**Module 3: Obtaining Resources**

**Negotiation Plan**

* Step 1: Understand what your hospital wants: Objectives
  + Imagine you are CEO of your hospital. What are the things that you want? What keeps you up at night? What will help you achieve sustained success?
  + Assignment: See table below. Make a list of the 10-15 things that are most important to you as CEO.
* Step 2: Understand why your hospital wants these things: Business Drivers
  + Looking at your list of objectives, try to draw as many of them as possible back to their business driver.
  + As you discover, many of the objectives link to drivers that lead to sources of revenue or cost reduction as the ultimate need for any organization is be financially viable.
  + Assignment: See table below. Identify the business driver for at least 3-5 of your objectives.
* Step 3: Understand How Diagnostic Excellence Can Impact the Hospital’s Objectives.
  + Now take their objectives and note how your diagnostic excellence program can impact the objectives.
  + Objectives = what they want. Drivers = why the want it. Impact = how you can align with their interests.
    - This is key as your ability to tie your work back to the things they want will give you the best chance to negotiation for the resources you need to do your work in diagnostic excellence.
  + It’s crucial that you consider the driver as well as the objective.
    - For example, if you note that your CEO wants ‘quality care’ and you may say ‘aha, diagnostic excellence is about quality care.’
      * However, for most CEOs the main driver for ‘quality’ is it’s tie to reimbursement and penalties. As such, they define quality as things that tie back to Medicare’s value-based purchasing, hospital-acquired conditions, readmission reductions (but only some types of readmissions!) and other contracted incentives.
    - As such, diagnostic excellence likely doesn’t tie back to quality. What does it tie back to and how?
  + Assignment: See table below. Identify ways in which your diagnostic excellence program can tie back to at least 3 of the CEO’s main objectives.

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| How can my program impact what the hospital cares about? | | |
| Business Drivers | **Objectives** | **How can my diagnostic excellence program impact the hospital’s objectives?** |
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* Step 4: Understand what you want.
  + Imagine its 5 years from now and you have the ideal diagnostic excellence program within hospital medicine.
    - It is fully funded through organizational support. It’s fully integrated into your quality structure. It has broad impacts:
      * Education and training—core training, culture, and skills building to students, residents, faculty, and staff.
      * Case Review—review of cases.
      * Analytics—understand where opportunities exist.
      * Improvement work—resources and expertise to drive change.
      * Research and scholarly activity.

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| Element | Resources | Impact |
| Education |  |  |
| Training |  |  |
| Case Review |  |  |
| Analytics |  |  |
| Improvement Work |  |  |
| Research & Scholarly Activity |  |  |

* + Assignment: For each of the major elements, map out the resources you’d need to achieve your ideal state in 5 years. This should include people, time, and administrative support.
* Step 5: Developing the Shared Interests
  + Reviewing step 3 (how diagnostic excellence could benefit the hospital) and step 4 (what you want for your diagnostic excellence program) now develop shared interest(s) that would allow both of you to get what you want.
  + Assignment
    - Articulate the shared interest(s).
    - This should form the background of all future negotiations over the resources you need for your program