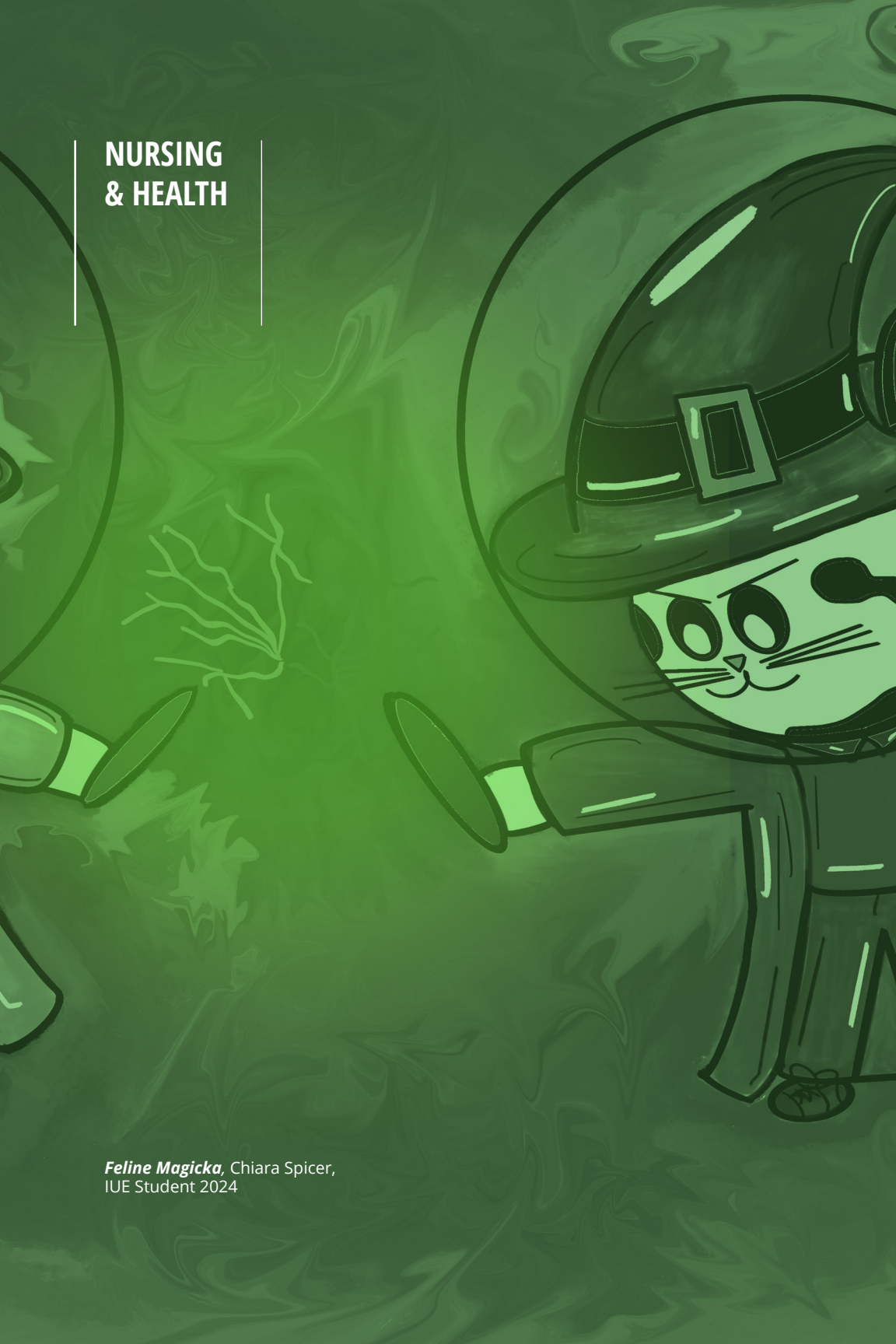


NURSING
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STAKEHOLDER ANALYSIS OF HEALTH SYSTEMS FROM THE PERSPECTIVE OF MARION COUNTY HOSPITALS

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Summary

On June 16, 2023, and June 23, 2023, people from all over the world got together in a program called Soliya Global Circles. Soliya Global Circles is a technological platform that brings groups of individuals together to collaborate and collectively learn about global topics. In our group session, we discussed reimagining global health, how COVID-19 taught us many things from an international perspective, and the limits of national health systems. The group consisted of individuals from Africa, United States, and Europe. Mental health, different healthcare systems, and aftereffects of the pandemic were major topics of discussion between the group. Even though we are from very different parts of the world, we all had similar feelings and experiences about our health systems, and how we would like to see improvement (Soliya 2023). The Soliya discussion relevance to this stakeholder analysis is that hospitals play an important role in our health systems by treating and providing care to the human population.

Focal organization

“The organization from whose perspective the analysis is conducted is called the focal organization.” (Lawrence et al., 2020). The focal organization for this analysis is hospitals located in Marion County, Indiana. According to the directory on the in.gov website, there are twenty-two profit and non-profit hospitals located in Marion County Indiana (Hospital, 2023). This focal organization relates to the

Soliya discussion of health systems because hospitals are an important part of our health system, and because hospitals were impacted by the pandemic. According to Porter et al. (2013), "in health care, the days of business as usual are over. Around the world, every health care system is struggling with rising costs and uneven quality despite the hard work of well-intentioned, well-trained clinicians". IU Health Methodist Hospital had an article in the IndyStar newspaper, that discussed the overwhelming amount of COVID patients and how "the system was just not designed for this". According to IU Health association president Brian Tabor, "The health care system is not able to absorb that level of strain for a long period of time, especially not at reduced staffing levels" (Rudavsky, 2022). Later in the article, mentions how supplies and staff resources were scarce (Rudavsky, 2022). This article provides information that many stakeholders involved (patients, employees, suppliers, shareholders) within this type of organization are important to the success of a health system.

