How to Achieve Win-Win Solutions and Strengthen Relationships Between Hospitals and Vendors

Capacity-Building Workshop in Conflict Resolution and Negotiation for Senior Hospital Managers and MoH Office of Strategy Management/PPP Unit

Workshop 1: July 30-August 1, 2014
Workshop 2: August 5-7, 2014
Gaborone, Botswana

Workshop Goals

Participants will be able to…

- Identify types and sources of conflict that commonly occur in the context of outsourcing of non-clinical hospital services.
- Determine appropriate conflict resolution modes for a variety of conflict situations that present in this setting; identify one’s own preferences for particular conflict resolution modes.
- Build skills in the critical communication areas of ‘assertiveness’ and ‘cooperativeness’ as applied to conflict resolution.
- Describe the keys to successful negotiation of a conflict/disagreement between hospitals and vendors, particularly those behaviors and practices that lead to “win-win” results.
- Identify best practices for strengthening MOH-hospital-vendor relationships such that conflict situations are prevented or addressed in timely and effective ways.
- Identify and commit to future actions that will advance MOH, hospital and vendor staff capacity to identify and resolve problems before they become intractable.

Workshop Outline/Agenda

DAY ONE

8:30-9:30 Opening Session
- Welcome/Opening Remarks from Mr. Buzwani
- Participant Introductions/Ice-Breaker Exercise
- Introduction to the Workshop Themes, Objectives and Agenda

9:30 – 10:30 Session 1: What is conflict and what are key approaches for handling it?
- Definition of conflict; types and nature of conflict
• Conflict Resolution Modes conceptual model; self-Inventory and scoring to determine preferred styles
• Interpretation of the model; examples of appropriate use of the 5 different modes and the skills required.

10:30-11:00 Coffee Break

11:00 – 12:30 Session 1: Key Modes for Handling Conflict (continued)

12:30 – 1:30 Lunch

1:30 – 3:45 Session 2: Conflict Resolution Skills- Assertiveness and Cooperativeness
• Presentation and Modeling of skills
• Practice conflict communication skills using scenarios and/or real cases identified by the group
• Debrief and conclusions from small group practice
• Controlling emotion in conflict situations and negotiation meetings

3:45 – 4:00 Wrap-Up of Day 1/Preview of Day 2

4:00 Adjourn

DAY TWO

8:30-9:00 Getting Started
• “Take-Aways” from yesterday

9:00- 10:30 Session 3: Keys to Successful Negotiation
• What is negotiation? Examples of negotiation situations from participants (what worked/what didn’t work and why?)
• Interactive presentation on Keys to Successful Negotiation using case example/s in the hospital outsourcing context and modeling of specific negotiation skills

10:30 –11:00 Coffee Break

11:00 – 12:30 Session 3 continues (Keys to Successful Negotiation)

12:30 – 1:30 Lunch

1:30 – 3:45 Session 4: Negotiation Scenarios – Planning, Practice, and Debrief
Note: Session 4 will continue into the next morning

• Small group practice steps in planning and conducting negotiation meetings using ‘near-real’ cases involving key players (Hospital Administrators, Contract Managers, Vendor Owners, Vendor Managers, MOH/PPP personnel, etc.).

3:45 – 4:00 Wrap-Up and Preview of Day 3
DAY THREE

8:30-9:00  Getting Started
- “Take-Aways” from yesterday; linkages

9:00 – 10:30  Session 4 continues
- Participants continue with the role-play negotiation meetings
- At the end, group draws conclusions re: best practices to continue practicing; application to their current/near future outsourcing situations.

10:30- 11:00  Coffee Break

11:00 – 12:30  Session 5: Building Good Relationships to Reduce Conflict and Improve Negotiations
- Drawing from the previous scenarios, participants identify strategies, actions, attitudes and behaviors that are needed for building good relationships between hospitals and vendors.
- Using a contracting continuum (bidding period, negotiation of terms, mobilization period, on-going contract management), the group will develop a set of good practices to implement toward establishing and maintaining good relations between/among the parties involved in outsourcing.

12:30 – 1:30  Lunch

1:30 – 3:30  Session 6: Hospital Team Action Plans
- Participants regroup by hospital and work in their team to identify specific actions they want to take in the next 6 months to improve relationships and performance in outsourcing.

3:30 – 4:00  Final wrap-up, post-test and workshop evaluation

4:00  End of workshop; participants depart