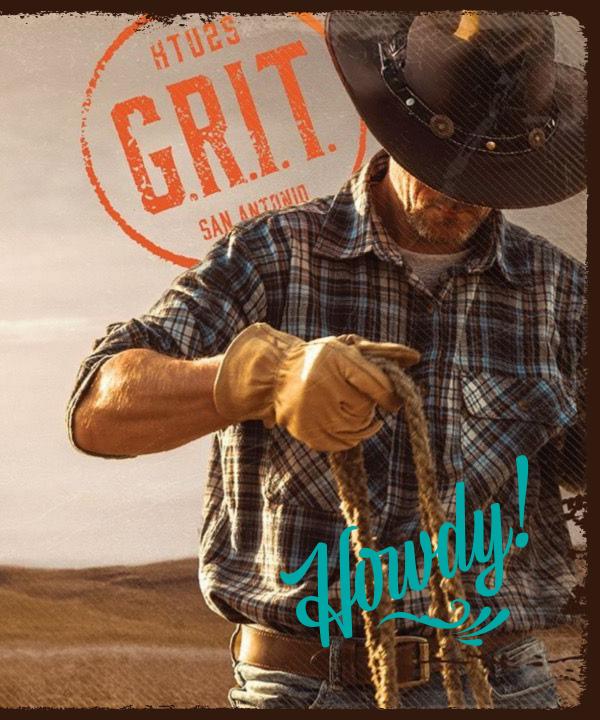


Passing the Reins:
Succession Planning for
Physicians & Supply Chain
Leaders

THIS SESSION IS OPEN TO SUPPLIERS

Applying for CE credit or need a Certificate of Participation? Be sure to snap a pic of the code shown at the end of this session.

CE Deadline: 09/30/25



Moderator & Panelists





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Disclosures



The presenters have no real or perceived conflicts of interest related to this presentation

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Learning Objectives



At the end of this session, participants should be able to:

- Recognize the risks and negative impacts of a lack of or ineffective succession planning.
- Identify the challenges faced between seasoned physicians and supply chain leaders and how to mitigate them.
- Recall key strategies for developing a successful succession program.







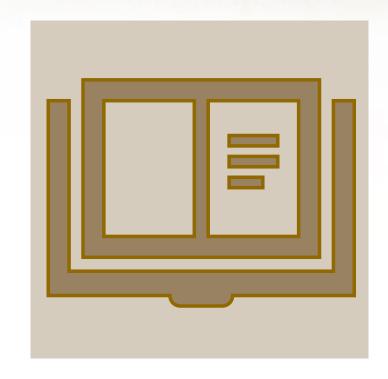
The Good, The Bad & The Ugly

Succession Planning



Definition:

Succession planning ensures leadership continuity by proactively identifying & developing future leaders.





Franciscan Alliance





Respect for Life



Fidelity to our Mission



Compassionate Concern



Joyful Service



Christian Stewardship



Franciscan















Audience Poll Question #1



Does your facility currently have a process or procedure for succession planning?

- A. Yes, we have a fully implemented process
- B. We are in the process of creating
- C. No, we have not started this yet
- D. I am not sure



Succession Planning



Key Benefits

- Operational Stability: Avoid disruptions in patient care & supply chain operations.
- Knowledge Retention: Preserve critical expertise from experienced professionals.
- Career Growth & Retention: Encourage internal promotion & leadership development.
- Strategic Alignment: Ensure smooth transitions that align with the system's mission.



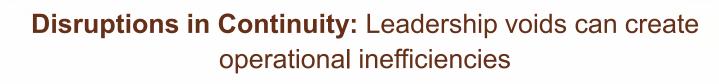
"Succession planning is essential for organizations to thrive in an ever-changing environment."

- Eric Schmidt, former CEO Google



Risks & Negative Impacts of Ineffective Succession Planning





- Decision-making Delays: Critical decisions may be stalled.
- Lack of Direction: Teams may struggle with uncertainty, leading to inefficiencies in workflow & administrative bottlenecks.
- Operational Gaps: Key responsibilities may be left unaddressed as interim leaders adjust, causing misalignment in strategic initiatives.



Risks & Negative Impacts of Ineffective Succession Planning, continued





Loss of Institutional Knowledge: Departure of key personnel without knowledge transfer

- Risk of Reinventing Processes: Without documentation or mentorship, new leaders may have to rebuild strategies instead of refining existing best practices.
- Limited Historical Context: Understanding past challenges & successes helps shape future decision-making.
- Reduced Efficiency in Training: Transfer becomes sporadic, prolonging onboarding for new leaders.



Risks & Negative Impacts of Ineffective Succession Planning, continued





Decline in Morale & Retention: Lack of clear career progression leads to disengagement

- Uncertainty in Career Paths: Employees may feel undervalued if leadership opportunities are unclear or inaccessible.
- Increased Turnover Rates: Talented professionals may leave for organizations with better-defined career growth structures.
- Lower Engagement & Productivity: Employees who see no future within the organization may disengage from their roles, impacting overall performance.



