

PNQIN QI Starter Pack: Stakeholders



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OUTLINE

- 1 Different types of stakeholders
- 2 Stakeholder analysis
- 3 Tips on forming a team

The Improvement Process

PLAN

- Task 1: Identify a QI Project
- **Task 2: Engage Stakeholders**
- Task 3: Organize the Effort
- Task 4: Create the Aim, Measures, and Changes

DO

- Task 5: Start Your Project

STUDY

- Task 6: Assess, Share Outcomes, and Results

ACT

- Task 7: Develop Response Based on Outcomes

Stakeholder Engagement

The process by which an organization involves people who...

- May be affected by the decisions it makes or
- Can influence the implementation of its decisions

Stakeholders – Those who pay for, provide, regulate, receive, measure, monitor, or otherwise interact with/influence the health care outcomes you want to improve.



Internal Stakeholders



Operational managers

Providers (RNs, CNMs, MDs)

IT department

Pharmacy

Department leaders

External Stakeholders



Community organizations

Outside providers

Recipients of services

Family members/caregivers

Stakeholder Analysis: Role Definitions

Champion: Responsible for the design, continuous improvement and sustainment of the process

Customer of the process: Receives an output from a process

Decision-Maker/Approver: Has the authority to give approval

Interested party: Has a recognizable stake in the outcome of a process, but may not be directly involved in the process

Supplier to the process: Provides input to the system

Target of the change: Directly impacted by a proposed change

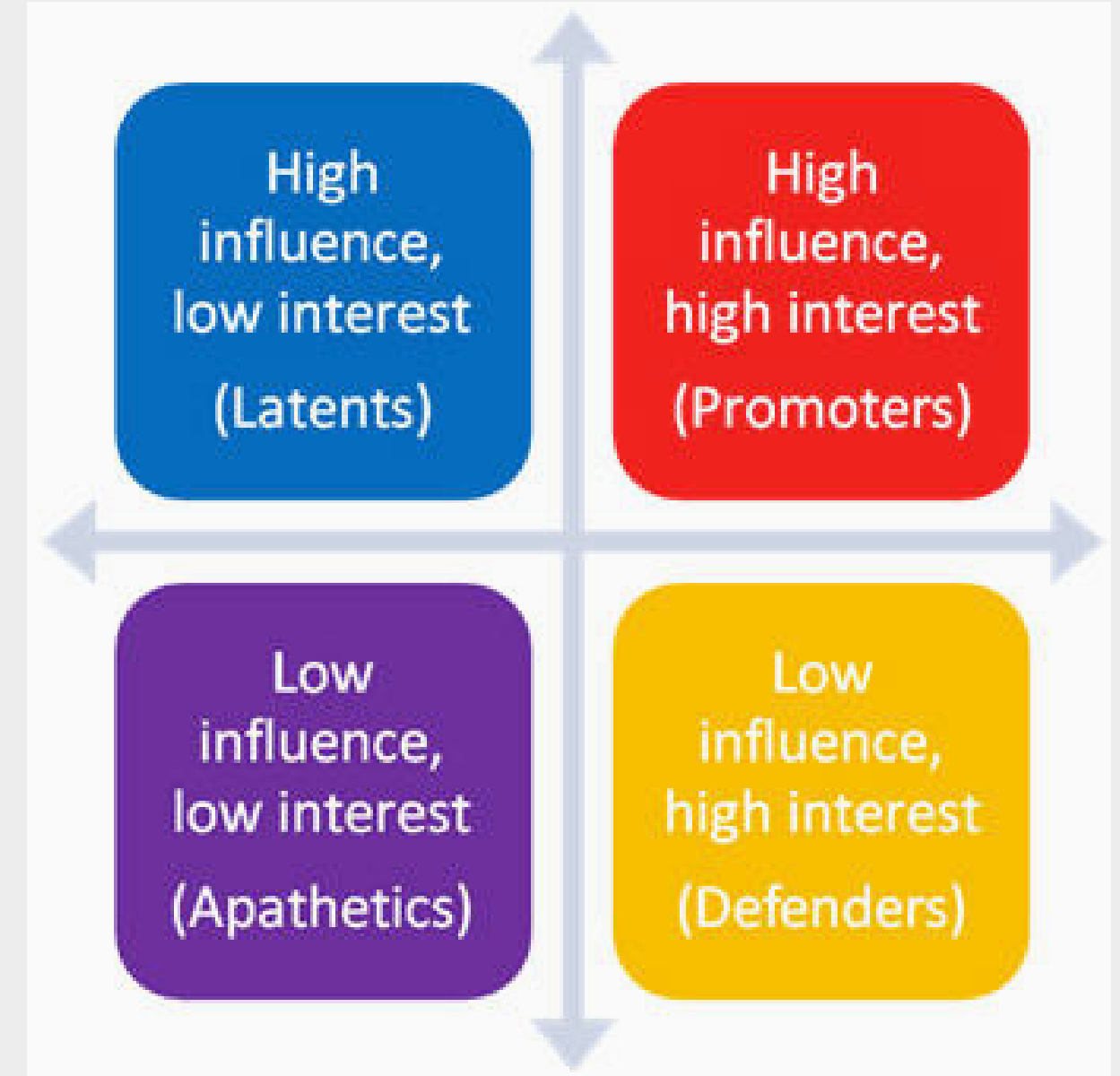
Stakeholder Analysis: Definitions

Latents have no particular interest or involvement in the effort, but have the power to influence it if they become interested.

Promoters have both great interest in the effort and the power to help make it successful.

Defenders have a vested interest and can voice their support in the community, but have little actual power to influence the effort.

Apathetics have little interest and little power, and may not even know the effort exists.



Stakeholder Analysis: Example

Insert **X** for current support

Insert **O** where they need to be

Insert **arrow** for gap in-between

| Names or Group | Strongly Against | Moderately Against | Neutral | Moderately Supportive | Strongly Supportive |
|----------------|------------------|--------------------|---------|-----------------------|---------------------|
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Stakeholder Analysis: Example

| Names or Group | Strongly Against | Moderately Against | Neutral | Moderately Supportive | Strongly Supportive |
|------------------------------|------------------|--------------------|---------|-----------------------|---------------------|
| Medical Residents | | | | | X |
| Medical Attendings | | | X | | O |
| Emergency Medicine | X | | | O | |
| Clinical Directors (Nursing) | | | | X | O |
| Family Medicine | | | | X | |
| Floor Nurses | X | | | O | |
| Social Work | | | X | | O |

Forming the Team



- Use the Stakeholder Analysis

Pick team Members from Roles/Locations on your Analysis

- Make sure team has wide range of experience
- Include Champions
- Find times that work for as many as possible

Center equity in
all conversations

Forming the Team: Tips

- Don't get hung up on “where people are”

Concentrate on strategies to get them where they need to be

- Figure out which stakeholders have veto power and work to meet their needs (may address in balancing measures)
- Be prepared to add new stakeholders as the work continues

REMEMBER EQUITY!



Thank you!

Have questions?

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References

- **Slide 3:** www.medicaid.gov/medicaid/quality-of-care/downloads/qi-201-engaging-stakeholders.pdf
- **Slide 8:** <https://ctb.ku.edu/en/table-of-contents/participation/encouraging-involvement/identify-stakeholders/main>
- **Slide 9:**
www.uphs.upenn.edu/gme/pdfs/Engaging%20Stakeholders%20&%20Forming%20Your%20QI%20Team.pptx