



# PRHC Strategic Planning

Board Strategic Planning Committee  
May 16<sup>th</sup>, 2011

# Agenda

1. Retreat Debrief
2. Retreat Survey Results
3. Summary of Break-out Group Feedback
  - Goal Updates
4. Draft Strategic Plan TOC
5. Update/Materials for May 25<sup>th</sup> Board Meeting

# 1. Retreat Debrief: Feedback

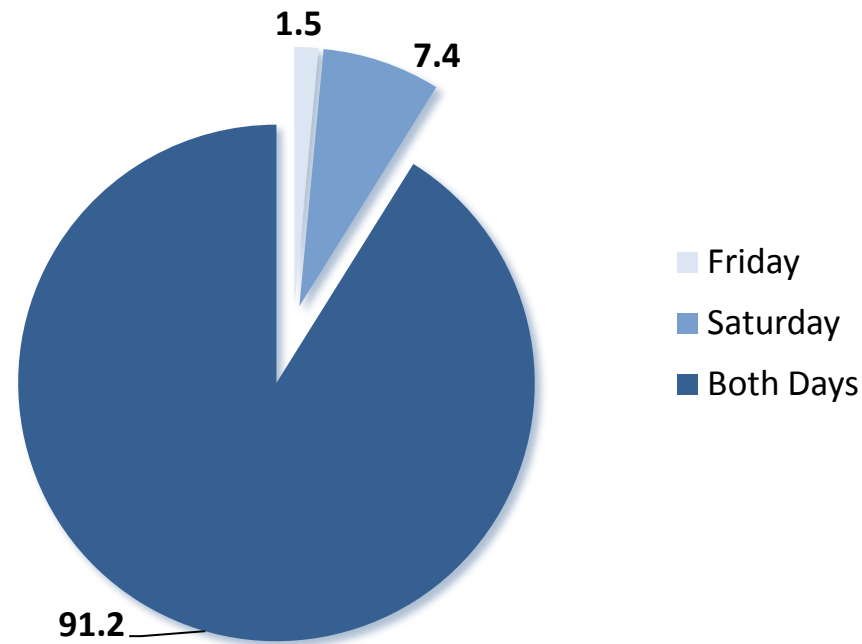
- Board Members
- Staff
- Colleagues
- Partner Emails, Meetings and Phone Calls
- Media
- Other

## 2. Retreat Survey Results

# PRHC Retreat Survey Results

Number of Survey Participants: 68

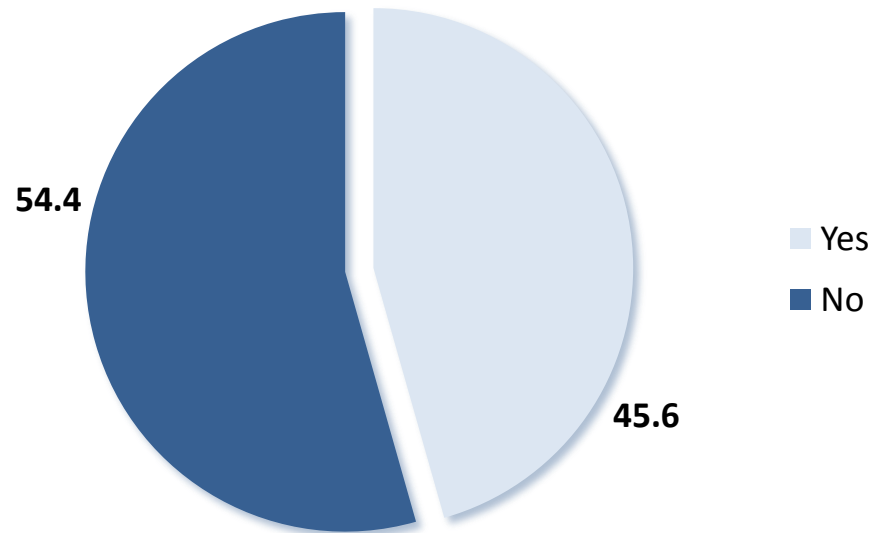
**Question 1: What days of the PRHC Retreat did you attend?**



