



<b>Policy</b> <b>Registrar/CEO Succession Plan</b>	<b>Replaces former policy:</b> <input type="checkbox"/> Title: <input checked="" type="checkbox"/> N/A
	<b>Date Effective:</b> 2025-08-13
	<b>Last Update:</b>
<b>Contact:</b> Manager, HR	

## Policy Statement

It is the Board’s responsibility to ensure CHCPBC has the ongoing senior leadership capacity to continue to meet its regulatory mandate. When the position of Registrar/CEO becomes vacant, the Board and the CHCPBC leadership team will act immediately in accordance with the approved procedures to ensure continuous coverage of the critical Registrar/CEO duties and manage the risk associated with leadership transition, including immediate and ongoing communications with staff and key external partners about interim leadership plans.

Should this situation arise, [Appendix A](#) outlines the expectations of the Board, the board chair and the leadership team and the procedures to enact.

### 1. Policy Rationale and Purpose

The policy ensures that CHCPBC can continue to operate effectively and meet its regulatory and other obligations in the situation where the position of Registrar/CEO becomes temporarily or permanently vacant, whether the vacancy be planned or unplanned.

### 2. Policy Scope

This policy applies to the Registrar/CEO, Board, the Human Resources Committee and the leadership team of CHCPBC.

### 3. Legal Authority

This policy is linked to the following legislation and regulatory documents:

- Health Professions Act, Section 21 (1)
- CHCPBC Bylaw 3.1(a)
- CHPCBC Bylaw 3.5
- Human Resources Committee Terms of Reference



## 4. Key Partnerships

None identified at this time.

## 5. Definitions

**Leadership team** means the Deputy Registrar, the Executive Directors and the Chief Regulatory Officer of CHCPBC.

## 6. Process Check

The following documents have been consulted and applied to this policy.

- Policy Development Framework

## 7. Resources/References

BC College of Nurses and Midwives: Registrar & CEO Incapacity to Act Plan

College of Occupational Therapists of Ontario: Succession Plan for the Position of Registrar and Chief Executive Officer

College of Physiotherapists of Ontario: Registrar & CEO Succession Planning

College of Psychotherapists of Ontario: Registrar CEO Succession Planning Policy

College of Psychologists and Behavioural Analysts of Ontario: Succession Plan for the Position of Registrar & Executive Director



<b>Reviewed by the Board on:</b>		<input checked="" type="checkbox"/> N/A
<b>Reviewed by the Registrar/Deputy Registrar on:</b>		<input checked="" type="checkbox"/> N/A
<b>Date Approved</b> 2025-08-13	<b>Approved By</b> <input type="checkbox"/> Board <input checked="" type="checkbox"/> Committee (Human Resources Committee) OR Name Title	
<b>Date Effective</b> 2025-08-13	<b>Revision history</b>	<b>Last Updated:</b>
<b>Next Review</b> 2027-08-13		<b>Previous Update:</b> <b>Previous Update:</b>
<b>Drafted by:</b> Name Norah Xu		Title Manager, Human Resources



# Appendix A

The potential situations which may arise with respect to the position of Registrar/CEO include a temporary absence or a permanent absence, either of which may be planned or unplanned/unexpected. The steps taken to ensure continuous coverage of the critical Registrar/CEO duties, and for CHCPBC to operate effectively and meet its regulatory and other obligations may differ depending on the situation.

## Potential Scenarios

### Planned Absences

Planned absences allow for planning and the appointment of an interim leader(s) in collaboration with the Registrar/CEO.

**Temporary Planned Absence** is a period (no more than 3 months) when the Registrar/CEO is unable to act or provide direction temporarily due to foreseeable circumstances. This does not include vacation or short leaves of absence.

**Permanent Planned Absence** is a pre-announced and deliberate departure of the Registrar/CEO (e.g., retirement, resignation, or completion of a predetermined term).

### Unplanned Absences

Unplanned absences generally do not allow for comprehensive planning prior to the absence and pose a higher risk to the organization.

**Temporary Unplanned Absence** is when the Registrar/CEO is unable to act or provide direction unexpectedly due to unforeseen circumstances.

**Permanent Unplanned Departure** is an immediate and unexpected permanent withdrawal of the Registrar/CEO from their position which occurs without advance notice.

## Procedures

### Planned Absence

The Registrar/CEO formally notifies the board chair about the anticipated absence, including specific dates and duration.

- The Deputy Registrar assumes the role of Acting Registrar/CEO.

