

STRATEGIC PLAN  
APPENDIX A

Council Effectiveness Workshop +  
September Planning Session  
*Addendum*

November 24, 2023 – Final Version (Approved – February 23, 2024)

CCO Head Office

Boyd Neil | Chris Winsor



## **Council effectiveness workshop report**

*November 24, 2023*

*CCO Head Office*

# Process

## Focus on addressing:

- How Council currently measure its effectiveness
- What indicators should be used to evaluate 'performance' of individual Council members
- What indicators should be used to evaluate 'performance of Council as a whole

## Three groups established to discuss/debate

- 'The Gold Finches (chaired by Dr. Sarah Green)
- 'The Blue Jays' (chaired by Dr. Michael Gauthier)
- 'The Cardinals' (chaired by Ms Zoe Kariunas)

## Dotocracy exercise to coalesce central themes

## Facilitators

- Boyd Neil and Chris Winsor



## **Dotocracy Exercise**

*Four questions tabled out of group discussion and debate, ranked as per the following tables*

[Image Credit](#)

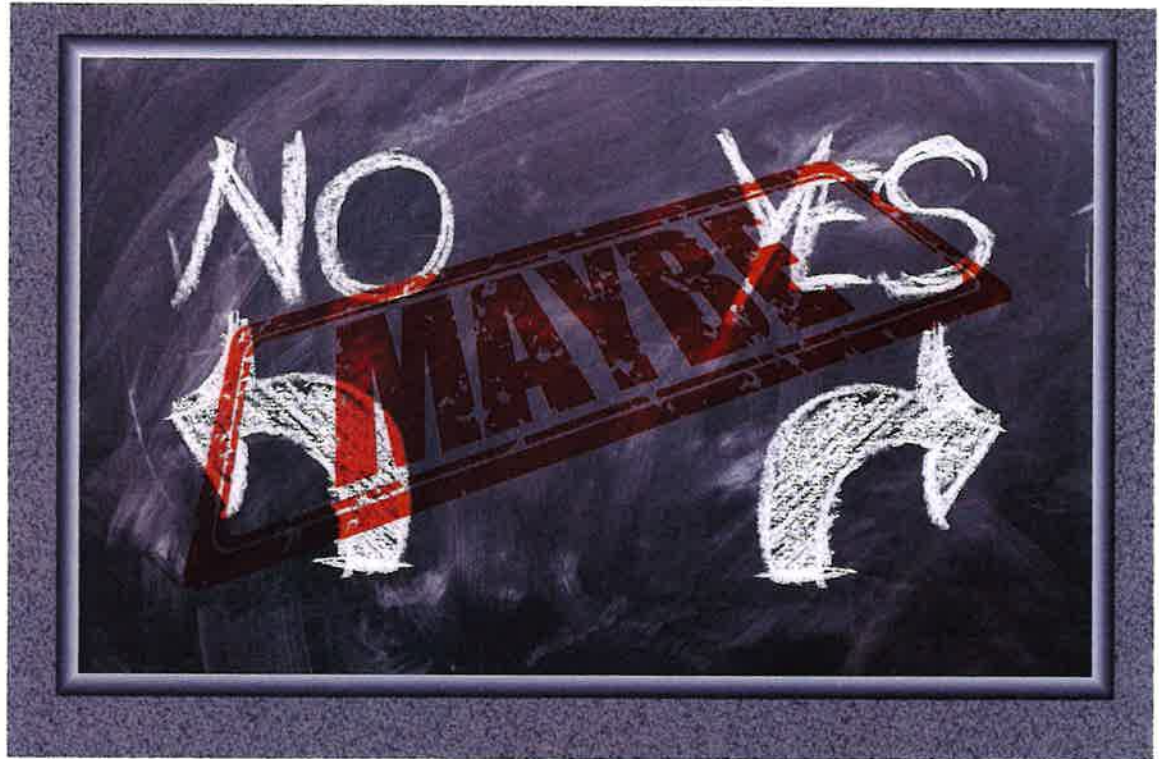
## #1—Indicators of effectiveness

Ranked into three categories based on perceived  
Priority:

