

<b>TITLE:</b>	<b>Strategic Planning</b>		
<b>Manual/Policy#:</b>	MRHA Board of Directors # I-1	<b>Division:</b>	AGH/ CPDMH
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<b>Last Date Reviewed:</b>	October 2023	<b>Cross Reference(s):</b>	AGH/CPDMH Alliance Agreement Allied Boards Governance & Nominating Committee Terms of Reference

**1. POLICY STATEMENT:**

Article 4.12(g) of the MRHA Common Administrative By-laws provides that the Allied Boards is responsible for establishing the mission, objectives and strategic plan of the Almonte General Hospital Corporation and the Carleton Place & District Memorial Hospital Corporation (“the Corporations”).

The vision, mission and values of the Corporations provide the foundation upon which strategic directions are developed. The strategic plan will incorporate specific, focused and measurable strategic directions to be pursued over the course of the plan, as well as longer term directional priorities.

**2. SCOPE:**

This policy guides the Allied Boards, management, staff and medical staff who are involved in the strategic planning process.

**3. GUIDING PRINCIPLES:**

N/A

**4. DEFINITIONS:**

N/A

**5. PROCEDURE:**

Allied Boards Responsibilities

The Allied Boards will:

- consider key stakeholders and health care needs and ensure appropriate engagement with the community, Ontario Health and other health service providers when developing plans and setting priorities for the delivery of hospital-based health care as required under the *Local Health System Integration Act, 2006*

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- establish and periodically review and update the vision, mission and values of the Corporations;
- contribute to the development of and approve the strategic plan of the Corporations, ensuring that it is aligned with community needs, Ministry policy and the Ontario Health integrated health services plan;
- conduct a review of the strategic plan bi-annually, or more frequently as circumstances require, and assess the need to refine the strategic directions as the environment dictates;
- approve the measures and targets related to each strategic direction in the form of a work plan and direct management to report on a regular basis the progress that is being made consistent with the strategic directions and the overall plan;
- in approving the annual hospital operating plan, ensure that the operating plan enables the attainment of the strategic plan and directions over time; and
- monitor and measure corporate performance regularly consistent with strategic and operating plans and performance measures and targets approved by the Allied Boards

### Strategic Planning Process

The CEO is responsible to the Allied Boards for establishing the strategic planning process, for Allied Boards approval. The Allied Boards will engage with the CEO and senior management team in developing the strategic plan and monitoring it on an on-going basis.

Once the strategic plan has been developed, the decision-making processes of the Corporations will include an assessment of whether or not a recommended action advances achievement of the strategic plan.

The annual operating plan of the Corporations will support advancement of the strategic plan through the allocation of human, physical and/or financial resources to achieve the measures and targets in the strategic plan work plan on the timeline contemplated in the work plan.

Bi-annually the Allied Boards will review the strategic plan and the progress being made to advance its achievement. As necessary, the Allied Boards will direct the CEO and senior management team to augment/revise/update the strategic plan and/or the workplan to ensure they continue to support the achievement of the vision, mission and values of the Corporations.

The CEO and senior management team will provide monitoring and progress reports to the Allied Boards in November and May of each year.

### **6. REFERENCES:**

Strategic Planning Policy, Kingston General Hospital October 2014  
Strategic Planning Policy, Trillium Health Partners November 2013

### **7. APPENDICES:**

N/A

**Evaluation:** This policy will be reviewed every two years