BOARD OF DIRECTORS MANUAL

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APPROVED BY:	BOARD OF DIRECTORS	
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CHIEF EXECUTIVE OFFICER (CEO) AND CHIEF OF STAFF (COS) SUCCESSION PLANNING, SELECTION AND APPOINTMENT

Purpose:

To ensure that the CEO and COS meet the educational, leadership and interpersonal requirements of the Hospital and the community.

Policy:

The Board shall ensure there is effective leadership of the organization at all times. To this end, the Board shall ensure that the CEO and COS identify high potential leaders throughout the organization. In addition, the CEO and COS will create opportunities for these individuals to develop the skills needed to prepare them for potential succession to CEO or COS effectively.

Once it has been determined that a permanent vacancy will occur in either the CEO or COS position, the Board will appoint a Search Committee to develop current criteria for and initiate the process to select and recommend the appointment of a candidate best qualified to fulfill the leadership requirements of the Hospital.

Procedure:

Unanticipated short term or temporary vacancy:

1. A process will be in place should an immediate vacancy or unanticipated short-term or long-term absence occur. The Board will determine the need for an immediate appointment of an interim CEO or COS. Building upon the information made available to the Board regarding leaders in the organization who have been identified through a formal succession planning process as capable of succeeding in the role of CEO/COS, the Board will appoint an interim CEO/COS.

2. If such a temporary or interim appointment is deemed necessary for either the CEO or COS, the Board Chair, in consultation with the Vice President Patient Experience, Public Affairs and Strategic Partnerships, will develop a communication plan.

Permanent Vacancy

1. The Board Chair will appoint the Chair of the Search Committee. It shall include the Chair of the Board, a medical staff representative, not less than three (3) other elected Board Directors and other representatives as may be deemed appropriate.

2. The Search Committee shall be responsible for:

   - developing the criteria for candidates including education, leadership, management, related experience, interpersonal skills
   - initiating market research to establish current compensation levels and associated benefits for the position;
   - developing a recruitment process that will attract suitable candidates; and,
   - recommending and receiving approval from the Board for a course of action.

3. The Search Committee shall:

   - consider hiring a professional search consultant
   - utilize best practice principles for equity, diversity and inclusion;
   - review candidates and develop a short list of candidates to be interviewed by the committee;
   - interview the short listed candidates;
   - validate both professional and personal references of the preferred candidates;
   - present recommended candidate or candidates in priority for approval by the Board together with compensation and benefit recommendations;
   - prepare offer of employment, in the form of an employment contract, using the services of the Hospital's legal counsel as required; and,
   - present the offer of employment to the candidate approved by the Board.

REFERENCES:
NHH Bylaw

Approved:
November 30, 1998
April 2001
April 2002
May 2003
March 2004
November 2011
March 2014
April 2016
February 2017 revised
February 2018 revised
February 2019 reviewed
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