

Leadership in Radiology Negotiations and Your Practice

April 24 – 25, 2018 | Le Centre Sheraton Montreal



Professors Dr. David Hannah and Rob Prowse

Dr. Frank Lexa

Dr. Robyn Cairns and Dr. Bruce Forster



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The Canadian Association of Radiologists (CAR), Canadian Radiological Foundation (CRF) and UBC Sauder School of Business gratefully acknowledge the participation of the following corporate sponsors, each of whom has provided an unrestricted educational grant in support of the CAR/CRF/UBC Leadership program.

*Developing leadership and business skills
is every radiologist's business!*



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NEGOTIATE TO IMPROVE YOUR PRACTICE

A nationwide survey shows that Canadian radiologists want leadership and business skills to improve their practices. That's why the Canadian Association of Radiologists (CAR), Canadian Radiological Foundation (CRF), and UBC Sauder School of Business partnered to offer a series of courses on relevant topics. **Leadership in Radiology: Negotiations and Your Practice** is the second in this popular series.

In addition to lectures, this course features an extended focus on interactive and small group-learning activities. Participants will have the opportunity to discuss problems, concepts and solutions with expert faculty. Case studies of typical Canadian radiology practices will challenge the course participants to put their learning into practice.

PROGRAMME INFORMATION

Needs Assessment

The Canadian Association of Radiologists (CAR), Canadian Radiological Foundation (CRF), and UBC Sauder School of Business have partnered to offer a series of courses, based on a nationwide survey demonstrating that Canadian radiologists want leadership and business skills to improve their practices. The second of this popular series, **Leadership in Radiology: Negotiations and Your Practice** will delve into how radiologists can improve their negotiating skills and, facilitate improved working relationships across the continuum of radiology and provide practical solutions for challenging stakeholder issues.

Target Audience

This two-day conference is designed for all general and subspecialty radiologists as well as imaging department decision-makers whose work involves effectively negotiating with provincial governments, university administrators, clinical groups, hospital executives and radiology partners.

Overall Learning Objectives

1. Recognize that negotiation expertise is a key leadership skill;
2. Describe basic negotiation principles that influence achieving agreement between individuals or groups;
3. Identify how effective negotiation styles can facilitate implementing changes;
4. Evaluate how application of fundamental negotiation theory can improve the effectiveness of radiology leaders;
5. Identify personal traits that affect their abilities as a negotiator and how those traits affect achieving agreement;
6. Assess existing and develop new personal negotiation styles;
7. Analyze why negotiations fail; Examine complexities of simultaneously negotiating with multiple parties with different priorities;
8. Consider how to negotiate effectively with health care leaders in the complex Canadian political environment;
9. Reflect on how to effectively negotiate to lead change in Canadian healthcare.



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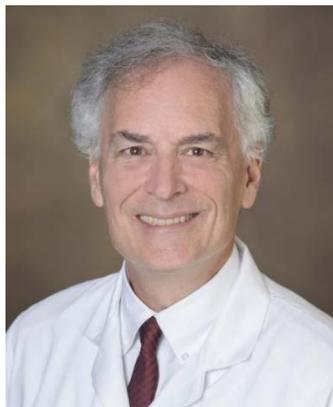
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INSTRUCTOR BIOS



Frank J. Lexa, MD, MBA, FACR

Frank Lexa is the author of the book: “Leadership Lessons for Success in Health Care” published in 2016. He is an academic neuroradiologist and is a Professor, the Associate Chief of Clinical Services and Vice Chair of Clinical Affairs and Operations, in the Department of Medical Imaging, at the University of Arizona. He began his career with a visiting position at the Université de Bordeaux, and has been a Clinical Professor at the University of Pennsylvania School of Medicine and a Professor of Radiology at the Drexel University College of Medicine where he was also the Vice Chair of the Department of Radiology.



Robyn Cairns, MD, MSc, FRCPC

Dr. Robyn Cairns is a practicing pediatric radiologist and former Chief Medical Information Officer at B.C. Children’s Hospital in Vancouver, British Columbia. She is a clinical professor at the University of British Columbia and past Vice Chair of Medical Informatics for the UBC Department of Radiology. She has a Master’s degree in Health Information Science (2014). Robyn also works outside of clinical radiology as health informatics consultant at Change Healthcare (formerly McKesson Imaging) and also consults at Provincial Health Services Authority and Vancouver Coastal Health on several health informatics projects.



