



Healthier People, Caring Communities
& Valued Healthcare Teams

Marathon
Human Resources
Consulting Group Ltd.

The Dawning of a New Workplace Succession Management: Fully Implemented

Annapolis Valley District Health Authority
Marathon Human Resources Consulting Group Limited
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Presentation Objectives

The Context

Situation

Strategy

Experiences

Discussion: Best Practices

Outcomes: Evaluation Feedback

AVDHA

- Mission Vision Values
 - Who we are
 - What we want to do
 - Align within organization
- AVH Strategic Directions
 - Organizational Health
 - Integrating
 - How we conduct business

The Situation: A need for Leadership Development to support Succession Management

- Organizational Health Model
 - People
 - Leadership
 - Organizational structure

The Situation: A need for Leadership Development to support Succession Management

- Strategic Objectives
 - Define Leadership Principles and Competencies
 - Develop and Implement Succession Management Program
 - Support leaders: Hire, mentor, develop the right people in the right way
 - Become an employer of choice

Real Challenges:

- Retirement tracking: AVH Data
 - 89% of Executive is eligible to retire by 2015
 - 25% of Management is eligible to retire by 2010
 - 60% of Management is eligible to retire by 2015
 - About 36% of current workforce is eligible to retire by 2015

Organizational response

- Needs Analysis
- Pilot Project
- Project Evaluation
- Implementation: Incumbent and New Leaders/Managers
- Evaluation
- Implementation: Emerging Leaders/Managers
- Evaluation
- Fully Implemented Succession Management

Participant's Stories

- Dylana Arsenault-Thompkins, BSc Bio; BSc Pharm, ACPR, PharmD; Director Pharmacy, AVDHA
- Kathie Swindell, BScN, Nurse Manager, Medical Unit, AVDHA

Career Development Process

Outcomes to date

Response Rate: 87% (46/53)

7 point Likert Scale

- Goal Alignment (5.93)
- Positive Changes (5.76)
- Leadership Skill Development (5.66)

Career Development Process Outcomes to date

- Increased Understanding (5.67)
- Value to the Individual (6.13)
 - Development (5.84)
 - Career progression (5.69)
- Value to the Organization (6.18)

Mentorship Program Outcomes to Date

Response Rate: 77% (17/22)

7 point Likert Scale

- Development as a Leader (5.80)
- Adjusting to New Role (5.93)
- Understanding Culture (5.60)

Mentorship Program Outcomes to Date

- Understanding Values (5.90)
- Value “integrating external hires into AVH.”
 - Mentor Response (6.57)
 - Protégé Response (6.10)

Investment

- \$2000.00 per participant over two years
- Time:
 - Personal
 - Professional
 - Organizational

Expected Return on Investment

- Increased Leadership engagement
- Increased Leadership accountability
- Improved Leadership effectiveness
- Improved Communication
- Rigorous assessment process, based on relevant psychometric instruments, reports, feedback, goal setting and coaching

What have we learned?

- Succession Management is a complex process
- The process requires resources and commitment from Leadership and the Organization
- Customize: a 'cookie cutter' approach will not work
- Investing in people pays off

Succession Management: Fully Implemented

Critical Factors/Requirements

- Urgency
- Investment of Resources
- Leader Engagement
- Physician Engagement
- Partnerships
- Retirement Tracking
- Gap Identification
- Communication
- History
- Integration and Alignment

Perceived Need

- Needs Analysis
- Decision to Proceed
- Strategy Development
- Executive Buy-in

Process

Systems Approach: Ongoing Integration and Alignment

- Pilot Project/Volunteers
- Pilot Evaluation
- Implementation with Leader Groups
- Implementation Evaluation
- Organization Culture
- Continuous Learning
- Learning Organization
- Continuous Improvement
- Ongoing Monitoring and Modification



Strategic Goals

- Organization Sustainability
- Capacity Building
- Culture Change
- Learning Organization
- Systems Approach
- Continuous Improvement
- Alignment
- Return-on-Investment

Target Groups

- Incumbent Leaders
- New Hire Leaders
- Physician Leaders
- Emerging Leaders

Integration and Alignment

- Leadership Model
- Leadership Development and Engagement
- Mentorship and Coaching Programs
- Recruitment and Selection
- Career Planning and Development
- Retention Strategy

Embracing the Future

- Moving forward to achieve organizational sustainability by:
 - Integrating assessment into leader selection process
 - Integrating coaching and mentoring programs
 - Integrating new leaders/managers into organization and role
 - Anticipating and planning for “ripple effect” of retirements and unscheduled attrition, at all levels

Embracing the Future

- Identifying and developing emerging leaders/managers
- Promoting a culture of “Continuous Learning”- a Learning Organization
- Becoming an “Employer of Choice”
- Increasing organizational stability through retention of high-performing leaders, future leaders and star performers.
- Maximizing organizational performance and quality service

Success Markers

- Full and genuine engagement of leadership: Championing of Project by CEO and Executive
- Organization-wide commitment to leadership development
- An evolving culture of consultation and collaboration
- Comprehensive and objective development criteria

Success Markers

- Alignment with organizational strategy, values and objectives
- Communication, consultation, collaboration within entire Leadership Team
- Rigorous evaluation and measurement; ongoing and of each phase