

BOARD MANUAL

SUBJECT:	Succession Planning for the President & CEO, Chief of Staff and Executive Team	NO.: 2-B-10
SECTION: Oversight of Management and Professional Staff		
APPROVED BY: Board of Directors		DATE: December 3, 2025

Policy

Cambridge Memorial Hospital (CMH) shall have a written succession plan for the President and CEO (CEO), Vice Presidents (referred to as "Executive Staff Members") and Chief of Staff (COS) that shall be reviewed and updated annually.

The Succession Plan shall identify and assess potential leadership and identify a process for the leadership development of such individuals. The succession plan shall be implemented if the CEO, Executive Staff Members or COS are unable to perform their duties or have departed from the organization.

Responsibilities

The CEO shall:

1. Maintain, review and update a written succession plan annually for the positions of CEO and Executive Staff Members.
2. Review the succession plan with the Executive Committee annually and provide an update related to leadership development and the status of the Executive Staff Members' performance and potential to serve as the interim CEO.
3. Update the Executive Committee on the succession plan annually including the identification of potential appointees to Executive Staff Member positions should the need arise.

The CEO/Executive Staff Member Succession Plan shall:

1. Include documentation on each Executive Staff Member including their skills, abilities, attributes, development plans and ability to assume the role of CEO should the need arise.
2. Identify potential leaders to replace Executive Staff Members should it be required.
3. Identify potential risks or concerns related to the succession plan.
4. Be reported annually to the Board of Directors.
5. Be available to the Board in the event of an unplanned CEO or Executive Staff Member absence.

The COS shall:

1. Maintain, review and update a written succession plan annually for the role of COS.

2. Review the succession plan annually with the Executive Committee including an update related to leadership development and the status of physician leaders who may assume the role on a temporary basis.

The Chief of Staff Succession Plan shall:

1. Include documentation on physician leaders, their skills, abilities, attributes, development plans and ability to assume the role of COS should the need arise.
2. Identify opportunities to physician leaders to cover functions of the COS.
3. Identify potential risks or concerns related to the succession plan.
4. Be reported annually to the Board of Directors.
5. Be available to the Board in the event of an unplanned COS absence or vacancy.

The Appointment of an Interim President & CEO

1. When possible, the CEO shall notify the Board Chair & COS of any unplanned absence as soon as possible.
2. The Executive Committee shall review the succession plan and identify potential candidate(s) for appointment as interim CEO.
3. The Executive Committee shall report to the Board the recommended appointment of interim CEO and any temporary adjustment to the priority job responsibilities and expectations of the interim CEO and/or other members of the leadership team.
4. The recommended appointment shall be presented to the Board for consideration.
5. The Executive Committee shall support, monitor and provide guidance to the interim CEO.
6. The Executive Committee, on the advice of Human Resources and using information contained within the executive compensation framework, shall negotiate a salary adjustment based on the scope of responsibilities.
7. The Board Chair shall initiate a communication strategy to inform staff, physicians/midwives, volunteers, partners, the community and others as required.

The Appointment of an Interim Chief of Staff

1. When possible, the COS shall notify the Board Chair & CEO of any unplanned absence as soon as possible.
2. The Executive Committee shall review the succession plan and identify potential candidate(s) for interim coverage.
3. The Executive Committee shall report to the Board the recommended appointment, priority job responsibilities and expectations.
4. The recommended appointment shall be presented to the Board for consideration.

5. The Executive Committee and CEO shall support, monitor and provide guidance to the Interim COS.
6. The Executive Committee, on the advice of Human Resources and the executive compensation framework, shall negotiate appropriate compensation based on the scope of responsibilities.
7. The Board Chair shall initiate a communication strategy to inform staff, physicians/midwives, volunteers, partners, the community and others as required.

The Appointment of an Interim Executive Staff Member

1. The CEO shall review the succession plan and determine the appointment of an interim Executive Staff Member.
2. The CEO shall notify the Board Chair and leadership team.
3. The CEO shall support, monitor and provide guidance to the interim Executive Staff Member
4. The CEO, on the advice of Human Resources, shall negotiate a salary adjustment as required.
5. The CEO shall initiate a communication strategy to inform staff, physicians/midwives, volunteers, partners, the community and others as required.

DEVELOPED: May 30, 2012		
REVISED/REVIEWED:		
May 25, 2016	April 24, 2019	April 27, 2022
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