

Topic

Managing the Values of the Key Stakeholders in a Health-Care Setting

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Introduction

- Who are the key stakeholders in a health-care setting?
- Types of stakeholders in a health-care setting : (internal, external and interface)
- Importance of stakeholders management study
 1. To navigate it's external environment and political issues
 2. For organizational success or goals

Literature Review

- Managing or collaborating with the key stakeholders
- Identifying the key stakeholders of a health-care setting (Kobrak,2002)
- The stakeholder's vote approach
- The Analytical Hierarchy Process (AHP) of key stakeholders with health-care operational goals (Jackson, 2001)

Exploring Values of Key Stakeholders

- Medical staff
 - High clinical quality and innovations
- Patients
 - Clinical quality, access to health-care
- Hospital management
 - Profitability and cost containment

Exploring Values of Key Stakeholders

- Corporate office
 - Profitability and cost containment
- Media
 - Quality services and innovations
- Third party payers
 - Market expansion for service delivery

Exploring Values of Key Stakeholders

- Professional staffs(nurses)
 - High clinical quality and innovations
- Board of trustees
 - Profitability, meeting the organization's
- Federal government
 - Maintaining regulations, access to health-care and cost containment
- Elected public officials
 - Food service delivery to their constituency and cost containment

Research Questions

- Is managing the values of the key stakeholders of a health-care setting necessary...
 - To achieve organizational goals (merit)?
 - To achieve it's (worth)?
 - To determine it's significance?

Method

- Design
 - Cross-sectional
 - Survey of persons and groups that have interest in health-care setting
- A needs assessment of key stakeholder's values for unmet performance need of health-care setting
- Rating the values of key stakeholders; the numeric weight and sum and the qualitative weight and sum
- Value mapping

Needs Assessment to Identify Values

- The numeric weight and sum approach
 - Rating the values of key stakeholders
- The values are rated as
 - 3 - extremely necessary
 - 2 - moderately necessary
 - 1- Not very (low) necessary

Objectives for Rating Values

- To determine the criteria of merit of values for unmet performance needs in a health-care setting
- To identify essential values for achieving the unmet performance needs.

Weighting Values

- This consists generating of grading rubric order corresponding to metric of merit
- The rated values are assigned weight percentages (0% – 100%)
- The grade percentage is calculated to generate a pairwise comparison

Grading

- The overall grading is determined by
 - $90 \% < x \leq 100 \%$ = A - Excellent
 - $80 \% < x \leq 90 \%$ = B - Very good
 - $70 \% < x \leq 80 \%$ = C - Good
 - $60 \% < x \leq 70 \%$ = E - Poor

Weaknesses of Qualitative Weight and Sum

- Measurement problems resulting from arbitrary assignment of weights
- Inconsistency in quantifying values may impact the data and the weighted scores

Qualitative Weight and Sum

- Uses five levels for criteria of merit: E = essential, 0 = zero (not necessary), * star = very important, + + double plus = important and + minor important. (Scriven, 1991)
- A qualitative weight and sum of key stakeholders value for an unmet performance need.
- The ratings is justified based on the importance of values to achieve an unmet performance need

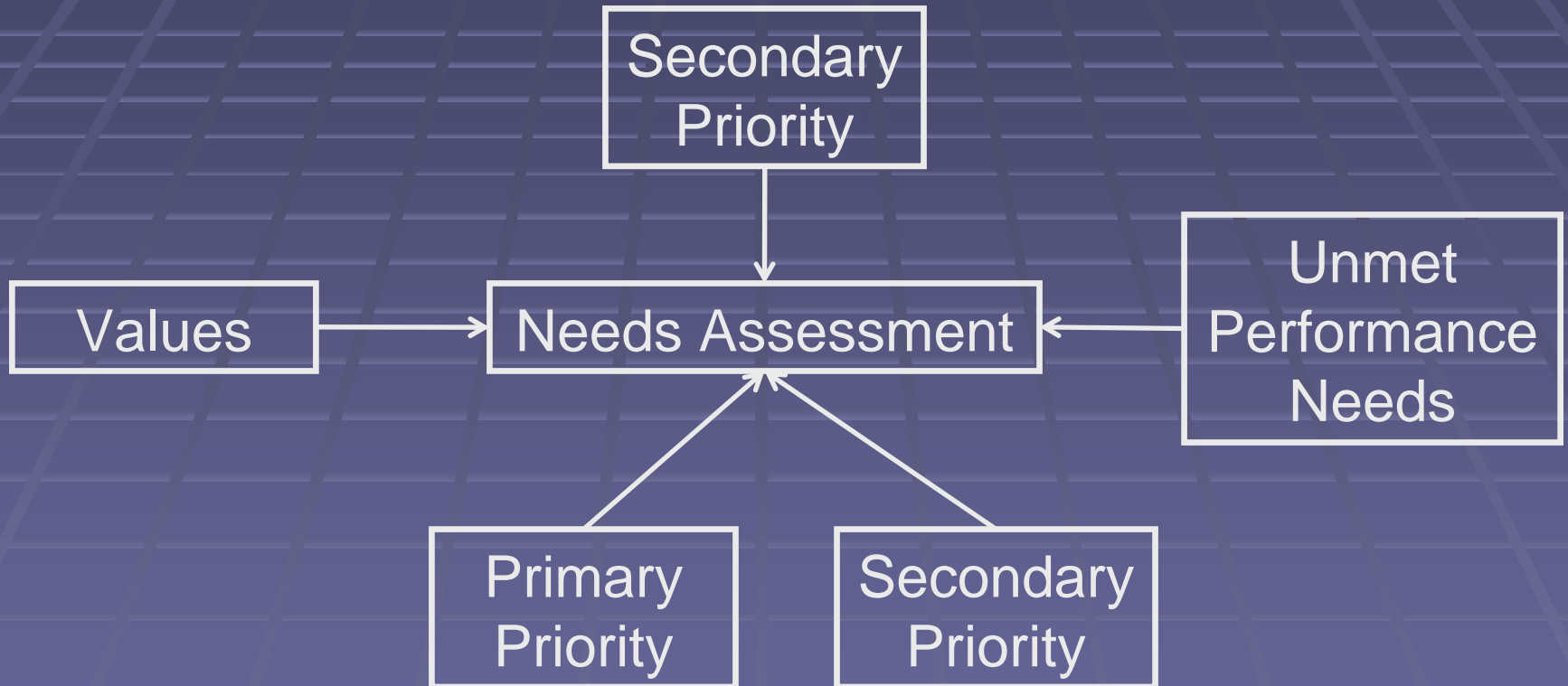
Qualitative Weight and Sum

- The ratings is justified based on the importance of values to achieve an unmet performance need
- Values are rated as
 - Excellent = extremely necessary
 - Very good = moderately necessary
 - Good = Very necessary
 - Poor = Not very necessary

Conclusions

- **Evaluative conclusions for satisfactory performance of a health-care setting can be defined as**
 - **Extremely necessary values = Exemplary performance, real deficiency of consequence will exists for satisfactory performance**
 - **Moderately necessary values = Not exemplary performance , real deficiency of consequence for satisfactory performance**
 - **Not very necessary values = No real deficiency of consequences will exist for satisfactory performance**

Value Mapping



Conclusion

- Managing the values of it's key stakeholders will enable a health-care setting evaluate merit, worth, and significance through
 - Planning it's operation
 - Vision
 - Justification of goals
 - Management procedures and activities

Conclusion

- Prioritize the stakeholders through it's performance needs, the direct and indirect, the intended and unintended effects to achieving the organizational goals