

Problem Identification and Stakeholder Management – Exercise Answers Template

Root Cause Analysis Questions

	Questions
1.	Why are healthcare providers spending most of their workday reviewing patient records? Fictional stakeholder response (Director of Clinical Operations): “Because accessing and verifying patient information takes a lot of time. Records are scattered across different systems, and we often have to cross-check multiple sources to get a complete picture.”
2.	Why are records scattered across different systems? Response (Health Information Manager): “Because we do not have a single, integrated system. Patient data is maintained in separate systems for appointments, billing, lab results, and clinical notes.”
3.	Why do we not have a single, integrated system? Response (IT Manager): “We’ve been using legacy systems for years, and they were not built to integrate with each other. Upgrading or integrating them has always been delayed due to budget constraints.”
4.	Why has integrating these systems not been prioritized in the budget? Response (Chief Financial Officer): “Because we’ve been focused on managing growing patient volumes about 15,000 visits annually and increasing — and we thought adding more staff would help more immediately. We underestimated how much inefficiency comes from not having an integrated system.”
5.	Why did we underestimate the impact of inefficiency from lack of integration? Response (Hospital Administrator): “Because we didn’t have data showing how much time providers spend on administrative tasks vs. patient care. Now that the systematic review shows providers spend most of their day reviewing records, we can see it’s a major issue.”

Root Cause Diagnosis:

Based on this analysis, I recommend that Amic Hospital immediately prioritize implementing an integrated patient portal and record management system. This will centralize patient records, appointments, and billing into one system, directly addressing the identified root cause of providers spending excessive time on record review due to scattered systems. The integrated system will also enable secure patient-provider communication, improving patient satisfaction and reducing phone tag and redundant visits. Furthermore, it will enhance resource management, including staffing and inventory control of medical supplies, thereby cutting down on waste and duplication.

A systematic review showed healthcare providers spend most of their day reviewing patient records instead of actively helping patients, indicating a significant inefficiency caused by fragmented systems. The hospital manages approximately 15,000 visits annually, a number that continues to grow. Without integration, this volume will only worsen inefficiencies. An integrated system will reduce duplication and errors, improve data accessibility, and cut overall expenses by optimizing staffing and better managing medical supplies.

User Role Analysis

User role	Role description	Concerns/Requirements
Patients	Individuals receiving care who use the portal to manage appointments, view records, pay bills, and communicate with providers.	Need easy, secure access to health information, appointment booking, and billing. Expect minimal duplication of paperwork and quick responses to inquiries.
Healthcare Providers	Doctors, nurses, and allied health staff who deliver direct patient care and rely on accurate, consolidated records.	Require fast, reliable access to comprehensive patient data to reduce time spent reviewing scattered records, enabling more focus on patient care.
Admin & Support Staff	Scheduling, billing, records management, inventory, and IT staff who support operations behind the scenes.	Need integrated systems to streamline appointment coordination, billing, inventory tracking, and technical maintenance. Want fewer errors and redundancies.
Web Developers/IT Team	Responsible for website development, maintenance, and troubleshooting technical issues.	Developers require access to development and testing environments for building and deploying website updates, plugins, and custom features.

DELIVERABLE 4 - Stakeholders Analysis and Mapping.

Stakeholder	Project Responsibility	Interest/Concerns	Influence
Amic Hospital Management	Overall strategic Direction, decision-making, project budget, approval of project plan.	Normally their interest in a website project would be low as they are responsible for the overall strategic direction of the company. However they are concerned about the company's financial performance and reputation, so this project is on their radar – High Interest.	High influence as they have the authority to allocate resources, approve budgets, and make strategic decisions regarding the project.
Patients	Use the portal to book appointments, view records, pay bills, communicate securely.	Interest: High — want easy access, privacy, clarity.	Influence: Medium — as end-users, their adoption determines success.
Healthcare Providers	Use the system daily to access and update patient records, coordinate care.	Interest: High — need accurate, consolidated data to reduce time on admin.	Influence: High — project must fit their workflow.
Administrative Staff	Manage scheduling, billing, records entry, patient coordination.	Interest: High — want fewer errors & streamlined processes.	Influence: Medium — process experts; their input optimizes the system.
Inventory / Supply Managers	Use system data for tracking supplies tied to patient services.	Interest: Medium — better forecasting, reduced waste.	Influence: Low — secondary to patient care & billing.

Regulatory & Compliance	Ensure system meets privacy laws, audit trails, compliance needs.	Interest: Medium-High — want secure, compliant operations.	Influence: Medium — can block or require changes for compliance.
Business Analyst – Project Manager	Responsible for leading and managing the website improvement project, running workshops, and ensuring project success within budget and timeline constraints.	Has a high interest in the project's success because they are responsible for gathering requirements, conducting stakeholder analysis, analyzing business needs, and ensuring that the project meets its objectives.	High Influence - Plays a central role in driving project success through effective analysis, planning, and stakeholder management.

POWER - INTEREST GRID

Low Interest – High Influence Compliance & Regulatory (monitor but less day-to-day involvement)	High Interest- High Influence Hospital Executives IT Department Healthcare Providers Business Analyst
Low Interest – Low Influence Patients Admin Staff	High Interest – Low Influence Patients Admin Staff

RACI MATRIX

	Project Task	Patients	Healthcare Providers	Admin Staff	Hospital Leadership	IT Dept	Inventory and Supply	Compliance / Regulator
1	Identify process issues (survey, focus groups, quantitative and qualitative analysis)	C	C	C	A	R	C	C
2	Gather requirements & define scope	C	C	C	A	R	C	C
3	Select & procure system solution	I	C	C	A	R	I	C
4	Design workflows & integration plan	I	C	C	I	R/A	I	C
5	Develop / configure system	I	I	I	I	R	I	C
6	Data migration & testing	I	C	C	I	C	I	C
	Train staff & rollout communications	I	R	R	I	C	I	C
7	Monitor website performance and user feedback	I	I	I	I	C	I	C
8	Provide customer support and assistance	I	I	R	I	R	I	C
9	Collect feedback & optimize	R	I	R	I	C	I	C