

POLICY NUMBER: GP - 6
ISSUING AUTHORITY: Board of Directors
Date: Issued December 19, 2012
Reviewed September 13, 2023
Revised September 26, 2023



SUBJECT:

Governance Process
STRATEGIC PLANNING

POLICY:

Accountable for the sustainable future of Southern Health–Santé Sud, the Board of Directors is responsible for setting the organization’s overall direction by:

- establishing the strategic framework which includes the Core Values, Vision, Mission, Statement of Purpose determination and Strategic Priorities.
- overseeing the development, execution and fulfillment of the strategic plan

Consistent with Governance Process (GP-1) Global Governance Commitment, the Board, on behalf of the legal and moral ownership, aligns its strategies with the government’s mandate and provincial plan and priorities, direction and fiscal realities.

More specifically:

1. In partnership with the CEO and senior leadership, the Board ensures the development of the Core Values, Vision, Mission, Statement of Purpose determination and Strategic Priorities.
 - i. The Board’s focus is on setting the broadest priorities vs. administrative/operational details and programmatic implementation and, by stating in policy (Executive Limitations), what the limits of conduct or conditions within which leadership operates.
 - ii. The Board specifies the measures of performance to evaluate progress on achievement of strategies.
 - iii. Input is sought from the community, partners, clients, families, staff and physicians and others as required.
 - iv. While a comprehensive Community Health Assessment is conducted every 5 years the health needs in the region are always considered.
 - v. Strategy development, action plans, execution and implementation are ongoing management responsibilities.
 - vi. The Strategic Plan is shared publicly on Southern Health–Santé Sud’s website.

2. In accordance with *The Health System Governance and Accountability Act*, the Strategic Plan is reviewed and revised at least once every five years, and more frequently if required by the Minister. If the circumstances require, the Board may reassess the Strategic Plan to consider significant new developments and potential impact to the organization.
3. The Board engages in a strategic thinking process on a regular basis.
 - i. The Board uses the vision and values as a framework for board decision-making at every meeting.
 - ii. The board agenda design provides for discussion time around strategic and insightful discussions.
 - iii. The Board regularly monitors performance on achievement of the strategic plan.
 - iv. With the CEO and senior leadership, an environmental scan is conducted to analyze information, data, literature reviews and knowledge from multiple sources and to identify critical strategic issues or validate relevance of various components of the strategic plan.
4. The Board approves the Annual Operational Plan prepared by the CEO and senior leadership. Aligning with the Strategic Plan, the Annual Operational Plan defines the tactics for operationalization.
5. The Board to review the Statement of Purpose on an annual basis as an educational component i.e. add to Annual Governance Plan to take place at each September Board meeting.

