

# Stakeholder Analysis

## Part A

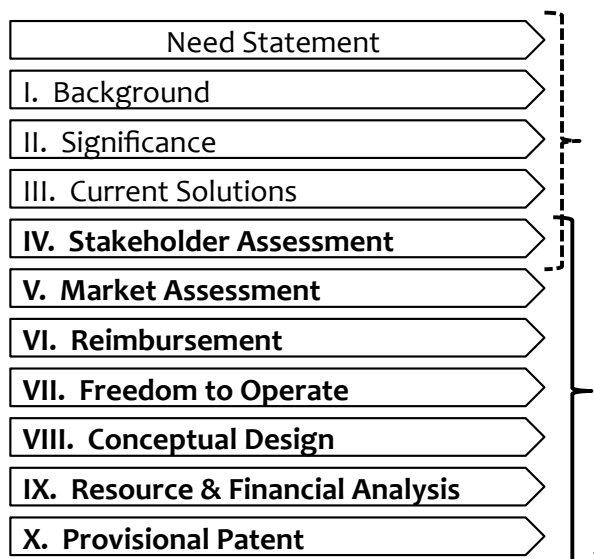


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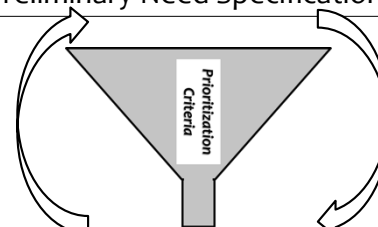
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## **Need Specification**



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Preliminary Need Specification



**Focus of Post Prioritization**

# Stakeholder Assessment

## Definition:

**anyone** who can affect or is affected by the problem associated with the need and/or its resolution

## Question:

Must an innovation satisfy all stakeholders?

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# Stakeholder - Examples

administrators  
accountants  
anesthesiologists  
attorneys  
clinics  
distributors  
employers  
facility manager  
FDA  
hospital owner

engineers  
ICU nurse  
insurance companies  
investors  
key opinion leaders  
manufacturers  
marketers  
media  
Medicare  
OR nurses

patient  
patient family  
physician (non-OR)  
physician's assistant  
police  
radiologist  
sales persons  
security  
surgeons  
technicians

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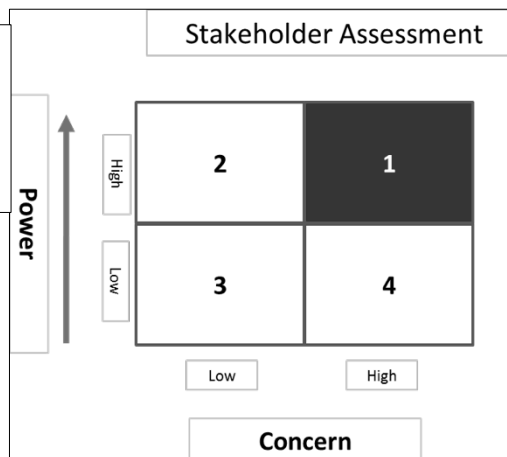
# Stakeholders Equal?

## Power

(a) the ability to contribute or withhold key resources associated with addressing the need or its resolution; (b) also the ability to decide to use (adopt) or not use the products and/or solutions associated with the need or its resolution

## Concern

may be along a broad collection and/or combination of dimensions or issues associated with the need or its resolution. The dimensions may include but are not limited to personal issues, professional issues, money, legal issues, regulatory issues, morals and ethics, etc.



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## Stakeholder Analysis Part B



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## Example

*“There is a need to reduce the time gap without monitored vital signs from the operating room to the post-operative area!”*  
(anesthesiology)

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Stakeholder Identification	Stakeholder Description	Quadrant
Patients/Family	Patients at a healthcare center and their family members.	4
Hospitals	Location/Place where device would be used for most inpatient surgical settings	1
ICU/PACU Nurses	The nurses that work in an ICU or PACU	4
FDA	Government organization who approves or rejects device for general population	2
Anesthesiologists	Anesthesiologists using the device	1
Insurance Payer	Pay for the cost of the device	1
Competitors	Current companies already being used	1
Manufacturers	Company that manufactures the device	2
Distributors	Company that distributes the device	1
Investors	Company that invests in the manufacture and sale of device	4
Key Opinion Leaders	People who have a meaningful/well-accepted opinion if the device is used	2
Marketers/Media	Company with advertising the device	2
Attorneys	People who can help get device approved through legislative process.	2
Surgeons	Those conducting a specific surgery	3
Clinics	Location/Place where device would be used for most outpatient surgical settings	2
OR Nurses	The nurses that work in the OR	3

