Change Management Strategy: Identify and Recruit Stakeholders

As part of the change process, it is important to identify and recruit key stakeholders and examine their needs. Nanus (1992) identified a stakeholder "as anyone who has power to exert an influence on your organization in some significant way" (p.62).

To understand the role of key stakeholders in interprofessional initiatives you need to address the following:

1. Who are the key internal and external stakeholders?

a. providers	g. regulators
b. staff	h. government agencies
c. patients	i. community agencies and hospitals
d. families	j. professional organizations
e. administrators	k. funding bodies
f. educators in Colleges and Universities	l. advocacy groups

2. What are the major interest and expectations of your top stakeholders? For example:

a. power	h. patient safety
b. resources	i. partnerships
c. interprofessional care	j. professional advancement within their membership as providers within interprofessional environments
d. interprofessional clinical experience for students	k. implementation of policy
e. standards of practice that allow for interprofessional collaboration	l. health care renewal
f. collaboration between regulatory bodies	
g. enhanced communication and documentation	

3. What are the potential threats? (Users groups may present threats especially if they are not satisfied with the services or response to their needs.)

a. loss of funding	e. poor commitment and motivation for innovation
b. ineffective work environments	f. fragmented care
b. inability to recruit and retain staff	g. regulatory issues
c. inability to respond to emerging issues and chronic illness	h. loss of opportunity to the education of future interprofessional providers
d. compromised patient safety	

4. What are the potential opportunities?

a. provider satisfaction	e. innovation
b. providers practicing to the full scope of practice	f. better use of resources
c. less conflict	g. improved access to care
d. interprofessional collaboration	h. rewarding educational clinical experiences
	i. patient and community satisfaction

5. What are the boundaries and constraints of the vision?

a. political will	f. appropriate documentation and collection of data to demonstrate outcomes
b. financial constraints	
c. human resource issues	g. supporting preceptors and finding appropriate clinical experiences
d. governance structures	
e. breaking through "old guard" and traditional sentiment	h. professional and regulatory progress to support the progress of interprofessional initiatives

6. What are the critical issues that must be addressed in the vision with your stakeholders?

a. How will information be managed for directing interprofessional initiatives and sustaining funding?	d. What is the process for integrating the standards of practice of different providers into an interprofessional collaborative team?
b. Can the needs of the patients and health care providers be met through interprofessional practice?	e. How can the culture be transformed using interprofessional care champions?
c. How can staff develop the interprofessional competencies necessary for interprofessional care?	f. What is required for liability coverage?
	g. How can the organization access funding systems providing incentives for the adoption of interprofessional care?

7. How will you measure the success of the vision?

a. patient satisfaction surveys	f. financial indicators
b. staff satisfaction surveys	g. team collaboration
c patient outcome indicators	h. community collaboration (suggest community representative on board of governors and/or advisory committee)
d. interprofessional documentation	
e. performance indicators (reflect interprofessional competencies)	i. preceptor and student evaluations

Adapted from: Visionary Leadership, (p. 61-77), by B. Nanus, 1992, San Francisco, CA: Jossey-Bass Publishers and Interprofessional care: A blueprint for action in Ontario by the Interprofessional Care Steering Committee, 2007, retrieved from **www.healthforceontario.ca**

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