 Canadian Mental Health Association Waterloo Wellington		Association canadienne pour la santé mentale Waterloo Wellington		Board	
Policy Title: Board Annual Goals & Work Plans		Policy # 5-020		Page 1 of 4	
Category: 5 - Ensure Board Effectiveness		Committee Oversight: Governance			
Effective Date: <i>January 2018</i>		Authorized by: Board of Directors		Reviewed/Revised: November 2017 To be reviewed/revised: October 2018	

PURPOSE

As part of its responsibility for ensuring Board effectiveness, the Board of CMHA WW recognizes that the development of annual Board goals and a work plan is an important component of effective governance in order to:

- 1) Focus the work of the Board
- 2) Clearly articulate the Board's expectations of its own contributions to the achievement of CMHA WW's strategic priorities and goals and ensure the success of the organization; and
- 3) Establish the benchmarks against which the Board can evaluate its performance

This policy sets out processes to support the Board in fulfilling this responsibility.

Policy

The Board will establish annual goals to reflect its own priorities and performance and to focus the work, time, attention and structure of the Board.


Board goals will be translated into the annual Board work plan to ensure that they are implemented through the work of the Board and its committees. The work plan is the primary tool used by the Board to coordinate activities related to achieving its goals and to track the status of the goals at the Board and standing committees.

The Board work plan used in combination with the Board goals provides the benchmark for annually evaluating the performance of the Board in relation to its roles and responsibilities.

Board Goals

On an annual basis, the Board will establish goals that are consistent with the strategic priorities and goals of CMHA WW, the annual operating plan and the specific objectives that the Board must address in the coming year.

The updated annual goals will be used to establish the direction for the Board committees.

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The Board will establish and utilize a process to monitor and evaluate the achievement of the annual Board goals.

Board Work Plan

The Board goals will be translated into a work plan that will be established for a 12 month cycle based on the Board year and be structured to link to:

- 1) Board roles of policy development, decision making and oversight
- 2) Board responsibilities for establishing organizational ends (i.e. Vision, mission, key goals and strategic direction), providing for excellent management, ensuring program quality and effectiveness, ensuring financial, operational and organizational viability, ensuring Board effectiveness and fostering relationships.
- 3) Annual Board goals


The Board work plan will address the schedule of matters to be considered by the Board as specified in Board policies and a process for the scheduled review of Board policies.

Board Committee Work Plans

Board committee work plans are sub-sets of the Board work plan related to mandated committee responsibilities. They serve to align the Board structure with the Board work plan.

Process

- A. Annual Goal and Work Plan Development
 - The Governance and Nominating Committee will develop the Board annual goals and work plan under the direction and for approval by the Board, based on the strategic priorities and goals of CMHA WW. The planning cycle will begin each year following the Annual General Meeting in order that the goals and work plan can be based on accomplishing a one-year segment of the Strategic Plan.

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- The Executive Committee and any additional chairs of committees that are not part of the Executive Committee will meet before September’s Board Meeting to formulate draft board goals for discussion and approval (if no revisions are required) by the full board
 - Each Board committee will develop its work plan for approval by the Board in October based on the approved Board goals and work plan. Board committees may include, but are not limited to: Governance, Resources and PQRE.
 - A tracking process will be established for all work plans to support goal and work plan achievement and performance measurement.
- B. Process for Policy Review
- Directors are encouraged to question the clarity and relevance of existing policies and identify the need for additional policies as issues arise.
 - Directors perceiving a need for policy development or revision should advise the President, who shall refer the issue to the Board. The Board shall determine if and when a policy will be developed or revised.
 - Policy development and revision work will be led and coordinated by the Governance Committee, with Board policies being reviewed on a yearly three-year cycle. Policy development and revision work will be assigned to Board committees based on the fit with the committee mandate and responsibilities, with final draft reviews completed by the Governance Committee prior to submission to the Board for review/approval. This work will form part of each Committee’s work plan.
 - The Governance Committee will monitor policy review completion regularly through the year and provide the Board with an annual monitoring report on policy review completion.
 - The Senior Executive Assistant shall maintain an updated policy review and revision schedule.
- C. Board Agenda Planning/Meeting Management
- As per Board Meeting Agenda Policy 5-002, the agenda for Board Meetings will be aligned with the Board’s roles and responsibilities, annual goals and work plan.

Monitoring



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Committee Oversight:
Governance

Category:

5 - Ensure Board Effectiveness

Reviewed/Revised:

November 2017

Effective Date:

January 2018

Authorized by:

Board of Directors

To be reviewed/revised:
October 2018

- Method and Frequency:
1. Review of the Policy (yearly)
 2. Development and evaluation of Board Goals and Board and Committee Work Plans (annually)
 3. Board, Individual Director, and Board President Evaluations