Stakeholder Analysis

Relevant stakeholders for Marion County hospitals are patients, employees, shareholders, suppliers, health insurance, and regulatory bodies. Patients are to receive healthcare from these health systems. Commonly, the role of hospital employees is to provide services to the patients and in return, those employees are compensated. Shareholders own shares of the company's stock and pursue financial and nonfinancial goals. Suppliers provide products, supplies, or services to the hospitals, so they can perform health services and functionally operate (Lawrence et al., 2020). Health insurance influences healthcare decision making, by determining what medical procedures and therapies are covered. Health insurance is also a vital part of financial planning that helps pay for healthcare (Masterson, 2024). Some of the most common health insurance policies limit you to choose from select providers, have procedures done at a specific

hospital, and only allow certain prescription drugs. Regulatory agencies are responsible for enforcing the rules at the federal level (Lawrence et al., 2020, p.155).

The interests of the patient are that they receive fair exchange and value from the money spent on medical care, that their medical care is safe and reliable, that they receive accurate medical information, and that they can voice any medical concerns. Employee interests are that they maintain stable employment with the hospital, receive fair pay for work and mandated benefits, and work in a safe environment. Shareholder interests are that they receive satisfactory dividends and realize appreciation in stock value over time. Supplier interests are they receive regular orders for goods, be paid promptly, use capacity efficiently, and build stable relationships with other companies. Health insurance interests are that they receive profit from providing insurance for medical services, medical devices, and pharmaceuticals. Regulatory body interests are to assure human rights and that the firms are legal operating within health systems.

Patients exercise their economic power by paying for outside desired healthcare locations and boycotting healthcare establishments whose services are unsatisfactory, or policies are unacceptable. Employees exercise their economic power by union bargaining, strikes and publicity. Shareholders have informational power which includes exercising voting rights based on share ownership and exercising rights to inspect company books and records. Supplier power is refusing to meet orders if conditions of contract are breached and supplying competitors. Health insurance power is economic power by refusing to offer certain medical coverage to individuals who do not meet the requirements of the insurance policy, or who's conditions are not covered under the insurance policy. Regulatory bodies exercise a combination of political and legal power for a safe working environment for healthcare professionals and ensure public health provided by health systems.

According to Lawrence et al., (2020), “stakeholders may form coalitions, temporary alliances, to pursue a common interest” (p.14). Two coalitions likely to form within these hospitals are shareholders, employees, patients, and suppliers, and the second coalition would be between health insurance agencies, regulatory bodies. and shareholders. The coalition between employees and shareholders can be for offering more medical services to patients. The employees and shareholders work together to train and hire new medical staff to support these services. The coalition between shareholders and health insurance agencies can be against offering more medical services and providers. The shareholders and health insurance agencies do not want to offer more medical services and providers because it can be costly and be outside the medical services the health insurance agency provides.

Stakeholder map

Summary: The coalition in quadrant 4 – Health Insurance Agencies, regulatory bodies, and some shareholders have more power than the coalition in quadrant 2 – Employees, supply chain, patients, and other shareholders. This map shows that regulatory bodies and health insurance agencies did not agree with Marion County hospitals increasing their options of medical services because this could cause an effect to the economy and resources of Marion County.

Rights and Responsibilities of Stakeholders

The rights of patients include the right to be informed, the right to safety, the right to choose, the right to be heard, and the right to privacy (Lawrence et al., 2020, p.307). The rights of employees include the right to organize and bargain collectively, to be provided with a safe and positive workplace environment, right to due process, fair wages, privacy, and free speech (Lawrence et al., 2020, p.329). The rights of shareholders include receiving dividends, to vote on members

of board of directors, major mergers and acquisitions, charter and bylaw changes, and proposals by stockholders, to receive annual reports on the hospital's financial conditions, to bring shareholder suits against the hospitals and officers, and to sell their own shares of stock to other interested buyers. Shareholders have a responsibility in how well the hospitals perform (Lawrence et al., 2020, p.286). The rights of suppliers fall under the supply chain code of conduct which governs labor, human rights, environmental, and related practices for the suppliers (Lawrence et al., 2020, p.384). The rights of health insurance agencies fall under options like The Consolidated Omnibus Budget Reconciliation Act (COBRA), Patient Protection and Affordable Care Act, The Employee Retirement Income Security Act (ERISA), and Health Insurance Portability and Accountability Act (HIPAA) . The rights of regulatory bodies include superintending regulated practices, govern the registrants, establish conditions or requirements for registration with a regulatory body, to monitor and enforce standards, and investigate and discipline procedures (Duties, 2020). The Marion County Public Health Department is a local regulatory body that monitors Marion County hospitals. Organizations such as the Food and Drug Administration and Occupational Safety and Health Administration are examples of nationwide regulatory bodies.

Conclusion

My final question in the Soliya discussion was "What type of health system do you feel would work best?". A summary of the responses was, a system that works together, leaves politics out of healthcare, and a system that provides support for all people (Soliya, 2023). With the advancements in technology and the backing of a strong community, Marion County hospitals in Indiana have the potential and resources to improve the health system in that community. There is always room for improvement, and if internal stakeholders and external stakeholders work together, they can create

a health system that is appealing to all Marion County residents.

Recommendations

- Shareholders work with regulatory bodies and health insurance agencies to come up with a successful plan to broaden and strengthen medical services and health systems provided in Marion County hospitals.
- Shareholders meet with patients and employees or conduct local surveys to see what they can improve on and what types of medical services they wish they could provide.
- Marion County hospitals come together and discuss how they can better the health systems in their communities and what they can do together to accomplish this plan.

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