

Appendix 5: Critical Questions for Key Stakeholders

As you begin planning for the integration of midwives into your organization, bring a group of key stakeholders together. Each stakeholder holds unique information and perspective about the organization and what is needed to successfully integrate midwives.

The lists below outline critical questions and information respective stakeholder groups should come to a meeting (Part 1, Step 5) prepared to discuss. The answers to these questions will help determine varying stakeholder priorities that influence the business case, implementation plan, and staff communication. Modify stakeholders and questions to best meet the needs of your organization. Remember that not all questions can be answered in one meeting.

Stakeholder	Critical Questions
Hospital or practice administration (C-suite, directors and managers)	<ul style="list-style-type: none">• Do you perceive a community need for midwifery in your organization?• Does your organization have the capacity to add providers and more patients?• Will the “midwifery model of care” fit with the culture of your organization?• Which practice model would be the best fit?• What will the reporting structure look like?• Have you identified a formal “midwifery leader” role?• How will your organization fund the start-up practice, recognizing that revenue will not be generated for many months?
Physicians	<ul style="list-style-type: none">• What is your understanding about the scope of practice of midwives?• What is your practice philosophy? How will the “midwifery model of care” fit in your setting?• What is your primary goal in integrating midwives into the organization?• Do physicians have experience working with midwives? Being consultants to midwives?• Are there any concerns or anxieties you have about integrating midwives into your organization?• In California law, nurse-midwives require the supervision of a licensed physician and surgeon (BP Code 2746.5 (c). What is your understanding of what “supervision” looks like?• What does your liability insurance carrier say about physicians working with midwives?• Have you included pediatric and anesthesia providers in the discussion about integrating midwives into the organization?
Medical Staff Office	<ul style="list-style-type: none">• What do the hospital bylaws say regarding midwives?• Does your organization have a process in place for credentialing midwives?• Does the credentialing committee have the information needed to understand the midwife’s education, core competencies and scope of practice?• How long will it take to credential a midwife?• Is there a provision for temporary privileges while awaiting board approval?• What is the mechanism for adding a midwife to a hospital committee?

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Human Resources, as appropriate	<ul style="list-style-type: none">• Who will recruit midwives?• Do you have a job description for a midwife?• Do you have a job description for a midwifery leader?• What is the compensation model for the midwives?• In your organization, are midwives members of a union? How does that impact their relationship with hospital administration, physicians and other members of the team?
Inpatient unit leadership (e.g. labor and delivery, Nursery, NICU, ED)	<ul style="list-style-type: none">• What is the staff's current understanding of midwives, their philosophy of care and scope of practice?• Is the culture of the maternity unit in alignment with the midwifery model of care?• Do you have the physical and staff capacity to add additional providers and increased patient volume?• What additional resources may you need when midwives start to attend births in your hospital?• How do you plan to track midwifery volume and outcomes?
Patient safety and quality team	<ul style="list-style-type: none">• Do you have a perinatal quality committee? What is the process for a midwife to join that committee?• How do you track quality data about perinatal care?• If you track individual provider data for perinatal quality indicators, how will you add midwife providers to existing collection mechanisms?• (In coordination with the IT team) If midwives do not have admitting privileges, how would you track their quality data?• Are you working on any perinatal specific performance improvement projects? How might midwives contribute to the success of these projects?• What is the process for obtaining medical liability insurance in your organization and what is the projected cost?
IT	<ul style="list-style-type: none">• What systems will midwives need to access in your organization?• Can you develop a shared drive or folder for midwives?• What type of IT support will midwives need?• (In coordination with the Finance team) Is there a mechanism to track midwifery patients and downstream revenue?
Coding and billing team	<ul style="list-style-type: none">• Are you familiar with coding for obstetrical and gynecological services?• How do you plan to bill for midwifery services? Do you use internal resources or contract with an external vendor?• Does your team provide training to new providers on coding?• Do you have coding support to ensure that regulatory requirements are met?• Do you share information about billing and collections with providers?

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Marketing team	<ul style="list-style-type: none">• Are members of your team familiar with midwifery?• How will you name and brand the practice?• Who will be responsible for developing marketing plan and materials for midwives?• Is there a “Find a Midwife” section on your organization’s webpage?• Can you develop a midwifery specific webpage?• Can you set up a Facebook page for midwifery?• What patient education materials do you use? Have you considered the development of a customized patient education book that can include information about midwives?
Other potential stakeholders	<ul style="list-style-type: none">• Are there other potential community partners or referral sources that you should include in the planning process?