



SUCCESSION PLANNING

WORKFORCE NEEDS:

Organizational succession planning identifies action(s) to be taken should key personnel be unavailable to perform their duties due to retirement, resignation, serious illness, death, or other reasons. Planning identifies which employees could move into key positions, considers how to develop employees to fill leadership positions, and highlights the need or opportunity to identify potential leaders external to Brightlife Enhancement Services or even external to the field.

KEY POSITIONS:

Brightlife Enhancement Services relies on its entire workforce to carry out the mission, to provide programs and services, and to meet organizational goals. Although all employees are valued and are an integral part of our success, some positions require more training/education and experience than others and may require specialized credentials, and/or are more difficult to recruit. These positions are considered 'key personnel'. Key positions identified within the Brightlife Enhancement Services are:

- Members of Senior Management: Program Director/Chief Executive Officer and the Medical Director/Corporate Compliance Officer;
- Supervisory staff positions: Program Director
- Skilled/professional positions: licensed/certified professionals, direct care providers; and community service professionals.

COMPETENCIAS:

Each of the positions listed above has a current job description which includes a detailed listing of competencies and requirements. Each position description is reviewed annually with the employee and revisions are made as needed and every description receives a formal update/review at least every five years.

REVIEW OF TALENT AND WORKFORCE READINESS:

As positions are posted for recruitment, all applications are reviewed to ensure applicants meet minimum qualifications – this includes educational requirements, professional experience, and any specific credential(s) which may be required for a given position. As noted above, each position description is reviewed annually with the employee and revisions are made as needed and every description requires a formal update/review at least every five years. This regular review

ensures an accurate, current list of job details, duties, and specialty requirements. Every employee receives notification of all positions as they are posted with the job title, location, and closing date of posting. All internal candidates for positions are granted an interview – this allows for an ongoing review of the current workforce as compared to the needs of the organizations. Employees who interview for positions but are not selected are provided with feedback as to any deficits noted and may request training in specific areas to improve their chances for future opportunities.



BrightLife **Enhancement Services** Holistic approach to healthcare

The Chief Executive Officer is required to submit a formal written Executive Succession Plan. This plan is reviewed annually and updated as needed. Documentation of this is noted in Management Team minutes, as appropriate, and the plan is distributed to all Senior Managers and a copy is also maintained in the administrative office. As part of this plan, the executive duties are assigned to specific individuals to ensure continuity of operations. In like fashion, Brightlife Enhancement Services has assigned all Senior Managers to develop a formal succession plan for their respective departments to ensure continuity of operations in those areas. This will help with assignment of duties and assessment of competencies in determining any needed revisions to plans or job assignments.

The executive succession plan and the managers' plans both address short-term and long-term vacancies.

GAP ANALYSIS:

Information regarding positions that may be vacated due to retirements is readily accessible and is to be reviewed regularly as part of the Senior Management Team review. This information will be reviewed as part of budget preparation and submission.

Brightlife Enhancement Services works closely to determine and identify positions that are hard to recruit – either due to position requirements or location of position.

STRATEGIC DEVELOPMENT:

Brightlife Enhancement Services has developed and implemented a formal employee training program based upon external regulatory requirements. These training topics are monitored on a quarterly basis and are included in the performance planning and performance evaluation process of every employee. In addition to this, employees are polled on an annual basis as to requests for specialty training (above and beyond minimum requirements) and this forms the basis for our training agenda.

SUMMARY:

Throughout all these activities, Brightlife Enhancement Services strives to maintain current awareness of new programs and opportunities. Brightlife Enhancement Services has committed significant resources to the recruitment, development, and retention of our workforce.

Note:

Brightlife Enhancement Services recognizes personnel as an invaluable resource. It is the policy of Brightlife Enhancement Services to establish and maintain personnel policies/procedures that support an atmosphere that reflects aspiring to excellence and encourages creativity, innovation, and continuous program improvement. Brightlife Enhancement Services values and respects the input, needs, and desires of employees. Personnel policies are established to encourage and foster mutual respect between employer and employees and to promote the involvement of personnel in the success of the organization, and ultimately to support the goals of the persons served.