



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2014 September 18

STRATEGIC PLANNING PROCESS UPDATE

Recommendation

It is recommended that the Governance Committee receive Report No. 05-14GC re Strategic Planning Process Update for information.

Key Points

- Staff have been actively working to implement the strategic planning process following its approval at the May Board of Health meeting.
- Progress to date includes a launch event, five staff consultation sessions, a retreat, extensive research and the creation of a Strategic Planning Advisory Committee.
- Focus is now on finalizing the mission, vision and values and shifting toward synthesis of this information into strategic priorities/directions for the next five years.

Background

Governance Committee members will recall endorsing the proposed strategic planning process at the May 2014 meeting (Report No. [03-14GC](#)). This process was later approved by the Board of Health. Since then, staff have been actively working to advance the strategic planning process. This report outlines the strategic plan progress to date and the proposed values tree ([Appendix A](#)). An updated process chart is attached as [Appendix B](#).

Progress to Date

Launch Event - On June 3rd, all staff were invited to take part in a *Strategic Planning Launch Event*. This event included an overview of the planning process and a motivating speech from Glen Pearson. Staff were also asked to report “one thing MLHU must do” as part of strategic planning. Over 145 responses were received. The main themes were: (a) listen and engage staff in the process, (b) maintain open communication and a transparent process, and (c) follow through once the plan is developed. These responses were incorporated into future planning process elements.

Staff Consultations – Five half-day staff consultations have been held during July and August (approx. 150 staff attended in total). Each session was facilitated by Dr. Mackie and staff completed activities regarding the core values and mission (or “noble cause”) that drive MLHU’s work. Evaluations have indicated a high level of satisfaction with these sessions.

Retreats – Board members and the Senior Leadership Team (SLT) participated in a retreat to develop a vision and noble cause, as well as explore the topic of generative governance.

Research – A multifaceted research project is underway to explore “how MLHU can become the highest performing health unit in Canada.” The project’s goal is to identify key priorities/directions that will improve

performance at MLHU over the next 5 years. The project will also identify a process to monitor progress on the strategic priorities/directions.

Advisory Committee – A multidisciplinary Strategic Planning Advisory Committee (SPAC) has been created to oversee the process, ensure staff engagement and make recommendations to the SLT.

Mission and Vision Statements

The mission and vision statements were developed at the two Board of Health and Senior Leadership Team Retreats in November 2013 and July 2014.

Proposed Values Tree

The five staff consultations and subsequent review by the SPAC and SLT have resulted in the proposed values tree (Appendix A).

Next Steps

Once final consensus on mission, vision and values is reached by SLT and SPAC, key priorities for the next phase of the strategic planning process include: (a) reviewing research findings and identifying Strategic Priorities, (b) defining activities to be integrated into the operational plans to achieve the Strategic Priorities, and (c) developing recommendations for monitoring progress on the Strategic Priorities.

Staff and Board members will continue to play a critical role in the process by reviewing, validating and recommending various elements of the draft strategic plan.

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



Christopher Mackie, MD, MHSc, CCFP, FRCPC
Medical Officer of Health