

# SANILAC COUNTY COMMUNITY MENTAL HEALTH AUTHORITY

## ADMINISTRATIVE POLICY

**NUMBER: BA169**

**NAME: EXECUTIVE LEADERSHIP BACKUP COVERAGE AND SUCCESSION STRATEGY**

INITIAL APPROVAL DATE:	6/24/2008	BY: Sanilac CMH Board
(LAST) REVISION DATE:	08/10/2023	BY: CEO
(LAST) REVIEW DATE:	09/21/2023	BY: Policy Committee
DISCONTINUED DATE:	N/A	REPLACED BY: N/A

### I. PURPOSE

In the event that the Chief Executive Officer (CEO) resigns, retires or is unavailable to the Agency for any significant amount of time, the following strategy will be maintained by the Board. Additionally, this policy covers the absence of any of the Officers from the Administrative Team.

### II. APPLICATION:

Populations: NA  
Programs: **Direct - NA**  
**Contracted - NA**

### III. STANDARDS

#### **IMMEDIATE OR TEMPORARY NEED FOR A CEO SUCCESSION PLAN**

In the event of anticipated events such as vacation time or family/medical leaves, or unforeseen circumstances, such as sudden illness, injury, death, forced termination or other incapacitating event that causes the CEO to be unavailable to the Agency for a significant length of time, the Chief Operational Officer (COO) will take temporary charge of the CEO's responsibilities, unless otherwise determined by the Board. In preparing for an anticipated leave, the CEO will leave clear contact instructions and parameters for the COO.

The COO will ensure that the Administrative Team is appropriately consulted when making Officer-level decisions in the absence of the CEO and will ensure that those decisions are documented at the subsequent Administrative Team meeting. The COO will also be responsible to communicate with the Board Chairperson regarding any decisions that may require the Board's attention and attend all Board Committees and convene the Administrative Team in lieu of the CEO.

Should it be determined that there is a need for a new CEO, the Board Executive Committee will determine how they plan to advertise, interview and hire a new CEO according to the Board's criteria for the position.

Should the CEO abruptly leave the Agency due to death, termination, etc., the above process will hold until the Executive Committee and the full Board can determine if an interim CEO needs to be formally appointed while the Board secures a new CEO.

## **LONG TERM SUCCESSION PLANNING**

Given the critical nature of the CEO's role, the current CEO should provide significant notice (1 year or more if possible) of his/her intent to terminate employment. The Executive Committee of the Board will take appropriate steps to hire a new CEO within that time frame to assure an orderly transfer of duties. The Board's CEO search should begin to occur within a minimum of nine months from the anticipated termination date, if notice allows for that much advance effort. The Executive Committee shall follow an orderly process for hiring as recommended by the Community Mental Health Association of Michigan guidelines for CMH CEO/Executive Director search and hiring processes.

## **ADMINISTRATIVE TEAM COVERAGE**

When providing coverage for an Agency Officer, Supervisors and/or Clinical Coordinators will seek direction from, along with providing the pertinent information for, the appropriate backup Officer/CEO on matters that only an Officer/CEO has authority to act upon. The Supervisor and/or Clinical Coordinator will be responsible for reporting to their respective Officers on issues that need designated backup Officer's assistance.

- Chief Operational Officer (COO) – In the absence of the COO, the CPO will be responsible for covering/assigning duties as necessary.
- Chief Program Officer (CPO) – In the absence of the CPO, the COO will be responsible for covering/assigning duties as necessary.
- Chief Information Officer (CIO) – In the absence of the CIO, the CFO will be responsible for covering/assigning duties as necessary.
- Chief Financial Officer (CFO) – In the absence of the CFO, the CIO will be responsible for covering/assigning all duties not related to the Payroll system as necessary. The CEO and Human Resource Manager will cover payroll system issues.
- Medical Director – In the absence of the Medical Director, another Agency Psychiatrist will be responsible for covering all duties.
- Human Resources Manager (HRM) – In the absence of the HRM, the CEO will be responsible for assigning duties as necessary with the assistance of the EAA and HR Assistants.
- Recipient Rights Officer (RRO) – In the absence of the RRO, the RRO Assistant will be responsible for covering all duties. If this process is unavailable, the CEO will reach out to Region 10 partners to contract for RRO coverage from another CMH.
- Executive Administrative Assistant (EAA) – In the absence of the EAA, the EAA Assistant will be responsible for covering all duties and will check in with the CEO on a regular basis.

## **IV. DEFINITIONS**

Administrative Team: The Administrative Team shall be the current Officer-level staff of the Agency. At this time that shall be the Chief Executive Officer (CEO), the Chief Operational Officer (COO), the Chief Information Officer (CIO), the Chief Financial Officer (CFO), Human Resource Manager (HRM), Recipient Rights Officer (RRO), Executive Administrative Assistant (EAA) and when appropriate the Medical Director.

## **V. ATTACHMENTS - None**

## **VI. REFERENCES - None**