**Additional response option not available for this question.**

# PRHC Retreat Survey Results

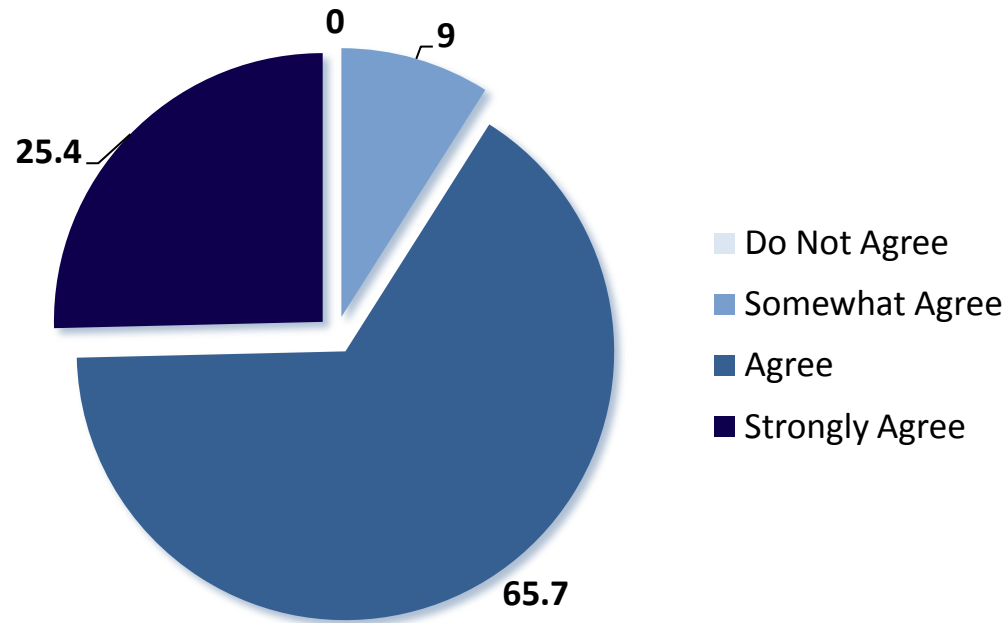
**Question 2: Are you a PRHC employee?**



**Additional response option not available for this question.**

# PRHC Retreat Survey Results

**Question 3: Expectations of the Planning Retreat participants were clearly articulated at the beginning of the session:**



**Participants who submitted an additional response: 5**

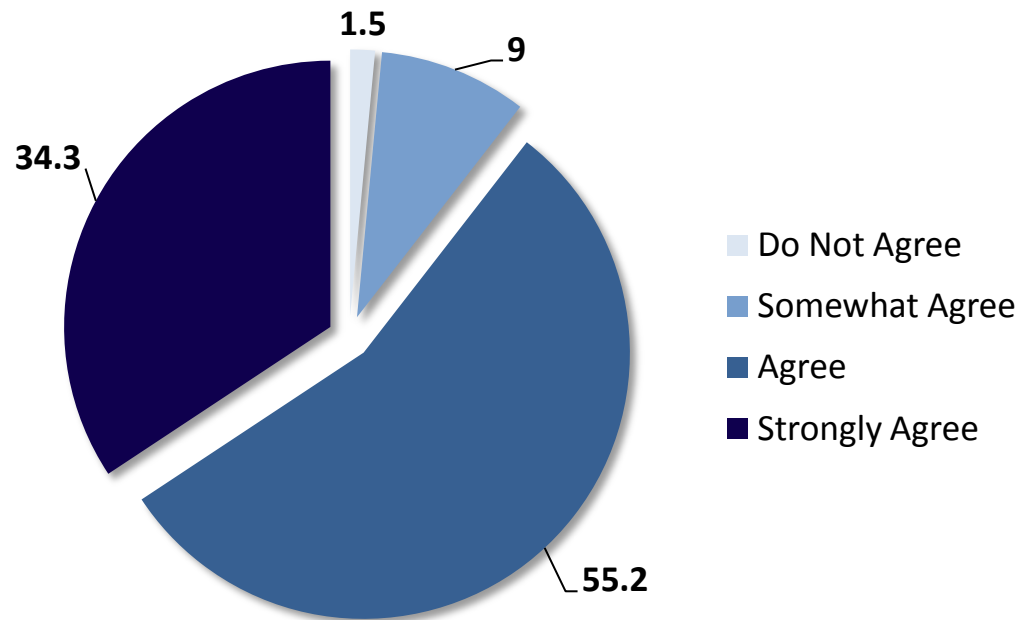
# Survey Results: Expectations Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

