



HEALTHIER WORKPLACES | A HEALTHIER WORLD

Strategic Planning Policy and Procedure

Approved March 1997; Revised July 2021

Policy

1. The Board conducts regular strategic planning every three years.
2. An external professional strategic planning consultant is typically retained to guide the overall process.
3. A strategic planning task force is formed via the open call process. The current AIHA President and other Board representatives serve on the task force along with members at large. The CEO and staff representatives appointed by the CEO also serve. The Board typically reviews and approves the new plan at its mid-year meeting. A series of quantitative metrics [i.e., Board Key Performance Indicators (KPIs)] are incorporated into the plan document.
4. The strategic plan is subject to modification during the three-year cycle. Changes may be initiated directly by or brought to the Board's attention by staff as warranted.
5. The Chief Executive Officer maintains responsibility for tracking progress against the plan, including regular status updates against the KPIs. A formal status report is prepared and presented to the Board at least once a year prior to the budgeting process for the subsequent year.
6. The strategic plan guides the business planning and budgeting process for the organization.

Procedures

1. The planning process normally starts with deployment of a brief survey to various diverse demographic segments of the membership.
2. The planning process also considers new emerging research that directly impacts the nature of work, work processes and operations, management and leadership, risk governance, and other change across the spectrum of market segments.
3. The task force reviews the input and integrates findings into development of the new plan.
4. Staff typically take the lead in drafting strategy statements and metrics, which support the objectives crafted by the task force.
5. Following approval of a new plan, staff prepares a detailed communications strategy to ensure awareness across the AIHA membership as to how various stakeholders fit



HEALTHIER WORKPLACES | A HEALTHIER WORLD

into and support the various plan elements. Promotional channels including the web, Catalyst online community and Synergist articles and blogs are leveraged to communicate the plan.

6. Over the course of the year, Board meeting agendas are prepared around the framework of the strategic plan so that the focus remains strategically on how the organization can ensure successful execution against plan goals. Generative and other strategic planning discussions tied to the Board approved strategic plan are conducted at Board meetings throughout the year.