

Succession Planning

Canadian Association of Staff Physician Recruiters
Annual Conference
Prince Edward Island
May 12, 2014

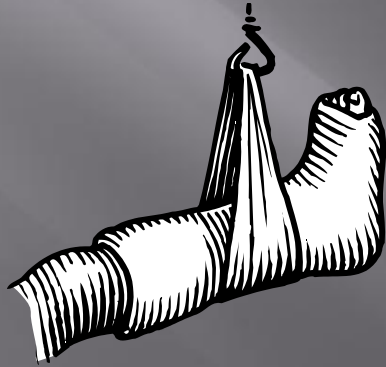
Presented by:
Charlotte Kirby
Mavin Consulting Services

Don't let them leave you hanging



....**alone.**

Picture courtesy
of <http://www.3dhealthinc.com/blog/have-you-thought-about-your-medical-staff-retirement-age>



One Word Associations

Succession Planning

Noun

Verb

Adverb

Adjective

Advice from space

“Early Success is a terrible teacher. You are essentially being rewarded for a lack of preparation, so when you find yourself in a situation where you *must* prepare, you can’t do it. You don’t know how.”

Chris Hadfield

An Astronaut’s Guide to Life on Earth

UnSuccession Planning

- ▣ Delegating full responsibility to human resources- Needs to be a team effort
- ▣ Replacing people, rather than developing them
 - talent management, leadership, promotion
- ▣ Not updating succession plans regularly
- ▣ Calling for help when it is too late \$\$\$ \$\$\$
- ▣ Making assumptions! “She’ll probably retire in a couple of years.” “He’ll never leave.”

What is most important in Succession Planning?

(and everything health related)

**PATIENT
EXPERIENCE**

▣ **“What do you mean
you’re leaving!?!?!
@#!@!!@%!!**

▣ **I mean, congratulations.”**

From a future leader:

- ▣ “If a doctor is going to leave he should tell the director one month early so the director can see if they can get a doctor.”
- ▣ “To find a doctor go to a website.”

NWV, age 7 ½ .

Build a Foundation & Get Organized!

- ▣ Does your hospital/clinic/region have a clear job description for every physician? (daily duties ,routines, scope of practice etc., & who he/she might interact with on a daily/weekly basis)
- ▣ Do you review job descriptions (leaders every 2 or 3 years, others every 4 or 5 years)
- ▣ Do you have a **Communications Plan?**

Communications Plan

- ▣ Do you have a list of who should be notified when a physician leaves?
- ▣ How will you notify these people?
- ▣ Where will the patients go?

Medical Staff Development Planning

Determining # of Physicians Needed

The Tricky Part

- ▣ Demographics – regional, provincial and national databases; Doc/Pop Ratio; # of graduates, estimating retirement age etc.
- ▣ Physician Surveys (HFO MRA Recruiter U)

Are these reliable?

Ideas for Long Term & Short Term Planning

- Academic appointments for physicians
- Students, Residents, Fellows
- Mentorship
- Physician Engagement Events
- Grooming
- Emergency Succession (locums, database of potential clients)
- Social Media (see Chris Farley-Ratcliffe)

Conclusion

With the ever-increasing health care needs of our aging population, we can **adapt** and overcome uncertainties with a **prepared, resilient** workforce — and a **well-planned, well-executed** succession plan is the best way to achieve this.

The end result is a **healthy** organization with **continuity of leadership** and employees who are excited about and committed to the future, your organization, your community and their careers. And most important, it will be seamless when it comes to

PATIENT EXPERIENCE.



Succession Planning:
It is never too early to start

Thank you!

Charlotte Kirby

Co-founder Mavin Consulting Services

www.mavinconsulting.ca

& MD Career Portal

www.mdcareerportal.ca

c.kirby@mavinconsulting.ca

@mdcareerportal @cjkhealthcare

@healthmavins