


Policy Title: ANNUAL PLANNING CYCLE & ANNUAL INTEGRATED BOARD STRATEGIC AGENDA/WORK PLAN POLICY		Policy Section: IV Governance Process	Policy Number: IV-30
Approved By: Board of Directors	Date Approved: Feb 1, 2006	Date Reviewed/ Revised: Sept 15, 2009 Sept 21, 2012 Sept 15, 2015 Sept 20, 2018 Sept 13, 2021 Sept 23, 2024	Board Chair's Signature: 

BACKGROUND

To accomplish its job products with a governance philosophy, approach, and process consistent with Board policies, the Board will prepare and follow an Annual Integrated Board Strategic Agenda/Work Plan.

POLICY PURPOSE

The purpose of this policy is to outline the Board's values and process for setting its own strategic or generative discussions for the year, along with the Board's work plan. The Board's Annual Integrated Strategic Agenda/Work Plan also allows Board Members to track the Board's progress on its work throughout the year.

POLICY

The Board is responsible for managing its own strategic governance goals and agenda as well as the agenda for regular Board work and meetings. As such, the Board will discuss the planning of its strategic goals and relevant agenda at least twice a year. There will be a Board planning discussion in November/December so that the experienced Board can identify a preliminary strategic agenda for the next year. This will be confirmed by the new Board at a brief session early in the year at the January/February Board meeting.

The Board will hold a mid-year discussion to ensure the Board is moving forward with its plan and to determine if any changes or updates are needed in the Board's Integrated Strategic Agenda/Work Plan.

The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends (Critical Outcomes) Policies.

Annual Integrated Board Strategic Agenda/Work Plan Components

The cycle will start with the Board's development of its agenda for the upcoming year in the November/December meeting and will include the following elements:

1. Ongoing environmental scanning in order to inform the Board's strategic policy direction to CMLTO.
2. Re-exploration of Ends (Critical Outcomes) Policies as needed and as per the environment changes.
3. Continuous improvement of Board performance through Board education and enriched input and deliberation.
4. Board consultations with inclusive and diverse careholdership groups will be scheduled to seek input from the Board to inform the Board Integrated Strategic Agenda/Work Plan.
5. Governance education and education related to Ends (Critical Outcomes) Policy determination throughout the year (e.g. presentations by demographers, subject experts, staff, etc.) will be arranged to facilitate forming the Board agenda.
6. The Board's monitoring of the Registrar & CEO's achievement of the Ends (Critical Outcomes) Policies and compliance with the Executive Limitations Policies (See Board Monitoring System GP IV-50.10 – Appendix 1 – Board Monitoring System Schedule Registrar & CEO RE: GP Policy IV-50.10).
7. The Board's monitoring of its compliance with its Governance Process and Board-CEO Relationship Policies. (See CMLTO Board Effectiveness Evaluation Policy GP IV-70 – Appendix 1a – Schedule of Board Monitoring of Board Compliance with Board Policies)
8. The Board's regular review of its governing policies, over a four-year cycle, including:
 - A review of policy language to be consistent with current CMLTO language,
 - A governance and industry benchmarking review to ensure consistency with:
 - current policy-driven governance thinking and practice, and
 - applicable industry trends,
 - A review of any related key policy matters and principles which the Board has raised since the last policy review,
 - A review to ensure that the policy reflects the Board's current values, including equity, diversity, inclusion, and justice (EDIJ) values (as appropriate) and,
 - A review to align policy content with the Board's commitment to intentionally and transparently evaluate the impact of its decision on the protection of the public interest.
9. Conducting an Annual Registrar & CEO Performance Appraisal based on the regular monitoring pursuant to the relevant Board policy.



10. Reviewing the External Financial Audit Report, approving the audited financial statements for the previous year, and discussing any Board action required.
11. Discussing Board recruitment and succession planning.
12. A Consent Agenda (e.g., Committee Monitoring Reports, Board Mentorship Reports, minutes, etc.) and a Required Approvals Agenda (e.g. documents, reports, or policies which the Board has delegated to the Registrar & CEO, and which are required by another authority to be approved by the Board) will be utilized by the Board. These types of agenda items will be addressed by the Board as expeditiously as possible throughout the year.

All of the Annual Integrated Strategic Agenda/Work Plan components will be reviewed to ensure alignment with the CMLTO Board's commitment to intentionally and transparently evaluate the impact of its decisions on the protection of the public interest.

Tracking Board Progress on Its Annual Integrated Strategic Agenda/Work Plan

The Annual Integrated Board Strategic Agenda/Work Plan will be recorded such that each Board Member can see at a glance the Board plan for the year. Throughout the year the plan will be updated to show the Board's progress in accomplishing the plan. The Board can then make course corrections as needed.

