

Strategic Planning Policy

1. Purpose

The purpose of this policy is to set out the Council's commitment to setting broad directions on what is to be accomplished and the required conditions, to guide operational decisions, led by the Executive Director, in developing, implementing, and monitoring the Strategic Plan.

Developing the Strategic Plan involves reviewing where the organization is now, where it would like to be in the future, how it intends to get there, and the resources required to achieve this. It is critical to successfully fulfilling the SALPN mandate and helps to invigorate and renew the sense of purpose and commitment between the Council and Management.

2. Policy

The Council shall contribute to the fulfillment of its fiduciary duty by setting the organization's future vision and desired outcomes to address changing/emerging priorities, needs and trends of the health care system, the public and other stakeholders, and to ensure long-term viability and financial stability.

The Council will demonstrate best-practice governance ensuring that the organization continues to be well positioned to fulfil its public-serving mandate by approving:

- *the Mission, Vision and Values Statements*
- *a multi-year Strategic Plan that:*
 - *identifies concrete themes and directions to guide operational decisions led by the Executive Director*
 - *identifies the parameters for measuring and assessing progress towards achieving Council-approved outcomes*
- *an annual Operational Plan that sets out how the Strategic Plan is to be executed through various initiatives or activities.*

The Council shall partner with the Executive Director to:

- *establish an effective and flexible strategic planning process, such as examining the current context, considering the strengths-weaknesses-opportunities-threats of the organization, evaluating the "measurability" and relevance of the Key Performance Indicators and assessing the risks*
- *engage and consult with stakeholders, as required*
- *review, update and monitor the Strategic Plan.*

3. Process

3.1 Set a Strategic Context

The Council provides leadership at the broadest level by setting the strategic context for a defined length of time. The Council reviews the circumstances that may impact the SALPN going forward, the current position of the organization and recommendations from the Executive Director regarding developing a Strategic Plan consistent with the organization's Mission, Vision and Values Statements. (See definitions in Section 5.)

3.2 Develop a Multi-Year Strategic Plan

Once the strategic context is set by the Council, the Executive Director, in partnership with staff, creates a Strategic Plan that articulates the organization's goals and strategic initiatives in line with the Council-approved Mission, Vision and Values Statements.

3.3 Create an Operational Plan

Annually, the Executive Director establishes an Operational Plan with SALPN staff. This plan sets out how the organization will achieve the goals of the Strategic Plan, within the parameters set by the Council. The Operational Plan also articulates specific objectives, tactics, activities, and allocation of resources. Note: The Operational Plan provides the foundation for the Executive Director's annual performance plan.

3.4 Communicate the Strategic Plan

The Strategic Plan is shared throughout the organization to inform staff of impacts on their roles and their work, encourage engagement, and generate enthusiasm for and commitment to the goals and key concepts of the Strategic Plan. The Strategic Plan is also communicated to key stakeholders through various channels to build interest and support for the SALPN's public-serving mandate and legislated responsibilities.

3.5 Monitor Achievements of Strategic Plan Objectives

The Executive Director tracks progress and results against Key Performance Indicators and communicates progress to the Council, with recommendations, if any, on "course corrections" that might be necessary to the Strategic and/or Operational Plans, based on intervening events.

4. Roles and Responsibilities

4.1 Council

- *Sets the context for the Strategic Plan by defining the Mission, Vision and Values (MVV) Statements and high-level strategic directions.*
- *Ensures the Strategic Plan is in alignment with SALPN's public-protection mandate.*
- *Approves the Strategic Plan.*
- *Reviews and approves the Operational Plan goals and objectives prepared annually by the Executive Director and ensures alignment with the Strategic Plan.*
- *Monitor's performance consistent with Council-approved Key Performance Indicators.*

4.2 Governance Committee

- *Develops and recommends the strategic planning process, including the pre-planning process where required, to enable the Council to review the Mission, Vision and Values Statements, Strategic Plan and Annual Operational Plan.*

4.3 Executive Director

- *Develops the Strategic Plan consistent with Council-approved Mission, Vision and Values Statements and Strategic Context.*
- *Executes the Strategic Plan by developing the annual Operational Plan.*
- *Assesses the need to refine the Strategic Plan to address changing/emerging needs.*
- *Implements a strategic planning process consistent with this policy.*
- *Tracks results and provides progress reports to the Council.*
- *Develops administrative procedures consistent with this policy.*

5. Definitions

<i>Strategic Planning</i>	<i>The dynamic process that proactively addresses where the organization is going (vision) and how it intends to get there. The goal is to increase the likelihood that the organization will achieve this vision, fulfil its mandate and make effective use of its resources.</i> <i>The process is typically sequential and starts with creating a vision of where the organization should be in the future, analyzing internal and external conditions, determining the status of the organization, and then developing operational plans to close the gap over time, understanding that intervening events may require ad hoc changes.</i>
<i>Strategic Plan</i>	<i>The “output” of the strategic planning process. The Strategic Plan should include the organization’s mission, vision and values statements along with the key strategic directions of the organization.</i>
<i>Operational Plan</i>	<i>Provides a clear picture of how the Strategic Plan is to be executed through various activities, programs and tactics. An effective operational plan contributes to the achievement of strategic goals.</i>
<i>Mission Statement</i>	<i>Describes what the organization is doing right now: its purpose and reason for existence.</i>
<i>Vision Statement</i>	<i>Describes what the organization wants or aspires to be in the future, how things will be different and who will be affected.</i>
<i>Values Statement</i>	<i>Describes the guiding principles/a code of conduct that explains how the organization intends to operate.</i>

6. Related Policies

This policy should be read in conjunction with:

- *Council of Directors Roles and Responsibilities*
- *Council of Directors Terms of Reference*