

TYPICAL TYPES OF TRANSITIONS

When a Life Plan Community faces a replacement of one of its key executives, the CEO or board must determine the type of transition the organization is facing. This assessment is crucial to determining the next steps, creating an effective recruitment strategy and, ultimately, the ensuring future success of the executive and the organization. Here are the typical types of transitions and how to address them:

SUCCESS CONTINUED

What it looks like:

- ▶ Organization/Community is well led
- ▶ Performance is within the top 10th percentile in most areas
- ▶ Healthcare star ratings 4 or 5
- ▶ Residents are well engaged
- ▶ Annual resident and family surveys are positive with a response rate over 75%
- ▶ Turnover is low

How to address it:

When things are going well, it is tempting to recruit a new hire that is similar to the departing executive. However, the focus needs to be on what's needed for the future success of the organization. Review the position's responsibilities and workload. Future direction may require different goals and skill sets than those needed to get to this point. Expect that there will be resistance to change.

PERFORMANCE IMPROVEMENT

What it looks like:

- ▶ Key areas performing poorly
- ▶ Healthcare star ratings 2 or 3
- ▶ Resident complaints are fairly frequent, and often in writing or from groups
- ▶ Annual resident and family surveys are below standards and participation is mediocre
- ▶ Attract good talent, but turnover is high

How to address it:

Diagnosis of the issues is critical, and addressing them should not wait for the new executive to arrive. Begin by assessing the executive team dynamic - there may be a critical person driving the performance issues, and may in fact be the reason the organization is in transition. Engage employees at every level in a frank discussion about workplace culture.

Need help assessing what type of transition fits your organization? Call 877.699.7828

TURNAROUND - REPOSITION

What it looks like:

- ▶ Key areas are consistently performing very poorly
- ▶ Exterior community is rejecting the message – no business partnerships
- ▶ Healthcare star ratings 1 or 2
- ▶ Residents have disengaged in the conversation
- ▶ Resident and family surveys are below standards and participation is low
- ▶ Can't attract top talent

How to address it:

The organization needs to be stabilized before a top-notch executive can be recruited. An interim executive with 20+ years of experience is needed to stabilize the organization, improve staff morale, and improve the ethics, diligence and intentionality of the organization.

START UP

What it looks like:

- ▶ New start up organization or new business expansion
- ▶ Going from volunteer board management to a hired staff
- ▶ Execution of a new business plan

How to address it:

Recognize that there will be a variety of roles that will shift over time as others are hired. It is critical to clearly define job responsibilities, understand how the executive works best, and what kind of support will be needed for them to be most effective. Seasoned executives have experience dealing with unforeseen issues. They will help ensure the first members and staff receive the best “executive” communication. The key focus should be on realigning the board’s role from daily operation to governance effectiveness.

HARD-TO-FOLLOW

What it looks like:

- ▶ Facing the departure of a long-tenured leader who may be seen as “saving” the organization
- ▶ Seen as a MAJOR change for all
- ▶ Unknown changes to culture, relationships, performance expectations, even structure

How to address it:

Ensure stability for the other executive team members that are high performers. Realize there may be issues that the departing executive has not addressed in the recent past due to “waiting on the next person.” Decide if other team members can function for six months with added responsibilities, or find an interim executive to address any “this isn’t the way he or she did it” attitudes. Create an environment for the new hire in which staff is prepared for change. This is an opportune time to rethink the board-executive relationship.

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