Michael Plasmeier

# Newton Hospital Memo

In the Newton Hospital scenario, I played the role of John Demars, the Chief Operating Officer. As the COO, it was my job to preside over the meeting; I did not have a position that I was trying to push. As the chair of the meeting, I started the meeting by laying out the goals of why we were here. I then asked each party who they were and what their positions were. Each party started talking about where they saw cuts could be made and where they could not be made. Vickie, the head of nurses union, brought up the point of wither the hospital could take on more debt. After some back and forth, Bob, the CFO, relented and agreed to take on $1 million in debt. After that, we still had $2.5 million gap.

For the rest of the time, the discussion generally followed the pattern of circular logrolling, a term we learned about in class. Circular logrolling is *agreeing to offer concessions, while receiving some of your own.* Basically one party would propose a cut. Then the party that was being cut would then propose an alternate cut. After a lot of discussing we arrived at making a low cut in each of the departments.

Another interesting concept in this negotiation was the coalition between Diana, the VP of nursing, and Vickie, the head of the nurses union. They both claimed that they cared a lot about nursing and nurse recruitment/retention. On the other hand, they did not agree on everything. Diana was more willing to work out a deal than Vickie was. Towards the end of our scenario, we had a deal that 5 out of the 6 people had agreed to. I was ready to declare the deal done, but Diana was still trying to convince Vickie to agree to the deal. Diana pointed out that the deal was still giving the nurses a raise, albeit a 3% one, instead of 5%. In addition, Diana pointed out that the education programs which Vickie cared about were not being cut. After hearing this, Vickie added her support to the deal and we had unanimous agreement.

I think it was good that we got Vickie on board. I was ready to declare the deal done at 5 people supporting in, since I thought it was good enough, and we had Bob’s support. However, it was good that we got Vickie on board because she could now be an advocate for us in front of the nurses union. We had also learned about the power of an advocate in class. The advocate can pull people to your side, giving you a big leg up in front of a hostile crowd.