



Board of Directors
Policy Manual

Subject: **STRATEGIC PLANNING
COMMITTEE TERMS OF REFERENCE**
Policy # 4-070
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POLICY

The Board, in collaboration with the CEO and supported by the management team, is responsible for establishing the strategic direction and priorities of the Hospital. In 2023 the Strategic Planning Committee (“the Committee”) was mandated to initiate and guide a strategic planning process to create the Strategic Plan for approval by the Board. The Strategic Plan will clearly express the Hospital’s purpose, objectives and future directions, and the means to achieve them.

PURPOSE

These Terms of Reference specify the committee’s role, responsibilities, membership and procedures.

PROCEDURE

Membership

1. Chair: Board Chair, or Board approved designate
2. No fewer than three (3) Directors
3. No fewer than two (2) Community Members
4. Chair of PFAC
5. Ex-Officio Members
 - CEO
 - CMH Foundation Executive Director
 - CNE
 - CFO

Functions

The Committee, working with the CEO and Senior Management Team will:

- 1) Procure external resources to assist in the strategic planning process and creation of the Strategic Plan

- 2) Facilitate an environmental scan and analysis.
- 3) Develop and oversee the strategic planning process to refocus the Hospital on the future; create new partnership opportunities, advance redevelopment initiatives and initiate conversations about the role the Hospital plays in the community. The intent is to be innovative and inclusive in the way CMH co-creates a new strategy with patients, staff and the community. Strategic planning will support and provide a foundation for further redevelopment initiatives.
- 4) Generate creative ways to engage internal and external stakeholders. The Committee will identify key stakeholders, appropriate timing and vehicles for consultation; develop targeted messages and questions for various groups and assist in analyzing stakeholder feedback and other data.
- 5) Produce a draft Strategic Plan for Board review, which includes mission, vision and purpose statements, key priorities/direction to achieve the vision, and key performance indicators to monitor strategic plan implementation.
- 6) As part of the Hospital's Communications and Engagement Plan, develop and implement a comprehensive communications strategy to support engagement, report back on results and launch the new Strategic Plan.
- 7) Communicate and collaborate with other Hospital committees and groups to ensure messaging and coordination of efforts to avoid stakeholder confusion and fatigue (For example, Redevelopment Committee, CMH Foundation, Auxiliary, Patient and Family Advisory Council).
- 8) Identify and recommend for approval additional resources that may be required to complete the Strategic Plan.

Meeting Arrangements

The Committee will meet regularly at a frequency determined by the Committee's workload and project milestones. Meetings may be conducted in person or virtually.

Quorum

A simple majority of members (50% plus one) will constitute a quorum.

Reporting

The Committee will provide regular updates and progress reports to the Board.