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# HECC Healthcare Industry Consortium

*Joint Problem Solving and Consensus*

# Joint Problem Solving

- *Frame the issue(s); take one at a time*
- *Develop common base of information*
- *Understand each perspective/interest*
- Develop criteria for the solution
- Develop options; Evaluate options
- Develop consensus on the options to be incorporated into agreement

## Develop Criteria

- Based on interests
- Based on external factors

## Develop Options

- Brainstorming
- Outside expertise or examples

## Evaluate Options

- Use interest-based criteria and other criteria as metrics
- Constant feedback from each constituency

## Seek Consensus

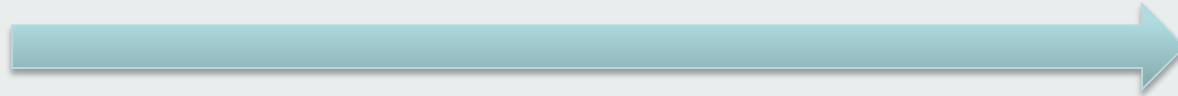
# Defining Consensus

## **An outcome that all parties can live with, *and***

- Each party feels like their opinion truly matters to the others;
- Each party is given an genuine opportunity to weigh in; and
- Conflict is seen as a call for creative problem solving, rather than something to avoid

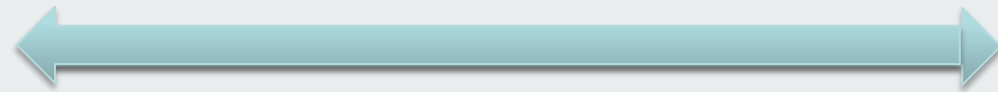
# Working Toward Consensus

**Each party's goal:  
Improving their Outcome**



Us

# Competitive Relationships

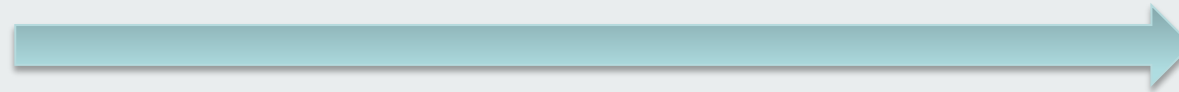


Them

Us

“Win-Lose” - You can’t *win* unless the other party *loses*

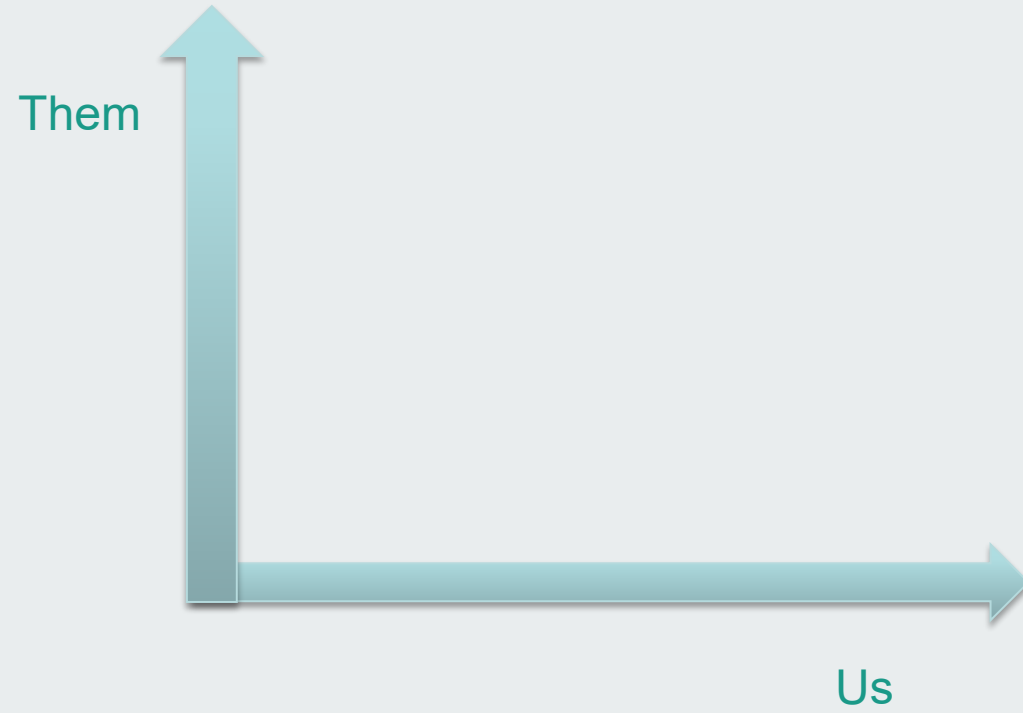
# Collaborative Relationships



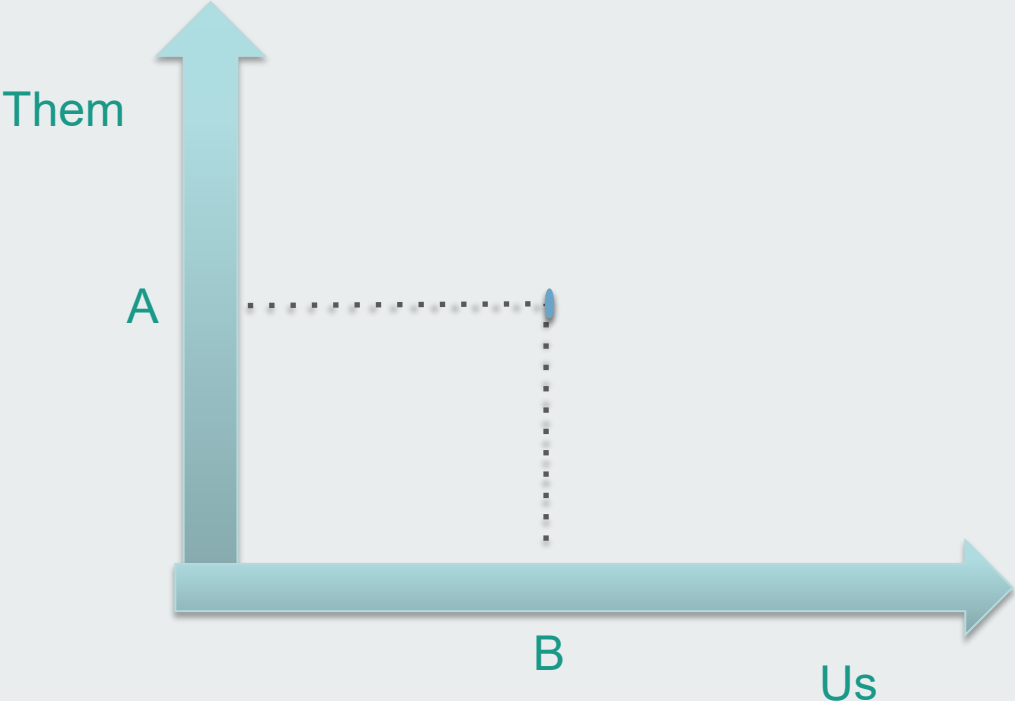
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# Collaborative Relationships