Bruce Forster, MSc, MD, FRCPC

Dr. Forster is Professor and Head of the University of British Columbia Radiology Department, and Regional Department Head and Medical Director of Diagnostic Imaging at Vancouver Coastal Health and Providence Health Care. He was recently Director of Diagnostic Imaging for the Vancouver 2010 Winter Olympics/Paralympics Games. As an associate member of the Allan McGavin Sports Medicine Centre, he has been involved in the clinical, educational, and research aspects of sports imaging for 25 years; he is also consultant to the editor for Radiology, and associate editor of British Journal of Sports Medicine. Dr. Forster has delivered over 300 invited lectures, many internationally, and has served as a visiting professor in Canada, the United States, Indonesia, Singapore, Japan, and the Middle East. He is the author of over 110 peer-reviewed scientific publications, and 100 educational exhibits, and has served as president of the Pacific Northwest Radiology Society, and on the Board of Directors of the Canadian Association of Radiologists and is currently on the Board of Directors of the Canadian Radiological Foundation. Dr. Forster is Lead Physician for Choosing Wisely: Medical Imaging, one of the most comprehensive appropriateness initiatives in British Columbia, and is chair of the CAR/CRF/UBC Radiology Leadership and Business course, in collaboration with the Sauder School of Business.



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David R. Hannah

David Hannah is an Associate Professor of Management at the Beedie School of Business at Simon Fraser University. He received his Ph.D. from the University of Texas at Austin. Dr. Hannah is an acclaimed and experienced instructor, an 11-time member of the Beedie Teaching Honor Roll, the 2005 winner of the SFU Faculty of Business TD-Canada Trust Teaching Excellence Award, and the 2008 winner of the Western Academy of Management Ascendant Scholar Award. He has taught in Executive and Masters Programs at Simon Fraser University, the University of British Columbia, the University of Texas at Austin, and Texas AandM University. He has also worked with numerous local and international corporations, including B.C. Hydro, McDonald Dettwiler, PMC-Sierra, and the Beijing Media Group.



Rob Prowse

Rob Prowse is an Adjunct Professor of Organizational Behaviour and Human Resources in the Sauder School of Business at the University of British Columbia. He teaches in the Part Time and Full Time MBA programs and International MBA program centred out of Shanghai. Rob also teaches extensively with UBC Sauder Executive Education delivering leadership development courses. Rob received his Masters of Business Administration (MBA) from Wilfrid Laurier University. During his graduate studies, he was a Research Assistant studying the impact of change on employees in large-scale technology implementations and broad organizational restructuring. Rob completed thesis work in this domain and continues to teach and consult in the area of organizational change, leadership and team development. Rob was permanent part-time faculty at Wilfrid Laurier University's School of Business and Economics for 12 years prior to relocating to Vancouver. He holds a Bachelor of Commerce from the

University of Ottawa with concentration in Organizational Behaviour, Finance and International Business.



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THURSDAY, APRIL 24, 2018

OPENING REMARKS AND WELCOME

Dr. Emil Lee, CAR President, Rob Prowse and David Hannah

08:30 – 08:45

Salon Kafka/Lamartine

The Link Between Negotiations and Leadership

Dr. Frank Lexa

08:45 – 09:15

Salon Kafka/Lamartine

PRESENTATION SUMMARY

QandA Period

- Why medical leaders need to be strong negotiators
- How successful radiologist leaders can negotiate to benefit their group, profession, and their patients
- How negotiating techniques need to differ for internal (group, university) and external (private vendor) negotiations

What will radiologists gain by improving their negotiating skills? Does our profession depend on this?

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Identify methods of negotiations that can be used to benefit their group, profession, and their patients
- Apply the appropriate negotiating techniques to use in internal (group, university) and external (private vendor) negotiations

Negotiation Styles Assessment: Who Are You as a Negotiator?

Professors David Hannah and Rob Prowse

09:15 – 09:45

Salon Kafka/Lamartine

PRESENTATION SUMMARY

With interactive assessment tool and debrief

- Investigate personal tendencies that will influence your negotiating style
- Discover your traits that affect bargaining strengths and weaknesses
- Consider alternative styles that could strengthen your negotiating skills

What are your natural tendencies in a negotiation situation? Could becoming more self-aware change the outcome?

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Identify the personal tendencies that influence their negotiating style
- Demonstrate traits that affect their personal bargaining strengths and weaknesses
- Apply different traits to strengthen their negotiating skills



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Introductory Negotiation Activity: Applying Your Natural Style

Professors David Hannah and Rob Prowse

9:45 – 10:30

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Group work activity

- Practice negotiating in a common life scenario which has radiology implications
- Consider how personal negotiation styles persist across different situations, including work
- Investigate how your natural style affects your negotiating success

When I sit down with the Health Ministry or Health Authority CFO, what styles can I apply to become a better dealmaker and leader?

