COUNCIL IMPLEMENTATION</u> <ul style="list-style-type: none"> COMMITTEE SLATE RECOMMENDATIONS <u>STATUTORY COMMITTEE ANNUAL REPORTS</u> <ul style="list-style-type: none"> DISCIPLINE COMMITTEE REGISTRATION COMMITTEE FITNESS TO PRACTICE COMMITTEE INQUIRIES, COMPLAINTS, AND REPORTS COMMITTEE QUALITY ASSURANCE COMMITTEE PATIENT RELATIONS COMMITTEE GOVERNANCE COMMITTEE EXECUTIVE COMMITTEE <u>STATUTORY COMMITTEE REPORTS</u> <ul style="list-style-type: none"> INQUIRIES, COMPLAINTS, AND REPORTS COMMITTEE PATIENT RELATIONS COMMITTEE 	<u>POLICY DEVELOPMENT</u> <ul style="list-style-type: none"> REGISTRAR, CEO JOB PRODUCTS (3-05) REGISTRAR, CEO POSITION DESCRIPTION (3-06) – DEFERRED TO 2019 		<u>MONITORING REPORT</u> <ul style="list-style-type: none"> DRAFT 2018 BUDGET 	<u>POLICY IMPLEMENTATION</u> <ul style="list-style-type: none"> 2017 COUNCIL EFFECTIVENESS SELF-EVALUATION REPORT AND ACTION PLAN COUNCIL STRATEGIC AGENDA/WORK PLAN 2018 COUNCIL MEETING DATES <u>COUNCIL DEVELOPMENT - COUNCIL ORIENTATION / CONTINUING EDUCATION</u> <ul style="list-style-type: none"> THE OVERVIEW ON THE PRINCIPLES OF POLICY DRIVEN GOVERNANCE (AS PER COO'S GOVERNANCE APPROACH/PHILOSOPHY POLICY) CASE SCENARIOS ON BOARD/COUNCIL DECISION-MAKING AND ON CONFLICT OF INTEREST

COMPLETED

IN PROGRESS

NOT COMPLETED/TO DO

APPENDIX 2

2018 COO GOVERNANCE OF STRATEGIC DIRECTION AND RISK STRATEGIC AGENDA/WORK PLAN

**FOR LEARNING
PURPOSES**

V1– MARCH 16, 2018

V2 – JUNE 18, 2018

V3 – OCTOBER 18, 2018

V4 – NOVEMBER 14, 2018

MAY 2018							
ENVIRONMENTAL SCANNING	STRATEGIC AND POLICY DEVELOPMENT, DIRECTION, APPROVAL, REVISION				COUNCIL MONITORING OF THE REGISTRAR, CEO AND OPERATING ORGANIZATION RESULTS		COUNCIL DEVELOPMENT
INCLUDING LINKAGE WITH THE PUBLIC AND MEMBERS	ENDS (Critical Outcomes) POLICIES	OPERATIONAL BOUNDARIES POLICIES	GOVERNANCE PROCESS POLICIES	COUNCIL/STAFF RELATIONSHIP POLICIES	ENDS (Critical Outcomes) ACHIEVEMENT MONITORING	OPERATIONAL BOUNDARIES COMPLIANCE MONITORING	INCLUDING COUNCIL SELF- EVALUATION
	STATUS REPORT ON STRATEGIC PLAN 2017- 2019	<u>POLICY APPROVAL</u> <ul style="list-style-type: none"> HUMAN RESOURCES AND RELATIONS (2-20) RESERVES FUND POLICY (2-15) 	<u>POLICY DEVELOPMENT</u> <ul style="list-style-type: none"> COUNCIL STRATEGIC AGENDA/WORK PLAN – POLICY AND THE 2018 PLAN DEVELOPMENT (2-40) -DEFERRED TO DEC 2018 <u>POLICY APPROVAL</u> <ul style="list-style-type: none"> COUNCIL TERMS OF REFERENCE POLICY (4-05) COUNCIL EFFECTIVENESS SELF-EVALUATION POLICY (4-100) <u>POLICY IMPLEMENTATION</u> <p>GOVERNANCE COMMITTEE TO REPORT BACK TO COUNCIL WITH PROPOSED ACTION PLAN IN RESPONSE TO THE EVALUATION AND UPDATES ON THE EVALUATION TOOL</p> <u>BYLAW AMENDMENTS</u> <ul style="list-style-type: none"> PROPOSED ELECTION PROCESS BY-LAW AMENDMENTS APPROVED PROPOSED CHANGE REQUIRING A PUBLIC MEMBER BE CHAIR OF COUNCIL, ICRC, AND DISCIPLINE [TABLED. TO COME FORWARD AT FALL COUNCIL MEETING] PROPOSED AMENDED LANGUAGE FOR THE CCLF SEAT APPROVED PROPOSED AMENDMENT TO CHANGE TIME FOR ELECTING AND APPOINTING MEMBERS TO COO COMMITTEE TO LAST ANNUAL COUNCIL MEETING (DECEMBER) APPROVED <u>STATUTORY COMMITTEE REPORTS</u> <ul style="list-style-type: none"> EXECUTIVE COMMITTEE PATIENT RELATIONS COMMITTEE 	COUNCIL ADVISED OF BEV SLOAN, DEPUTY REGISTRAR'S RETIREMENT		DRAFT 2017 AUDITED FINANCIAL STATEMENTS APPROVED ALLOCATION OF 2017 ACCUMULATED SURPLUS AND RESERVE FUNDS APPROVED 2018 YEAR-TO-DATE FINANCIAL REPORT PROVIDED (INFORMATION ONLY)	<u>COUNCIL DEVELOPMENT - COUNCIL ORIENTATION / CONTINUING EDUCATION</u> CONTINUED LEARNING REGARDING STRATEGIC OUTCOMES (ENDS POLICY) DEVELOPMENT – BRIEF UPDATE <u>COUNCIL DEVELOPMENT - REGISTRAR, CEO INCIDENTAL REPORT PROVIDED AN OVERVIEW ON COUNCIL TRAINING AND THE CHANGES THE COLLEGE IS MAKING AS PART OF THE FACILITATION TRAINING</u>

