
SUCCESSION PLANNING

POLICY

Campbellford Memorial Hospital recognizes that it must have plans in place for ensuring that key positions are filled so that the organization is set up to succeed.

In an effort to ensure there is minimal disruption to the operation of Campbellford Memorial Hospital caused from staff turnover, the senior management leadership team reviews on a yearly basis its succession plans for key positions. These key positions are the ones that are deemed essential to Campbellford Memorial Hospital so that it is able to fulfill its Strategic Plan and continue to deliver high quality services.

The senior management team through the Campbellford Memorial Hospital performance management process annually reassesses its key positions and considers its vulnerabilities. Mitigation/de-risking plans are considered as well as short term and long term plans so that Campbellford Memorial Hospital is prepared to respond to loss of key talent.

The CEO annually presents the Campbellford Memorial Hospital succession plans to the Board so that it can be assured that succession planning is being adequately addressed by Campbellford Memorial Hospital management. This presentation and discussion also enables the Board to address its responsibility for CEO succession planning.

Approved: Administration

Date: Dec 2010

Approved: Board of Directors

Date: Dec 2010; Dec 2015 (r)

CRITICAL POSITIONS AT CAMPBELLFORD MEMORIAL HOSPITAL

POSITION TITLE:			
DEPARTMENT:			
CURRENT INCUMBENT:			
JUSTIFICATION OF CRITICALITY: Characteristics that make the position critical: Vacancy or mistakes put organization at risk. Risk of impact on productivity, financial loss. Difficult to recruit replacement.			
PLAN TO DE-RISK: How can we change the make-up of the position so it is less critical? Should this be more than one position? Is the structure of the org/group appropriate? Is it appropriately staffed?			
BACK-UP/CONTINGENCY PLAN: Who is immediate delegate in case of absence? What is plan for vacancy? Are we leveraging talent in other areas of the organization?			
POTENTIAL SUCCESSORS: Now or future? Identify 1-2 successors? What are Key Competencies necessary? Is Senior Management Team in agreement with identified successor?			
ASSESSMENT OF CURRENT INCUMBENT: Near Retirement? Yes/No Heavily Recruited? Yes/No Plans for Promotion? Yes/No Sub-optimal Performance? Yes/No			
OVERALL RISK RATING		RATING	
Criteria		Low	Moderate
Contribution to the hospital		L	M
Risk if Vacant		L	M
Future Impact on Organization		L	M
Uniqueness of Position		L	M
OVERALL RISK RATING		Low	Moderate
		High	

Date: _____

CAMPBELLFORD MEMORIAL HOSPITAL
CRITICAL POSITIONS SUCCESSION PLAN SUMMARY - 2011

No.	Position Title	Contingency Plan in Place	Potential Internal Successor	
			Short Term	3 to 5 Years
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
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