



# Stakeholder Analysis & Strategic Communication

Mapping Influence, Priorities & Engagement Strategies



Analyze



Communicate



Engage



Align

PORTFOLIO CASE STUDY





# **Stakeholder Analysis & Strategic Communication**

## **Mapping Influence, Priorities & Engagement Strategies**

### **Case Study Focus:**

Stakeholder Analysis • Strategic Communication • Influence Mapping • Engagement Strategy • Organizational Alignment

### **Portfolio Case Study**



# Real World Scenario



At onset of the pandemic, hospitals like Mission Hospital in Asheville, North Carolina voted overwhelmingly to unionize. Reasons being:

- Shortages of Personal Protective Equipment (PPE)
- Inconsistent Safety Measure (for staff and patients)

Represents a trend for healthcare facilities to unionize to achieve better patient and staff outcomes – pandemic did not cause, but brought issues to the surface.



# Scenario for Presentation



## Conjectural Situation to Consider:

- A 280-bed acute care hospital faces supply shortages, creating unsafe conditions – affecting staff and patients.
- Administration is attempting to find alternatives but faces obstacles.
- Nurses call a strike, citing unsafe conditions and demand immediate resolutions.
- I am the Chief Nursing Officer and must work with others to address this situation.



# Strike Impact

Hospital strikes have far reached affects and impact on different groups and people.

As the Chief Nursing Officer of the hospital, I will work with those who are impacted by this situation.

## •Who is Impacted?

- **Patients**  
(safety and care)
- **Nurses and Clinical Staff**  
(work conditions, safety, workload, and job security)
- **Hospital Administrators**  
(operations, reputation, and cost)
- **Human Resources (HR) Department**  
(ability resolve conflict and create/revise policies)



# Strike Impact *Continued*

A nursing strike can have hidden impacts that extend far beyond the immediate disruption of services.

This can trigger a cascade of less obvious consequences that affect patients, healthcare providers, administrators, and the hospital.

This can include:

- Long-term patient outcomes
- Staff moral and retention
- Financial implications and losses
- Hospital's reputation and trust
- Regulatory and legal consequences
- Community impact and access to care



# Ethical Perspectives

## Nurse Perspective

Ethics influence the decision to strike and the consequences of the strike.

This may influence the following areas:

- Patient Care and Safety
- Working Conditions
- Equity and Justice
- Collective Action and Solidarity
- Transparency and Communication

(Murphey, 2022)



## Patient Perspective

Patients rely on a nurse's care for well-being. This may influence the following areas:

- Delayed Response to Patient Care and Safety
- Compromised Care
- Lack of Communication
- Ability to Make Decisions for Care

(Haddad, 2023)



# Ethical Perspectives *Continued*

## Hospital Administrator Perspective



Ethics influence the decision to strike and the consequences of the strike. This may influence the following areas:

- Continued Patient Care
- Honest/Transparent Communication
- Fair Negotiations
- Justice / Moral Responsibility
- Legal and Compliance Issues

(Essex & Weldon, 2022)

## Hospital (Organization) Perspective



The hospital must balance its duty to provide patient care. This may influence the following areas:

- Resource Allocation and Well Being for Working Employees
- Patient Safety
- Communication with Staff and Community
- Lasting Reputation

(Mulaudzi et al., 2021)



# Affiliation & Liability Issues

## Affiliation



The relationship or connection between the nurses, the organization they work for, and the representing union. This may influence the following areas:

- Employment Contracts
- Union Representation and Membership
- Professional and Legal Obligations

(Lambrych, 2023)

## Liability Issues



Legal responsibilities and potential consequences for involved parties. This may influence the following areas:

- Patient and Staff Safety
- Negligence Claims
- Regulatory Compliance
- Insurance Coverage

(Bridgers, 2024)



# Affiliation & Liability Issues *Continued*



## Laws Governing Strike Situations

### **National Labor Relations Act**

Protects right to organize and collective bargaining and sets expectations for conduct during strikes (NLRA, n.d.)

### **Occupational Safety and Health Act**

Protects right to safe work place (OSHA, n.d.)