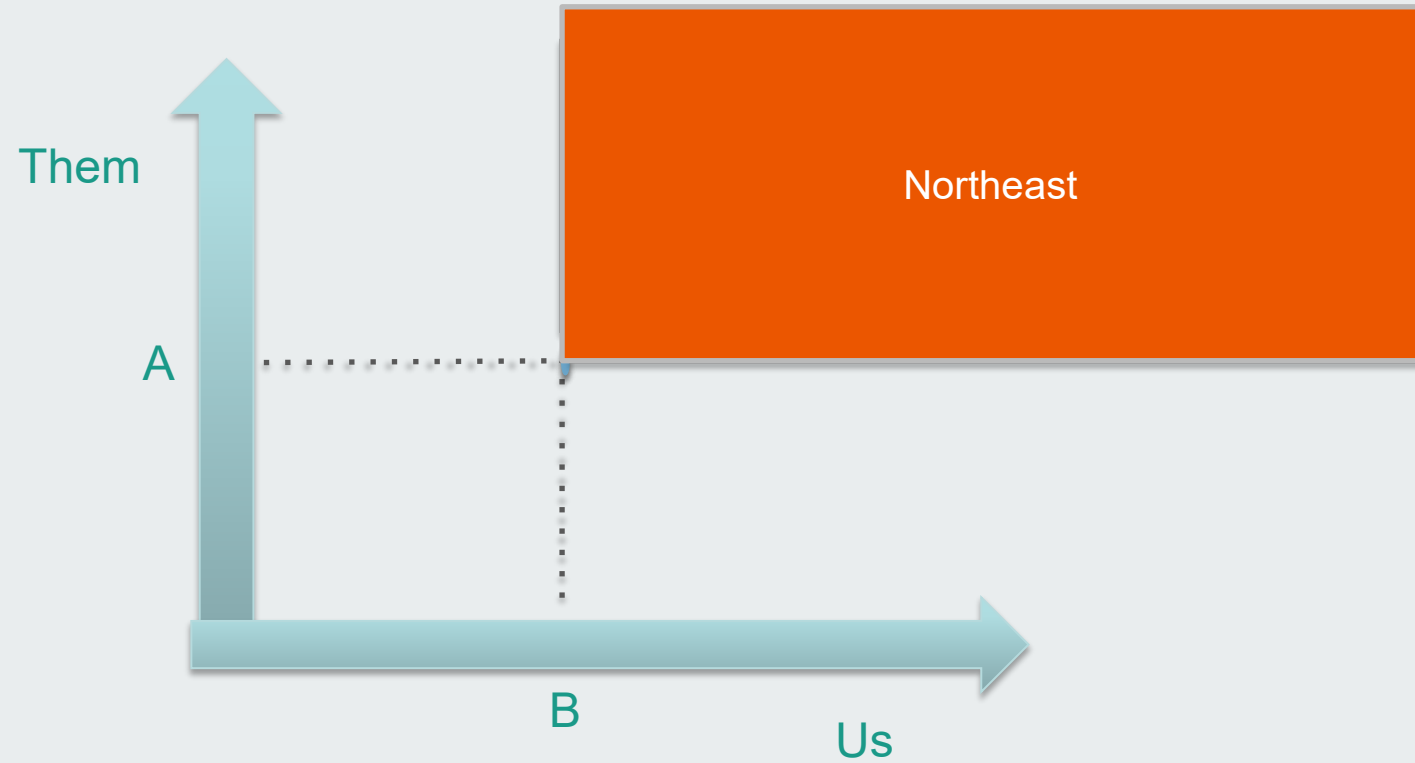


# Collaborative Relationships



The Current Conditions

# Collaborative Relationships



In order for you to win, *they* have to win, too.

## To achieve consensus (and move Northeast), each party has two essential responsibilities:

- Speak up about their own interests and concerns, particularly if they disagree
- Actively work to satisfy the needs and interests of the other parties at the table

# Reciprocity

- Commitment to reciprocity is essential to consensus building
- Reciprocity can provide greater flexibility for solutions.
- A party may “give” more on one issue if they have an expectation that others will give more on a future issue

# Testing for Consensus – Red, Yellow, Green

Each party has three choices:

- **Green** – Agree or support the proposal (*I can live with it*)
  - **Yellow** – Pause and check in (*I have concerns, but would not block ....*)
  - **Red** – Stop and reconsider (*I have a serious concern and would block ....*)
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- Yellow and Red – must explain concerns and offer a constructive alternative
  - Seeking the point where all parties can at least live with the solution
  - *Additional option: Stand aside (not quite supportive, but won't block)*