1. LOW
2. MEDIUM
3. HIGH

**LOW-MEDIUM priority as  
indicator of effectiveness**

1. Moving forward on  
specific DEI goals



## **MEDIUM priority as indicator of effectiveness**

1. ICRC decisions:  
timeliness and trends
2. Fulfilling strategic  
objectives
3. Communicating with  
other regulators
4. Meeting management  
skills
5. Training sub-committee  
chairs
6. Knowledge of mission |  
vision | values
7. Clear understanding of  
Council | individual role



## **HIGH** priority as indicator of effectiveness

1. Public interest evident as Council's 'North Star'
2. Adherence to CPMF benchmarks
3. Timely and transparent communications
4. Budget consistency
5. 3<sup>rd</sup> party evaluation of Council
6. Council member:
  - Participation
  - Preparation
  - Attendance
  - Soft skills



#2—Data to collect for benchmarking against which changes can be measured

## Ranking Criteria

Phase 1 (< 1 year)

Phase 2 (1-3 years)

Phase 3 (3-5 years)

### Phase 1 (< 1 year)

1. ICRC decisions: and Discipline Committee timelines & summaries (# hearings, # joint submissions)
2. Trends within patient complaints
3. QA aggregate data from peer assessments + post assessment follow-up data
4. Registration statistics (# individuals, schools, decisions)
5. Budget metrics/adherence

### Phase 2 (1-3 years)

1. Google analytics re: assessment of communications products

### Phase 3 (3-5 years)

1. Turnover of CCO staff/Committees/Council

#3—Information re: results of Council + Council member evaluation to be released internally/ externally

## Ranking Criteria

Phase 1 (< 1 year)

Phase 2 (1-3 years)

Phase 3 (3-5 years)

## Externally

## Internally

### Phase 1 (<1 year)

1. Executive summary of council effectiveness results (leverage annual report ? CPMF)

### Phase 3 (3-5 years)

1. Third-party evaluation of Council effectiveness

### Phase 1 (< 1 year)

1. Anonymized Council member + peer effectiveness results

### Phase 2 (1-3 years)

1. Consider exit interview results of departing Council members (possibly conducted by third party)

#4—Steps to be taken to ensure processes for individual/Council evaluations are simple, easy to implement, not overly demanding on human or financial resources and result in good quality individuals wanting to participate in Council work

## Ranking Criteria

Phase 1 (< 1 year)

Phase 2 (1-3 years)

Phase 3 (3-5 years)

### Phase 1 (< 1 year)

1. Digital survey with simple quantitative scale (either numbered 1-10 or Likert scale) for evaluating *meeting effectiveness* (should include qualitative “why” option for low score under 7 or ‘disagree’ responses)
2. Timely evaluations – immediately post-meeting/within 24 hours — meeting effectiveness
3. Digital survey with scales as per above and ‘why’ options etc. for *annual personal evaluations of self and peers*

### Phase 2 (1-3 years)

1. Digital survey containing simple quantitative scale (either numbered 1-10 or Likert scale) for Annual Council Member evaluations of Council Effectiveness. (should include qualitative “why” option for low score under 7 or ‘disagree’ responses.)

### Phase 3 (3-5 years)

1. Third-party evaluation of Council effectiveness



## **ADDENDUM**

### **Executive committee consensus on go-forward communications**

*Post strategic planning weekend (September 9-10, 2023)*

# Go-forward communications actions

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Parse President's Message into different vehicles as "memos" or "news/updates" to allow single-subject messaging

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Continue President's Message in a shorter, personal/friendly manner

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Initiate regular newsletters featuring different content types, e.g., infographics, Q&As, feature articles, quizzes, explainer videos) with President's Message as lead

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Update website as noted earlier in the meeting

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Review metrics of communications tools, e.g., opening and reading of emails

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Restart "road shows", i.e., hosted events for CCO to provide updates/"meet and greet/Q&A sessions

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Provide for "opt-in" option for members to receive printed annual report + continue to provide to system partners (e.g., MPPs) as hard copies

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