



Sample Committee Charter: Strategic Planning Committee—Health System Board

Purpose

The strategic planning committee of the system board of directors is established to advise the board on major system strategies, directions, and priorities.

Note: System boards can conduct strategic planning at the full-board level; we recommend assessing whether a standing committee is needed or if an ad-hoc task force could be created instead when the plan needs to be updated, for planning the annual strategy retreat, and/or when a new strategic plan needs to be created.

Responsibilities

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

- Review and recommend revisions to mission, vision, and values of the organization.
- Keep abreast of major trends and issues in the delivery of healthcare that have implications for the health system/hospital.
- Work with management to gain awareness of, and prepare to respond to, matters of business disruptions.
- Direct the strategic planning process for the system, which includes:
 - Reviewing and recommending the strategic direction and long-range plan for the organization.
 - Updating the system strategic plan every three years.
 - Monitoring and evaluating the implementation of system strategies, including subsidiaries, on an annual basis in light of a changing healthcare environment.
 - If subsidiaries maintain their own strategic plans, ensure that they are in alignment with the system's strategy.
 - Ensure that physicians and other key stakeholders are included in the strategic planning process.
- 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.
- Require management to maintain an up-to-date medical staff development plan that identifies the organization's needs for ongoing physician availability.
- **Develop specific mission-based goals and objectives for strategic alignment/partnering opportunities**
- Review proposals related to the dissolution, merger, or closure of a system institution and make recommendations to the board of directors.
- Review proposals to assume sponsorship of non-system institutions through acquisition, lease, or management contract and make recommendations to the board of directors.
- Review proposals to establish a new system organization or division and make recommendations to the board of directors.
- Review institutional master site development plans and make recommendations to the board of directors.
- Review the translation of system strategies into annual objectives for all subsidiaries.



- Review institutional proposals that pose major policy issues for the system in terms of mission, strategic direction, or financial requirements. Examples might include establishing a new corporation or division, acquiring an institution, a fundamental change in the mission and services of an institution, and building projects with significant financial implications for the system.
- Review major public policy issues calling for formal board positions or system actions.
- Perform an annual committee self-assessment; review the committee charter and advance recommendations for any changes to the board for approval.

Composition

The committee will consist of five to seven members who represent the perspectives of medicine, finance, planning, community relations, and public affairs. The board chair will lead the committee; it should include at least one physician. The senior executive responsible for strategy will staff the committee.

From time to time, external leaders from the market will be invited to explore and discuss trends and issues deemed important to the plans and performance of the system and its component parts.

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

Two to four times per year