

Appendix 8: Potential Action Items for Key Stakeholders

After your initial stakeholder meeting, plan for follow-up by providing each stakeholder with a list of action items. Be sure to identify a timeline and a mechanism for how to get the information back to the primary champion. Plan for a follow-up meeting to discuss findings.

Stakeholder	Critical Questions
Hospital or practice administration (C-suite, directors and managers)	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document based on the feedback collected from administrators, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Talk with other members of the practice or organization about the potential for integrating midwifery care, specifically, the cultural “fit” of the midwifery model• Investigate whether your practice or organization has the capacity for additional providers and patients• If the midwives will be employed with the hospital, in collaboration with the patient safety/quality team, check into the cost of liability insurance for a midwife• If you are a faith-based hospital, consider how you can proactively educate midwives about the Ethical and Religious Directives (ERDs) before they are employed by a physician practice or your hospital.
Physicians	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Talk with all the physicians in your practice, as well as other providers including nurse-practitioners and PAs, about their experience in working with midwives. Specifically, talk with physicians about their willingness to be consultants to midwives.• Talk with all practice providers about the practice philosophy and the “midwifery model of care” fit in your setting.• Check with your liability insurance carrier about the cost of coverage for a midwife and any other requirements they may have regarding integrating midwives• Reach out to anesthesia and pediatric leadership to discuss the opportunity to integrate midwives into your organization. You might consider inviting a member of each specialty to join the Key Stakeholder meetings. In addition, you might consider asking members from each specialty to complete a SWOT document.• Collaborate with other members of the stakeholder team to discuss the development of customized patient education materials. A useful resource is Customized Communications, Inc. https://www.customizedinc.com/products/great-expectations midwifery practice or make it available for all providers.

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Medical Staff Office	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Share the hospital bylaws and midwife credentialing process with other key stakeholders.• If you do not currently credential midwives, what is required to develop a new process and how long will it take to have a mechanism to credential midwives?• Investigate the length of time it takes to credential a midwife in your organization• Do the hospital bylaws address whether midwives can be part of hospital committees?
Human Resources, as appropriate	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Identify who will be responsible for recruiting midwives• Develop a job description for a staff midwife and, potentially, a midwifery leader• Identify options for compensation models?• For hospital employed practices, determine whether midwives will be union members and consider how this may impact the practice model• If you have a screening tool, plan to administer this before hiring a midwife. If you do not have a screening tool, consider the Builder Profile 10™ which is available through Gallup.• If you don't already have an employee engagement measurement in place, this is the time to develop one. Consider using a commercial product such as the Gallup Q12.
Inpatient unit leadership (e.g. labor and delivery, Nursery, NICU, ED)	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Pull together the Women's Services manager/leadership team to discuss the opportunity to integrate midwives into your organization. Specifically address the cultural "fit" with your units and the "midwifery model of care".• It may be helpful to each department manager/leader complete a SWOT document• Talk with your manager/leadership team about the issue of capacity in triage, L&D, PP, NICU• In a staff meeting, ask the team what knowledge they have about midwives and what information they need as you move forward• In collaboration with the patient safety/quality team, investigate current patient and perinatal outcome tracking mechanisms to determine if what you

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	<p>have in place will adequately support your ability to track midwifery specific data</p> <ul style="list-style-type: none">• Identify what additional resources you might need when midwives start to attend births in your hospital. For example:• Do you have adequate staff for the projected increase in volume?• Do you have telemetry fetal monitoring equipment?• Are your staff trained in intermittent fetal heart rate monitoring?• Do you have birth balls, peanuts or other equipment to support a non-interventive approach to birth?• Collaborate with other members of the stakeholder team to discuss the development of customized patient education materials. A useful resource is Customized Communications, Inc. https://www.customizedinc.com/products/great-expectations
Patient safety and quality team	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• In collaboration with the inpatient unit leadership, investigate current patient and perinatal outcome tracking mechanisms to determine if what you have in place will adequately support your ability to track midwifery specific data• Develop a plan to educate new members of a physician practice or the hospital about which perinatal measures are tracked and how important it is for them to participate in the quality process.• Consider the possibility of developing a performance improvement initiative that focuses on the integration of midwives to the organization• In collaboration with the administrative team, check into the cost of liability insurance for a midwife who is employed by the hospital
IT	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Identify what IT systems midwives will need access to in your organization. This might include:<ul style="list-style-type: none">○ Organizational network○ Electronic health record• Coordinate with the Finance team to identify a mechanism to track midwifery patients and downstream revenue• Consider developing a shared drive on your network for all midwives to access

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Finance	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Coordinate with the IT team to identify a mechanism to track midwifery patients and downstream revenue• Begin the development of a budget for a midwifery practice• Identify who from your team will be assigned to interface with the midwives• How do you plan to educate a midwifery leader or the team of midwives in the budget and revenue cycle process and train them to use your reports?
Coding and billing team	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Define the process for coding/billing of patient encounters by midwives• Identify the primary contact from your department to work with midwives• Consider OB/GYN or midwifery specific coding training for members of your team and the midwives. Both ACOG and ACNM can direct you to resources for this training.• Define the process for credentialing midwives on the health plans. Develop a payer credentialing checklist to be provided to each midwife once she has been offered a position.• Develop a regular mechanism to share information about billing and collections for midwives. This might include meeting with the midwifery leader or meeting with the midwives at their regular practice meetings.
Marketing team	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.• Identify the primary contact/lead for the marketing/communications initiative for the midwives. In a physician practice, this may include the practice administrator or office manager. In a hospital practice this may be someone in the marketing department• Define how the practice will be named and branded. Take into consideration any organizational graphic standards that must be used.• Review appendix 16, “Branding and Marketing Midwives” and begin developing a marketing and communications plan based on outlined actions.
Other potential stakeholders	<ul style="list-style-type: none">• Complete the Strengths, Weaknesses, Opportunities and Threats (SWOT) document, specifically focusing on the introduction of midwifery care into your organization and return it to _____ by _____.

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	<ul style="list-style-type: none">• Identify other potential stakeholders who you may want to participate in the planning process. For example, in the practice story mentioned in Section 1, having the CEO of the community health center present at some of the planning meetings helped strengthen the relationship between the center and the hospital.• Identify ways this stakeholder can help the successful integration of midwifery into your organization by making referrals, providing patient education or doula services, or by offering community resources that patients may need.