

Planned Change: Leadership of Reduction in Workforce

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Management

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It has been decided that a reduction in force (RIF) is required at Roxboro Medical Center (RMC) due to a substantial market share loss over the past 24 months. The alternative attempts to adjust for the loss were not enough to ensure financial balance, and according to Palazzo (2015), when other attempts have failed, RIF is the correct next strategy.

Approach to the Organizational Mandate

The purpose of this assignment is to apply leadership knowledge and skills to an organizational change that will impact the entire system. As the CNO, I oversee 33 management positions that include house supervisors (HS), unit managers (UM), and charge nurses (CN). Ten positions must be eliminated to meet the expectations of the board, CEO, & CFO. This paper will discuss the decision-making process involved with a RIF and the information used to make the informed selection. It will address challenges and conflicts of a RIF, the reorganizational plan, a proposed change model to aid in the restructuring, along with anticipated benefits and conflicts of that model, and two strategies for addressing the system wide implications of morale and motivation. It will conclude with a summary of what was learned. Making tough decisions during tough economic times is a responsibility of senior leadership and the process of RIF must be carefully planned and executed to avoid wrongful termination lawsuits (Siegal, 2020). Involving the proper stakeholders is essential to ensure the most appropriate choices are made in helping the organization meet their goals. I have six months to complete this process.

Reduction in Workforce-Section A

Human resources provided a table of the 16 employees with tenure under 15 years and listed their performance ratings. Decisions must be made solely on this information.

Ten employees are to be dismissed to meet the expectation of my superiors. I would first reduce the