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Stakeholder Identification	Primary Benefits or Positive Impacts	Primary Costs or Negative Impacts	Summary of Net Impact	Key Drivers and/or Issues
Hospitals	Can make hospital quality higher and potentially get through more surgeries per day	Cost to implement de		significant time without monitored and slow actions
Anesthesiologists	Safer for patient from potential complication and potentially convenient use		Overall positive	Current issues make job inconvenient during transitions and potentially unsafe for patient
Insurance Payer	Decrease cost of care	Potential for loss of money	Overall potentially positive	Does not want to lose money from potential problems but also does not want to spend more
Competitors	Potential to address need	Potential for loss of business	Overall very negative	Does not want any competition
Distributors	Financial benefit potential	Potential to lose money	Overall potentially positive	Chance to profit

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Step 3: Identify **MUST** requirements & links to stakeholders

Musts & Wants			Stakeholder Name or Role Title				
Category	No	Statement	B. Hospitals	E. Anesthesiologists	F. Insurance Payer	G. Competitors	I. Distributors
<b>MUST</b>	1	<i>The solution must limit time without monitored vital signs</i>	X	X	X	X	X
<b>MUST</b>	2	<i>The solution must be FDA approved</i>	X	X	X		X
<b>MUST</b>	3	<i>The solution must be affordable</i>	X		X	X	X
<b>MUST</b>	4	<i>The solution must be somewhat unique from current solutions</i>	X	X	X	X	X

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Step 4: Consider Step 2 ---  
define and link  
requirements **“wanted”**  
by stakeholders

		Stakeholder Name or Role				
		B. Hospitals	E. Anesthesiologists	F. Insurance Payer	G. Competitors	I. Distributors
	<b>Musts &amp; Wants</b>					
Category	No	Statement				
wants	11	The solution should be cheap to manufacture				
wants	12	The solution should be convenient to use (small, clear, accessible, etc.)				
wants	13	The solution should have an easy learning curve				
wants	14	The solution should be compatible with already existing devices				
wants	15	The solution should provide continuous monitoring of vital signs				
wants	16	The solution should be cheap to implement				
wants	17	The solution should provide sufficient reimbursement				
wants	18	The solution should be durable against unforeseen mishaps				

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Step 5: Use AHP to  
prioritize “want”  
requirements

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<b>Relative Importance or Weighting of "Wants"</b>	<b>cheap to manufacture</b>	<b>convenient to use (small, clear, accessible, etc.)</b>	<b>easy learning curve</b>	<b>compatible with already existing devices</b>	<b>provide continuous monitoring of vital signs</b>	<b>cheap to implement</b>	<b>provide sufficient reimbursement</b>	<b>durable against unforeseen mishaps</b>	<b>Sum Across</b>	<b>% of Column Sum; Priorities</b>
<b>cheap to manufacture</b>	0.10	0.17	0.11	0.09	0.06	0.05	0.07	0.04	1.09	<b>13.64%</b>
<b>convenient to use (small, clear, accessible, etc.)</b>	0.14	0.24	0.11	0.13	0.08	0.12	0.08	0.13	1.80	<b>22.49%</b>
<b>easy learning curve</b>	0.05	0.08	0.08	0.09	0.09	0.16	0.10	0.09	0.43	<b>5.41%</b>
<b>compatible with already existing devices</b>	0.05	0.08	0.08	0.09	0.09	0.16	0.10	0.09	0.43	<b>5.40%</b>
<b>provide continuous monitoring of vital signs</b>	0.05	0.08	0.08	0.09	0.09	0.16	0.10	0.09	0.53	<b>6.62%</b>
<b>cheap to implement</b>	0.05	0.08	0.08	0.09	0.09	0.16	0.10	0.09	0.87	<b>10.86%</b>
<b>provide sufficient reimbursement</b>	0.05	0.08	0.08	0.09	0.09	0.16	0.10	0.09	0.88	<b>11.03%</b>
<b>durable against unforeseen mishaps</b>	0.39	0.16	0.29	0.17	0.28	0.19	0.26	0.22	1.96	<b>24.54%</b>
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	8.00	100.00%

Step 6: "Normalize" the scoring from Step 5

## Stakeholder Assessment

### Key stakeholders

- Hospitals
- Anesthesiologists
- Insurance payer
- Competitors
- Distributors

### Must Requirements

- *Limit time without monitored vital signs*
- *FDA approved*
- *Affordable*
- *Somewhat unique from current solutions*

### Prioritized Requirements

1. Durable against unforeseen mishaps
2. Convenient to use (small, clear, accessible, etc.)
3. Cheap to manufacture
4. Provide sufficient reimbursement
5. Cheap to implement

# Summary

*Stakeholder Analysis*