



	Policy/Procedure Name:	Board Goals and Work Plan
Manual: Governance	Number:	
Section: Board Effectiveness	Effective Date: 08 OCT 2014	
Pages: 1 of 5	Revision Date: 11 MAR 2022	

Purpose

To provide a framework for the Board to monitor and assess performance in areas of Board responsibility.

Scope

The policy pertains to the Muskoka Algonquin Healthcare (MAHC) Board of Directors.

Annual Goals

The Board shall establish annual goals for the Board consistent with the Corporation’s mission, vision, and values, strategic plan, and the key issues that are a priority for the Board in the coming year. The Board goals shall be reflected in the direction of the work plan of the Board, and Board Committees when applicable.

The Governance Committee is responsible for preparing draft Board goals for consideration and approval by the Board. In preparing the Board goals, the Governance Committee shall:

- solicit feedback from the Board and the senior management team;
- consider the results of Board evaluations; and
- recommend to the Board for approval governance priorities for the coming year that facilitate continuous governance improvement.

The Governance Committee shall review the Board’s progress toward achievement of the annual Board goals on a quarterly basis and shall report to the Board. A sample Board Governance Goal Dashboard is attached as Appendix 1 (as amended from time to time).

Annual Work Plan

The Board shall also establish an annual work plan that addresses the following key areas of Responsibilities of the Board:

- strategic direction;
- leadership;
- program quality and effectiveness;
- financial and organizational viability;
- Board effectiveness;
- environmental, social, and governance (ESG) criteria;
- relationships.

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A Sample Board work plan is attached as Appendix 2 (as amended from time to time). The Board shall evaluate its success in the achievement of its work plan annually as part of the annual Board evaluation process and at the Board meeting prior to the annual Members’ meeting. The Governance Committee shall monitor the Board’s progress towards the achievement of its annual work plan quarterly and shall report to the Board.

Board Committees shall also develop annual Committee goals and work plans for Board approval. A sample Board Committee annual work plan is attached as Appendix 3.

Cross References

Responsibilities of the Board Policy

Notes

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Appendices

- Appendix 1 – Board Governance Goal Dashboard
- Appendix 2 – Sample Board Work Plan
- Appendix 3 – Sample Board Committee Annual Work Plan

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Appendix 1 – Board Governance Goal Dashboard

ANNUAL BOARD GOVERNANCE IMPROVEMENT GOALS YYYY

STATUS REPORT

This report has been developed to aid the Governance Committee in its monitoring responsibilities of achieving the Annual Board Governance Improvement Goals and identify any remedial action required. The following goals were Board approved DD/MM/YYYY.

Goal 1:

Deliverable(s)

Goal 2:

Deliverable(s)

Goal 3:

Deliverable(s)

Legend

- Scheduled
- Achieved
- Behind schedule
- Not achieved

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Appendix 2 – Sample Board Work Plan



**Board of Directors
YYYY Work Plan**

Committee	September	October	November	December	January	February	March	April	May	June
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1.0 Program Quality & Effectiveness										
1.1 <Enter deliverables>										
1.2										
2.0 Strategic Direction										
2.1										
2.2										
3.0 Leadership										
3.1										
3.2										
4.0 Financial and Organizational Viability										
4.1										
4.2										
5.0 Board Effectiveness										
5.1										
5.2										
6.0 Relationships										
6.1										
6.2										
7.0 Environmental, social, and governance (ESG)										
7.1										
7.2										
8.0 Reports										
8.1										
8.2										
9.0 Education										
9.1										
9.2										

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Appendix 3 – Sample Board Committee Annual Work Plan



XXXX Committee
YYYY - YYYY

WORK PLAN

Board approved XXXX

Revisions since prior report:

-

Deliverable	Resp.	Occurrence	Q2		Q3		Q4		Q1
			Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date
Land Acknowledgement	Chair								
<i>Program Quality & Effectiveness</i>									
<i>Strategic Direction</i>									
<i>Leadership</i>									
<i>Financial and Organizational Viability</i>									
<i>Board Effectiveness</i>									
<i>Relationships</i>									
<i>Environmental, social, and governance (ESG)</i>									

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