Key Strategies for Creating a Strong Succession Plan



- Identify Critical
 Roles & Future
 Needs: Determine
 which leadership
 positions are vital to
 organizational success
 & assess future talent
 requirements based
 on evolving healthcare
 trends & supply chain
 innovations.
- Engage Current
 Leaders in
 Knowledge
 Transfer: Have
 outgoing leaders
 actively mentor &
 share institutional
 knowledge, best
 practices & decisionmaking insights with
 emerging leaders.
- Create Clear Competency & **Performance** Metrics: Establish measurable benchmarks for leadership readiness, ensuring candidates align with organizational culture, values & strategic goals.
- Governance
 Structure for
 Succession:
 Develop a formalized
 transition framework
 with timelines, roles
 & responsibilities to
 prevent operational
 disruptions.

Establish a

Key Strategies for Creating a Strong Succession Plan, continued



- **Develop a Talent** Pipeline: Establish mentoring programs, leadership training & professional development opportunities for potential successors. Encourage crosstraining to enhance skills.
- **Evaluate Internal &** External **Candidates:** Assess both internal employees with growth potential & external industry leaders who may bring fresh perspectives.
- Ensure Adaptability & Future-readiness: Focus on leadership agility, technological competence & innovative thinking to prepare successors for future healthcare & supply chain challenges.
- Communicate & Gain Stakeholder Buy-In: Keep employees, teams & external stakeholders informed of succession plans to maintain trust, stability & engagement.

Two Critical Factors



Preparing for Leadership Transition

- Enhances Organizational Agility
- Maintains Continuity in Value Analysis
- Prevents Knowledge Gaps
- Reduces Operational Risks
- Strengthens Long-term Leadership Development

Physician & **Supply Chain Leader Relationship**

- Influences Evidence-based **Purchasing Decisions**
- Improves Adoption of New Technologies
- Enhances Compliance & Regulatory Alignment
- Drives Cost Optimization & Standardization
- Speed to Execution



Tips for Successfully Passing the Reins



- Create a Transition Timeline: Ensure leadership changes happen gradually, allowing successors to shadow & progressively take on responsibilities
- Facilitate Leadership Coaching & Onboarding: Provide structured training programs, executive coaching & exposure to strategic decision-making before the official transition
- Implement Knowledge Management Systems: Document policies, protocols, workflows & best practices to minimize disruptions & ensure a seamless leadership handover
- Monitor & Evaluate the Transition Process: Conduct post-transition assessments to measure leadership effectiveness & address any gaps in execution
- Encourage Open Dialogue & Feedback: Maintain transparency by fostering discussions between current & incoming leaders, ensuring alignment with expectations & organizational goals



Navigating Physician & Supply Chain Leader Relationships



Challenges

- Differing Priorities: Patient care vs.
 cost-effectiveness & operational efficiencies
- Communication Barriers: Lack of common language & shared decision-making framework
- Resistance to New Strategies: Hesitation in adopting modern procurement & operational models
- Data vs. Experience Dilemma: Supply chain leaders rely on data; physicians trust clinical expertise

Mitigation Strategies

- Collaborative Committees: Creating physician & supply chain alignment groups
- Transparent
 Communication:
 Establishing joint decision-making frameworks
- Educational Programs:

 Training physicians on supply chain efficiencies & group purchasing organizations (GPOs)



Audience Poll Question #2



What barriers do you have in starting a supply chain succession plan?

- A. Don't know how to start
- B. Takes too much time/energy
- C. The system/facility I work for already has one
- D. Don't have senior leader buy-in
- E. Not sure



Audience Poll Question #3



What role do you see a GPO taking to help with succession planning?

- A. Basic education on what a GPO does
- B. Advanced education on a GPO
- C. Providing leadership/mentoring opportunities
- D. Not sure



The Ideal State of a Successful Succession Program



- Defined Career Progression:
 Clear pathways for physician & supply chain leadership roles
- Proactive Talent Development:
 Identifying, mentoring & retaining
 future leaders
- Integration of GPO Education:
 Teaching stakeholders how GPOs optimize efficiency & align with facility goals

- Strong Governance & Policies:
 Ensuring structured transitions with minimal disruption
- Ongoing Evaluation & Adaptation:
 Keeping the succession strategy agile
 with evolving industry demands



Key Strategies for Success



- Internal Growth & Promotion Culture: Encouraging leadership development within the organization
- Cross-departmental Training:
 Physicians & supply chain leaders
 understanding each other's workflows
- Stakeholder Engagement:
 Aligning leadership goals with the mission & vision of the facility

CE Credit Deadline: 09/30/25

 Performance Metrics & Accountability:
 Measuring the effectiveness of succession plans over time

