

ISSUED BY: Board of Directors**AUTHORIZED BY:** Board of Directors**ISSUE DATE:** July 8, 2003**NUMBER:** II-1**REVISION DATE:** April 16, 2026**REVIEW DATE:****CATEGORY:** Part II – Provides for Excellent Management**PAGE:** 1 of 3**SUBJECT:** CEO SUCCESSION

The Board of Directors (Board) will ensure that provision is made for continuity of leadership for the Hospital. The Board will have in place a documented process for succession should the Chief Executive Officer (CEO) position become vacant due to sudden loss, resignation, retirement or termination. The succession plan will also specify the process for appointing an interim CEO, should the CEO require an extended leave of absence due to personal, health or other reasons. The CEO will engage in regular (at least annually) formal discussions about continuity and succession planning for the executive leader role. The CEO will report on the succession plan annually during the CEO evaluation process.

A. Planned Vacancy (e.g. retirement)

The process to fill a planned vacancy will include:

As soon as practicable following receipt of notice, the Board will establish a CEO Search Committee, taking into consideration the need to ensure it reflects the diversity of the communities served, comprised of eight voting members and five non-voting members, with the following representatives:

- five elected Directors, one of whom shall be the Chair of the Board (voting);
- one elected Director of the Health Sciences North Research Institute (HSNRI) Board (voting);
- the Chief of Staff (voting);
- the President of the Medical Staff Association (voting);
- the President and Vice-Chancellor of Laurentian University or designate (nonvoting);
- the President, Dean and CEO of NOSM University or designate (non-voting);
- one HSNRI full-time employee (non-voting);
- one Patient and Family Advisor appointed by the Board (non-voting); and
- one member of the Senior Leadership Committee appointed by the Board (nonvoting).

The CEO Search Committee will be chaired by the Chair of the Board or a delegate appointed by the Chair, and shall include at least one Indigenous member, at least one member from Northeastern Ontario outside Sudbury, and at least four French-speaking members.

Search Committee membership is subject to the submission of a declaration by the recommended members that they do not have any conflict(s) of interest, and the signing of a non-disclosure / confidentiality agreement.

The CEO Search Committee terms of reference will be circulated to the members at the outset of the recruitment and selection process. In the event that existing terms of reference are not readily available, the CEO Search Committee will develop terms of reference at its inaugural meeting.

The Board or the Executive Committee may, at their discretion, select a search firm to assist with the process, including for seeking confidential input from an appropriate range of individuals, internally and externally, that are representative of the communities served by the organization in order to inform the profile and attributes of the desired CEO. The CEO Search Committee will interview a shortlist of candidates and recommend their candidate of choice. In the event a new CEO has not been appointed prior to the departure of the current CEO, the Board will appoint an interim CEO in accordance with Section B.

An offer will be subject to submission of a declaration that the candidate has no conflict of interest consistent with Hospital policy and in a form as required by the Board, and satisfactory results, as determined in the sole discretion of the Board, of: a psychometric assessment; at least six professional references informed by the psychometric assessment, including from supervisors, peers and direct reports; a criminal reference check; verification of credit, academic credentials and professional designation(s); social media review; and compliance with immunization requirements.

An agreement to support the terms and conditions of employment will be in a form determined by the Board and reviewed by external counsel, and will be executed by the Board Chair and the candidate accepting the position.

The recruitment process will be supported by the Vice President, People and Culture and/or the governance professional, which may include attendance at meetings of the CEO Search Committee at the discretion of the Board Chair.

B. Sudden Vacancy (e.g. death, resignation, termination, extended leave)

Annually, the CEO will identify to the Executive Committees of HSN and HSNRI in writing a successor recommended to fill the role of interim CEO, if a sudden loss of the CEO occurs. The appointment of an interim CEO will be subject to approval by the Board.

Policy Review Log

Date	Action
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July 8, 2003	Issued
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Policy No. II-1

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March 10, 2009	Revised
January 17, 2013	Reviewed
March 10, 2015	Revised
June 1, 2016	Revised
November 8, 2016	Revised
January 29, 2019	Revised
October 6, 2020	Reviewed
March 28, 2023	Revised
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