



HEALTH DEPARTMENT EFFECTIVE DATE: Approval date unless otherwise specified

<b>Title:</b>	<b>Succession Planning for Health Center Executive Director</b>		
<b>Policy #:</b>	<b>Policy number</b>		
<b>Section:</b>	Enter section title	<b>Chapter:</b>	Enter chapter title
<b>Approval Date:</b>	November 22, 2021	<b>Approved by:</b>	/s/ Harold Odhiambo Center Board Chair  /s/ Tasha Wheatt-Delancy ICS Director
<b>Related Procedure(s):</b>		Health Center Executive Director Succession Plan	
<b>Related Standing Order(s):</b>		Links to standing order(s) related to this policy statement. Write "See section below" if included in this policy document, "attached" if the document is attached or write "Not Applicable."	
<b>Applies to:</b>		ICS Executive Director, Community Health Center Board, Board of County Commissioners	

## PURPOSE

To be prepared for an eventual permanent or temporary change in leadership, either planned or unplanned, to ensure the stability and accountability of the organization until such time as new permanent or temporary leadership is identified.

## DEFINITIONS

Term	Definition
NA	
NA	

## POLICY STATEMENT

The Community Health Center Board (the CHCB) and the Board of County Commissioners (the County), as delegated in the Co-Applicant Agreement, are responsible for implementing this policy and its related procedures.

## REFERENCES AND STANDARDS

The Health Resources and Services Administration (HRSA) requires that the health center governing board, the Community Health Center Board , have final authority over the selection of the health center executive director. HRSA Compliance Manual Chapter 19: Board Authority states that “The health center governing board must approve the selection and termination/dismissal of the health center’s Project Director/Chief Executive Officer (CEO).”

The Co-Applicant Agreement (Section 1.3), which is required for health centers attached to a public entity, delegates the responsibilities of the executive director process between the Community Health Center Board and the Board of County Commissioners as follows:

- The County shall consult with the CHCB on qualifications and the recruitment process for the Executive Director position.
- The County shall be responsible for recruiting candidates to fill any Health Center Executive Director vacancy.
- The County shall present at least three (3) candidates to the CHCB for final selection.
- The CHCB may also propose candidates.
- The CHCB shall have the authority to either select or reject the Executive Director candidate(s) presented by the Search Committee.
- In the event that the CHCB rejects the candidate(s) presented, the Search Committee will prepare additional candidate slates until the CHCB approves a candidate.

To ensure that the health center’s operations are not disrupted while the recruiting and selection process is carried out, the CHCB will appoint interim executive leadership. The interim executive director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed.

## PROCEDURES

The following Succession Plan is to be initiated immediately upon learning of the health center executive director vacancy:

- To ensure that the Health Center’s operations are not disrupted until such time that a permanent Executive Director is selected, the CHCB will select and approve an Interim Executive Director from current health center leadership in the following positions; Health Centers Operations Director, Health Center Deputy Director, Health Center Quality and Compliance Officer



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- In the event that the vacancy is temporary (due to illness or approved leave of absence), the selected Interim Executive Director shall temporarily be in charge of the daily operations and essential duties of the Executive Director.
- The CHCB 's Executive Committee and the County will meet to establish a Search Committee composed of an equal number of representatives (at least 2 members) from both the Community Health Center Board and the Board of County Commissioners within fifteen (15) business days. The Search Committee will work with the Health Department Human Resources Division to ensure that the health center's operations are not disrupted until such time that a permanent Executive Director is selected to ensure that all personnel policies and procedures are followed.
- Each party will carry out its responsibilities as delegated in the Co-Applicant Agreement to implement the following;
  - Communicate with key stakeholders regarding actions taken by the CHCB and the County in naming an interim successor, appointing a Search Committee, and implementing the succession policy. The organization shall maintain a current list of key stakeholders who must be contacted, such as HRSA/BPHC, OPCA, the local CCO or CCO's, etc.
  - Consider the need for consulting assistance (i.e., transition management, executive search consultant, HRSA Project Officer, Oregon Primary Care Association).
  - To identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader, the CHC charges the organization to review the Health Center's strategic plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities, and threats. Establish a timeframe and plan for recruitment and selection process.
  - Refer to the Executive Director Job Description for a sample of the job description and qualifications.
- The CHCB has final authority over the selection of the Executive Director of the health center.



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## RELATED DOCUMENTS

Name	
Attachment A – Co-Applicant Agreement	
Attachment B – ICS Director Job Description	

## POLICY REVIEW INFORMATION

Point of Contact:	Francisco Garcia, Community Engagement Analyst, ICS
Supersedes:	n/a