

BRIEFING NOTE

TO: Board of Directors

FROM: Amy Stein, Deputy Registrar

DATE: June 3, 2024

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 2024 Workplan at its meeting in December 2023.

For Consideration:

The 2024 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:

- *Non-Practising Status Policy*: This policy pertains to registrants who have renewed their Registered Optician registration but subsequently signed an undertaking not to practice because they do not hold professional liability insurance. This item has been deferred to Q3 to be considered by Registration Committee after the board has reviewed a new proposed Inactive Class policy at the June meeting.
- *Patient Relations Committee Terms of Reference and Mandate Policy*: This item has been referred to Q3 to manage committee and board workload.

- *DEI Training:* DEI training tentatively earmarked for Q2 has been deferred to Q3 to make space for an additional training session identified by the board in the area of appreciative inquiry.

Public Interest Considerations:

The purpose of the Strategic Agenda/Workplan is for the board to stay on track with respect to its statutory and strategic priorities. Checking in on this workplan at the mid-year mark allows the board to identify any potential issues at an early stage and direct that the necessary course corrections take place.

Diversity, Equity and Inclusion Considerations:

The board has identified in its 2024 action plan that it wishes to receive additional training in the area of DEI. Training tentatively earmarked for Q2 has been deferred to Q3 to make space for an additional training session identified by the board in the area of appreciative inquiry.

Risk Management Considerations:

The Strategic Agenda/Workplan maps out the policies and reports that the board receives throughout the year to carry out its risk management oversight role, including monitoring reports that are delivered by the Registrar, CEO on operational boundaries policies, financial reports and committee reports.

Action Required:

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

| MARCH 2024 BOARD STRATEGIC AGENDA/WORK PLAN | | | | |
|--|--|---|---------------------|--|
| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, December Financial Variance Report to December 31, 2023 Approval of 2024 Pre-Election Training Module Registrar, CEO Performance Review (Moved from June) Timing of the 2024 Election | Communication and Support to the Board Policy (GC) Emergency Registrar Succession Policy (GC) Organizational Shared Values Policy (GC) Director and Committee Member Responsibilities Policy (GC) By-Law Updates (Renewal and Reinstatement) (RC) Registration Timelines Policy (RC) Retiring or Resigning Policy (RC) Reinstatement and Changing from Inactive to Active Practice Policy (RC) Non-Practising Status Policy (RC) (moved to Sept) | Committee Reports (Spotlight: Registration) Committee Annual Reports Registrar’s Report Examination Report Communications Report Strategic Outcomes Policy (R) Financial Planning and Budgeting (R) Delegation to the Registrar Policy (B) Status of 2023 Board Self-Evaluation Action Plan | | Introduction to the College (Orientation) Governance (Orientation) Strategic Plan (Orientation) A Year in Preview (Orientation) Virtual Boardroom Tour (Orientation) Reading Financial Variance Reports |

Green = Complete
 Blue = Complete (moved or added to workplan)
 Red = Not complete
 Orange = Not complete (moved or added to workplan)

GC = Governance Committee
 RC = Registration Committee
 R = Registrar Monitoring Report
 B = Board Monitoring Report

| JUNE 2024 BOARD STRATEGIC AGENDA/WORK PLAN | | | | |
|--|--|--|-----------------------------|---|
| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, March | Reserves Policy (GC) | Committee Reports (Spotlight: Professional Conduct) | 2023 Financial Audit Report | Diversity, Equity and Inclusion (moved to Sept) |
| Year-to-date Financial Variance Report | Human Resources and Relations Policy (GC) | Registrar's Report | | Appreciative Inquiry |
| Board Terms of Reference Policy (GC) | | Examination Report | | |
| Registrar, CEO Performance Review (Moved to March) | Executive Committee Terms of Reference Policy (GC) | NACOR Report | | |
| Reassess 2024 Strategic Agenda Work Plan | Governance Committee Terms of Reference Policy (GC) | Communications Report | | |
| | Election Eligibility Criteria (GC) | Financial Condition Policy (R) | | |
| | Electoral Districts (GC) | Vender Relations Policy (R) | | |
| | Patient Relations Committee Terms of Reference and Mandate Policy (GC) (moved to June) | Investment Policy (R) | | |
| | Language Proficiency Policy (RC) | Relationship with the Public and Other COO Beneficiaries (R) | | |
| | Approved Education Programs Policy (RC) | Governance Approach Policy (B) | | |
| | National Examinations Policy (RC) | Approval of 2024 Board Action Plan | | |
| | Student/Intern Supervision Policy (RC) | | | |
| | Inactive Class Policy (RC) | | | |
| | By-Law Updates (Renewal and Reinstatement) (RC) | | | |

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| SEPTEMBER 2024 BOARD STRATEGIC AGENDA/WORK PLAN | | | | |
|---|--|---|---------------------|--------------------------|
| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, June Year-to-date Financial Variance Report | Asset Protection Policy (GC) Patient Relations Committee Terms of Reference Policy (GC) ICRC Terms of Reference Policy (GC) Patient Relations Terms of Reference and Mandate Policy (GC) Pre-Election Training Module Policy (GC) Registration Appeal Panel Policy (RC) Photograph Submission Requirements Policy (RC) Non-Practising Status Policy (RC) (moved from March) | Committee Reports (Spotlight: Governance and Patient Relations) Registrar’s Report Examination Report Communications Report Strategic Outcomes Policy Report (R) Asset Protection Policy (R) Communication and Support to the Board Policy (R) Technology and Cyber Security Policy (R) Board Terms of Reference Policy (B) | | TBD |

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| DECEMBER 2024 BOARD STRATEGIC AGENDA/WORK PLAN | | | | |
|--|--|--|---------------------|--------------------------|
| OPERATIONAL | POLICY, BY-LAW AND REGULATION | MONITORING REPORTS | EXTERNAL MONITORING | TRAINING AND DEVELOPMENT |
| Minutes, September | Relationship with the Public and Beneficiaries Policy (GC) | Committee Reports (Spotlight: Professional Practice) | | TBD |
| Year-to-date Financial Variance Report | Registrant Relations Policy (GC) | Registrar’s Report | | |
| 2025 Draft Budget | Vote Majority for Termination of a Registrar Policy (GC) | Examination Report | | |
| Approval of 2025 board meeting dates | Board and Committee Principles Policy (GC) | Communications Report | | |
| Election of NEC Rep | Contact Lens Mentor Policy (RC) | NACOR Report | | |
| Appointment of Auditor for 2025 | | External Meetings Report | | |
| Election of 2025 Executive | | Reserves Policy Report (R) | | |
| Appointment of Appointed Members | | Investment Policy Report (R) | | |
| Approval of 2025 Committee Slate | | Board Code of Conduct (B) | | |
| Appointment of Registrar’s Review Subcommittee | | Strategic Work Plan 2024 Review | | |
| Assignment of 2025 Board Monitoring Reports | | Strategic Work Plan 2025 Development | | |

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