<b>Positive</b>	<b>Neutral</b>	<b>Constructive</b>
2	2	1
Very complete and informative background information and statistics in the documentation.	Unfortunately due to illness I was only able to attend the Friday session.	Expectations outlined Friday were not quite a match with what occurred, asked to give input but few opportunities to do so.
Clearly identified on agenda provided.	It was not fully clear that day two would be as much small group input which was valuable and so not fully appreciated up front.	

# PRHC Retreat Survey Results

**Question 4: The Retreat Package (pre-reading materials) provided a good picture of PRHC and its environment:**



**Participants who submitted an additional response: 18**

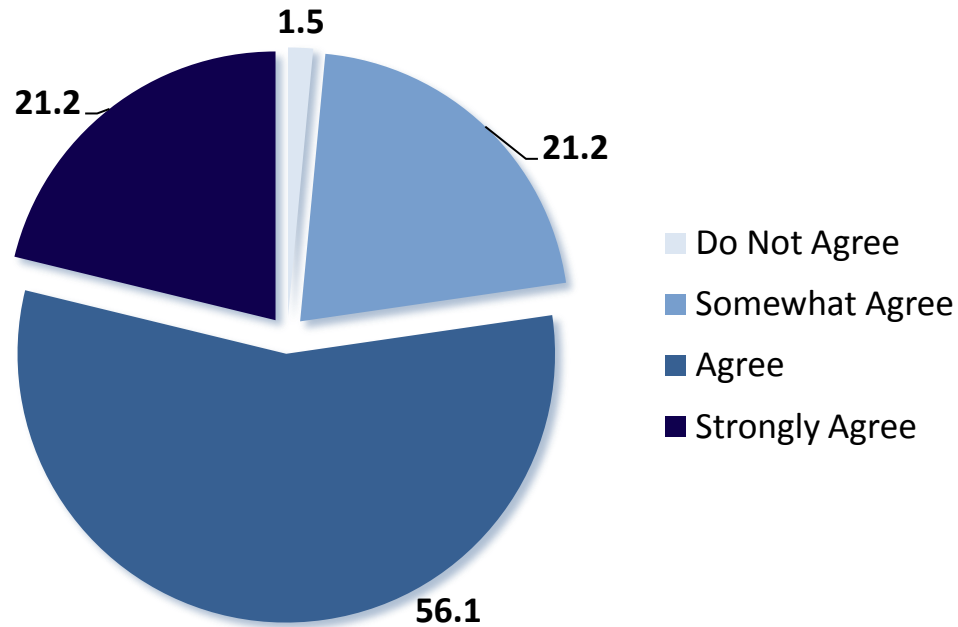
# Survey Results: Retreat Package Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

<b>Positive</b>	<b>Neutral</b>	<b>Constructive</b>
6	7	5
<p>This was great! It gave us a great idea of many issues. I think though we could have spent less time reviewing it over the weekend, and move on to discussion.</p>	<p>Good summary of process to date including honest feedback of concerns as identified.</p>	<p>Received information two days before retreat and did not provide sufficient time to extract enough information from the data to ensure that my input was knowledgeable and reliable. Would truly have loved to participate in more depth.</p>
<p>Excellent Pre -reading package which demonstrated the amount of work accomplished prior to this retreat. The package provided the framework for the weekend.</p>	<p>Would have liked copies of what was presented at the meeting as we couldn't see the bottom of the slides.</p>	<p>Program overviews and relevant data needed to be more comprehensive in order for external stakeholders to be better informed. There certainly appeared to be an interest to learn more detail about PRHC programs and services.</p>

# PRHC Retreat Survey Results

**Question 5: The presentations on Friday afternoon were informative and helped me understand PRHC's planning process, context and strategic directions:**



