

## SUCCESSION PLANNING GUIDANCE

### Clinical Faculty Focus

**Goal:** To create ongoing institutional succession planning that underpins transition through retirement (and other leadership absence or loss) planning and prevents loss in momentum for patient care, education and research.

#### **Background:**

Any turnover of faculty or clinicians is expensive, not just for the loss in momentum for research, educational expertise, or patient care, but the actual costs of new hires and new commitments for the institution. Leadership vacancies, particularly if prolonged, can increase the risk of loss of key clinicians/faculty. Assuring a consistent, accountable and systemic succession and transition process limits the high cost of turnover. Considering the high degree of competition that exists for talent in academic medicine and medicine nationally, promoting development of a pool of talent within our faculty and clinicians adds to the external talent pools and is an important long term strategy for success for the institution. This process will:

- Identify candidates for immediate/interim replacements as well as longer term potential leaders before a gap occurs
- Encourage strategic planning at all levels that uses interval reassessment of the present and future academic and medical environment to identify emerging skills, knowledge and talents needed for future leadership. (e.g. To be ready, need to know what to be ready for)
- Plan for development paths of our own physicians and faculty to be candidates to fill leadership roles as they open (retention and recruitment)
- Identify key skills, competencies, and other characteristics of positions for searches as a side benefit of the process
- Provide prepared interim support for stability to allow a search to be successful
- Provide a pool of in house potential candidates

#### **Recommendation: Yearly Succession Planning/ Talent development cycle:**

1. The Departmental Chair, or equivalent\*, is responsible for oversight of planning and identification of key leadership roles and candidate individuals for leadership development with their Division Chiefs and other leadership for the Department.
2. **Annually and as needed, the Chair or equivalent\* will be able to report the status of this succession development to the Provost/Dean and UMMHC/UMMMG leadership for ongoing discussion and refinement due to changes in strategic or financial directions of the institution long term.**
3. A brief summary (sample attached) of the ongoing succession plan which addresses areas of specific concern and links to a long term strategy should be considered for inclusion in the annual Departmental review with the UMMHS/UMMMG and UMMS leadership.
4. As much as possible, the succession plans should address the institutional goal of ongoing expansion of diversity in the leadership of the institution.

**\*Chair-Equivalent: Such as Center, Program or Institute Directors**

**Sample Template for succession plan review: (with hypothetical examples and comments)**

Succession Timeline	Position/ Potential Candidates	Status and Ongoing Development needed:	Strategic Plan Impact
<p><b>Immediate Needs:</b> (acute, unspecified length of illness, sudden and unanticipated loss of leader)</p>	<p>Chair/ Vice Chair: Jane Doe candidate</p> <p>Program Director Retirement in 1 year: Joe Smith candidate</p>	<p>Inclusion of Jane Doe in annual financial review for Department</p> <p>Appoint Joe as Associate PD, attend GME meetings, work on curriculum revision this year</p>	<p>Stabilization of present initiatives, programs in defined interval. No new strategic plan expected.</p> <p>ACGME review due in 5 years, assure transfer of knowledge and support</p>
<p><b>Intermediate Need:</b> 2 to 5 year anticipated needs</p>	<p>Needs anticipated/ Individual candidates</p>	<p><b>What they need to develop the skill sets the strategic plan suggests are needed?:</b> Development program (in house, local-Harvard, National-ELAM, AAMC, MBA, NIH Program Director School, Other)</p>	<p>Anticipated new clinical program has leader with needed skills</p> <p>Likely transition of leader or expressed desire to transition to retirement over this time period will have interim and potential in house candidates</p>
<p><b>Bench strength:</b> In a 5 to 10 year window, individuals who would be able to fill leadership positions</p>	<p>All leadership positions/ Individual candidates</p>	<p>Similar</p>	<p>Identify changes in discipline/ practice/ education/ research and associated skill sets needed for the future</p>