

# The Big Picture



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President & Chief Operating Officer

For the sake of our patients, each other and the future of this organization, we are making real and meaningful changes here. It's not been easy but we've taken some big steps toward a new CVPH and now we begin the difficult task of creating new work flows that both maintain our commitment to provide the care our patients need, while assuring that we'll be here for them in the years to come.

Five hundred people in 12 departments have been directly impacted in this redesign initiative – launched to be sure we are here for our community now and in the future. From the very beginning, we have been committed to fundamentally changing how we work while keeping as many people employed as possible.

The bidding process is complete for both 1199 SEIU and NYSNA and of our 500 colleagues touched through this process, only one person, when offered the option to bid for a new job, bump into another position or opt for a layoff, chose to go with the last option. There are 75 employees who have taken a position that results in a different category. About two-thirds bid into positions with less hours. For some folks the reduction was a desired choice and for others, it was the outcome necessary in order to stay in a preferred department or on a needed shift. We continue to have approximately 99 open positions (as of Friday, September 11).

The new schedule, posted on September 6 (for a go live date of October 4), is the beginning of a new us. It's a more balanced staffing plan – one that reduces the up and down cycle of too much staff some days and not enough the next. It aligns our people with our work holding true to our commitment to have the right people, in the right place, providing the right care.

With great challenge comes great opportunity and for some, this redesign could provide just that. The rebidding has offered a few people the ability to move into positions or departments that because of the way our collective bargaining agreements are written, they previously could not. These folks will be able to try new things – to grow professionally. In some areas this redesign addresses a much needed change and improves the number of patients RNs care for while maintaining the flexibility to adjust to shifting needs. It's a great start to the changes we need to make to continue to care for our community.

It's important however, to recognize that the disruption and anxiety experienced by all those involved over the past few weeks has been significant. The choices offered and decisions made have been difficult ones. They are compounded by the uncertainties we all face beyond these walls. School schedules, day care, isolation from loved ones and the constant threat of a COVID-19 spike here in the North Country are taking their toll on all of us. Professionally and personally, we are in a state of constant flux and struggling in some manner.

Supporting one another, keeping an open mind to change and communicating clearly will be instrumental as we move forward. Working together to achieve our Key Results, new teams with new work flows and routines will allow us to provide the care this community needs while nurturing our organization's sustainability.

As difficult as the last few weeks have been, the real work of change is about to begin. The personal connections we make with our new coworkers and leaders will be important to our success. Key too, will be the empathy and compassion we show each other as we work our way through the wide of variety of professional and personal challenges of 2020. By coming together and focusing on our common goals, we can accomplish anything.

**As always, feel free to reach out to me any time at (518) 562-7055.**