**Participants who submitted an additional response: 14**

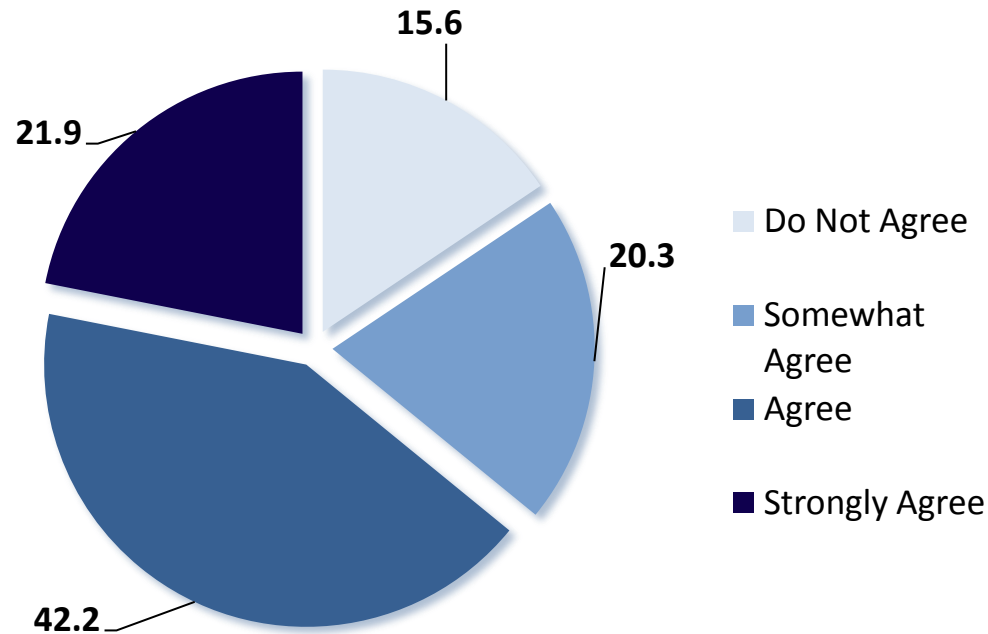
# Survey Results: Presentations Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

<b>Positive</b>	<b>Neutral</b>	<b>Constructive</b>
1	5	8
The sample from various program areas of their program goals that aligned with the draft 10 Organization Wide goals helped to make the discussion concrete and meaningful	We may have tried to achieve too much in terms of sharing information on process. It was also challenging for some participants to develop context in relation to the "big picture" and a greater sense of strategic directions as it may have been information overload. The pace made it feel a little disjointed at times.	I would have liked to know details about the strategic planning process to date. I would have liked to have a list of each programs' stated goals as well to review, think about, and comment on within the weekend as part of the wider community reviewing our thoughts about these goals meeting objectives for health care development within our community.
-	To a large extent the Strategic Plan is an internally generated document, however understand the desire to outreach into the community and other stake-holders.	Just an observation: I found the slide presentation a little difficult to see and follow as the slides were out of sequence.

# PRHC Retreat Survey Results

**Question 6: The Panel Discussion on Friday evening was interesting and raised good discussion topics:**



**Participants who submitted an additional response: 17**

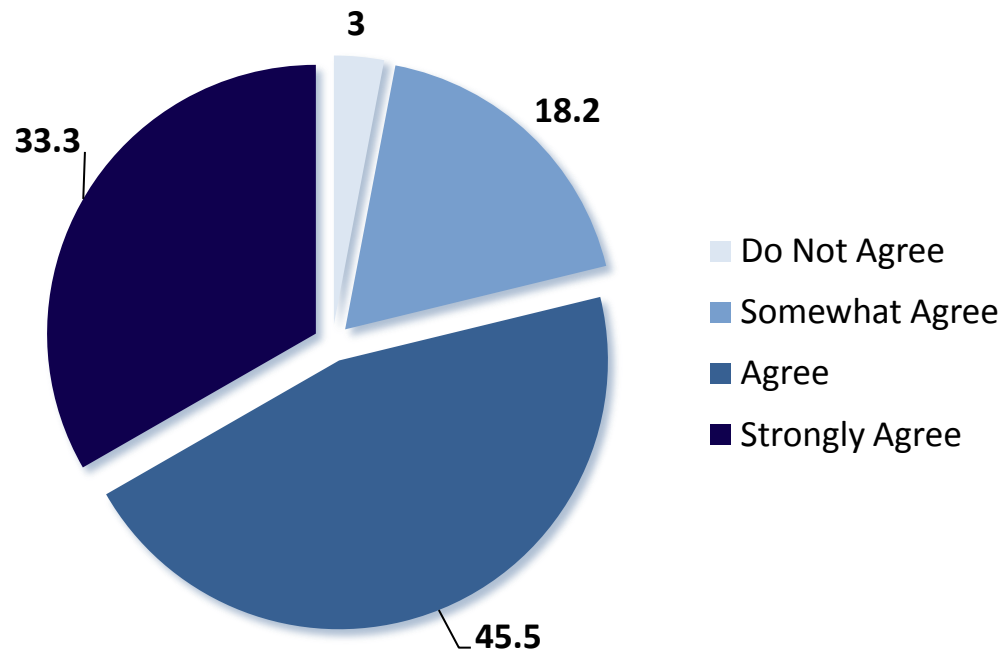
# Survey Results: Panel Discussion Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

