

INTEGRATED APPROACH TO HEALTH CARE MANAGEMENT BY STAKEHOLDERS

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INTRODUCTION

The term ‘Stakeholder’ is a broad term that applies to:

People inside the organization, but usually outside of the project team, who are in some way affected by the project. Typically Stakeholders will be users of the output from a project or benefit from its introduction. They may also have to change their role, function or method of working as users of new systems, processes or products.

Stakeholders might also be external customers and suppliers, as they might be directly affected by the changes resulting from a project. Stakeholders could include those who identified the need for project activity.

KEYWORDS

Stakeholder, Project Development, Healthcare, Researchers, Population, Customers

ARTICLE SUMMARY

A “stakeholder” in a worker health study is an individual or a group with an interest, or “stake” in the conduct or outcome of the study. When workers participate in research studies, the list of stakeholders is long and includes, at a minimum, workers, the employer, insurers, researchers and their institutions, multiple levels of government, funding agencies, the public/community, unions, Institutional Review Boards (IRBs), and occupational medical professionals.

The concerns and issues important to each stakeholder are listed in this section. These should be noted and addressed early in the research planning to ensure their inclusion in the overall design, conduct, and publication of the study.

REVIEW OF LITERATURE

STAKEHOLDER'S RESPONSIBILITIES

These depend on the position of the Stakeholder in the context of the project development and implementation but typically could include the following responsibilities:

- understanding the business rationale and ensuring that the project fits with the strategy for their area of business
- making their detailed requirements known
- committing the necessary resources to ensure the project is successful
- taking ownership of appropriate deliverables
- keeping informed of project progress and cascading information to others who need to know
- proactively establishing training and development requirements
- approving key project deliverables
- Identifying and resolving any project issues and risks, especially those associated with managing change during the transition phase.

The preeminent concern for all stakeholders is the protection of the rights and Welfare of worker-subjects in research studies. Stakeholder concerns may include access to workers (the researchers), maintaining productivity in the workplace (the employer), and assuring compliance with federal regulations (federal authorities).

Thus, there is the potential for conflict among groups of stakeholders, and such conflict may not always be in the best interests of the worker. There is a need to balance the proposed research with each stakeholder's interests. Several considerations are important in protecting the rights and well-being of study subjects and assuring that stakeholders in the studies are able to protect valid interests.

These include:

- Recognizing the diverse interests and concerns of other stakeholders.
- Clarifying responsibilities of all participants.
- Agreeing to work cooperatively with one another to achieve the best possible results for the study and all participants.

INTERESTS, CONCERNS, AND RESPONSIBILITIES

There are interests, concerns, and responsibilities shared by all stakeholders that should be acknowledged, accepted, and/or agreed upon during the initial planning stages of the worker health study and re-examined throughout the study process.

SHARED INTERESTS AND CONCERNS APPLICABLE TO ALL STAKEHOLDERS ARE TO ENSURE:

- The protection of the rights and welfare of worker-subjects.
- Early notification all stakeholders particularly the worker population of studies.
- Early involvement of all stakeholders, including the worker population, in the design and development of the study.
- All stakeholders understanding the objectives and proposed methods of the study.
- All stakeholders understand and comply with human-subject study ethics and Regulations.

Shared responsibilities applicable to all stakeholders are:

- To ensure that the study has scientific merit and/or is subject to rigorous peer review.
- To be informed about the research topic and procedures.
- Work to achieve consensus with other stakeholders when conflicts are apparent.
- To provide notification and project information to other stakeholders.
- To participate actively in the development, design, and conduct of the study.
- To fulfill these responsibilities throughout the life of the study.

Stakeholders in worker studies share responsibilities to recognize one another's interests and concerns, to clarify their own individual responsibilities, and to agree to work cooperatively with one another to achieve the best possible results for all parties.

Each stakeholder involved in worker studies is ultimately responsible for fully understanding his or her role in protecting workers who are subjects of research.

The issues, concerns, and responsibilities specific to individual stakeholders are described below.

Workers have the most to gain and lose from worker studies. Their interests and concerns should take precedence over the interests and concerns of other stakeholders.

