

# Leading in Regulatory Governance Review

A proactive, expert and evidence informed review  
An ongoing commitment to positive and empowering change

The governance review has been underway for two years and will continue into the future as change is implemented over time. To ensure all Council members have common basic understanding of the review, your Leading in Regulatory Governance Task Force is providing this brief summary to Council.

## Who?

Council, with the support of an external, expert Task Force, is reviewing governance.

## What?

Council is reviewing all aspects of governance to reach its goal of being a leader in regulatory governance. The review is informed by evidence and by trends and best practices in regulatory governance.

## Why?

The College's current governance structure was put in place over 20 years ago. While there have been changes, until now there has been no comprehensive review.

Recognizing the importance of good governance to supporting the College's regulatory effectiveness, Council launched this review.

## How?

Council is supported in this review by an expert Task Force, College staff, and a facilitator with governance expertise.

Council has provided input throughout the review (see the attached highlight of milestones).

## When?

In September 2014, Council initiated its governance review. Milestones are set out on the next page. The Task Force will present its final report and recommendations to Council in December of 2016.

## What's changed?

Council works differently today than it did in 2014. As a result of an increased sensitivity to governance and the initial expert assessment, changes have been made to how Council works, including: more exploratory discussions, more issues presented with options, education sessions, enhancements to the Council portal, and between meeting updates.

The Advisory Group for Regulatory Excellence (AGRE) has identified governance as its current major project. The College has made its governance resources available to AGRE to support this collaborative project.

The Ministry has announced it will be initiating a project to modernize the framework for regulating the health professions, including governance. Denise Cole, Assistant Deputy Minister met with Council in June and encouraged Council to "be bold".

The College's review positions Council to be a major contributor to the future of regulatory governance in Ontario and beyond and to contribute to the College's strategic objective of *leading in regulatory innovation*<sup>1</sup>.

<sup>1</sup> College of Nurses of Ontario, 2011-2020 Strategic Plan



## Governance review milestones

What's been done?	
September 2014	Governance review approved in principle by Council
December 2014	Scope and terms of reference for an evidence and expert informed governance review set by Council.
February 2015	Cathy Trower of Trower and Trower commissioned to undertake a review of current governance and identify opportunities for improvement .
March 2015	Expert Leading in Regulatory Governance Task Force appointed by Council. Council members participate in a survey on the strengths and weaknesses of College governance. Council and staff leaders participate in interviews.
May 2015	Task Force on Leading in Regulatory Governance holds its first meeting. Report on assessment of Council governance provided to the Task Force.
June 2015	Cathy Trower joins Council for its first governance workshop, discussing key findings of her review
September 2015	Council workshop on culture, possible immediate changes to governance processes – quick wins – identified
December 2015	Council adopts quick wins recommended by the Task Force
January to April 2016	College staff undertake research to support the review, and prepare : <ul style="list-style-type: none"> <li>• Literature review</li> <li>• Report on trends in regulatory governance</li> <li>• Survey of regulators re. governance processes</li> </ul>
June 2016	Council governance workshop provides input on governance principles and key components of a new governance model: <ul style="list-style-type: none"> <li>• Council size and composition</li> <li>• How members join Council</li> <li>• Leadership and</li> <li>• Statutory committees</li> </ul>
What's next	
September 2016	Council decision on Governance Principles Council workshop and feedback on governance model recommendations
December 2016	Final report and recommendations of the Leading in Regulatory Governance Task Force

<sup>2</sup> Cathy Trower's summary of the Council survey and final report are in the Governance folder on the Council portal.

<sup>3</sup> These reference documents and all Task Force reports are in the Governance folder on the Council portal.