Positive	Neutral	Constructive
3	7	7
<p>I appreciated hearing about other organizations and the similarities and differences to PRHC.</p>	<p>I found the panel after dinner very interesting and important to hear some examples of other success stories but it could have been shortened, as this was the very end to a long work day.</p>	<p>Felt this discussion while providing overall general sense of state of health care planning in Ontario it was not at a level that was really able to help generate ideas/directions for PHRC and its community.</p>
<p>Very well done and informative.</p>	<p>I would have liked more time available to hear about and discuss how PRHC came to be involved with RWS, their work together to date and their plans and timeline of continued work together to help better understand the process that PRHC is going through so that I might appreciate how I and others can contribute to this and to let my peers and members in the community know this as well.</p>	<p>We may have tried to achieve too much in terms of sharing information on process. It was also challenging for some participants to develop context in relation to the "big picture" and a greater sense of strategic directions as it may have been information overload. The pace made it feel a little disjointed at times.</p>

# PRHC Retreat Survey Results

**Question 7: The Program Roundtables on Saturday morning provided a good opportunity to meet PRHC staff and learn more about a specific PRHC program:**



**Participants who submitted an additional response: 28**

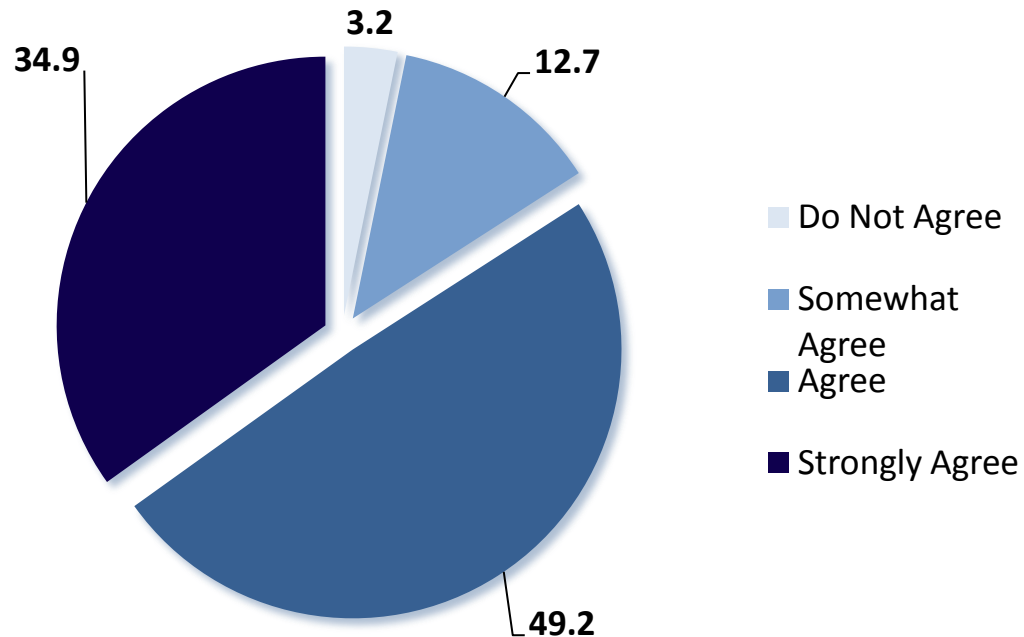
# Survey Results: Program Roundtable Discussion Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