### **Fair Labor Standards Act**

Protects right for fair pay and compensation during strike (DOL, 2019)

### **State-specific Labor Laws**

Provides provisions to restrict specific activity and protect both patient and worker populations (U.S. Nursing, 2023)

# Union Pros & Cons

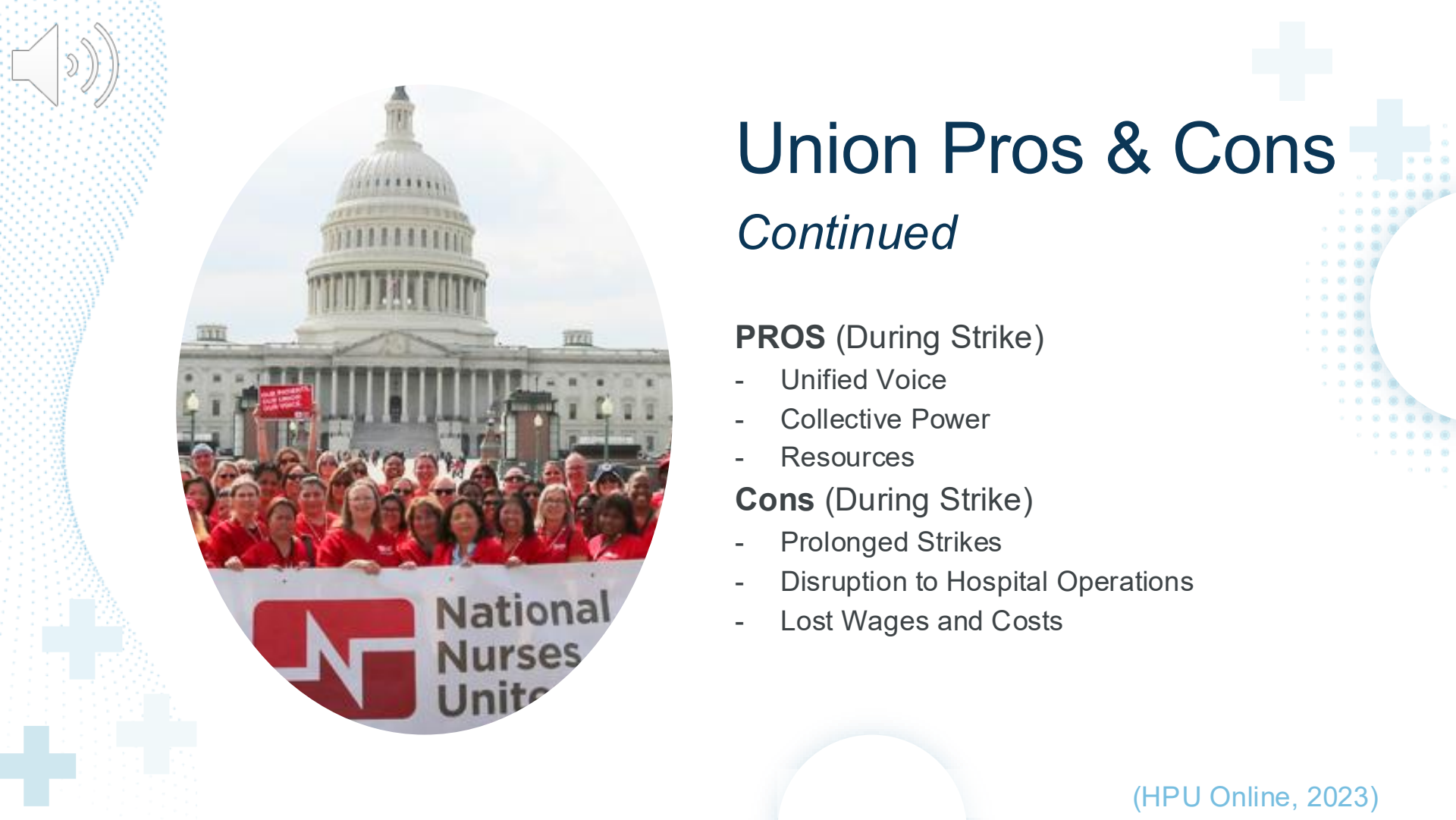


## **PROS** (in General)

- Process for fair investigations
- Union investigations vs self reliance
- Ensuring safe work conditions
- Negotiation for better pay and benefits

## **Cons** (in General)

- Union dues
- Mandatory strike policies
- Majority voting vs personal choice
- Seniority vs performance
- Mandatory mediation prolonging decisions



