



Sample Committee Charter: Strategic Planning Committee—Freestanding Hospital Board

Purpose

The principal purpose of this committee is to make recommendations to the hospital board of directors relating to performance toward overall long-range strategic plans, as well as provide advice on urgent corporate strategic issues (includes oversight of strategy regarding all technology).

Responsibilities

In fulfilling its charge, the strategic planning committee is responsible for the following activities and functions:

- Review and recommend revisions to mission, vision, and values of the organization.
- Provide advice to the hospital board and counsel the president/CEO of the hospital regarding corporate policy, strategic issues management, long-range plans, and, in general, the overall strategic direction of the organization.
- Recommend policies and procedures that define how strategic plans are developed and updated (e.g., who is to be involved, timeframes, and the roles of the board, management, physicians, and staff).
- Review and make recommendations relating to the hospital's annual update of the strategic plan, and ensure that the strategic plan reflects and furthers the organization's mission, vision, and values.
- Develop specific mission-based goals and objectives for strategic alignment/partnering opportunities.
- Review proposals for and make recommendations regarding new business ventures and alignment opportunities, including affiliation/collaboration proposals, new technology, and proposals for discontinuing services.
- Monitor implementation of the strategic plan and major strategic initiatives.
- Hold management accountable for accomplishing the strategic plan by requiring that major strategic projects or initiatives specify both measurable criteria for success and those responsible for implementation.
- Monitor legal, regulatory, and legislative developments in general and alignment opportunities in particular.
- Keep abreast of major state and national issues relating to healthcare and make recommendations to the board, as appropriate, regarding advocacy efforts.
- Work with management to gain awareness of, and prepare to respond to, matters of business disruptions.
- Require management to maintain an up-to-date medical staff development plan that identifies the organization's needs for ongoing physician availability.
- Review present information systems in view of current technology and make recommendations regarding systems to more fully integrate clinical, financial, and managerial functions, and to more fully support strategic business objectives and operational needs.
- Review and periodically revise the information systems plan to ensure that present and planned systems fully support the strategic business objectives and operational needs of the organization.



- Review significant information systems capital expenditure proposals in view of the information systems plan and make recommendations.
- Ensure that physicians and other key stakeholders are included in the strategic planning process.
- Perform an annual committee self-assessment; review the committee charter and advance recommendations for any changes to the board for approval.

Composition

Committee members (seven to nine) are appointed in accordance with hospital bylaws by the chairperson of the hospital board, including board members and non-board members. The board chairperson also appoints the committee chair. Board officers and the CEO should also be members of this committee or attend meetings. The Vice President of Strategy is staff to the committee.

Recommended skills and competencies:

- Strategic visioning and integration of strategic planning with long-term financial and operational planning
- Healthcare industry trends and the organization's competitive position in the marketplace
- Community health status and improvement
- Application of the organization's mission to the board's responsibilities for strategic planning, decision-making and oversight
- Strategic partnering models/options
- Population health management
- Business model transformation
- Value-based care and risk-based payment models
- Organizational transformation and innovation
- Change management

Meeting Schedule

Quarterly or as needed.