Stakeholder Analysis Tool

AHRQ Safety Program for Improving Surgical Care and Recovery

What is this tool?

The AHRQ Safety Program for Improving Surgical Care and Recovery (ISCR) Stakeholder Analysis tool is designed to help you understand the familiarity with and perception of ISCR among key stakeholders in your organization.

Why should I use this tool?

Multidisciplinary teams are an important part of improving surgical care. Stakeholder analysis helps make sure different perspectives surface and are included in planning and implementing your ISCR pathways. The process of working on this tool can help you identify any gaps in knowledge and understanding or other barriers to implementation as well as build strong relationships and develop champions for the work. With a better understanding of people’s perspectives, we can be more effective at implementing ISCR pathways.

You can use this tool within your multidisciplinary team by following these steps.

1. **Map your stakeholders.** Create a list of people who will be involved in your ISCR pathway, including any group of people who will be asked to do something different or have influence over implementing and sustaining the new and revised processes. Think about groups of people and specific individuals within those groups. Within each stakeholder group, who are influential people you should talk to? Typical ISCR stakeholder groups include: surgeons; anesthesiologists; nurses; advanced practitioners; pharmacists; health information technology experts; patients, families, and caregivers; executive leaders; quality improvement specialists; infection preventionists; and clinic/physician’s office staff. You can update this list as you talk to people.
2. **Understand stakeholder positions.** Reach out to your stakeholders and talk to them about ISCR. Provide a brief introduction explaining the benefits and goals of enhanced recovery for anyone not already familiar with it. Ask them about their impression of the program or if they have any concerns or ideas to improve effectiveness. Use the worksheet below to organize your findings. For each stakeholder, you should rate their level of: (1) influence (i.e., degree to which they will be able to positively or negatively impact the outcome of ISCR), (2) support (i.e., degree to which they believe in the program’s goals and approach), (3) impact (i.e., degree to which ISCR will require them to do something different in their work), and (4) gain (i.e., degree to which they will benefit from the program).
3. **Review and analyze.** As you gather information, you can start to answer the following questions:
   * Who may have influence over the success of the ISCR program?
   * What are people’s attitudes and perceptions of the ISCR program?
   * What are any real or perceived issues people will face while making ISCR changes?
   * What are some ways to build on any opportunities or strengths in the department, hospital, or health system?
4. **Prioritize and address stakeholder concerns.** Frequently, you may not be able to address all of the issues raised by stakeholder groups. You can prioritize your efforts by starting with issues identified by high-influence and high-impact stakeholder groups. You can use your multidisciplinary team to develop plans to address key stakeholder concerns. It may be helpful to review and share evidence supporting enhanced recovery practices with resistant stakeholders and highlight what they and their patients may gain through the ISCR program.

What other resources can I use?

The ISCR stakeholder analysis tool is intended to support your ISCR implementation process. You can review the following materials as you conduct the stakeholder analysis to help you make use of your findings.

* [Building Your ISCR Leadership and Core Team](https://www.ahrq.gov/sites/default/files/wysiwyg/hai/tools/surgery/8-building-core-team.docx)
* From the Comprehensive Unit-based Safety Program (CUSP) toolkit
  + [The Role of the Nurse Manager](https://www.ahrq.gov/hai/cusp/modules/nursing/index.html) module
  + [CEO and Senior Leader Checklist](https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/education/curriculum-tools/cusptoolkit/toolkit/ceosnrleaderchcklst.docx)
  + [Patient and Family Engagement module](https://www.ahrq.gov/hai/cusp/modules/patient-family-engagement/index.html)

ISCR Stakeholder Analysis Worksheet

| **Stakeholder or stakeholder group** | **Key issues raised by stakeholder (barriers to be addressed, opportunities to build from)** | **Level of influence or control over ISCR success (high, medium, or low)** | **Current stance on ISCR (in favor, opposed, ambivalent)** | **Interests or stake in ISCR (e.g., will changes impact this stakeholder directly?)** | **Benefits from engaging in the ISCR program (e.g., what will this stakeholder gain from ISCR?)** | **How will this stakeholder stay engaged in this work? How does this stakeholder want to be updated about the program?** |
| --- | --- | --- | --- | --- | --- | --- |
| *Enter stakeholder or stakeholder group* | *Enter key issues raised by stakeholder* | *Enter level of influence or control over ISCR success* | *Enter current stance on ISCR* | *Enter interests or stake in ISCR* | *Enter benefits from engaging in the ISCR program* | *Enter here* |
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