# Union Pros & Cons

## *Continued*

### **PROS** (During Strike)

- Unified Voice
- Collective Power
- Resources

### **Cons** (During Strike)

- Prolonged Strikes
- Disruption to Hospital Operations
- Lost Wages and Costs



# Labor Union Tactics



## Human Resource Perspective

From a HR perspective, there are several commonly used tactics that might apply to managing a nursing union at a hospital – here are three:

### **Collective Bargaining**

Negotiating with hospital administration and union leaders to reach agreements

### **Grievance Handling**

Setting procedures to address complaints and disputes raised by unionized nurses

### **Communication & Engagement**

Maintaining lines of communication between hospital administration, union representatives, and nursing staff



# Labor Union Tactics *Continued*



## Union Representative Perspective

From a union rep perspective, there are several commonly used tactics that might apply to managing a nursing union at a hospital – here are three:

### **Collective Bargaining**

Negotiating with HR to reach agreements

### **Grievance Handling**

Working with HR and nurses to create procedures to address complaints and disputes raised by unionized nurses

### **Communication & Engagement**

Helping to maintain lines of communication between HR and nursing staff



# Evidence-based Recommendations



Evidence-based recommendations in relation to a nurses' strike, particularly concerning working environments and safety for both patients and nurses, focus on implementing strategies that are supported by research and data.





# Evidence-based Recommendations

## *Continued*



### Adequate Staffing

Continuing to keep patient to nurse ratios at a safe level



### Safe Working Conditions

Maintaining protocols for environmental and equipment safety standards



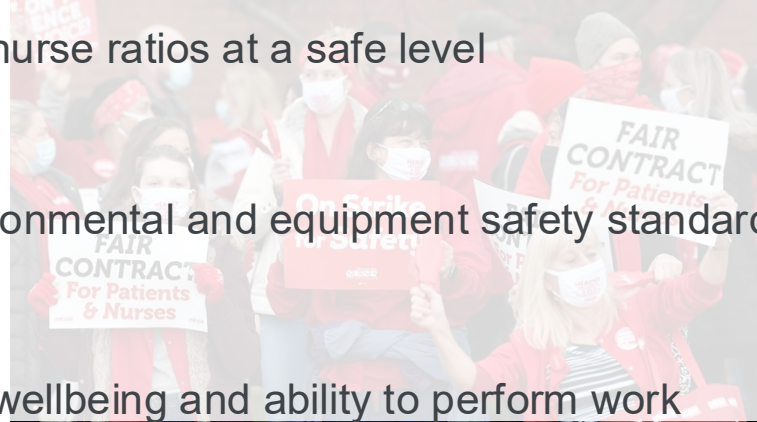
### Support Systems

Providing services to staff for wellbeing and ability to perform work



### Effective Communication

Keeping open and transparent lines of communication between all parties





# Prevention Considerations



## Preventive Measures to Put Into Place

Lessons learned that can be used to prevent future situations ...

### **Inventory Systems**

Establish an inventory management systems to monitor supplies and forecast need

### **Diversify Suppliers**

Establish relationships with multiple suppliers, in the event one cannot meet demands

### **Emergency Preparedness**

Have a plan in place for managing resources and equipment to maintain ability to provide care

### **Communication Channels**

Have communication plan to keep constant and transparent talks in place to help identify needs and establish solutions



# Prevention Considerations *Continued*



## Preventive Measures Outcomes

By putting these measure into place, we can expect positive outcomes, like the following ...

### **Inventory Systems**

Knowing in real time what is on hand and what is needed

### **Diversify Suppliers**

No disruption to our equipment supply

### **Emergency Preparedness**

Knowing exactly what to do in the event of emergency situations

### **Communication Channels**

All staff, administration, and union reps have strong relationships and ability to communicate effectively



# Conclusion

## Past Perspective



We failed to:

- Meet minimum safety standards for our clinical staff
- Put patient safety first
- Communicate effectively
- Maintain our supplies
- Avoid a nursing strike

## Future Perspective



Changes we have made:

- Partnerships with HR
- Look for impacts to staff and patients
- Consider ethical considerations
- Keep affiliation and liability in mind
- Alignment to laws
- Consider evidence-based recommendations to keep patients and staff safe
- Be proactive and forward thinking



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