

Strategic Planning Policy

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Approved by: NSRDDA Board	Approval Date: August 28, 2025

1. Purpose

The purpose of this policy is to establish a clear, structured, and accountable approach to strategic planning for the NSRDDA. As a regulatory body mandated to protect the public interest, this policy ensures that strategic priorities are identified, evaluated, and implemented in alignment with our legislated responsibilities, emerging trends in dentistry and dental assisting, and the evolving needs of the public and registrants.

This policy provides a framework for setting and reviewing the NSRDDA's strategic direction, including goals and initiative that guide operational planning, resource allocation, and performance evaluation. It supports the Board and staff in maintaining focus, accountability, and adaptability in a dynamic regulatory environment.

2. Scope

This policy is intended for use by:

- The Board
- The Registrar and staff
- Any consultants involved in the strategic planning process

It applies to strategic planning activities undertaken at regular intervals (typically every 3 to 5 years) as well as to any interim reviews or updates to the plan. It does not replace operational planning or day-to-day decision-making but provides a framework to guide those activities within the broader strategic direction of the NSRDDA.

3. Principles

The following principles relating to strategic planning will guide the development of a long-term plan for the NSRDDA:

- (a) Evidence-based metrics research relating to the NSRDDA's experience and external trends will be used as a foundation for planning.
- (b) The engagement of our stakeholders in contributing to our information base and future priorities is essential to developing a relevant and successful NSRDDA.

(c) The strategic plan must include an EDIRA component have clearly defined outcomes, annual targets and measurable progress indicators to enable the Board to monitor the NSRDDA's ongoing achievements under the plan.

4. Policy Statement

(a) Strategic Planning Cycle

The NSRDDA will undertake a comprehensive strategic planning process every three (3) years that will result in the adoption by the Board of a strategic plan to guide the NSRDDA for a period of three (3) years.

(b) Responsibilities

The **Board** is responsible for ensuring that a strategic planning policy is adopted by the organization. It also approves the strategic plan and monitors the NSRDDA's progress in relation to that plan. The Board also has a role to play in the development of the strategic plan, as is described more specifically below.

The **Registrar** is responsible for initiating the strategic planning process. The Registrar is responsible for developing, implementing and evaluating the strategic plan. Finally, the Registrar is responsible for reporting to the Board on the NSRDDA's progress in relation to the plan.

(c) Strategic Planning Process

In general terms, the NSRDDA's strategic planning process may be described as follows:

1. The Registrar initiates the strategic planning process by advising the Board that the time has arrived to renew the NSRDDA's long-term plan.
2. Input regarding the NSRDDA's future directions will be sought from the NSRDDA's stakeholders.
3. The Board and the Registrar participate in an environmental scanning exercise so that as many different perspectives as possible can contribute to identifying the NSRDDA's probable context over the next three years.
4. The Registrar presents initial options for paths that could be pursued by the NSRDDA over the next three years. The opportunities and risks associated with each option will be outlined as part of the Registrar's presentation to the Board.
5. After full discussion and consideration, the Board will then be asked to provide direction to the Registrar in relation to which option(s) should be emphasized in the strategic plan.
6. Following the environmental scan and preliminary direction-setting, the Registrar will develop a draft strategic plan. The plan will include measurable outcomes and desired targets. It will also identify the performance indicators that will be used to track the NSRDDA's progress against the targets.
7. The draft strategic plan will then be submitted to the Board for consideration and approval.

(d) Timetable

The strategic planning process described in this Policy will normally follow the following timetable:

- September - Initiation of strategic planning process by Registrar
- Fall - Consultations with stakeholders
- January - Environmental scan and preliminary direction-setting by Board and Registrar
- Feb-April - Development of draft strategic plan by Registrar
- May - Consideration and approval of the strategic plan by the Board; submission of approved plan to the Minister

(e) Annual Evaluation and Report

The Registrar will evaluate the NSRDDA's progress in relation to the goals and targets set out in the strategic plan at least semi-annually. The Registrar will present the results of that evaluation to the Board semi-annually in the Spring and Fall of each year.

5. Monitoring and Policy Review

The Chair of the Governance and Human Resources Committee will ensure that this policy is reviewed in accordance with the Board's policy review cycle or as required by significant operational or environmental changes.

6. Accountability

The Board Chair and the Registrar are accountable for ensuring compliance with this policy.