

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar

DATE: October 5, 2020

SUBJECT: 10.1 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.

At its July 27, 2020 meeting, the board agreed to participate in a survey and provided feedback on the following outstanding action items:

- *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 to identify if it would meet the learning objectives expected.

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 results of the board's survey feedback is attached (**APPENDIX B**).

The results include the following feedback from the board:

Action Item	Feedback Received	Action Plan Options
3	<ul style="list-style-type: none">• 5/8 (62.5%) directors who provided feedback agreed	<ul style="list-style-type: none">• It is recommended that the board continue to define

	<p>that they do wish to cover additional clinical practice environmental scanning this year</p> <ul style="list-style-type: none"> Some of the proposed topics included: Remote dispensing, ensuring continuing competence for ROs, salaries paid to employees, ministry of health update 	<p>clinical practice scanning topics into 2021 on its annual self-evaluation.</p> <ul style="list-style-type: none"> The clinical practice committee has been addressing remote dispensing and refraction in its updated standards this year, including at the October board meeting. The board is asked to determine if it wishes to have additional information on remote dispensing. It should be noted that the topic of employee compensation falls under the Board's operational governance policy 2-08 Human Resources and Relations Policy and is confidential information. The board approves the salaries budget on an annual basis. The Ministry of Health will be invited to speak to the board on the College Performance Measurement Framework (CPMF)
6	<ul style="list-style-type: none"> 5/8 directors (62.5%) who provided feedback agreed that they do not feel that there are additional goals the board should tackle this year. 	<ul style="list-style-type: none"> It is recommended that the board continue to define additional 2021 goals on its upcoming annual self-evaluation.

Recommendations/Action Required:

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

APPENDIX A

COO Board Effectiveness Evaluation: 2020 Action Plan Status October 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 October 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 on clinical 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)	In progress	The Board completed a survey in August 2020 and was 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...). The survey results are attached (APPENDIX B).
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 will have completed 3 of 4 training sessions on Diversity, Equity and Inclusion. As part of this training, the board has considered the impact of its core values, and will review its core organizational values at its meeting in October 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>)	Complete	Training on Communication and Appreciative Inquiry Completed in September 2020

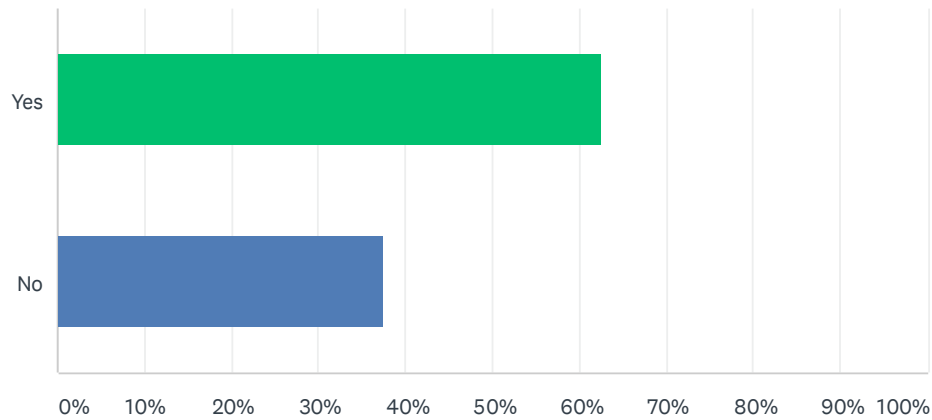
Action		Status	Progress (at October 2020)
7.	Education on trends in the regulatory landscape and the changing role of regulators	Complete	In February 2020, the Board heard from the College of Nurses of Ontario (CNO) on the progress of its governance reform initiatives, the College of Opticians of British 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"> • 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 completed a survey in August 2020 and was asked to identify any additional goals it wishes to pursue this year. The survey results are attached (APPENDIX B).
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

Action		Status	Progress (at October 2020)
			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 Executive Committee Terms of Reference at July board meeting. 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 will review its core organizational values at its meeting in July and October 2020.

Q2 Do you wish to cover any environmental scanning on clinical issues in 2020?

Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	62.50%	5
No	37.50%	3
TOTAL		8

Q3 If yes, please indicate: a) the environmental scanning topics you feel would be useful to the board and b) format/resources you would prefer to receive this information (ie. reports, speakers, etc..)

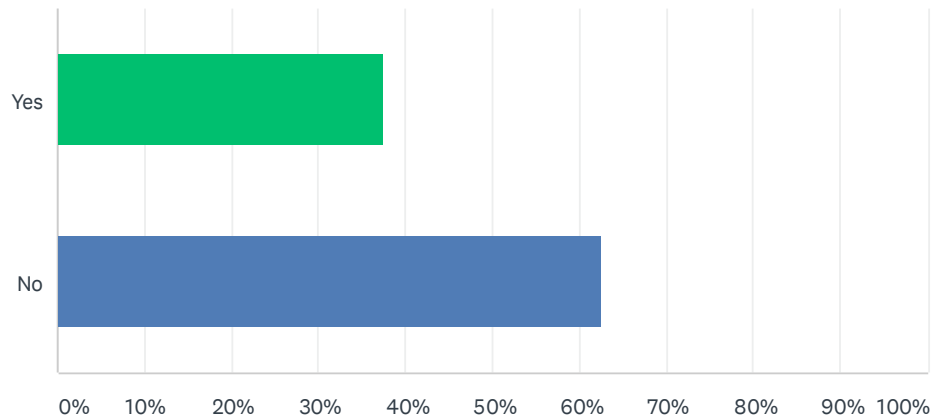
Answered: 4 Skipped: 6

ANSWER CHOICES	RESPONSES	
Topics:	100.00%	4
Format/Resources:	50.00%	2

#	TOPICS:	DATE
1	Changes to policy if any expected	8/12/2020 4:10 PM
2	Remote dispensing & ensuring continuing competence for RO's	8/10/2020 10:07 PM
3	B	8/10/2020 6:35 PM
4	salaries paid to employees	8/6/2020 4:37 PM
#	FORMAT/RESOURCES:	DATE
1	Minister of Health present	8/12/2020 4:10 PM
2	Speakers, detail reports & findings	8/10/2020 10:07 PM

Q4 Are there any additional goals you feel the board should tackle in 2020?

Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	37.50%	3
No	62.50%	5
TOTAL		8

Q5 If yes, please indicate the goals you would like to see the board add to its action plan:

Answered: 4 Skipped: 6

#	RESPONSES	DATE
1	sorry for my lack of response. I am not familiar with the scope of previous actions. Learning curve! Hopefully up to speed soon.	8/23/2020 12:47 PM
2	-Virtual sales for opticians -Ensuring supports are in place for staff during these difficult times - a survey from staff on the equity of the organization	8/12/2020 4:10 PM
3	Online dispensing & review Ontario opticians association competency	8/10/2020 10:07 PM
4	A reminder that the Board should at all times uphold the values , vision aims and objectives of the College. To respect everyone's views and opinions	8/10/2020 6:35 PM