COMPLETED

IN PROGRESS

NOT COMPLETED/TO DO

APPENDIX 2

2018 COO GOVERNANCE OF STRATEGIC DIRECTION AND RISK STRATEGIC AGENDA/WORK PLAN

**FOR LEARNING
PURPOSES**

V1– MARCH 16, 2018
V2 – JUNE 18, 2018
V3 – OCTOBER 18, 2018
V4 – NOVEMBER 14, 2018

OCTOBER 2018							
ENVIRONMENTAL SCANNING	STRATEGIC AND POLICY DEVELOPMENT, DIRECTION, APPROVAL, REVISION				COUNCIL MONITORING OF THE REGISTRAR, CEO AND OPERATING ORGANIZATION RESULTS		COUNCIL DEVELOPMENT
INCLUDING LINKAGE WITH THE PUBLIC AND MEMBERS	ENDS (Critical Outcomes) POLICIES	OPERATIONAL BOUNDARIES POLICIES	GOVERNANCE PROCESS POLICIES	COUNCIL/STAFF RELATIONSHIP POLICIES	ENDS (Critical Outcomes) ACHIEVEMENT	OPERATIONAL BOUNDARIES COMPLIANCE	INCLUDING COUNCIL SELF-EVALUATION
<p>PRESENTATION BY THE COLLEGE OF NURSES (ANNE COGLAN, EXECUTIVE DIRECTOR & CEO AND KEVIN MCCARTHY, DIRECTOR OF STRATEGY) REGARDING CHANGES PROPOSED IN VISION 20/20</p> <p>LINKAGE WITH THE PUBLIC AND MEMBERS REVIEW ANNUAL REPORT</p>	<p>POLICY DEVELOPMENT DISCUSS PROCESS FOR ENDS/STRATEGIC OUTCOMES POLICY DIRECTION (deferred to Dec 2018)</p>	<p>POLICY APPROVAL</p> <ul style="list-style-type: none"> ASSET PROTECTION (2-07) VENDOR RELATIONS (2-08) INVESTMENT POLICY (2-09) INTELLECTUAL PROPERTY (2-70) 	<p>POLICY DEVELOPMENT AND APPROVAL</p> <ul style="list-style-type: none"> APPOINTED MEMBER POLICY <p>POLICY IMPLEMENTATION DISCUSSION FOR PROPOSED TIMING CHANGES FOR ACTIVITIES ON COUNCIL FALL 2018 AND WINTER 2019 MEETINGS (RESULTING FROM BYLAW CHANGES)</p> <p>BYLAW AMENDMENTS</p> <ul style="list-style-type: none"> BYLAW 6 ELECTIONS AND ARTICLE 6.6 PROPOSED WORDING CHANGES – AMENDMENTS APPROVED BY MOTION <p>STATUTORY COMMITTEE REPORTS</p> <ul style="list-style-type: none"> EXECUTIVE COMMITTEE PATIENT RELATIONS COMMITTEE <ul style="list-style-type: none"> JURISPRUDENCE MODULE APPOINTED MEMBER POLICY 	<p>POLICY APPROVAL</p> <ul style="list-style-type: none"> COUNCIL-STAFF RELATIONSHIP POLICY (3-04) REGISTRAR, CEO JOB PRODUCTS POLICY (3-05) REGISTRAR, CEO POSITION DESCRIPTION POLICY (3-06) REGISTRAR, CEO PERFORMANCE APPRAISAL POLICY (3-07) - DEFERRED TO 2019 		<p>REVIEW YEAR-TO-DATE FINANCIAL STATEMENTS</p>	<p>COUNCIL DEVELOPMENT - COUNCIL ORIENTATION / CONTINUING EDUCATION</p> <ul style="list-style-type: none"> COUNCIL MONITORING OF THE REGISTRAR, CEO/ORGANIZATION – A TUTORIAL ON WHAT, WHY, HOW, AND WHEN – WITH CASE EXAMPLES – DEFERRED TO DEC 2018 <p>COUNCIL SELF-EVALUATION - POLICY IMPLEMENTATION</p> <ul style="list-style-type: none"> APPROVAL OF COUNCIL SELF EVALUATION TOOLS <ul style="list-style-type: none"> FOR ELECTED COUNCIL FOR APPOINTED

