



# About this Template

## Purpose

- Stakeholder Analysis captures groups affected by a change, the level of change impact to the groups, the level of readiness for the change, and any barriers to change for mitigation. The Stakeholder Analysis summarizes outputs from the Stakeholder Heatmap, Leadership Interviews and Stakeholder Surveys to help inform the OCM strategy and supporting action plans.

## Considerations

- Review and update existing stakeholder lists to facilitate interviews and surveys.
- Identify the leaders of the stakeholder groups for interviews.
- See the Stakeholder Heatmap Template to gather the level of change impact
- See the Leader Interview Template to draft questions and collect responses
- See the Stakeholder Survey Template to draft survey for distribution

## Completed By

- This template is completed by the Project OCM Lead.

## Completed When

- This template is completed during the **2. Conduct Stakeholder Analysis** phase of the OCM Standards which aligns with **FXPLC phase Initiation, Concept, & Planning**.



**Remove the “About” slide from the final work product**



# OCM Stakeholder Analysis

*[Project Name]*

*[mm/dd/yy]*





# Table of Contents

- Background
- Purpose & Scope
- Steps Taken
- Stakeholder Heatmap (Change Impact Analysis)
- Leadership Interviews
- Stakeholder Surveys - Staff Change Readiness
  - Readiness Level
  - Change Barriers
- Next Steps





# Background

The Florida Agency for Health Care Administration (AHCA or Agency) is adapting to the changing landscape of healthcare administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touchpoints with systems necessary for administration of the Florida Medicaid program that reside outside the Agency. The future of the Florida Medicaid Enterprise integration is to allow the Agency to secure services that can interoperate and communicate without relying on a common platform or technology.

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise; functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transformation to modernize the current Medicaid technology using a modular approach, while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.





# Stakeholder Analysis - Purpose & Scope

## PURPOSE

The purpose of the Stakeholder Analysis is to summarize stakeholders (internal and external) affected by a change, the level of change impact to stakeholders, their level of readiness for the change, and any barriers to change for mitigation. This will be used to inform the OCM strategy and supporting action plans to facilitate change roll-out.

The identification of Stakeholders will also assist in determining those who may actively contribute to the project outcomes as a Subject Matter Expert (SME) or Change Champion.

## SCOPE

The Stakeholder Analysis will cover any business areas and requisite stakeholders that are impacted by the solution and business changes resulting from the ***[project name here]*** project.





# Stakeholder Analysis – Steps Taken

Completing the Stakeholder Analysis is the final step of the multi-step process, *Conduct Stakeholder Analysis* from the OCM Standards. The following prerequisite combination of steps and sub-analyses form the basis for this end-product.

- ✓ Stakeholder Heatmap (Change Impact Analysis)
- ✓ Leadership Interviews
- ✓ Stakeholder Surveys – Staff Change Readiness
  - Readiness Level determination
  - Change Barriers determination





# Stakeholder Analysis

## FX STAKEHOLDER HEATMAP (CHANGE IMPACT ANALYSIS)

Division	Business Area	[project name]
Chief of Staff	Communications	Low
	Legislative Affairs	N/A
	IT	High
Operations	Financial Services	N/A
	Human Resources	N/A
	Support Services	Medium
Health Quality Assurance	Health Facility Regulation	High
	Field Operations	High
	Central Services	High
	Plans and Constructions	N/A
	FL Center for Health IT	Low
	Medicaid Program Integrity	Low
Medicaid	Medicaid Program Finance	Low
	Medicaid Data Analytics	Medium
	Third Party Liability	High
	Medicaid Policy	N/A
	Medicaid Quality	Medium
	Medicaid Plan Management Operations	Medium
	Medicaid Fiscal Agent Operations	High
	Recipient and Provider Assistance	High
Inspector General	Inspector General	N/A
General Counsel	General Counsel	Low

Observations	Opportunities
<ul style="list-style-type: none"> <li>• [##]% of Agency business areas are impacted by [project name]</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Tactics to introduce or continue to address observations</li> <li>• ...</li> </ul>





# Stakeholder Analysis

## FX STAKEHOLDER LEADERSHIP INTERVIEWS

Question 1:		<i>[question 1]</i>	
Feedback	Observations	Opportunities	
<ul style="list-style-type: none"> <li>• Include a sample list of feedback responses across the interviewed leaders (unnamed)</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Include a bulleted list summarizing OCM assessment of the feedback responses</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Include a bulleted list of OCM tactics to address observations</li> <li>• ...</li> </ul>	
Question 2:		<i>[question 2]</i>	
Feedback	Observations	Opportunities	
<ul style="list-style-type: none"> <li>• Include a sample list of feedback responses across the interviewed leaders (unnamed)</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Include a bulleted list summarizing OCM assessment of the feedback responses</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Include a bulleted list of OCM tactics to address observations</li> <li>• ...</li> </ul>	
Question 3:		<i>[question 3]</i>	
Feedback	Observations	Opportunities	
<ul style="list-style-type: none"> <li>• Include a sample list of feedback responses across the interviewed leaders (unnamed)</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Include a bulleted list summarizing OCM assessment of the feedback responses</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Include a bulleted list of OCM tactics to address observations</li> <li>• ...</li> </ul>	







# Stakeholder Analysis

## FX STAKEHOLDER SURVEYS - STAFF CHANGE READINESS

This is the initial Stakeholder Survey for *[project name]* and establishes a baseline for future surveys of staff change readiness

Survey Highlights		Observations	Opportunities
Response Rate	[##]% of stakeholder targeted responded to the survey	This response rate suggests ... • ...	Tactics to introduce or continue to address observations • ...
Readiness Level	Responses yielded [#.##] the average change readiness score	This score suggests ... • ...	Tactics to introduce or continue to address observations • ...
Change Barriers	Less than average responses across Target Areas include:	These scores suggests ... • ...	Tactics to introduce or continue to address observations • ...

### Score Scale

0	1	2	3	4
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree





# Stakeholder Analysis

## WHAT'S NEXT?

- Continue OCM processes using the Stakeholder Analysis as input
  - Develop OCM Strategy
  - Develop OCM Artifacts
  - Execute OCM Activities

