



**Health Care
Co-operatives**
Federation of Canada

co-op

Mission, vision, values

DESCRIPTION

- *Do they have a clearly articulated Mission, Vision and Mandate statement?*
- *If so, when was the last time it was reviewed by their board?*
- *Does it still resonate with their membership?*
- *How do they measure their success in fulfilling their mandate/purpose?*
- *Does their membership/client group agree with their assessment?*

Long term plan

DESCRIPTION

- *Do they have a clearly defined long term plan, that outlines what success looks like at the end of the plan (their vision)*
- *how they would measure success along the way, and also once they've reached the end of their planning cycle?*
- *How often have they reviewed or revised the plan?*
- *How do they measure & communicate progress?*

Strategy

DESCRIPTION

- *What are the assumptions behind their strategy?*
- *How often are those reviewed?*
- *Are their key stakeholders: Board, executive, members, management and staff adequately informed of the plan and it's progress?*
- *Are they aligned? What are their expectations (especially the members)?*
- *Does the Board & management understand their respective roles in the development of the strategy?*

Planning

DESCRIPTION

- Do they have a clear understanding of the environmental landscape that will either positively or negatively influence their ability to deliver on their mission, vision and mandate?
- Do they have a clear understanding of the key risks that would inhibit their ability to support their mission, vision, mandate, as well as their long term plan? What level of risk are they willing to live with?
- Do they have a clear understanding of the needs of their members and stakeholders, and how well they're fulfilling those needs?
- Do they have a sense of the direction where their members / stakeholders are headed, and how well are they prepared to support that direction, and have they identified any gaps or constraints they might have that would impede their ability to support?
- Do they know what their strengths and weaknesses are as an organization? Do they have a clear understanding of the opportunities and threats that they have in front of them?
- How do they balance the trade-off's between supporting long term objectives and short term needs?