
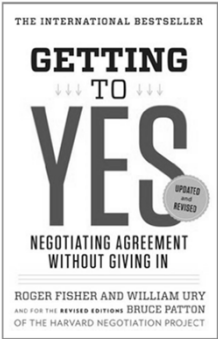


Inconvenient Truths

<ul style="list-style-type: none"> Shared pressure ✓ Payment reduction ✓ Regulation ✓ Quality expectation ✓ Public reporting ✓ Cultural transition ✓ Consolidation 	<ul style="list-style-type: none"> Hospital pressure ✓ Labor risk expense ✓ Physician specialization ✓ Ambulatory competition Physician pressure ✓ Specialization ✓ Substitution ✓ Education loans ✓ Life style expectations
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Learn to Negotiate



Separate people from problem

- ✓ Good people
- ✓ Two interests
- ✓ Techniques (disassociation)


Focus on interests, not positions

- ✓ Positioning = One interest
- ✓ Identify / empathize
- ✓ Befriend opposed positions

The negotiation problem

- ✓ Positions = *bargaining*
- ✓ Principled = *negotiation*

Learn to Negotiate



Invent options for mutual gain

- ✓ Understand counterparty needs
- ✓ Realize own capabilities

Use objective criteria

- ✓ Fair standards & metrics
- ✓ Reason → be open to reason
- ✓ Yield to principle, not pressure

Yes, BUT they...

- ✓ Have more power → BATNA
- ✓ Won't play
- ✓ Use dirty tricks

Hospital Desires

Reduced total cost...period


- Safe patient care
- Reduced variation
- Efficient use of capital/personnel
- Per unit of service cost reduction

Improved quality

- Real: published metrics
- Perceived: satisfaction scores (HCAHPS)
- Raise your own expectations

Recruitment & Retention

- Positive environment
- Physician & staff



Success: My Own

Keep it professional. Respect is power!

Beware of claiming "higher quality" unless you can prove it

If you don't want to be treated like a commodity, don't represent yourself as one

Keep negotiations to yourself

Overt lobbying is rarely useful

Beware playing politics with politicians

Thank You!



Winner: 2016 Associate Photo Contest, Lucas Cahalan