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Negotiate within common life scenarios which have radiology implications
- Identify what personal negotiation styles persist across different situations
- Exhibit how their natural negotiation style affects their negotiating success

Distributive Negotiations, ZOPA and BATNA: Understanding the Fundamentals of Negotiations

Professors David Hannah and Rob Prowse

10:45 – 11:15

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Group work activity

How application of basic negotiation concepts can:

- Decrease time and energy spent resolving internal group conflicts
- Improve the possibility of reaching agreements with hospital administration or government
- Optimize your practice's position in service contracts or equipment purchases
- Improve your work relationships

Negotiation is a science! Important to attempt to determine limits of the deal prior to negotiating.

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Identify methods to decrease time and energy spent resolving internal group conflict
- Improve the success rate of reaching agreements with hospital administration or government
- Optimize their practice's position in service contracts or equipment purchases



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Contract Negotiation Activity: Exploring Creative, Option-Generating Aspects of Negotiation

Professors David Hannah and Rob Prowse

11:15 – 12:00

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Case study and group work activity

How carefully considering all options can:

- Improve your value at the bargaining table
- Clarify the issues and expectations of both parties
- Extend the initial request to develop value creating opportunities for all participants
- Develop solutions that will create unexpected benefits for your group
- Enable a difficult agreement

Leaders take time to understand both sides of any negotiation. The party with which you are negotiating probably knows this and is equipped with the necessary skills. Don't be left on the sidelines!

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Improve bargaining outcomes
- Negotiate under difficult circumstances

Integrative Negotiations: Looking for Mutual Interests and Priorities

Professors David Hannah and Rob Prowse

13:00 – 13:30

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Group work activity

- Do you fully understand the needs of your health care administrators and provincial governments?
- Are there other people or groups you can leverage to support your position
- How do I facilitate a better working relationship between radiologists and IT projects

An obtainable solution often delivers benefits for each party. It isn't necessarily a 'win' for just one.

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Facilitate better working relationships between radiologists and IT projects (and other situations with mutual interests and priorities).
- How to leverage other people and groups in negotiations



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Radiology Informatics Negotiations

Dr. Robyn Cairns

13:00 – 13:30

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Debrief and QandA period

- Robust radiology specific workflow solutions for outpatient and hospital based practices will revolutionize the way you do business. Unfortunately these must have solutions are often costly add-ons in most PACS implementations
- This activity will explore both sides of a negotiation in impasse around funding shortfalls for a must have solution
- Using an example of a deadlocked PACS negotiation this activity illustrates the importance of creativity, consideration of options and flexibility to negotiate the best available radiology workflow solutions for your patients, group, and hospital

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Identify funding shortfall solutions for two parties involved in costly add-on PAC implementations
- Describe the importance of creativity and the consideration of options and flexibility in order to negotiate the best available solutions for their patients, group and hospital

Integrative Negotiation Activity: Looking for Mutual Gain

Professors David Hannah and Rob Prowse

14:15 – 15:15

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Group work activity

- How can I bargain for extended work hours that are a win/win situation
- Tips for negotiating better contracts with equipment and software vendors

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Apply correct method of negotiation for a win/win situation
- Demonstrate knowledge to negotiate better contracts with multiple parties



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Positions, Interests and Issues: Choosing Integrative or Distributive Negotiation Approaches

Professors David Hannah and Rob Prowse

15:15 – 16:00

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Group work activity

- Sharing radiology and cardiology access to a new CT? How to best negotiate the scanner schedule to benefit both patients and imaging teams.
- How can our radiology group create goodwill to strengthen our negotiation power? Does this work?
- Our group is negotiating a new contract with the Health Authority. How can I best accomplish my top three priorities.

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Negotiate the best scanner schedule to benefit both patients and imaging teams
- Execute and accomplish their top three priorities

Practical Situations Activity: Planning and Preparing for an Upcoming Negotiation in a Radiology Context

Dr. Bruce Forster, Dr. Robyn Cairns, Professors David Hannah and Rob Prowse

16:00 – 17:00

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Group work activity

- Teams of four participants will work on negotiating different sides of a scenario familiar to Canadian radiologists, and in which the principles addressed during the course will be applied.

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Apply different styles of negotiation while acting in various scenarios and roles
- Identify and work within the constraints of their negotiation counter-parts



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FRIDAY, APRIL 25, 2018

Practical Situation Activity Debrief: Challenges in Planning and Preparing for Negotiations

Drs. Robyn Cairns, Bruce Forster and Frank Lexa and Professors David Hannah and Rob Prowse

08:00 – 09:45

Salon Kafka/Lamartine

PRESENTATION SUMMARY

Debrief and QandA session

Presentation of negotiation scenarios by small groups

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Utilize different styles of negotiation
- Identify challenges and solutions when preparing for negotiations

Multi-Party, Multi-Issue Negotiations: Adding Complexity to Negotiations

Professors David Hannah and Rob Prowse

09:45 – 10:00

Salon Kafka/Lamartine

PRESENTATION SUMMARY

That negotiation for a new CT scanner involves more parties than I thought. How can I optimize the outcome?

