
Section 4 Evidence-Based Practice Overview

Stakeholders

Overview

Strategies for identifying and engaging stakeholders are explored in this module.

Objectives

- Recognize the importance of involving stakeholders when implementing practice changes.

Key Points

- Implementing a practice change, no matter how straightforward is complex. Stakeholder buy-in has been identified as a major strategy for successful implementation.
- A **stakeholder** is anyone who has a vested interest in the process or outcome of an organization's actions. Stakeholders may be individuals and/or groups, passive or active, direct or indirect, and they may differ depending on where you are in the process of implementing a change.
- Stakeholders differ in terms of their level of interest, goals, motivations, concerns, power, influence, etc. A **key stakeholder** is any individual who is significantly affected by an organization's actions and/or has considerable influence (power) over those actions. More time and resources should be invested towards the high priority stakeholders and those with considerable influence and interest.
- It is important to conduct a Stakeholder Analysis prior to any planned change or project, and at regular intervals throughout implementation, since stakeholder's power and interests can evolve over time. A stakeholder analysis starts with a full understanding of the local context. Tools/worksheets are available to assist with this assessment.
- A stakeholder analysis consists of these basic steps:
 - Step 1 Identify stakeholders.
 - Step 2 Categorize stakeholders based on their level of interest/stake and power/influence. Using a Stakeholder Grid is helpful at this stage (see handout)
 - Step 3 Develop an action plan that includes engagement and communication strategies targeted to stakeholder's interest, and power. One key strategy is to frame the message according to the stakeholder's viewpoint.

Evidence-Based Practice



Suggested Activities

Practice Application Exercise Have participants watch the PRIMES Video: Stake Prime at <http://www.theprimes.com/>. (Registration is required and free). Consider a recent or planned practice change and answer the following:

1. Who are the heart, head and wallet stakeholders? How will you target your message based on heart, head or wallet perspectives? How does this video help you get your message to the stakeholder?
2. How do you know you've included the "right" or all the "key" stakeholders? Who are the major players?
3. Who is critical to engage with first and why?
4. What stakeholders can best assist with the early scoping of issues and impacts?
5. What are the different levels of power (influence) and interests (stake) of various stakeholders and what influence might this have on a project? Note: to answer this question, it might be helpful to have participants complete a Stakeholder Grid.
6. How knowledgeable are the potential stakeholders on the issues, what is being asked, what is the potential impact of practice change (including +/-)?
7. Who strongly supports or opposes the changes that a project will bring and why?
8. How are stakeholder roles recognized and communicated?
9. What about patients and families? Do we include them as stakeholders?

Personal Commitment to EBP Exercise

1. Ask the participants to share some of the important take-home points that they have learned in this lesson.
2. How will you use what you learned today in your practice?
3. Have the participants write down their vision for EBP and personal goals for achieving their vision.

Materials are available through the provided hyperlink:

Handouts:

1. [ONS Roadmap Worksheet 1](#) - question 7
2. [Stakeholder Grid](#)

Suggested Time 30 minutes