Interests and concerns applicable to workers and worker-subjects include:

- The freedom from coercion/pressure to participate, decline or withdraw—whether real or perceived.
- Perceived or actual threats to job security, future employability, Pension or medical benefits.
- Early and complete notification of studies planned or conducted.
- A full understanding of the research protocol and purpose.
- Privacy and confidentiality of personal records, data, or tissues.
- The possible perception of being exploited when they are the subject of an excessive number of research studies (considered as guinea pigs).
- Job security and potential impact on job advancement.
- The extent of involvement in the program.
- The impact of time away from job or lost time.
- Possibility of injury or pain.
- Possibility of psychological impact.
- Continued or future insurability.
- Potential impact on family.
- Potential social stigma (personal or family).
- The availability of counseling.

- An awareness of available methods to resolve concerns.
- Read pertinent study information.
- Read and understand the informed consent documents and study materials.
- Know and understand one's rights as a research subject.
- Abide by protocol (if the individual agrees to participate in the study).
- Confirm that they understand the subject matter with study experts.

THE ABILITY AND RESOURCES TO EDUCATE STAKEHOLDERS IN THE REQUIREMENTS

- The ability to adequately protect workers involved in projects conducted by other agencies.
- The ability to fully assess similar studies being done by other agencies on the site.
- The ability to enforce regulatory expectations.
- Mechanisms for being notified of human subjects studies that have been proposed to be conducted at the site.
- That it gives the same attention to non-physical (social) risks to workers as it does to physical risks.
- Mechanisms to ensure that the researchers adhere to the approved protocol, and notify the institution of changes or adverse events.
- The authority to terminate research that does not adhere to the approved protocol.
- The assurance that the membership of the local IRB reflects all stakeholders' Interests.
- An assessment and assurance of the scientific merit of the research.

Many different groups have an interest or involvement in digital information. Any strategy for digital preservation will naturally have to take into account the various needs and perspectives of these groups.

The stakeholders include:

- Authors

- Publishers
- Libraries
- Archive centres
- Distributors
- Networked information service providers
- IT suppliers
- Legal depositories
- Consortia
- Universities
- Research funders

Stakeholder Interest and impact on the long term preservation of digital material Initiators Collection development. Research libraries collect material that is current, published on current technology. Establish the nature and scale of the threat of irretrievable loss for digital material items.

Regulators Legal deposit; Public Record Office; Copyright. Legislation to preserve ownership for a limited period of time, to ensure a national collection of material is established and to preserve items that are in the public interest.

Creators Creation of digital records. Lack of control over format of deposited items leads to unmanageable diversity. Rights owners maintain copyright. Preservation of material may lead owners to demand copyright in perpetuity.

Fund-holders manage the funds available for preservation activity according to agreed priorities and service levels. Providers Initial diversity of formats at publication complicated by new editions in new formats and on new media.

Readers Access to material. Readers will demand material in current acceptable format for display and inclusion in new digital material. Archivists Conserve the archive, whilst preserving the items, and maintain the integrity of the deposited items.

Providers Provide new editions, which link into the new intellectual context through re-indexing and re-packaging. Interferers Make material inaccessible through technological turbulence or blocking publication.

A relative new comer to the scene are the interferers. They may be seen as the antithesis of the regulators — although new regulations may be brought in to counter their activities. Sometimes they may simply be a nuisance, obstructing the course of good preservation practice, taking a narrow perspective on minor issues, or delaying the introduction of new measures. At other levels their effects may be far-reaching.

Budget cuts, for example, can seriously damage the value of a collection, by restricting intake and causing holdings to be disposed of. Political instability can destroy centuries of preservation — the intellectual heritage of a culture.

Attitudes of the stakeholders to the preservation of digital data, in terms of both their needs and their responsibilities. They need to be identified prior to the project proposal being discussed, and be the driving force and sponsor for the project through all stages from development to training, implementation and support.

The key stakeholder is a pivotal role in the success of any project and they have a number of core responsibilities that they must adhere to.

UNDERSTANDING THE BUSINESS DRIVERS AND ENSURING THAT THE PROJECT FITS WITH THE STRATEGY FOR THEIR AREA OF THE BUSINESS:

A fundamental responsibility – the stakeholder must be able to clearly explain the necessity for their project to be taken on before others and prove its strategic merit.

PROVIDING DETAILED REQUIREMENTS AND A FINANCIAL PLAN:

Every project must have these and is doomed to fail if they're not completed up front.

