

## **BASSETT HEALTHCARE NETWORK IMPLEMENTS NEW OPERATING MODEL, REDUCES STAFF**

### **FOR IMMEDIATE RELEASE**

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Contact: Gabrielle Argo, Regional Marketing, Public Relations & Community Engagement Manager

Tel. (607) 431-5009 | [gabrielle.argo@aofmh.org](mailto:gabrielle.argo@aofmh.org)

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**Cooperstown, NY** – Bassett Healthcare Network President and CEO Tommy Ibrahim, MD, MHA, and his system executive leadership team recently unveiled a new operating model that will pave the way for system-wide transformation. Bassett, like many health care organizations across the country, has been facing increasing financial and regulatory pressures which have been recently intensified by the COVID-19 pandemic. The new operating model, known as OneBassett, will allow the network to continue to be successful while adapting for the future.

“Rather than operating as a collection of individual hospitals and health centers, this new model will deconstruct the silos and reorganize our network into a truly integrated enterprise,” explains Ibrahim. “We are moving away from hospital-centric decision-making to a system focused on the continuum of care,

expanded access to services, and the best possible outcomes for our patients, no matter where that care is delivered.”

### **OneBassett operating model**

Under the OneBassett operating model, traditional boundaries that prevented system-wide collaboration no longer exist.

Network clinical and non-clinical services will be standardized across the system to eliminate variation and improve quality, performance and productivity.

“OneBassett is the road map that will get us to our future state,” says Ibrahim. “It provides the structure for how we will work together and foster the necessary cultural shift and shared accountability for the patient’s journey through the care continuum. Ultimately, we will more effectively engage our entire workforce in Bassett’s mission to improve the health of patients and the well-being of the communities we serve.”

### **Geographical alignment of network services**

Among the changes under the new operating model is a geographical restructuring of network hospital operations into northern and southern regions. Each region will be led by a team consisting of a system executive, vice president of operations, vice president of medical affairs and a vice president of nursing who will provide oversight of clinical operations at the network’s five hospitals: Bassett Medical Center in Cooperstown, A.O. Fox Hospital in Oneonta, Cobleskill

Regional Hospital, Little Falls Hospital, and O'Connor Hospital in Delhi.

Jeff Joyner, past president of Fox Hospital and now the network's chief operating officer (COO) says, "This new operating model facilitates an expanded sharing of services within the network to gain economies of scale and enhance service delivery in a coordinated and integrated fashion."

As part of the reorganization, the network executive leadership team also completed a review of all departments and functions across the system. The result was the pairing of leaders and staff with positions and responsibilities that make best use of their skillsets, while reducing a duplication of roles.

In the northern region, William LeCates, MD, president of Bassett Medical Center in Cooperstown, Ronette Wiley, the hospital's chief operating officer, Donna Anderson, the hospital's chief nursing officer, and Carlton Rule, MD, medical director at Little Falls Hospital (LFH), will assume the additional responsibilities of overseeing the clinical operations of LFH.

Michael Ogden, formerly president of Little Falls Hospital, is transitioning to a new network role as vice president of Patient Access for Bassett Healthcare Network.

In Bassett's southern region, Eric Stein, president of Cobleskill Regional Hospital, will take on the added responsibility of overseeing the operations of A.O. Fox Hospital in Oneonta and O'Connor Hospital in Delhi. O'Connor's current president, Scott

Bonderoff, has accepted a new role as vice president of Clinical Support Services for Bassett Healthcare Network.

### **COVID-19 Impact & Reduction in Force**

As a result of the network reorganization, and in response to increasing financial and operational pressures brought about by the COVID-19 pandemic, Bassett has eliminated 15 leadership positions. Impacted employees will receive severance pay and outplacement services and counseling will be made available.

“This decision did not come easily, and is one of the most difficult decisions that leaders have to face,” shared Ibrahim. “We balanced this decision against our moral and social obligation to continue serving the health care needs of our communities. We understand the impact of this on people’s lives and the community and have made every effort to go through this restructuring and right-sizing process with empathy and compassion, displaying dignity and respect for all involved. Our mission to improve the health and well-being of the community is the reason we exist. Reducing or eliminating health care services is counter to that mission.”

The organization is also reducing executive salaries, retraining employees for open network positions, and redeploying staff to support COVID-19 response efforts.

An additional 41 positions will be eliminated in March of 2021. Employees currently holding these roles will be participating in a new network-wide program called SCORE (Securing Career Opportunities for Redeployed Employees).

“Our goal through this process has been to preserve jobs and keep as many people as possible employed with the network long-term. The SCORE program aims to help redeploy employees who have been adversely impacted by COVID-related volume declines and organizational restructuring by providing career counseling, resume and interview assistance, and retraining for internal opportunities,” stated Ibrahim. “We are also redeploying some employees from their current positions into roles working with our incident command team in support of critical needs related to our COVID-19 response. We have taken extraordinary steps to reduce the impact on our employees and community.”

Bassett leadership were able to eliminate several recently vacated positions and new openings before making reductions of staffed positions. Network executives will be taking a 5% to 10% voluntary reduction in pay and President and CEO, Tommy Ibrahim, will be continuing to reduce his salary by 20%, as he has done since taking on his role in July. Other operational efficiencies and cost-savings opportunities as a result of the

new operational model have also been identified. No additional staff reductions are planned at this time.

### **Bassett in 2025**

The new system operating model sets the stage for achieving Ibrahim's vision of Bassett in 2025. The performance improvement journey aims for the Bassett Healthcare Network to be:

- The best place to work and practice
- Provide a best-in-class care delivery model
- Be the preferred provider of choice
- Achieve increased operating revenue growth
- Achieve national and international prestige

Implementation of Bassett's new integrated operating model is ongoing and should be complete in the first quarter of 2021.