



Leadership Succession Plan

The St. Martin's Healthcare, Incorporated Board of Directors has adopted this plan to prepare for a change in its key leadership position, that of the executive director.

Purpose:

When the executive director position becomes vacant, temporarily or permanently, the Leadership Succession Plan will protect the capacity of the clinic to perform its key functions, ensure its stability and sustain its important relationships until the position is filled.

Responsibility:

The executive committee of the board of directors will lead the implementation of the Leadership Succession Plan.

Communication:

During a leadership transition the foundation's board president will serve as, or appoint, a spokesperson for the clinic and will communicate the change to key supporters of the community foundation including:

The Arch Diocese of Fort Wayne, The Community Foundation DeKalb County, United Way of DeKalb County, The Lutheran Foundation, PHP Foundation and major donors, grantees, local press and St. Martin's Healthcare staff.

Acting or Interim Executive Director:

Definitions: Acting Executive Directors: A temporary position held by the clinic's current board president, or two appointees of the executive committee, who agree to accept temporary responsibility for the duties of the clinic's executive director. One appointee will direct the business of the clinic and the second appointee would cover the medical aspects of the clinic.

Interim Executive Director: A temporary position held by persons who are hired or appointed by the Executive Committee.

Acting Executive Director:

In the absence of an executive director St. Martin's Healthcare, Inc, the president of the Board of Directors will serve as the Acting Executive Director. If the president is unable to serve in this capacity the executive committee will appoint another person to fill the position.

Interim Executive Director:

The executive committee will consider hiring or appointing an interim executive director until the position of executive director is filled or the current executive director returns to work. The committee will recruit and select a candidate for the position and recommend the hiring or appointment to the board of directors for approval.

Authority and Compensation:

An Interim Executive Director will have the full authority for decision-making and independent action as the regular executive director. He/she is expected to work closely and communicate openly with the board president and executive committee.

Board Oversight and Support:

The executive committee will be responsible for monitoring the work of the Interim Executive Director. The committee will be sensitive to the special support needs of the Interim Executive Director in this temporary leadership role and will make themselves available as needed.

Permanent Change in Executive Director:

When the absence of the executive director is permanent the executive committee will plan for the recruitment and selection of a new executive director. The executive committee will:

- Review and abide by the policies documented in the clinics then-current employee handbook.
- Assume the responsibility for planning and carrying out the transition to a new permanent executive director, or;
- Appoint a Transition and Search Committee.

The executive committee/Transition and Search Committee may choose to seek assistance with managing the leadership transition from a consultant.

The committee will:

- Determine the board's role in the hiring process.
- Lead a Board of Directors review of the clinic's current strategic plan and update it as needed.
- Review and update the executive director job description so that it reflects his/her role with the current strategic plan and attracts a leader with the appropriate skills.

- Set a competitive compensation package for the position from appropriate sources.
 - Document how the compensation package is determined and maintain the documentation for required reporting to the IRS.
- Consider engaging a search firm, or;
 - Advertise the position with local and regional media
 - Develop a plan for screening résumés, interviewing and evaluating candidates, checking references and conducting background checks.
- Interview candidates and select a finalist.
- Negotiate and document the terms and conditions of employment with the finalist.
- Recommend the finalist for approval by the Board of Directors.
- Establish goals for the new executive director's first six months of leadership and develop a plan for monitoring them.
- Orient the new executive director to the foundation's programs, policies, opportunities and challenges.