

## CASE STUDY #2: Strategic Planning and Executive Leadership Development.

**THE CHALLENGE:** To provide a planning framework and knowledge exchange process to enable executive leadership support for the establishment of a new, community-integrated health and wellness centre.

---

### Background

A major educational institution saw the need to establish full-spectrum health and wellness services for students, faculty and staff to reflect their recently achieved university status. As an integral part of the broader community, the organization had an interest in ensuring community participation and integration in providing health and wellness services.

### Key aspects

The university identified a health and wellness centre as one of three priorities in its master plan and charged the health and wellness committee with leadership responsibility to undertake a comprehensive planning process. The health and wellness committee had been in place for several years, but had not taken on a project as major as the development of a health and wellness centre.

### What we did

We started with a knowledge exchange process to bring in experts to inform and advise the organization on various aspects and options in considering the design and development of a campus-based health and wellness centre. The knowledge exchange was integrated with a strategic planning session.

We brought together the organization's executive team with the health and wellness committee and key internal stakeholders as part of the knowledge exchange process. The second day focused on strategic planning and leadership development with the committee. To reinforce the commitment, establish awareness and maintain momentum we developed a branding element that included calling the initiative *Towards a Healthy 'U'*.

### What was achieved

The service department with key responsibility for the future development of the health and wellness centre continued their leadership enhancement process to shift their team to a "learning culture".

At the conclusion of the process, team members said there was a stronger sense of team and communication was improving. There was agreement the team is healthier and the work people are doing is paying off. The *Healthy 'U' Committee* continues to work toward progressive solutions as part of an integrated three-year plan.

*"Andrew, Deb, and Marie provided us with an additional perspective, helped us re-examine where we were heading and motivated us to keep up our momentum. They are a flexible and dynamic team and able to quickly understand the needs of the organization and ask the hard questions to keep the team on task. Their ability to work with a variety of people and be flexible to support the needs of the committee was great!"*

— Maureen O'Connor - Healthy 'U' Committee