COMMITTING THE NECESSARY RESOURCES:

It's key to have individuals from the affected areas involved on any project. They can provide you with instant answers and feedback as to how things do or should work. They are the daily operational link to the eventual user base of the project deliverables and I cannot stress enough the importance and usefulness of having them involved. Agile PM methodologies allow you to have quicker bursts of development and a higher pace of deliverable but if you are using traditional project management

techniques and don't have target resources available, you could be wasting a whole heap of time and reputation if your deliverables don't match what the client wants.

TAKING OWNERSHIP OF APPROPRIATE DELIVERABLES:

The stakeholder needs to take ownership of the appropriate deliverables and make sure that they work against a number of key elements such as mirroring the requirements, process compatibility, usability and performance. They must sign off and take ownership of each deliverable, thus allowing the project to proceed on the right track.

KEEPING ABREAST OF PROJECT PROGRESS AND CASCADING INFORMATION TO OTHERS WHO NEED TO KNOW:

The stakeholder must not skip project meetings and rely upon others to keep them up to speed. Similarly, they must also keep affected others or teams up to date with frequent progress reports. This is probably the most oft-reported symptom of failed projects where key stakeholders become disassociated with a project and it starts to drift, stray from the requirements and fall apart. Stakeholders must stay focused and attend all key project meetings.

ESTABLISH THE TRAINING AND SUPPORT REQUIREMENTS:

The stakeholder must identify any affected individuals of their projects and establish the necessary training and support requirements. This will be done in harness with the relevant departments but the stakeholder is responsible for it. A project should not end when the development is finished but when it is fully implemented with full training and relevant support models.

IDENTIFYING AND RESOLVING ANY PROJECT ISSUES AND RISKS, ESPECIALLY THOSE ASSOCIATED WITH MANAGING CHANGE DURING THE TRANSITION PHASE:

It's up to the stakeholder to identify and acknowledge any potential risk and change associated with their project during the proposal stages. This will obviously be discussed with the project team, PMO or legal representatives prior to the project getting a green light.

COMMUNICATING THROUGHOUT THE LIFE OF THE PROJECT:

I cannot stress enough the need for strong communication. The least successful projects are the ones that are done in isolation that people forget about until an email gets sent around heralding its imminent implementation. Requirements or processes sometimes change during project development and without having relevant resource or communication with the targeted business areas; a project will quickly lose resonance and relevance. Managing associated change during the transition phase must be done up front or during the life of the project and not when it is ready to be implemented as those reticent to change can quickly sour any implementation.

Project closure:

In accordance with good project governance, the stakeholder must perform an analysis of the projects delivery against plan, budget and strategic objectives and sign off and accept the project.

Article Structure

This article structured in such a way it reveals what all roles and responsibilities do Stake holders carry out.

Article Critique

Accuracy

This article is accurate in its data base. It is being followed and practiced presently.

Relevance

This article is relevant and can be followed during any drug is about to be introduced.

Stability

The article, with its source an academic journal on an academic data base is stable as a resource.

CONCLUSIONS

There is always a danger that surveys will over-represent those with an interest in the topic and that conclusions will be based on a self-selecting, unrepresentative minority, despite strenuous efforts to avoid this outcome. The views of non-respondents are likely to be just as interesting as the contributions of those who did participate — if only we could get at them.

Nevertheless, it is possible to draw some broad conclusions about the perspectives on digital preservation of both communities.

1. There is concern across all sectors that resources are being lost and agreement on the need for a campaign to promote awareness of data preservation.
2. There is an acknowledgement of the role of the creators of digital information and their responsibility for its long-term preservation. This is linked to concerns about the ownership of digital material and the protection of intellectual property rights.
3. There is common concern about the costs of preservation, especially since the scale of costs involved is an unknown factor.
4. There is no consensus, however, on how digital preservation might be financed, although many indicate that some form of national funding is necessary.
5. There is also agreement on the need for collaborative developments, and for shared and agreed policies.
6. All express the need for guidance — a national policy and guidelines covering preservation of electronic materials. Many feel that a central national body should lead on preservation policy and monitor all relevant developments in standards and best practice.
7. Overall there is a lack of established policies and guidelines and evidence to suggest that the majority of organizations have not thought through the implications of digital preservation. Clearly, there are exceptions to this, and it is to those organizations which have taken a lead that we must look for examples of best practice.

REFERENCES

1. http://www.healthit.gov/sites/default/files/cds/3_5_14_stakeholder_responsibilities_and_role_descriptions.pdf.