



LeadWell™ Introduction and Overview

One of the principal accountabilities of the board of trustees is to ensure the organization has consistent, effective executive leadership at the top. The board is responsible for recruiting, motivating and retaining the chief executive officer. Whether a change in leadership comes unexpectedly or is the result of long-term planning, a comprehensive succession plan is a demonstration of the board's responsible governance and leadership. The board's investment in the work of succession planning now is an investment towards a smooth and seamless transition from one CEO to the next, whenever the time comes.

Overview of the Succession Planning Process

1. Selection Committee

Identify the selection committee, which may be the Executive Committee, Nominating Committee, or an Ad Hoc Committee established specifically for this purpose

- ✓ Affirm the chair of the committee
- ✓ Engage the appropriate Human Resources executive(s) in the process
- ✓ Assess the committee's succession and/or hiring experience and expertise and determine if it is adequate, particularly with the support of the human resources executive, or if the committee should seek an outside consultant or other expertise
- ✓ Review the committee's charter and responsibilities

2. Set the foundation: Identify the principles and assumptions that will inform and guide the process

- ✓ Keep the organization's mission, vision and values at the forefront of the process
- ✓ Review the organization's strategic plan, including:
 - i. The strengths, weaknesses, opportunities and threats identified in the plan's process
 - ii. The initiatives included in the strategic plan as related to the communities' most pressing health care needs
 - iii. The plan's goals and objectives
- ✓ Assess the most pressing issues confronting the hospital/health system today and projected for the future
- ✓ If applicable, evaluate the current CEO's reasons for departure, and identify any implications to the selection process

- ✓ Assess the governing board's leadership and performance; determine the appropriate style or "fit" of CEO leadership needed
 - ✓ Based on the information and implications gleaned from review of items above, determine the CEO leadership skills, knowledge and attributes needed to successfully address the hospital/health system's issues, achieve its strategic goals and vision, and fulfill the hospital/health system's mission
 - ✓ Depending on circumstances, determine if there will be a transition period and role for the current CEO
3. Complete the CEO Job Description
- ✓ Complete the CEO Job Description *using the CEO Job Description template provided in the toolkit*
 - ✓ Review the document with the current CEO, make edits as applicable
 - ✓ Review the CEO Job Description with the board, make edits as applicable
 - ✓ Obtain board approval
4. Develop a Candidate Profile, summarizing the position's responsibilities and candidate experience, attributes and qualifications the organization is seeking (*found in the toolkit*)
- ✓ Complete the Candidate Profile *using the CEO Candidate Profile template provided in the toolkit*
 - ✓ Review materials with the current CEO, make edits as applicable
 - ✓ Review with the board, make edits as applicable
 - ✓ Obtain board approval
5. Develop the assessment tool (*using the Candidate Interview and Assessment template provided in the toolkit*)
6. Determine who may be best suited to assume an interim CEO position in the event of a sudden or unplanned event. Consider board members with experience as a hospital executive, senior staff members, or interim professionals. If no strong pool of internal candidates is present, consider contacting your state hospital association as a resource for interim assistance.
7. Assess internal talent (*using the toolkit's Candidate Interview and Assessment template provided in the toolkit*)
8. Determine if the organization will:
- ✓ Groom an internal candidate to succeed the CEO
 - ✓ Recruit outside talent to be developed over one to three years for the position
 - ✓ Recruit outside talent directly into the position

If a decision is made to recruit outside talent:

9. Recruit candidates, screen applicants and interview the top three to five candidates
10. Using the *Candidate Interview and Assessment template*, evaluate candidates and select a finalist
11. Invite finalist to meet with the full board
12. Upon approval of the finalist by the full board, draft an offer, including total compensation, benefits and relocation if applicable
13. Present the committee's draft offer recommendations to the full board for review and approval
14. Present offer to the candidate and manage any negotiations
15. Determine start date and, if applicable, transition dates for the current CEO
16. Develop a CEO onboarding process (*using the Toolkit's CEO Onboarding Strategies and Templates provided in the toolkit*)