![College of Medical Laboratory Technologists of Ontario]

Policy Title: **DEVELOPING AND MAINTAINING THE BOARD POLICIES**	Policy Section: IV Governance Process		Policy Number: IV-35.10
Approved By: Board of Directors	Date Approved: Sept 13, 2007	Date Reviewed/Revised: Sept 15, 2009 Sept 25, 2017 Sept. 21, 2012 Sept 13, 2021 Sept 18, 2014 Sept 23, 2024	Board Chair's Signature: *Karen [signature]*

BACKGROUND

The CMLTO Board is responsible for establishment, development, review, and monitoring of achievement of Board policies in the following policy categories:

- Ends (Critical Outcomes)
- Executive Limitations
- Governance Process
- Board-CEO Relationship

POLICY PURPOSE

The purpose of this policy is to outline the Board's beliefs, values, and expectations as they relate to the Board building a useful, relevant, and current set of Board policies. An effective policy development and review process assists the Board in governing CMLTO effectively.

POLICY

It is the responsibility of the Board to develop, approve, update, implement, track and monitor the achievement of its governing policies. The set of Board Policies contained in the Board Policy Manual shall be kept current at all times such that the governing policies accurately reflect current Board values and policy thinking/direction. The Board Policy Manual is one of the Board's vital tools for effective governance at CMLTO.

In support of this, the Board will follow the processes outlined below. These governance processes are designed to enable the development of informed, engaged, and wise policy direction by the Board.

Policy Categories

1. The Board will provide its governance direction to the CMLTO through the articulation of governing policies which represent the values of the CMLTO Board as the governing body. These policies are grouped into four categories including:

- Ends (Critical Outcomes for specific beneficiaries at a specific worth/ return on investment).
- Executive Limitations (Executive boundaries related to means/operations, setting values and risk boundaries in these areas).
- Governance Process (The Board's job, governance philosophy and approach, processes, structures, and culture).
- Board-CEO Relationship (The parameters for governing the key relationship between the Board and Registrar & CEO).

Policy Development

2. The need for a new governing policy or the need to update a governing policy can be identified/suggested by members of the Board, the Registrar & CEO, Board Committees, external advisors (e.g. governance, legal) and others. The Board will consider such recommendations based on the need to provide governance direction or limitations on the matter.

   Due consideration will be given by the Board to:
   - Alignment of the new policy with CMLTO's purpose, values, and Ends (Critical Outcomes) Policies.
   - Strategic implications and risks.
   - Effect on the public interest first and then registrants and others.
   - Feasibility of the policy direction to implement.

   The Board recognizes that for the development of many policies, not all, it is extremely useful to consult with the CMLTO Registrar & CEO, staff, Careholdership, (the public including registrants), and others during the policy development phase. This consultation helps to inform Board policy through:
   - building awareness of diverse and inclusive perspectives,
   - increasing broad understanding and appreciation for the policy, and
   - results in better informed policy content.

Policy Structure

3. All Board governing policies will be developed and approved using a standard format which outlines:
   - The policy title and category.
   - The date originally approved and the date of subsequent reviews and updates.
   - The monitoring frequency of achievement or compliance, where applicable.
   - The policy review frequency.
   - The background paragraphs where applicable.
   - The overall policy statement and criteria.
   - The policy purpose.

- The specific policy criteria.
- Definitions as needed.
- Related policy references.

Policy Approval

4. The Board works to achieve consensus regarding all Board policies. A Board vote is taken to provide formal approval of all Board policies, revisions to Board policies, and/or the rescinding of a Board policy. Approval of a policy is confirmed by a simple majority vote of the Board.

Policy Implementation

5. The Board expects that all Ends (Critical Outcomes) and Executive Limitations Policies will be interpreted and implemented by the Registrar & CEO (and staff). The Board will interpret and implement the Governance Process and Board-CEO Relationship Policies.

Policy Achievement Evaluation

6.1 The Board will receive scheduled monitoring reports from the Registrar & CEO regarding the achievement of Ends (Critical Outcomes) Policies and compliance with the Executive Limitations Policies.

6.2 The Board will evaluate, based on a schedule of Board Monitoring of Board Policy Achievement of Board Policies and the Integrated Board Strategic Agenda/Work Plan, its own achievement of the Governance Process and Board-CEO Relationship Policies.

Note: The Registrar & CEO is delegated the responsibility of developing the administrative policies and procedures to interpret and implement the Ends and Executive Limitations Policies. The Registrar & CEO may develop, amend, update, and approve all administrative policies without Board review or approval. The Registrar & CEO may seek consultation with the Board on any administrative policy; however, the Board does not approve administrative policies. If the Board is required to address a matter in policy by law, the Board will develop a Board policy on that matter.