Should the Deputy Registrar be unavailable or otherwise unable to act, the Registrar/CEO will recommend an Acting Registrar/CEO for appointment by the Board. The Registrar/CEO is responsible for any required orientation of the Acting Registrar/CEO to ensure permissions are granted as required and staff are informed of the plan.



## Unplanned Absence

*First 48 hours:*

**Step 1** Upon awareness of the unplanned absence, the board chair is notified by the Registrar/CEO or another member of the staff who receives notice.

**Step 2** The Deputy Registrar assumes the role of Acting Registrar/CEO. Should the Deputy Registrar be away or otherwise not able to act, the Human Resources Committee will recommend who is best to be appointed Acting Registrar/CEO for approval by the Board.

**Step 3:** The board meets within 24 hours to make the appointment. If the Board is not able to hold a Closed Board Meeting within 24 hours, the board chair may make decisions on behalf of the Board which must then be ratified by the Board.

- The Acting Registrar/CEO has full operational authority. Board approval is required for major decisions

**Step 4** The board chair, with support from the Communications team, notifies staff and other key partners.

**Step 5** The Acting Registrar/CEO in collaboration with the leadership team identify how the Acting Registrar/CEO will be supported to ensure continuous coverage of the critical Registrar/CEO duties and manage the risk associated with leadership transition, and which responsibilities will be assigned to other staff.

- If additional staff resources are required (e.g. short-term or temporary staff), the leadership team develops a list of the required additional staff resources and the Acting Registrar/CEO directs the Human Resources team to initiate the process of external recruitment.

**Step 6** If a transfer of signing authority to the Acting Registrar/CEO for the purposes of banking records is needed, a resolution is made to do so at a Closed Board Meeting.

**Step 7** A business continuity plan is developed by the Acting Registrar/CEO in collaboration with the board chair and leadership team, incorporating the following key elements:

Delegation of responsibilities and authority  
High-priority strategic initiatives and risks  
Communication strategy  
Technology access/permissions strategy

**Step 8** Staff and key external partners are informed of the absence and reassured of business continuity. Any interim changes in reporting structure or decision-making authority are communicated to staff, Board and/or key external partners.

**Step 9** The board chair, with the Acting Registrar/CEO and the CHCPBC Communications team, ensures the following key external partners\* receive notification of the absence of the Registrar/CEO and the appointment of the Acting Registrar

**Step 10** The Board directs the Human Resources team to compensate the Acting Registrar equivalent to the entry salary of the Registrar/CEO salary range OR their salary prior to being appointed +20% whichever is higher but which does not exceed the salary of the Registrar/CEO themselves.



**Step 11** Ongoing regular communication continues between the board chair and the Acting Registrar/CEO to ensure oversight and support.

\*Key external partners may include:

Legal counsel  
Ministry of Health  
Health Professions and Occupations Regulatory Oversight Office  
BC health regulatory colleges  
Financial institutions, with board resolution re. signing authorities  
Registrants  
Professional Associations

---

## Permanent Departure

The *Permanent Succession Plan* is implemented when the Registrar/CEO will not be returning from an unplanned absence, has given formal notice of resignation, or has otherwise been dismissed. Implementation of the *Permanent Succession Plan* is led by the board chair with approval of the Board.

### *Permanent Succession Plan*

**Step 1** The Registrar/CEO submits formal written notice to the board chair outlining the anticipated departure date and proposed timeline for transition OR the board chair and leadership team becomes otherwise aware that the Registrar/CEO will not be returning to the role.

**Step 2** If necessary, the Board will appoint an Acting Registrar/CEO.

**Step 3:** The Board will appoint a Search Committee consisting of the board chair, vice chair, HR Committee chair, and two other board members (including one public member), and will engage an executive search firm to support the recruitment of a new Registrar/CEO.

**Step 4** A Registrar/CEO Transition Plan will be developed collaboratively with the Registrar/CEO (if available), the board chair, HR Committee chair and the leadership team, incorporating the following key elements:

Timeline of departure  
Communication strategy  
Knowledge transfer and documentation  
Identification of acting leadership (if required)  
Handover of key relationships and responsibilities

The departing Registrar/CEO, unless unable or otherwise directed by the Board, will help with the transition by assisting in the assessment of organizational needs, communicating with staff and external parties, and supporting the preparation for and implementation of the new Registrar/CEO's orientation. The departing Registrar/CEO will not participate in the candidate selection or hiring process.