Positive	Neutral	Constructive
10	8	10
<p>I was very satisfied with the quality of discussion and facilitation in these groups, and with the stated opportunity for individuals to change groups if they felt strongly about one issue over another. I also appreciated that there were identified note takers with available laptops to use for this.</p>	<p>Seemed like the beginning of a conversation with community. Most of time was spent on describing what is which was valuable but the input from community members was minimal. A follow up opportunity with more time to discuss interface regarding mental health services at the hospital and community services is needed.</p>	<p>Time was too short in spite of efforts made by RWS to provide enough time. Much appreciated.</p>
<p>These were valuable sessions, and provided cross feedback from PRHC / Stakeholders, and also some identification for the other partners. Very well set up and the leaders were well rehearsed on the topics. Kept to the schedule very well.</p>	<p>Appreciated the opportunity to choose the Program Roundtable for ourselves.</p>	<p>Again, participants wanted to give input and feedback but the sessions were focused on giving not receiving information.</p>

# PRHC Retreat Survey Results

**Question 8: The “Strategic Goal” Break-out Groups on Saturday were effective because I felt my issues, ideas and suggestions were heard, considered and discussed in a meaningful way:**



**Participants who submitted an additional response: 24**

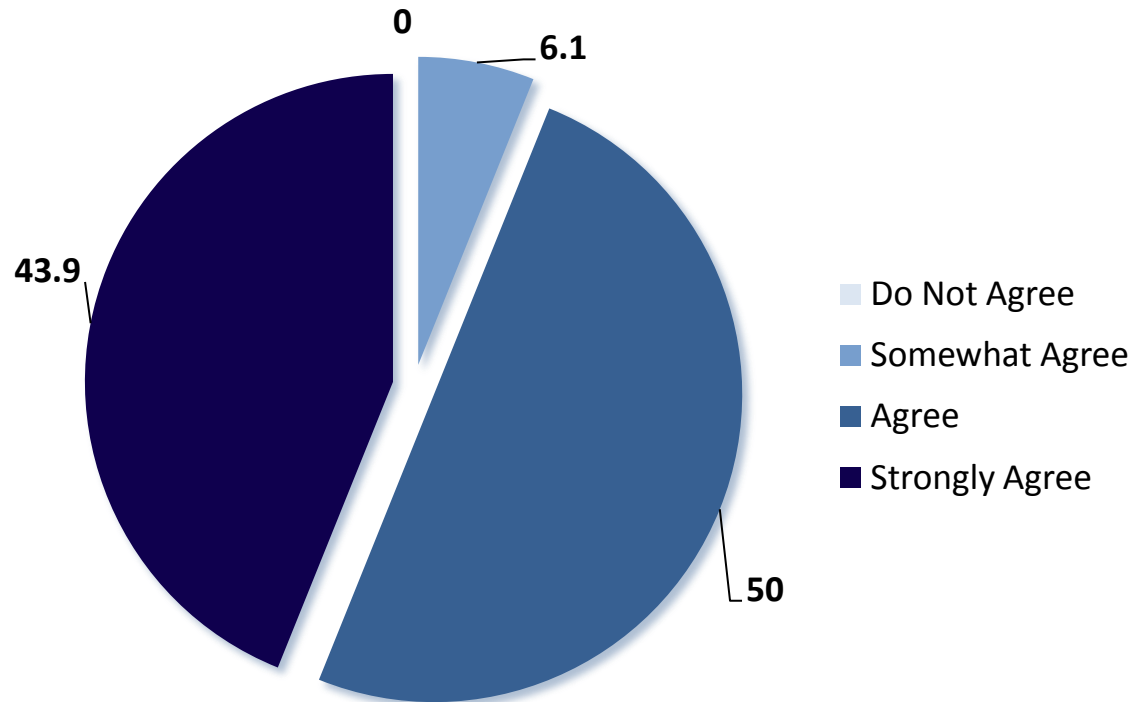
# Survey Results: Strategic Break-Out Session Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

