

Succession Planning for Critical Access Hospital Leadership

**Sue Plaster, M.Ed.
Sue Plaster Consulting
Rural Health Association Conference
June 24, 2013 Breakout Session IE
10:50-11:50 a.m.**

Our Participants and Agenda Today

Al Vogt – Cook Hospital, Cook

Pat Wangler – Essentia Hospital, Fosston

Pamela Williams, Minnesota Valley Care Center,
Le Sueur

Sue Plaster, M.Ed., Moderator

Opening Remarks – Status Today, and Strengths

Facilitated Discussion – Views of Our Topic

Wrap up – Next Steps for All of Us?

Succession Planning Defined

Succession Planning Is a Leadership Activity

- *Based on* Business Strategy and People Strategy and Needs.
- *Informed* by Talent Appraisal and Performance Management
- And *Driving* Talent Development and Movement

Where Are We On the Succession Continuum?

Business Case?	Opportunity	Taking Care of Business	Weathering Recession	Asset Protection
Never Had a Succession Plan That I Know Of	Out of Date Plan In Somebody's File Somewhere	Top Positions Planned for; Not Organization-wide	Have Done Succession Planning Within Past 3-5 Years For Mgt. Roles	Succession Planning, Talent Review and Development Planned Annually for Mgt. and Key Talent

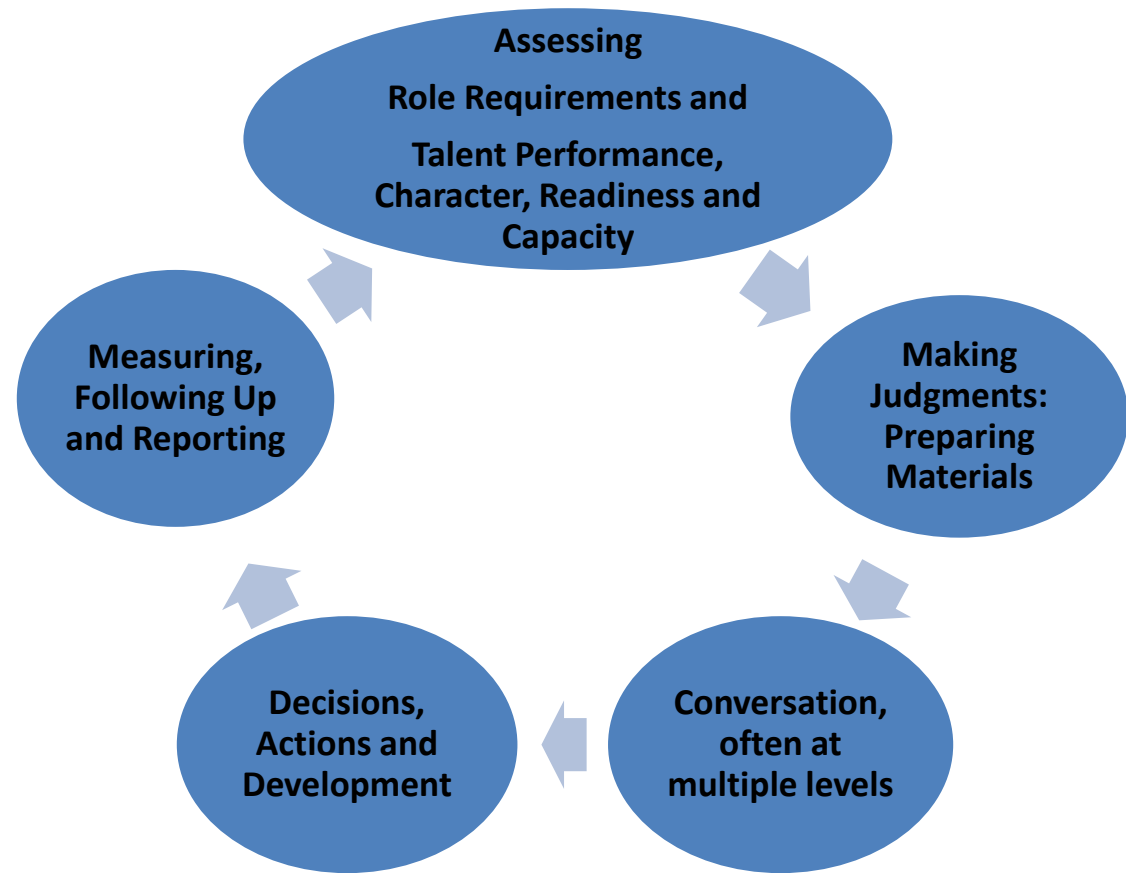
Four Views of Succession Planning

1. It's about the **data**: forms, documentation, talent database
2. It's about the **roles and successors** – the “hit by a bus” premise
3. It's about **rating and ranking** talent for future moves and development (the 9-block, for example)
4. It's about **conversation and consensus**: feedback, development and action planning that support the talent and the business plan

Succession Planning in Steps

“The key to succession, which too many overlook, the concept of **sustainability.**”

From Sobol, Harkins and Conley, “Best Practices in Succession Planning”



Key Principles of Succession Planning

1. Keep the forms simple -- focus on a rich conversation
2. Make the hospital's strategic goals and related talent issues a centerpoint of the discussion
3. Encourage participants to think broadly about potential successors
4. Weave diversity of people, cultures and ideas into every step: preparation, conversation and follow up
5. Discuss talent at multiple levels
6. The conversations are facilitated, have ground rules and lead to action.



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Building Bridges Across Differences
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Sue Plaster has a broad career background in diversity, intercultural communications, leadership and succession planning. She has more than 30 years experience leading, coaching and advising in organizations. Sue works with individuals and organizations to address issues and opportunities related to diversity and equity and talent utilization. Her work ranges from assessment and intervention in workplace diversity issues to customer diversity. She also works with individual clients on career development, mobility, and transition.

Sue served for more than 10 years as Director of Diversity for Fairview Health Services, with responsibility for diversity and cultural competence policy, practice and education in the 22,000-employee health system. Before joining Fairview, Sue was Director of Leadership, Mobility, and Succession Planning for Honeywell Inc. At Honeywell she also held leadership positions in Corporate Promotion and Worldwide Employee Communications. Prior to that, Sue was a communications manager for a medical device Firm and a high school instructor. Sue taught in the Master's in Business Communication Program at University of St. Thomas and has presented for the Twin Cities

Multicultural Forum for Workplace Diversity.

Sue Plaster Consulting, June, 2013