

Stakeholder, Goals, Objectives*

*This worksheet was adapted from a 2011 book published by the Healthcare Information and Management Systems Society (HIMSS) entitled "Improving Outcomes with Clinical Decision Support: An Implementer's Guide, Second Edition."

*This worksheet is used to document your discussions with stakeholders about their priority clinical goals and objectives. Careful attention to **all** key stakeholders cannot be overemphasized. List each stakeholder in the first column.*

In the next column, indicate the role that this person or group will play in the CDS program. You should also note whether they are a potential champion or resistor/detractor for addressing a particular goal or objective (that you will list in the next columns) with CDS interventions, and whether they might play a key role in obtaining resources or funding. If you are detractor or resistor, add principle concern or objection.

In the third column, list the high level clinical goals that emerged from your discussions as important to this person or committee. These goals define broad care processes or outcomes that you will address with CDS interventions..

In the fourth column, break down the goals you have elicited into their component clinical objectives. The more specific and quantifiable you make these objectives, the more likely you will be to devise interventions that produce measurable results. For example, an objective such as "improve prescribing practices for heparin" will likely be less useful than a more specific one, such as "decrease incidence of heparin overdose."

Example 1: Focused Program

Stakeholder(s) (title)	Role	High level clinical goals	Clinical objectives
Melinda B. (Chief Medical Officer)	Proponent, clinical thought leader; budget owner	Anticoagulant safety	Improve subcutaneous heparin prophylaxis for post-surgical patients

Stakeholder(s) (title)	Role	High level clinical goals	Clinical objectives
John A. (Chief Nursing Officer)	Proponent, clinical thought leader	Anticoagulant safety	<ul style="list-style-type: none"> • Reduce bleeding complications in the cardiology areas • Improve checking of partial thromboplastin time (PTT) in patients on intravenous (IV) heparin • Improve checking of CBC in patients on IV heparin • Improve compliance with care guideline for when to choose subcutaneous heparin versus low molecular weight heparin

Example 2: Comprehensive Program

Stakeholder(s)	Role in CDS program	High level goals	Clinical objectives
James C. (Chief Quality Officer)	Proponent, general quality leader	Disease-specific prevention (outpatient)	<ul style="list-style-type: none"> • Improve checking of urinary protein and eye exams in diabetics. • Improve prescription patterns for asthmatics on inhaled steroids
		Antibiotic utilization (inpatient)	Improve compliance with antibiotic prescriptions based on culture data

Stakeholder(s)	Role in CDS program	High level goals	Clinical objectives
Claire D. (Chief Nursing Officer)	Detractor Concern = potential increased workload for nurses	Accuracy of nursing documentation	Improve likelihood of advanced directives being reviewed with patients
			Improve accuracy of allergy documentation
Ken V. (Director of ICU)	Proponent, clinical thought leader	Ventilator management	Reduce number of patients receiving paralytics
			Reduce ventilator-associated lung injuries
		Management of pressors for blood pressure support.	Reduce use of high dose norepinephrine as opposed to multiple pressors
Eric E. (Director of Oncology Service)	Proponent, clinical thought leader	Management of patients in bone marrow unit.	Decrease likelihood of high dose chemotherapy being started too late after admission
			Reduce vancomycin over-utilization in patients with neutropenic fever

Step 2: Synthesize and validate a working list of CDS goals, and clinical goals and objectives for your CDS program. Define baseline and target performance for the clinical objectives.

The analysis of current and potential clinical goals within your organization provides the foundation for synthesizing and prioritizing the CDS program goals. Prioritizing can be important if limited resources or other factors tightly constrain the number of issues that the CDS program can contemplate at one time. It might be useful to first begin developing detailed clinical goals and objectives for the CDS goals and focus areas that are expected to be of greatest importance to your organization.