Positive	Neutral	Constructive
16	3	5
<p>I was very satisfied with the quality of discussion and facilitation in these groups, and with the stated opportunity for individuals to change groups if they felt strongly about one issue over another. I also appreciated that there were identified note takers with available laptops to use for this.</p>	<p>Very good ...should have been opportunity to attend more than one session...would have liked the input session format to be more heavily weighted in the agenda</p>	<p>The facilitation of the discussion was effective and participants for the most part did a good job of adding to comments from others and building on key themes. Not sure the large group report back process was reflective of the range of ideas so it will be interesting to see what got captured in minutes and what things actually do make their way into the rework of the goals/actions.</p>
<p>Best part of the strategic planning process.</p>	<p>Great working groups with a variety of participants from varying sectors.</p>	<p>I thought the facilitator did an excellent job of keeping people on track and ensuring all points of view were heard. Again, the only complaint would be the short timelines. There was probably interest within the group to continue the discussion.</p>

# PRHC Retreat Survey Results

**Question 9: Overall, I hold a favourable opinion of PRHC's Planning Retreat:**



**Participants who submitted an additional response: 19**

# Survey Results: Overall Retreat Feedback

*Listed below are the number of comments in each category, followed by a few examples:*

<b>Positive</b>	<b>Neutral</b>	<b>Constructive</b>
15	2	2
<p>As a staff member of PRHC I was honoured to be a part of the Strategic planning retreat. It was a great opportunity.</p>	<p>I thought it was a great starting off point in terms of creating a foundation to build upon.</p>	<p>I hang in there in the hope that there would be an opportunity to provide information and input. I was surprised that Administration was not identified as a specific department with specific goals.</p>
<p>As a community Partner I was honoured to be included, I had lots of opportunity to share my thoughts and suggestions. I truly felt I was part of the process and that the points raised will be considered.</p>	<p>Thank you for giving PRHC's External Healthcare Partners an opportunity to participate. I hope that we will be able to reciprocate during our next planning exercise.</p>	<p>Comments made by staff at the end of the day Sat were somewhat diminishing to the work of the group looking at the Goal of "Earn Trust". I do hope it doesn't affect the willingness of the staff, who were in that group, to come forward in the future and speak willingly.</p>
<p>Very important to involve community partners and very appreciative for this opportunity.</p>	-	-

# Survey Results: Missing Gaps Feedback

**Question 10: Was anything missing from the Planning Retreat or are there any suggestions or concerns that you would like to highlight for PRHC’s Strategic Planning Committee:**

*Listed below are the number of comments in each category, followed by a few examples.*

Positive	Neutral	Constructive
10	9	9
RWS Advisory did a great job, the Principle's comment Friday that went something like "Leaders don't lead they create leaders" resonated with me personally. Thank you!	I would have liked to attend several of the Strategic Goal Breakout sessions instead of being limited to just one.....acknowledging time limitations of course.	I was surprised at how short the sessions felt, could have used more time in most cases. I would have dropped the panel for more real discussion. Found report outs were a very high level incomplete overview of discussions, look forward to a final report.
I don't think anything was missing. I'm looking forward to seeing the final strategic plan AND how it's implemented over the next three years.	Would have liked to hear from GP perspective, Nurses perspective. Maybe they were just missing in my groups. Overall, well done.	The report out section is always difficult to manage so it is not just reading of notes. I suggest the RWS team, or whoever is leading, do the synthesis and present a very high level summary of key themes.

**Participants who submitted an additional response: 28**

### 3. Summary of Break-Out Group Goal Feedback

## 4. Draft Strategic Plan Report TOC

# Strategic Plan Report – Draft Table of Contents

- 1) Message from the CEO
- 2) Message from the Board Planning Committee Chair
- 3) Executive Summary
- 4) Overview of PRHC
- 5) Overview of the Strategic Plan
- 6) Current Situation
- 7) Environmental Scan
- 8) Critical Issues
- 9) Stakeholder Consultations
  - a) External Health Providers
  - b) Community Agencies & Partners
  - c) Community Survey
  - d) Board of Directors
- 10) SWOT Analysis
- 11) Strategic Plan
- 12) Strategic Directions & Organization-Wide Goals
- 13) Program Specific Goals
- 14) Dependencies & Enablers
- 15) Conclusion
- 16) Appendices

## 5. Board Update – May 25<sup>th</sup>