COMPLETED

IN PROGRESS

NOT COMPLETED/TO DO

APPENDIX 2

2018 COO GOVERNANCE OF STRATEGIC DIRECTION AND RISK STRATEGIC AGENDA/WORK PLAN

**FOR LEARNING
PURPOSES**

V1– MARCH 16, 2018

V2 – JUNE 18, 2018

V3 – OCTOBER 18, 2018

V4 – NOVEMBER 14, 2018

DECEMBER 2018							
ENVIRONMENTAL SCANNING	STRATEGIC AND POLICY DEVELOPMENT, DIRECTION, APPROVAL, REVISION				COUNCIL MONITORING OF THE REGISTRAR, CEO AND OPERATING ORGANIZATION RESULTS		COUNCIL DEVELOPMENT
INCLUDING LINKAGE WITH THE PUBLIC AND MEMBERS	ENDS (Critical Outcomes) POLICIES	OPERATIONAL BOUNDARIES POLICIES	GOVERNANCE PROCESS POLICIES	COUNCIL/STAFF RELATIONSHIP POLICIES	ENDS (Critical Outcomes) ACHIEVEMENT	OPERATIONAL BOUNDARIES COMPLIANCE	INCLUDING COUNCIL SELF- EVALUATION
	<u>POLICY DEVELOPMENT</u> DISCUSS PROCESS FOR ENDS/STRATEGIC DIRECTIONS OUTCOMES POLICY PROCESS – PREPARE FOR JAN 2019	<u>POLICY APPROVAL</u> <ul style="list-style-type: none"> RELATIONSHIPS WITH THE PUBLIC AND COO BENEFICIARIES (2-35) MEMBER RELATIONS (2-40) EMERGENCY EXECUTIVE SUCCESSION POLICY (2-80) 	<u>POLICY APPROVAL</u> <ul style="list-style-type: none"> STATUTORY AND COUNCIL COMMITTEE PRINCIPLES POLICY (4-25) COUNCIL ANNUAL STRATEGIC AGENDA/WORK PLAN (4-40) COUNCIL DECISION-MAKING POLICY (4-45) 				<u>COUNCIL DEVELOPMENT</u> COUNCIL MONITORING OF THE REGISTRAR, CEO/ORGANIZATION – A TUTORIAL ON WHAT, WHY, HOW, AND WHEN – WITH CASE EXAMPLES <u>COUNCIL SELF-EVALUATION</u> NOTICE TO COUNCIL 2018 EFFECTIVENESS SELF-EVALUATION INCLUDING APPOINTED AND NON- COUNCIL COMMITTEE MEMBERS TOOL

COMPLETED

IN PROGRESS

NOT COMPLETED/TO DO

APPENDIX 3 COO DECEMBER COUNCIL WORK PLAN

OPERATIONAL & MONITORING	POLICY, BYLAW & REGULATION	REPORTS	EXTERNAL MONITORING	TRAINING & DEVELOPMENT	STRATEGIC PLAN MONITORING
Minutes, October	RHPA Amendments By-Law Changes	NACOR Report	Presentation of Internal Security Audit by Castellan	TBD	Review of Q3 Achievements
Year-to-date Financial Variance Report	Updates to Standards of Practice	Committee Reports			
2020 Draft Budget	Updates to QA Program	Registrar's Report			
Approval of Committee Slate	Criminal Record Checks Policy (Reg)	Examinations Report			
Approval of Council meeting dates	Student/Intern Supervision Policy (Reg)				
Election of Chief Examiner	Currency Policy (Reg)				
Election of NEC Rep	Executive Committee Terms of Reference and Mandate Policy (Gov)				
Appointment of Auditor	Role of Committee Chairperson and Vice chair Policy (Gov)				
Election of the 2019 Executive Committee	Council Meeting Process and Agenda Policy (Gov)				
Council Evaluations					