

BOARD OF DIRECTORS

Health Sciences North / Horizon Santé-Nord

ISSUED BY: Board of Directors

AUTHORIZED BY: Board of Directors

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PAGE: 1 of 2

CATEGORY: Part I - Ends

SUBJECT: **STRATEGIC PLANNING**

The strategic plan will be developed jointly between Health Sciences North (HSN) and the Health Science North Research Institute (HSNRI). The strategic plan is the overall description of where the organizations wish to be – a description that is meaningful and achievable.

The strategic plan is a living document that defines priorities and guides HSN and HSNRI towards a future desired state, which could include, but is not limited to the organizations' Purpose, Commitments, Values, Key Goals and desired Outcomes.

The Board will:

- Ensure that there is a strategic plan in place duly approved by the Board, normally for a three- to five-year period;
- Consider key stakeholders and health care needs and engage with the communities served, Ontario Health (North) and other health service providers when developing the strategic plan as required under the *Connecting Care Act, 2019*;
- Consider performance benchmarking information with appropriate comparator organizations as well as information from the Canadian Institute for Health Information and Ontario Health when developing the strategic plan;
- Ensure that the approved strategic plan is aligned with community need, Ministry of Health and/or Ontario Health policy, and promotes where appropriate interdependencies with other health service providers and academic partners;
- Use the 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 the strategic plan;
- Review the 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 the 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 for 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 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.

Policy Review Log

Date	Action
July 8, 2003	Issued
February 9, 2010	Revised
May 11, 2010	Revised
January 17, 2013	Reviewed
October 10, 2016	Reviewed
January 9, 2018	Revised
January 26, 2021	Revised
March 26, 2024	Revised