

TITLE:	Strategic Planning		
Manual/Policy #:	Board of Directors #I-1	Division:	CPDMH
Original Issue:	2016	Issued by:	Board Chair and Board Secretary
Previous Date Reviewed:	March 2020	Approved by:	Board of Directors
Last Date Reviewed:	November 2021	Cross Reference(s):	AGH/CPDMH Alliance Agreement Joint Governance & Nominating Committee Terms of Reference

1. POLICY STATEMENT:

Article 4.13 of the Carleton Place & District Memorial Hospital's ("the Hospital") By-law provides that the Board of Directors is responsible to establish the strategic directions for the Hospital.

The Hospital's Vision, Mission and Values provide the foundation upon which strategic directions are developed. The strategic plan will incorporate specific, focused and measurable strategic directions to be pursued over the course of the plan, as well as longer term directional priorities.

As a member of the Mississippi River Health Alliance, the Hospital's strategic planning processes and strategic plan will align with those of Almonte General Hospital ("AGH").

2. SCOPE:

This policy guides the Board of Directors, Management, Staff and Medical Staff who are involved in the strategic planning process.

3. GUIDING PRINCIPLES:

N/A

4. DEFINITIONS:

N/A

5. PROCEDURE:

Board Responsibilities

The Board will:

- Consider key stakeholders and health care needs and ensure appropriate engagement with the community, the Champlain LHIN and other health service providers when developing plans and setting priorities for the delivery of hospital-based health care as required under the *Local Health System Integration Act, 2006*;
- Establish and periodically review and update the Hospital's Vision, Mission and Values;

- Contribute to the development of and approve the Hospital's strategic plan, ensuring that it is aligned with community needs, Ministry of Health policy and the Champlain LHIN integrated health services plan;
- Conduct a review of the strategic plan bi-annually, or more frequently as circumstances require, and assess the need to refine the strategic directions as the environment dictates;
- Approve the measures and targets related to each strategic direction in the form of a work plan and direct management to report on a regular basis the progress that is being made consistent with the strategic directions and the overall plan;
- In approving the annual hospital operating plan, ensure that the operating plan enables the attainment of the strategic plan and directions over time; and
- Monitor and measure corporate performance regularly consistent with the Board-approved strategic and operating plans and performance measures and targets.

Strategic Planning Process

The CEO is responsible to the Board for establishing the strategic planning process, for Board approval. The Board will engage with the CEO and Senior Management Team in developing the strategic plan and monitoring it on an on-going basis.

Together, the CEO and the Board will ensure alignment and coordination with AGH's strategic planning processes and strategic plans, utilizing the Joint Governance & Nominating Committee ("the Committee") as appropriate for information sharing and feedback.

Once the strategic plan has been developed, the Hospital's decision-making processes will include an assessment of whether or not a recommended action advances achievement of the strategic plan.

The Hospital's annual operating plan will support advancement of the strategic plan through the allocation of human, physical and/or financial resources to achieve the measures and targets in the strategic plan work plan on the timeline contemplated in the work plan.

Bi-annually the Board will review the strategic plan and the progress being made to advance its achievement. Consultation with the Committee to ensure alignment and coordination will form part of the review. As necessary, the Board will direct the CEO and senior management team to augment/revise/update the strategic plan and/or the workplan to ensure they continue to support the achievement of the Hospital's vision, mission and values as well as alignment with AGH.

The CEO and senior management team will provide monitoring and progress reports to the Board in December and June of each year.

6. REFERENCES:

Strategic Planning Policy, Almonte General Hospital, September 2019
Strategic Planning Policy, Kingston General Hospital October 2014
Strategic Planning Policy, Trillium Health Partners November 2013

7. APPENDICES:

N/A

Evaluation

This policy will be reviewed every 2 years.