

Impacted Groups Analysis and Communication Resource

Impacted Groups Analysis							
Identify the key impacted groups:							
☐ Manager or direct supervisor ☐ Finance department ☐ Vendors ☐ Patients and/or families; patient and family advisory committee ☐ Professional organizations ☐ Committees				☐ Organizational leaders ☐ Interdisciplinary colleagues (e.g., physicians, nutritionists , respiratory therapists, or OT/PT) ☐ Administrators ☐ Other units or departments ☐ Others: _____			
Impacted Groups Analysis Matrix: (Adapted from http://www.tools4dev.org/)							
Impacted Individual/Group Name and Title:	Role: (select all that apply) Responsibility, Approval, Consult, Inform	Impact Level: How much does the project impact them? (minor, moderate, significant)	Influence Level: How much influence do they have over the project? (minor, moderate, significant)	What matters most to the individual or group?	How could they contribute to the project?	How could they impede the project?	Strategy(s) for engaging them:

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Communication Planning			
Refer to this section to guide your communications to the impacted groups throughout and after completing the EBP project.			
What is the purpose of the dissemination of the EBP project findings? (check all that apply)			
☐ Raise awareness	☐ Change practice	☐ Inform impacted groups	
☐ Promote action	☐ Engage impacted groups	☐ Other: _____	
☐ Change policy			
What are the 3 most important messages?			
Align key message(s) and methods with the audience:			
Audience	Key Messages	Method	Timing
Interdisciplinary groups			
Organizational leadership			
Frontline nurses			
Departmental leadership			
External community			
Other			

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Directions for Use of the Impacted Groups Analysis and Communication Resource

Purpose:

The EBP team uses this form to identify key impacted groups. These are persons, groups, or departments that have an interest in or concern about your project. This may include approval, subject matter expertise, or resources. Communicate with impacted groups early in the process and keep them updated on progress to ensure their buy-in for implementation.

Because impacted groups may change at different steps of the process, we recommend that you review this form as you proceed from step to step in your action plan.

The communication planning section is useful to promote communication throughout the EBP project process. Ideally, complete the communication section toward the end of the EBP project when the team has identified organization-specific recommendations.

Identify the key impacted groups (broad categories):

Consider the various areas, departments, groups, or organizations that may be impacted by or have influence over the proposed practice change.

Impacted Groups Analysis Matrix:

Using the prompts from above, identify the five to seven individuals or groups who can most affect (or who will be most affected by) the results and who can influence the success of the translation work. Consider which of the four roles each key group may play in your action planning and translation work. The possible **roles** are:

- Responsibility – Completes identified tasks. Recommending authority
- Approval – Signs off on recommendations. May veto
- Consult – Provides input (e.g., subject matter experts). No decision-making authority
- Inform – Notified of progress and changes. No input on decisions

Remember that one impacted individual or group may fill different roles, depending on the action. Completion of the Impacted Group Analysis resource will help clarify roles and responsibilities. The descriptions of responsibilities for each role provided on the form will be helpful in this process.

EBP teams should consider the amount of **impact** the project may have on the impacted party and the amount of **influence** the impacted party can have on the project's success. Identifying the ways they can both **contribute** to and **impede** the project's success as well as how best to **engage**

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them allows teams to develop plans to optimize the best outcomes.

Align key message(s) and methods with the audience:

Audience: Think about the project recommendations. Identify the end users—who is your audience? Revisit the Impacted Group Analysis above to confirm impacted groups and the key messages they need to receive. What do you want the target audience(s) to hear, know, and understand?

Key Messages: Messages should be clear, succinct, personalized to the audience, benefit-focused, actionable, and repeated 3-6 different times and ways.

Method: Communication can occur on many levels using varying strategies.

- Internal dissemination methods can include newsletters, internal websites, private social media groups, journal clubs, grand rounds, staff meetings, tool kits, podcasts, and lunch-and-learns.
- External dissemination can be in the form of conference posters and podium presentations, peer-reviewed articles, opinion pieces, letters to the editor, book chapters, interviews, or social media (blogs, Twitter, YouTube).

Timing: When will your message have the most impact? Consider the audience and time communication when the content may be most relevant to them and their priorities. Also, keep in mind events such as holidays and the academic calendar which can distract audiences' attention.