



What Is a Stakeholder Assessment and Why Is It Important?

Overview

The purpose of this module is to introduce the concept of a stakeholder, explain why identifying and engaging them is important, and present approaches for doing so. Any effort to change systems and practices impacts multiple stakeholders across a clinic organization. Stakeholders can impede or facilitate your work as a facilitator, therefore it is important to understand who those stakeholders are, how your efforts to facilitate implementing a program like the Six Building Blocks will impact them, and approaches to engaging them to increase the likelihood of success.

Learning Objectives

1. Describe the reasons why a stakeholder analysis is beneficial in your efforts as a facilitator to engage with a clinic that is implementing the Six Building Blocks program.
2. Describe some common stakeholder positions that you might encounter.
3. Develop a strategy to identify and engage stakeholders during the Prepare and Launch phase of your work.

Reading Materials

- [Graham Kenny, Five Questions to Identify Key Stakeholders](#), Harvard Business Review, Mar 6, 2014
- [Identifying and Determining Involvement of Stakeholders](#), Centers for Disease Control and Prevention,
- [Power Mapping in Bullet Journal for Quality Improvement video](#)

Activities

- Complete the required readings and watch the Power Mapping in Bullet Journal video
- Reflect on the discussion questions (page 2 of this document)
- Do the case study activity (pages 2 -3 of this document)



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Discussion Questions

1. The CDC reading uses the example of sexually transmitted disease to work through stakeholder identification. What lessons can you take from the CDC example that could be extrapolated to your efforts as a practice facilitator working on chronic pain and opioid management?
2. How might you reframe the “Five questions to identify key stakeholders” to make them more relevant to your work as a facilitator when you are initially engaging with a clinic?
3. Once identified, how might you prioritize who you need to engage with, what questions would you ask them, and why?

Case Study

Timbercreek Family Medicine is the outpatient clinic for a critical access hospital in a rural region of the Pacific Northwest. There has been significant recent turnover in providers at the clinic, including the clinic manager. Two new providers have joined the clinic in the past 6 months, but do not live in the community. The clinic manager reached out to the Six Building Blocks program because two other new providers recently left because of burnout about their inability to meet the needs of their patients on long-term opioids for chronic pain. One nurse practitioner has been at the clinic for over 20 years, and the medical assistants and front desk staff have been employed at the clinic for many years. However, the nurse practitioner who provides care to the majority of their patients with chronic pain has indicated her intent to retire next year, leaving a large population of patients who are on legacy opioid prescriptions. One of the new providers, a Physician Assistant, has indicated an interest in serving as a clinic champion to address opioid prescribing in their clinic, however, this is his first job after completing his training. The CEO of the critical access hospital has expressed concerns about the opioid crisis in their community and notes that ED visits for overdoses have increased over the past 3 years. Within the local community, a small group of individuals have met as an advocacy group to counter the state’s efforts to reign in the over-prescribing of opioids for chronic pain.



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Activity

Using the technique in this [stakeholder video](#), place each of the stakeholders on a stakeholder analysis grid like the one in the video.(see below) Based on this grid, who would you want to focus your engagement efforts on and who would you monitor?

