



## 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**