

Strategic planning is undertaken by an organization to clarify the outcomes that an organization wishes to achieve; select the strategies that will enable the organization to achieve those outcomes; and, identify ways to measure outcomes and progress (Nathan Garber & Associates). Strategic planning helps us to articulate where the organization is going and how to get there.

FCO's 2016-2018 strategic planning session was led by Jim Emmerton, board treasurer. The planning process used the framework of the *Good to Great* concepts developed and written by Jim Collins.

The planning session included:

- An overview and discussion of the *Good to Great* concepts
- A SWOT (Strength, Weaknesses, Opportunities, Threats) analysis
- A review and revision of the vision, mission, values, and goals

This document is a high-level summary of the 2016-2018 Family Councils Ontario Strategic Plan.

Revised Mission, Vision, and Values

Mission: Leading and supporting families in improving the quality of Life in Long Term Care.

Vision: All People in Long-Term Care have a vibrant experience and the best care possible.

Values:

- **Building capacity:** We value and celebrate the perspectives and contributions that Family Council members bring. We are committed to providing information and supports that build their capacity to effectively advocate on behalf of people living in LTC.
- **Strong engagement:** We actively seek ways to welcome and engage stakeholders through engagement strategies that ensure that diverse perspectives will inform our work.
- **Diversity:** we embrace diversity in all its forms, including gender, age, ability, disability, race, gender identity and language in our programs and services and support collaboration and mutual respect amongst residents and their families.
- **Constant learning:** We continuously learn from our successes and mistakes and then apply them to do even better in our future endeavours. We regularly seek out feedback from family councils and other key stakeholders.
- **Meaningful collaborations:** We form and then actively nurture meaningful collaborations in order to leverage resources and increase our impact.

- Integrity: We are open and honest in all of our dealings and communications. We employ ethical oversight, and ensure that information is timely, appropriate and clear.
- Evidence informed: We believe that diverse sources of knowledge should inform our work. We are committed to mobilizing knowledge generation and exchange for this purpose.
- Good decision-making: We are rigorous in our decision-making processes. This means that we will be creative, thoughtful and decisive and are prepared to make tough decisions.

Goals and Strategies

Four goals were clarified by the team. Strategies have been identified to enable us to achieve these outcomes.

1. Cultivate effective Family Councils
 - a. Strategy: Build the capacity of family members to develop and nurture effective Family Councils
 - b. Strategy: Promote collaborative and effective relationships amongst Councils, Long-Term Care Home staff, and Community Partners
2. Advance Public Policy and system planning
 - a. Strategy: Seek opportunities to inform policy to improve the quality of life in LTC
 - b. Strategy: Foster partnerships and relationships to increase impact
3. Mobilize knowledge exchange
 - a. Strategy: Enable sharing of information experience ideas and expertise
 - b. Strategy: Engage in Research and knowledge exchange
 - c. Strategy: Create tools and resources that empower families
4. Develop a solid organizational structure
 - a. Strategy: Build a solid base and support for FCO

These strategies were developed into a set of goals to ensure successful implementation. The strategies and goals will be implemented throughout 2016-2018.