

## **CHD Continuity Plan**

**May 10, 2004**

**Goal:** To provide cost-effective and quality services that are responsive to the changing needs of our community, our customers and our payers by:

- a. maintaining the CHD values of learning, inclusion, teamwork and democracy and to continuing CHD's evolution as a self-organizing and non-hierarchical learning organization;
- b. developing team-based systems of leadership and accountability that do not rely upon any single individual;
- c. operating without a CEO when David retires.

**Rationale:** CHD services are complex and interdependent. We operate in a confusing environment of changing and conflicting values, regulations, ethics and customer needs. The research guiding evidence-based practices is growing and changing. Community needs are increasing while funding is decreasing. Our financial survival depends upon intelligent business practices that must also be balanced against the needs of our consumers. In short, we are engaged in knowledge work that requires timely, well informed decisions based upon prior experience and constantly changing information.

Our organizational structure and culture is based upon the belief that empowering individuals and teams is the most effective response to these challenges. This belief is strongly supported in management and organizational development literature and research. By flattening the organization, we make it easier for information to flow quickly to the people needing it. Our information strategies are intended to produce the information need by staff to make decisions. Our inclusive processes are intended to assure that those persons affected by decisions are involved in the analysis and decision making and that multiple points of view are represented in all decisions. We stress a non-blaming problem solving approach to encourage risk taking and to encourage honest evaluation and learning from mistakes. These principles and approaches have evolved into the CHD culture over many years and have now become a conscious part of our organizational mission. Becoming a democratic workplace and a learning organization is part of making CHD a healthy community.

**Plan:** The CHD board does not intend to fill the CEO position when David retires in the spring of 2005. Instead, we intend to experiment with expanding our team-based systems of management and accountability to include the relationship between the BOD and AC. The BOD will monitor the success of this experiment and could decide at some future time to reinstall a CEO if the experiment does not provide quality leadership for CHD.

**Admin Council:** AC will operate as a team accountable directly to the BOD with the responsibility for management of CHD. CHD teams will continue to be accountable to AC.

**Corporate Agent:** One member of AC will be appointed as the Corporate Agent (title subject to change) with responsibility for:

- Facilitating AC team processes,
- Acting as the AC point of contact for legal and contractual issues,
- Representing CHD legally with signature authority
- representing AC on the BOD.

**MH Director & PH Administrator:** These two positions will continue to be members of AC and will become more visible as programmatic representatives of CHD in the local community and with funding and regulatory entities.

**Planning:** Organizational goals and expectations will be established annually. CHD staff will be included in this planning process. The process will develop a clear set of goals and expectations

which will be the plan for AC to implement over the coming year. Progress on these goals will be the primary focus of monthly BOD meetings. As new challenges and opportunities arise during the year, these will be reviewed by the BOD and AC to determine how to respond and whether they should be incorporated into the annual plan.

Evaluation: Mutual accountability and evaluation is essential in this plan. AC will be expected to engage in an open appraisal process at least annually. This process will evaluate team and organizational accomplishments, especially in response to the annual goals, and will also provide feedback and evaluation to each member of AC. The open appraisal will identify quality improvement and professional development goals for each team member. The accomplishments and lack of accomplishments will be reported to the BOD. Team members will be accountable to the team for their progress on individual goals and this information will not be shared with the BOD.

Tasklist: In order to implement this plan in the spring of 2005, the following tasks will need to be accomplished:

<b>Task</b>	<b>Responsible</b>	<b>Target Date</b>	<b>Comments</b>
<b>Inform and educate staff about this plan</b>			
• Post on First Class	David	5/11/04	Need AC approval first
• Discuss at May All Staff	AC	5/13/04	
• Discuss at team meetings	AC	6/1/04	
• Other presentations?			
<b>Solicit staff input</b>	AC/ John	6/2/04	Need to define methods for giving input
<b>Reaffirm decision &amp; plan</b>	BOD	6/2/04	
<b>BOD member recruitment</b>	BOD	9/1/04	
<b>Revise Decision Parameters</b>	AC	10/1/04	Need process to involve staff
<b>AC Team Development</b>	AC	Ongoing	Develop plan
<b>Revise Bylaws</b>			
• Draft changes	AC	1/1/05	
• Approved changes	BOD	4/1/05	
<b>Revise CHD Policies</b>			
• Identify all policies that reference CEO and reassign responsibility	AC		Is this something for Opcomm to be involved in?
<b>Selection of Corporate Agent</b>	BOD or AC?	4/1/05	When should this occur? Is shadowing of DBS important?
<b>Process for replacing AC members</b>			
• Propose process(es)	AC	1/1/05	Need staff input
• Approve process	BOD	4/1/05	
<b>AC Open Appraisal</b>			Complete before selection of corporate agent?
• Process for getting staff input	AC	Summer 2004?	
• Develop process	AC	Summer 2004?	
• Conduct appraisal	AC	Fall 2004?	
<b>Communication with local partners</b>	David	Fall 2004	DHS, County Commissioners, schools, other?

<b>2005 Strategic Planning</b>	BOD/AC/Staff	4/1/05	