

TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2014 May 15

PROPOSED STRATEGIC PLANNING PROCESS

Recommendations

It is recommended that the Governance Committee endorse Report No. 03-14GC re Proposed Strategic Planning Process and make the following recommendations to the Board of Health:

- 1. That the proposed strategic planning process be approved as outlined in Appendix A of Report No. 03-14GC, and*
- 2. That the strategic plan be developed to cover a 5 year timeframe, and*
- 3. That the terms of reference for the Governance Committee (Attached as Appendix B to Report No. 03-14GC) be updated to include responsibility for stewarding the strategic planning process.*

Key Points

- The current strategic plan will conclude in December 2014. Each health unit is required under provincial standards to have a 3-5 year strategic plan.
- A four phase process is proposed to develop the next strategic plan.

Background

A strategic plan is an effective tool for aligning resources and efforts toward strategic goals, as well as a requirement for all Ontario health units (see [Organization Standard 3.2](#)). There are nine specific requirements for strategic planning under the Organizational Standards regarding the strategic plan's content, scope, and duration.

MLHU's current strategic plan will conclude in December 2014. This report outlines the proposed process to develop the next strategic plan.

Proposed Process

The proposed strategic planning process contains four phases (see [Appendix A](#)). In the *Planning Phase* (the current phase), the process is developed and endorsed at various levels of the organization. This includes development of a multidisciplinary *Strategic Planning Advisory Committee* to oversee the process and provide advice to the Senior Leadership Team. This report seeking Governance Committee feedback and endorsement is part of the *Planning Phase*.

The *Defining the Challenge Phase* involves three elements: (a) Internal and external research to develop strategic directions as well as a balanced scorecard (BSC) to monitor progress on the strategic directions; (b) Development of a draft mission and vision statement by the leadership of the organization; and (c) staff focus groups to discuss the core values and beliefs that drive MLHU's work.

In the *Setting the Course Phase*, the draft strategic directions, mission, vision and core values are validated by Board members and staff. Teams then define specific activities that will be done to advance each of the strategic directions.

And finally, the *Launch Phase* compiles activities into a 5 year strategic plan. The strategic plan and the validated mission, vision and core values are then approved by the Board of Health. The BSC is also implemented to begin monitoring progress.

Governance Committee Involvement

Board of Health members play a role in all phases of the proposed strategic planning process. To support continuity and opportunity for fulsome discussion about strategic planning, staff recommend that all future reports on strategic planning go to the Governance Committee (see [Appendix B](#) – Revised Governance Committee Terms of Reference).

Next Steps

Once approved, staff will begin implementing the process. The next element involving Board of Health members is drafting a new mission and vision statement with Senior Leadership Team.

This report was prepared by Mr. Ross Graham, Manager of Strategic Projects and Ms. Laura Di Cesare, Director of Human Resources & Corporate Strategy.



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