

BOARD MANUAL

SUBJECT: Succession Planning for the Chief of Staff		NUMBER: 2-B-12
SECTION: Oversight of Management and Professional Staff	APPROVED BY: Board of Directors	
DATE: May 30, 2012	REVISED/REVIEWED: May 25, 2016, April 24, 2019, March 3, 2022	

Policy

In order to ensure the continuous supervision of professional clinical care provided to all patients within the Hospital there shall be a succession plan in place in the event of the sudden loss, resignation, retirement or termination of the Chief of Staff (COS). When the need to replace the COS on a temporary basis occurs, the succession plan will identify appropriate individuals to assume the temporary appointment.

Identifying, assessing, and developing leadership potential will be critical components of succession planning.

The Board requires that the COS maintain a written succession plan containing the following elements:

1. A recommended action plan for use by the Board in the event of an unexpected loss of the COS including a recommendation for the appointment of an acting COS; and
2. A confidential assessment of each potential appointee's suitability for the interim COS role on an annual basis. The assessment should include commentary and analysis from their most recent performance appraisals and a development strategy in relation to these individuals.

The Executive Committee will include in its annual work plan an action item to receive the COS succession plan report it with the COS.

The Board, through the Executive Committee, will receive and approve the annual COS succession plan.

The COS will ensure the potential appointees receive appropriate development and exposure to be effective in the priority functions outlined in Appendix A.

For the purposes of this policy, a temporary vacancy in the position of COS is as determined by the Board from time to time in consultation with the COS and may include the period of time in which the COS is on a leave of absence, an extended absence or has left the position and a competition pursuant to Policy 2-B-16 is underway. It is not generally meant to be periodic and/or occasional coverage of the COS duties and responsibilities.

The Board of Directors authorizes the Executive Committee to implement the terms of the COS succession plan in the event of an unplanned absence.

A process to select a permanent replacement of the COS is set out in Policy 2-B-16, Recruitment and Selection of the Chief of Staff.

Procedure

A. Approval and maintenance of the succession plan

1. The COS will submit a succession plan to the Executive Committee each year in April.
2. The Executive Committee reviews the succession plan and makes a recommendation to the Board.

B. Process for the appointment of an interim COS

1. The Chief of Staff (COS) shall immediately inform the Board Chair and CEO of an unplanned absence of the Chief of Staff.
2. As soon as practicable, the Board Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the committee may deem appropriate.
3. The Executive Committee, in consultation with the CEO, will discuss potential appointees for interim COS as presented in the COS's annual assessment.
4. The appointment of the interim COS will be subject to the approval of the Board of Directors.
5. The position description for a temporary COS will focus on covering the priority areas as outlined in Appendix A.
6. The individual appointed as interim COS shall have the authority for decision making as directed by the Board.
7. The interim COS shall receive a stipend at a level deemed appropriate by the Board Chair and CEO.

8. As soon as possible following the appointment, the interim COS shall ensure that the temporary leadership structure is communicated to the Board of Directors, the CMH Foundation Board, the CMH Volunteers Association, Hospital staff, Medical/Professional staff, volunteers, appropriate health service providers, community stakeholders, government officials and media as relevant.
9. The Executive Committee will have responsibility for monitoring the work of the interim COS. The CEO will also be aware of the special support needs of the interim COS.

Priority functions of the Chief of Staff of Cambridge Memorial Hospital.

The complete Chief of Staff role description is in the Board Policy 2-B-6, Chief of Staff Role Description.

Among the duties listed in the role description, the following are key functions of the Chief of Staff to be covered by the interim Chief of Staff:

- Continue to advance the approved quality and safety plan of the Hospital
- Maintain the credentialing, annual evaluation and appointment, and disciplinary processes for the Medical/Professional Staff
- Supervise all professional care given to all patients within the Hospital
- Be responsible to the Board for the supervision of the medical, dental, midwifery and privileged extended class nursing care provided to patients
- Advise the Medical Advisory Committee with respect to the quality of medical diagnosis, care and treatment provided to the patients of the Hospital
- Be the Chair of the Medical Advisory Committee and a non-voting member of the Board of Directors