

Manual: Board of Directors

Title:	STRATEGIC PLANNING		No.: CA-190
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Approver:	Board of Directors Thomas Soucy, Chairperson 	Approved on:	2024-10-29
Facility(ies)/program(s):			

PURPOSE

Define the role of the Board of Directors (the “Board”) as well as the general principles in the strategic planning process.

DEFINITIONS

1. **Externally:** Refers to the following target audiences: Patients and their families, the general public, First Nations, community organizations, awareness-raising and support organizations, associations, and municipalities.
2. **Internally:** Refers to the following target audiences: Physicians, employees, unions, managers, the Leadership Team, and the Board of Directors.

POLICY

The Board must oversee the strategic planning process to develop the purpose and values of the organization and to establish its plan, strategic directions and organizational priorities.

The Board is responsible for approving and monitoring the continuous learning-based strategic plan.

Strategic planning process framework

1. Generally speaking, the process takes place in accordance with the following principles:
 - a) a comprehensive analysis of the internal and external environment (projections and modelling, research and innovation, community health needs assessment reports,

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- quality sector reports, etc.);
 - b) the update of organizational priorities and the continuous learning-based strategic plan;
 - c) communication of the continuous strategic plan and related progress internally and externally.
2. The strategic planning process includes review of the following elements:
 - a) statement of purpose;
 - b) values;
 - c) strategic directions;
 - d) organizational priorities.
 3. This process includes determining the Network's strengths, weaknesses, threats, and options. To this end, the following elements are analyzed:
 - a) The public's health needs across the entire continuum of services;
 - b) The political, economic, social, environmental, and technological factors at play;
 - c) The previous development plans, including the strategic plan and the Regional Health and Business Plan;
 - d) The departmental and governmental policies involved as well as the priorities of other stakeholders (e.g. Accreditation Canada).
 4. Environmental analysis identifies the organization's major challenges, from which emerge the organization's:
 - a) strategic directions;
 - b) strategic priorities.
 5. Board meetings and/or retreats are held to:
 - a) support and/or reaffirm the purpose and values;
 - b) supervise the continuous learning-based strategic planning process and approve the update to the continuous strategic plan;
 - c) revise the strategic plan as needed and set annual organizational priorities;
 - d) monitor the progress toward achieving the strategic results.
 6. Once the strategic plan is developed, all strategic initiatives undertaken by the organization are measured against progress towards the plan.
 7. An annual operating plan is developed based on the priorities set by the Board. This ensures that all strategic plan objectives are achieved by the end of the three-year cycle.
 8. The operating plan is under the responsibility of the President and CEO and is an integral part of the senior management performance appraisal process. The annual objectives are used to set performance objectives for senior managers.
 9. An annual review of the organization's objectives is conducted by the President and CEO and senior managers for review by the Board.

10. The Board is provided with regular follow-up and progress reports.

Supersedes:	Zone 1: _____	Zone 5: _____
	Zone 4: _____	Zone 6: _____