Situation:

The SeaCoast Hospital is relatively new and prides itself on providing high quality medical and nursing care, nutritional meals, customer service, and use of high technology. All of the staff are encouraged to speak up and be on the look out for potential problems of any sort. The executive director wants SeaCoast to develop a top-notch reputation in the community, and rewards the staff for these efforts.

Because the hospital is relatively new and barely has enough contracts and other revenue to cover its costs, the executive director and staff need to be cautious about spending money frivolously. However, when the need to spend funds is warranted, staff may do so by checking with their director/chief and the Finance and Administration Department.

Dr. Lee Drake, the Chief of Radiology has received a request from a hospitalist to purchase some additional equipment. Lee is known for a “making it happen” management style. Lee believes the need to be justified for this request and the purchase necessary; so Lee goes downstairs to the Finance and Administration to speak with Dana Tyghte, the director to gain final approval.
NEGOTIATIONS ROLE-PLAY  
MONEY AND BUDGETS

Role: Dr. Lee Drake, Chief of Radiology

You try to be responsive to the needs of your technicians and other staff. You realize that in many cases, high tech can save the cost of additional FTEs, so you tend to be responsive to these requests.

On the other hand, it is your job to be mindful of costs, since you do not want to go over your budget this year. That puts you in some sort of a dilemma at times, when you want to cut costs or not overspend, but you also know that the need to spend dollars is both real and justified.

Dana Tyghte is known for keeping to the budget, especially during these first few years of the hospital. At times, Dana can be overly cautious and refuse to sign off on purchases Dana does not believe to be necessary or when the end of the fiscal year is coming and it looks like the hospital can end up in the red.

Nevertheless, you go to Dana determined to get this purchase approved.
Role: Dana Tyghe, Director of Finance and Administration

You pride yourself on running a tight ship, ever mindful of scrutiny from your boss and the auditors. You’ve gained a reputation for keeping the books in the black for the first four years of this hospital’s existence.

At times, you’ve had to be pretty strict by refusing to sign off on some purchase order requests in order to avoid overspending. Sometimes, you’ve made some errors in judgement by rejecting a request that later came back to haunt you; but those times have been very rare.

You also pride yourself on being fair, a good listener, and willing to assist other departments “straighten things out.”