Regular Policy Review

7. It is recognized by the Board that governing policies need to be reviewed and updated/refreshed periodically to ensure that they remain relevant and current.

Each Board policy, once approved, will include the frequency for regular review of that policy. The Integrated Board Strategic Agenda/Work Plan will be partially established based on the Regular Policy Review Schedule.

In addition, the Board may review any of its policies at any time if it determines such review is necessary. The Regular Policy Review Schedule specifies the minimum review times for policies. Board Policy Champions are consulted as part of the Board policy review process.

At such time that Board policies do go under review, the following matters are a minimum set of considerations for the review:
- 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
  - industry applicable trends
- A review of any related key policy matters and principles which the Board has raised since the policy was last reviewed,
- A review to ensure that the Board's related values are clear, including equity, diversity, inclusion, and justice (EDIJ), 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.

Policy Tracking and the Board Policy Manual
8. All Board policies will be recorded in the CMLTO Board Policy Manual Table of Contents.

   a. The master copy of the Board Policy manual (which includes the Board Policy Manual Table of Contents, the Board policies, and Board governing tools) will be kept by the Executive Office. Board Members will have access to the most up-to-date CMLTO Board Policy manual at all times through the CMLTO Board Portal.

   b. Board Members are encouraged to refer to the Board Policy Manual for use while they are in Board and Committee meetings to determine what the Board has already addressed in policy, as the Board's current position, on the matter at hand.

APPENDICES:

Appendix 1 – Board Policy Development, Revision and Implementation Cycle – This Appendix provides a visual representation of the policy development, consultation, approval, review, and tracking process.

APPENDIX 1
POLICY DEVELOPMENT, REVISION, AND IMPLEMENTATION CYCLE

College of Medical Laboratory Technologists of Ontario

NEED A NEW BOARD POLICY
Identification of the need for a new Board Policy can come from several sources.

Board Discussion	Board/ Committee Member	R/CEO	Government Regulation / Legal Advisor	Experts in the Sector	Careholder Linkage	Governance Counsel	Regular Policy Review

Policy Revision Worked On

Policy Revision Worked On

Board Policy Revision

POLICY CONCEPTS DEVELOPED
- Key policy parameters, values identified
- Board discusses key policy concepts

REGULAR POLICY REVIEW (AS PER BOARD'S SCHEDULE)

POLICY (NEW OR REVISED) GOES TO FORMAL BOARD APPROVAL
- Board explores/discusses policy or policy revision
- Board Policy Decision is clearly articulated as Board Policy and approved by motion

BOARD MANUAL IS UPDATED
- To record and communicate the Board Decision

POLICY IS DELEGATED FOR ACTION
- Depending on type of policy to Board or to R/CEO

(Side panel, connected to Regular Policy Review)

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
- industry applicable trends

A review of any related key policy matters and principles which the Board has raised since the policy was last reviewed,

A review to ensure that the Board's related values are clear, including equity, diversity, inclusion, and justice (EDIJ), 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.

POLICY IMPLEMENTATION/ ACHIEVEMENT & MONITORING

BOARD ACTION REQUIRED

R/CEO ACTION REQUIRED

Governance Process Policy

Board/Executive Linkage

Ends Policies

Executive Limitations Policies

Board Implementation of Policies

Board Implementation of Policies

R/CEO Ends Policy Interpretation
- Operational definitions
- Timed milestones toward Ends
- Can include Strategic Objectives
- R/CEO manages strategic risk by accomplishing the Ends

R/CEO Executive Limitations Interpretation
- Operational definitions

Board Self Evaluation of Achievement of Its Policies

Board Self Evaluation of Achievement Its Policies

Board reviews R/CEO Ends Interpretation
- Provides feedback on its reasonableness
- Accepts or requests change

R/CEO develops administrative policies and processes to ensure organizational risk is managed through compliance with Executive Limitations

Board evaluates compliance with Executive Limitations
- Acknowledges compliance or
- Requests further evidence or
- Requests course correction or
- Changes Executive Limitation Policy as needed

Board provides feedback to R/CEO

Board evaluates reasonable progress towards Ends
- Acknowledges reasonable progress or
- Requests further monitoring or
- Requests course correction or
- Changes Ends Policy as needed

Board provides feedback to R/CEO

R/CEO develops strategic operational, budget plans and implements

R/CEO reports to Board on progress / achievement toward Ends
- Measured against the R/CEO Ends Interpretation

Identify Policy Revision Needed

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