

Strategic planning

Strategic planning guides the direction and work of your organization. A strategic plan clearly articulates the vision, mission, goals and objectives of the organization. The plan defines where the organization is heading, how it will get there and how to know if the goals are reached.

There are many ways to approach strategic planning and the principles can be utilized at both the Division and the Collaborative Services Committee (CSC) levels. Depending on the circumstances, a modified version of strategic planning may be appropriate.

Preparation for planning

Determine who should be involved in your strategic planning process. For example, in addition to board members, you might include staff and possibly community partners. Remember that from a Division perspective, the membership voice guides the priority setting, so there needs to be significant member engagement prior to starting the process of strategic planning. Seeking member input in the form of engagement events, surveys and focus groups will provide the board with information to take into the strategic planning process, to ensure the plan represents the membership and not just the goals of the individual board members.

If strategic planning is located within the CSC, the health authority and other partners will also need to engage their organizations in understanding their priorities. This information will then be brought into the CSC strategic planning process along with the Division's strategic priorities and identified goals.

Vision, mission and values

The vision, mission and values of your division form the foundation upon which you will develop your strategic priorities, goals and objectives for the organization. This in turn sets the direction and guides your decision making. If you are engaged in strategic planning at the CSC level much of this foundational information is embedded in the CSC Terms of Reference and will help shape the strategic planning and priority setting process at the CSC level.

Vision

- Describes an ideal future
- Reflects the essence of the organization's mission and values
- Answers the question "what impact are we hoping to have on our community?"
- Reflects the organization's purpose
- The future you want to create for the community you wish to impact.

Mission

- Describes what the organization/committee does, with or for whom it does it and, in broad terms, how it does it
- What does the organization/committee hope to achieve

- Sets the boundaries of the organization/committee’s activities
 - What the organization is
 - What the organization aims to achieve
 - Who is the target group of the work
- Your mission statement turns your vision into practice.

Values

- The shared values that underpin the work
- Answer the question of “how do we carry out our mission”?
- Value statements guide the organization/committee in its decision making
- What does the organization believe in, what does the organization/committee value.

Rationale

This section of the strategic plan provides a narrative summary defining your strategies and targets and how they were chosen. Why has the board/CSC chosen a particular strategic priority or target population to focus on in the strategic plan? For the Division, this section summarises your membership survey and engagement results. You might also briefly identify relevant best practices associated with your strategic priorities.

At the CSC level, provide a brief overview of the priorities for the Division, health authority and the other partners and how the shared priorities between the organizations became the strategic priorities for the CSC.

Goals, objectives and action plans

Goals

Goals are clear and simple statements of your mission that declare what the accomplishment will be if the mission is completed. What do you need to accomplish your organizations/committee’s purpose? Goals clearly state specific, measurable outcomes or changes that will be evident after completing the activity.

Objectives

Objectives are specific measurable results. What specifically will you do to achieve your goals in measurable terms?

Action plans

Identify specific action plans for each objective. What are the tasks; who is responsible, what is the time frame, what strategies/measures will be used and what resources are required?



GOAL # _____

Objective	Activity/ task	Timeline	Lead	Strategies	Measure(s)	Resources needed

