

**ISSUED BY:** Board of Directors  
**AUTHORIZED BY:** Board of Directors  
**ISSUE DATE:** July 8, 2003  
**CATEGORY:** Part I - Ends  
**SUBJECT:** **STRATEGIC PLANNING**

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The Strategic Plan for Health Sciences North is the overall description of where the Hospital wishes to be – a description that is an achievable state for the organization and that is meaningful.

The Strategic Plan will articulate the organization’s Purpose, Values, Key Goals or Aspirations and desired Outcomes.

The Board will:

- Ensure that there is a Strategic Plan in place duly approved by the Board, normally for a five-year period;
- Consider key stakeholders and health care needs and engage with the community served, the Local Health Integration Network (LHIN), Ontario Health (North) and other health service providers when developing its Strategic Plan as required under *the Local Health System Integration Act*;
- Consider performance benchmarking information with appropriate comparator organizations as well as information from the Canadian Institute for Health Information and Ontario Health when developing its Strategic Plan;
- Ensure that the approved Strategic Plan is aligned with community need, Ministry of Health policy, Integrated Health Services Plan from the LHIN and/or Ontario Health, and promote where appropriate interdependencies with other health service providers;
- Use its Strategic Plan to inform the development and approval by the Board of its annual Quality Improvement Plan and annual performance goals for the Chief Executive Officer (CEO) and the Chief of Staff;
- Expect the CEO to report at each regular Board meeting on notable developments aligned with its Strategic Plan;
- Review its Strategic Plan on an annual basis.

### **Process**

1. The CEO is responsible to the Board for recommending a strategic planning process through the Board’s Long Range Planning Committee, for approval by the Board.
2. The Board will approve Terms of Reference to guide the development of its Strategic Plan, which shall include the:
  - a. Scope of the Strategic Plan;
  - b. Principles informing the process;
  - c. Creation of a Steering Committee, its purpose and membership; and

- d. Proposed process.
3. The proposed strategic planning process shall feature broad internal and external engagement to maximize buy-in in its implementation.
  4. Once the Strategic Plan has been developed and approved, everything the organization does, undertakes as new, or stops doing, will consider whether or not it advances the accomplishment of the Strategic Plan.
  5. The CEO shall ensure that organizational practices including improvement efforts foster the greatest alignment possible with the Strategic Plan approved by the Board.