



MAKING IT WORK: TIPS FROM A UNION LEADER

“If we don’t have the right people, the right process and the best of intentions, issue resolution will just fail,” says Adrienne Enghouse, executive vice president of OFNHP/ONA, whose union represents nearly 4,000 nurses and other health care workers in the Northwest region. She knows. She’s been involved in the process when it’s worked—and when it hasn’t. She has this advice:



Take it seriously. Start with good preparation and the willingness to resolve the issues. If you think the right people to work the problem through aren’t present, push back. “You need people in the room who have the decision-making authority and the buy-in to make it work.”



Know your next step. Even when meetings are held as scheduled, workers have gotten release time and requests for information have been answered, the issue resolution process can stall. Be familiar with the escalation process and use it.



Get the solution in writing. “The point is to get to a solution—and hold people accountable for seeing it through.” To do that, the solution needs to be spelled out, in writing.



Measures of success. Take a step back and ask, “Is this timely, and is this a good resolution that both sides can live with?”