Preparing Board Meeting Agendas from the Annual Integrated Strategic Agenda/Work Plan

Board meeting agendas will be prepared in the context of the Board's goals as listed in the Annual Integrated Board Strategic Agenda/Work Plan.

The Chair of a Statutory Committee can submit policy development or monitoring report items for inclusion in the Strategic Agenda by submission to the Board Chair or directly via the Registrar & CEO. The Board Chair and Registrar & CEO will carefully consider these items and schedule them according to priority themes, time availability and appropriateness. The Board Chair will consult with the Registrar & CEO regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for the Board. Appropriate topics will then be scheduled on the Annual Integrated Board Strategic Agenda/Work Plan. Board Members can also submit potential policy agenda topics to the Board Chair or through the Registrar & CEO to the Board Chair. The Board Chair and Registrar & CEO will carefully consider these items and schedule them on the Annual Integrated Board Strategic Agenda/Work Plan, according to priority themes, time availability and appropriateness. The Board Chair will consult with the Registrar & CEO regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for the Board.



Note: A 'Notice of a Motion' is an additional mechanism to provide a Board Member with the means to bring a topic to the Board at the following Board meeting.

Issue Identification Process for the Board's Annual Integrated Strategic Agenda/Work Plan

To ensure that relevant governance issues are shared with the Board, all requests for new agenda items/topics for the Board are reviewed by the Board. To ensure that relevant governance issues are shared with the Board, all requests for new Board agenda items/topics are reviewed by the Board Chair and/or Registrar & CEO. They will assess these requests to determine their relevance for Board discussion by considering whether they relate to:

- (a) impact on the public with regard to medical laboratory technology services, professional practice and quality of care [i.e. Ends (Critical Outcome) issues], or
- (b) executive risk boundaries issues (i.e. Executive Limitations issues), or
- (c) how the Board conducts its work (i.e. Governance Process issues), or
- (d) the Board's relationship with and delegation to the Registrar & CEO.

Once the issue is determined to be a governance matter, the issue will be discussed with the Board Chair and/or Executive Committee, and Registrar & CEO to determine:

- (a) the priority of the issue,
- (b) the appropriate link to the Annual Integrated Board Strategic Agenda/Work Plan
- (c) the appropriate timeline for the issue to be considered by the Board,
- (d) inclusion on the appropriate meeting agenda, and
- (e) any previous action considered.

Once any governance topic is discussed by the Board, the Board will consider whether additional resources, beyond the current annual budget, are required to fully explore the issue on behalf of the Board. Ultimately the Board will determine if the Board's Ends (Critical Outcomes) or other policies need to be updated through a Board policy decision.

APPENDICES:

Appendix 1 – Annual Integrated Board Strategic Agenda/Work Plan Template.

Appendix 1

Annual Integrated Board Strategic Agenda/Work Plan Template

TIME FRAME:						
BOARD POLICY DEVELOPMENT/ ENHANCEMENT/ REVIEW / APPROVAL AND BOARD IMPLEMENTATION				BOARD LINKAGE AGENDA MONITORING	BOARD MONITORING AGENDA	
ENDS (CRITICAL OUTCOMES) POLICIES	EXECUTIVE LIMITATIONS	GOVERNANCE PROCESS	BOARD / CEO RELATIONSHIP		ENDS (CRITICAL OUTCOMES) POLICIES	EXECUTIVE LIMITATIONS
<u>STRATEGIC ENDS/ENDS ENVIRONMENTAL SCANNING/BRIEFING SESSIONS</u>	<u>REGULAR POLICY REVIEW</u>	<u>REGULAR POLICY REVIEW</u> <u>POLICY DEVELOPMENT</u> <u>POLICY IMPLEMENTATION</u> <u>BOARD ORIENTATION</u> <u>BOARD MONITORING OF BOARD POLICY COMPLIANCE</u> <u>STATUTORY COMMITTEE MONITORING REPORTS</u> <ul style="list-style-type: none"> •Executive Committee •Registration Committee •Quality Assurance Committee •Inquiries, Complaints & Reports (ICRC) Committee 	<u>REGULAR POLICY REVIEW</u> <u>POLICY IMPLEMENTATION</u>	<u>BOARD PERPETUAL LINKAGE PLAN REPORTS</u>	<u>REGULAR R/CEO ENDS (CRITICAL OUTCOMES) POLICY MONITORING REPORT</u> <u>ACHIEVEMENT & COMPLIANCE</u>	<u>REGULAR R/CEO EXECUTIVE LIMITATIONS POLICY MONITORING REPORTS</u>