

## **NORTH COUNTRY HEALTH CONSORTIUM**

### **SUCCESSION PLAN**

Leadership plays an essential role in the success of a nonprofit organization and a change in Executive Leadership at North Country Health Consortium is as inevitable as the passing of time. A Succession Plan can bring order in a time of turmoil, confusion and high stress.

The North Country Health Consortium Board of Directors recognizes that this is a plan of contingencies due to the disability, death or departure of the Chief Executive Officer. If the organization is faced with the unlikely event of an untimely vacancy, North Country Health Consortium has in place the transition to both interim and longer-term leadership.

The Board of Directors of North Country Health Consortium has reviewed the job description of the Chief Executive Officer. The Board has a clear understanding of the Chief Executive Officer's role in organizational leadership, program development, program administration, operations, Board of Director's relationships, financial operations, resource development and community presence.

#### **Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term**

A **temporary absence** is one of less than three months in which it is expected that the Chief Executive Officer will return to his/her position once the events precipitating the absence are resolved. An **unplanned absence** is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or sabbatical. The Board of Directors is authorized (or authorizes the Executive Committee) of North Country Health Consortium to implement the terms of this emergency plan in the event of the unplanned absence of the Chief Executive Officer.

In the event of an unplanned absence of the Chief Executive Officer, the highest-ranking staff member is to immediately inform the Board President of the absence. As soon as it is feasible, the President should convene a meeting of the Board of Directors to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate.

At the time that this plan was approved, the position of Acting Chief Executive Officer would be Director of Quality and Operations

#### **ACTING CHIEF EXECUTIVE OFFICER**

Should the standing appointee to the position of Acting Chief Executive Officer be unable to serve, the first and second back-up appointee for the position of Acting Chief Executive Officer will be:

Director of Programs  
Director of Human Relations and Communication

If this Acting Chief Executive Officer is new to his/her position and fairly inexperienced with this organization (less than 1 year), the Board of Directors/Executive Committee may decide to appoint one of the back-up appointees to the acting executive position. The Executive Committee/Board of Directors may also consider the option of splitting executive duties among the designated appointees.

### **Authority and Compensation of the Acting Chief Executive Officer**

The person appointed as Acting Chief Executive Officer shall have the full authority for decision-making and independent action as the regular Chief Executive Officer

The Acting Chief Executive Officer may be offered

- ( X ) A temporary salary increase to the entry level salary of the Chief Executive Officer position.
- ( ) A bonus during the Acting Chief Executive Officer Period.
- ( ) No additional compensation.

### **Board Oversight**

The Board Member(s)/Board Committee responsible for monitoring the work of the Acting Chief Executive Officer shall be the Board President and the Executive Committee of the Board.

The above named person(s) will be sensitive to the special support needs of the Acting Chief Executive Officer in this temporary leadership role.

Immediately upon transferring the responsibilities to the Acting Chief Executive Officer, the Board President (or highest ranking Board member) will notify staff members, members of the board of Directors and key volunteers of the delegation of authority.

As soon as possible after the Acting Chief Executive Officer has begun covering the unplanned absence, Board members and the Acting Chief Executive Officer shall communicate the temporary leadership structure to the following key external supporters of North Country Health Consortium. This may include (but not be limited to) government (federal and state) contract officers, foundation program officers, civic leaders, major donors, and others as appropriate.

### **Completion of Short-Term Emergency Succession Period**

The decision about when the absent Chief Executive Officer returns to lead North Country Health Consortium should be determined by the Chief Executive Officer and the Board President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board President, with the intention of working their way back up to a full-time commitment.

### **Succession Plan in the Event of a Temporary, Unplanned Absence: Long-Term**

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Executive Committee / Board of Directors will give immediate consideration, in consultation with the Acting Chief Executive Officer, to temporarily filling the management position left vacant by the Acting Chief Executive Officer. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Chief Executive Officer to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Chief Executive Officer needs assistance.

### **Completion of Long-Term Emergency Succession Period**

The decision about when the absent Chief Executive Officer returns to lead North Country Health Consortium should be determined by the Chief Executive Officer and the Board President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board President and Executive Committee, with the intention of working the way up to a full-time commitment.

### **Succession Plan in Event of a Permanent Change in Chief Executive Officer**

A permanent change is one in which it is firmly determined that the Chief Executive Officer will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Directors will appoint a Transition and Search Committee within 10 days to plan and carry out a transition to a new permanent Chief Executive Officer. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Chief Executive Officer, and plan for the recruitment and selection of an Interim Chief Executive Officer and/or permanent Chief Executive Officer.

### **Information and Contact Inventory**

The following documents are on the NCHC W drive:

- Nonprofit Status documentation
- IRS Determination Letter
- Employer Identification Number (EIN)
- Bylaws/Policy and Procedures
- Mission Statement
- Board meeting minutes

Financial and bank information is on the NCHC W drive in a secured file.