COMMUNITY HEALTH CARE ASSOCIATION of New York State

Workforce Planning Learning Series

Part 3: Retooling Your Health Center Workforce for the Future

Wednesday, March 26th, 2025

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Agenda

INTRODUCTION

FUTURE STAFFING NEEDS

PROGRAMMATIC CHANGES

COMMUNICATIONS STRATEGIES

REAL-WORLD EXAMPLES

Future Staffing Needs

Rightsizing vs. Downsizing

RIGHTSIZING: Is a strategic approach that looks to align resources to opportunities; it is a long-term approach and involves more than just staffing and is focused on organizational efficiency

DOWNSIZING: Is typically a one-time only event that is focused on reducing staff quickly to optimize savings in times of expected or realized downturns

Preparing for Rightsizing

- Neither is a “wrong” strategy; both are deployed at different life stages of an organization.
- Consider alignment to the organization’s strategic plan and where there are both growth and retraction opportunities.
- Align with other investments to ensure that you have the qualified staff to maximize the impact of a new line of business or strategy.
- Consider how growth and contraction align with strategic plan
- Clearly communicate the strategy to staff, board and leadership; help individuals understand why some areas will grow while others contract.
- Consider reskilling or upskilling existing workforce to fill new roles as their current roles may be eliminated.
- Consider transitional benefits.

Preparing for Downsizing

- Neither is a "wrong" strategy; both are deployed at different life stages of an organization.
- Understanding that downsizing may be more time-sensitive, it's critical to prepare staff, board and leadership about what to expect.
- As downsizing is intended to be a one-time-only event, ensure that the changes you make can truly be done only once (Are you cutting deep enough? Broadly enough?)
- Pair downsizing with other immediate and long-term savings such as benefits restructuring, consolidation of facilities and other tactical solutions to save additional costs and minimize downsizing.
- Once the decision is made, act swiftly for staffing needs
- Determine what resources you can/should provide to downsized staff to support transition to new opportunities.
- Also consider other attrition methodologies

Programmatic Changes

CHANGING YOUR WORKFORCE'S DAILY EXPERIENCE

Programmatic Changes: Two Distinct Categories

Revising workforce expectations to meet emerging organizational needs:

- Return-to-office strategies
- Altering some benefit packages
- Adopting automation or reducing work tasks to reduce workloads (example: better use of HIE strategies)

Sunsetting programs:

- Take a hard look at what is truly working, what is not
- Reducing scope of services to focus on core mission

Communication Strategies:

- Managing the message for staffing
- Create a grace period for the organization to keep support of donors, board members, leadership and community members
- How will you manage communication?



Downsizing:

Consider your audience and what they need to know.

AUDIENCE:	IMPACT:	MESSAGE TIMING:
Impacting staff members	Very High	Direct engagement with leadership team
All other staff	High	Immediate announcement after impacted staff members
Board	High	Prior to direct engagement with impacted staff; ensure approval of strategy
Community/Patients	Medium	After all staff have been informed
Donors/All others	Medium	At same time of Community/Patients; direct engagement, if necessary

Rightsizing:

Consider your audience and what they need to know.

AUDIENCE:	IMPACT:	MESSAGE TIMING:
Impacting staff members	Very High	Direct engagement with leadership team
All other staff	High	Immediate announcement after impacted staff members
Board	Medium	Create a feedback loop for the board to share message resonance
Community/Patients	High	After all staff have been informed
Donors/All others	High	At same time of Community/Patients; direct engagement, if necessary

Real Life Examples
The message matters...



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Thank You!

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