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Optimize the outcome of unanticipated barriers (number of parties involved, in particular) in negotiation
- Effectively negotiate within complex environments



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Multi-Party, Multi-Issue Negotiations: Focusing on Hospital Stakeholders and Issues

Professors David Hannah and Rob Prowse

10:00 – 11:30

Salon Kafka/Lamartine

PRESENTATION SUMMARY

- Our radiology group has multiple interpersonal, service and financial issues that they want resolved. As their leader how do I start improving this?
- Hospital administration will not support expansion of several radiology services with overextended waitlists. How can we negotiate increased funds and resources to keep up with demand?

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Negotiate increased funds and resources to keep up with demand
- Negotiate with multi-party stakeholders

Leadership Lessons For Radiologists From The Corporate World

Dr. Bruce Forster

11:30-11:50

Salon Kafka/Lamartine

LEARNING OBJECTIVES

At the end of this session, participants should be able to:

- Summarize the essential skills for great leadership, in imaging and otherwise.
- Examine the cornerstones of trust, humility, communication, failure and crisis management in leadership development.
- Identify how corporate examples of leadership success and failure can assist radiologists in becoming great leaders.



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AGENDA

TUESDAY, APRIL 24, 2018

Negotiating Effectively by Identifying Styles, Positions, Needs and Interests

07:30 – 08:30	BREAKFAST
08:30 – 08:45	Welcome and Introductions – Dr. Emil Lee, Rob Prowse and David Hannah, UBC
08:45 – 09:15	The Link Between Negotiations and Leadership <i>Dr. Frank Lexa</i> <i>QandA Period</i>
09:15 – 09:45	Negotiation Styles Assessment: Who Are You as a Negotiator? <i>Professors David Hannah and Rob Prowse</i> <i>With interactive assessment tool and debrief</i>
09:45 – 10:30	Introductory Negotiation Activity: Applying Your Natural Style <i>Professors David Hannah and Rob Prowse</i> <i>Group work activity</i>
10:30 – 10:45	BREAK
10:45 – 11:15	Distributive Negotiations, ZOPA and BATNA: Understanding the Fundamentals of Negotiations <i>Professors David Hannah and Rob Prowse</i> <i>Group work activity</i>
11:15 – 12:00	Contract Negotiation Activity: Exploring Creative, Option-Generating Aspects of Negotiation <i>Professors David Hannah and Rob Prowse</i> <i>Case study and group work activity</i>
12:00 – 13:00	LUNCH
13:00 – 13:30	Integrative Negotiations: Looking for Mutual Interests and Priorities <i>Professors David Hannah and Rob Prowse</i> <i>Group work activity</i>
13:30 – 14:00	Radiology Informatics Negotiations <i>Dr. Robyn Cairns</i> <i>Debrief and QandA period</i>
14:00 – 14:15	BREAK



14:15 – 15:15	Integrative Negotiation Activity: Looking for Mutual Gain <i>Professors David Hannah and Rob Prowse</i> <i>Group work activity</i>
15:15 – 16:00	Positions, Interests and Issues: Choosing Integrative or Distributive Negotiation Approaches <i>Professors David Hannah and Rob Prowse</i> <i>Group work activity</i>
16:00 – 17:00	Practical Situations Activity: Planing and Preparing for an Upcoming Negotiation in a Radiology Context <i>Dr. Bruce Forster, Dr. Robyn Cairns, Professors David Hannah and Rob Prowse</i> <i>Group work activity</i>
17:00 – 18:00	REFRESHMENTS AND GROUP WORK

WEDNESDAY, APRIL 25, 2018

Multi-Party and Multi-Issue Negotiations

07:00 – 08:00	BREAKFAST
08:00 – 09:45	Practical Situation Activity Debrief: Challenges in Planning and Preparing for Negotiations <i>Debrief and QandA session</i> <i>Drs. Robyn Cairns, Bruce Forster and Frank Lexa and Professors David Hannah and Rob Prowse</i>
09:45 – 10:00	Multi-Party, Multi-Issue Negotiations: Adding Complexity to Negotiations <i>Professors David Hannah and Rob Prowse</i>
10:00 – 11:30 (including break)	Multi-Party, Multi-Issue Negotiations: Focusing on Hospital Stakeholders and Issues <i>Professors David Hannah and Rob Prowse</i>
11:30-11:50	Leadership Lessons For Radiologists From The Corporate World <i>Dr. Bruce Forster</i>
11:50 – 12:00	Course Wrap-Up <i>Group discussion</i> <i>Dr. Frank Lexa and Faculty</i>