

## Stakeholder Engagement and Communication

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# Aims and Objectives

- The aim of this workshop is to:
  - Identify your key stakeholders
  - Understand how to engage and communicate with them
- By the end of the workshop you will have an understanding of:
  - Mapping out who your people are
  - How to engage with them effectively
  - How to build and share your improvement story

- **20% of QI in healthcare is about understanding the tools**
- **80% is about understanding the people**

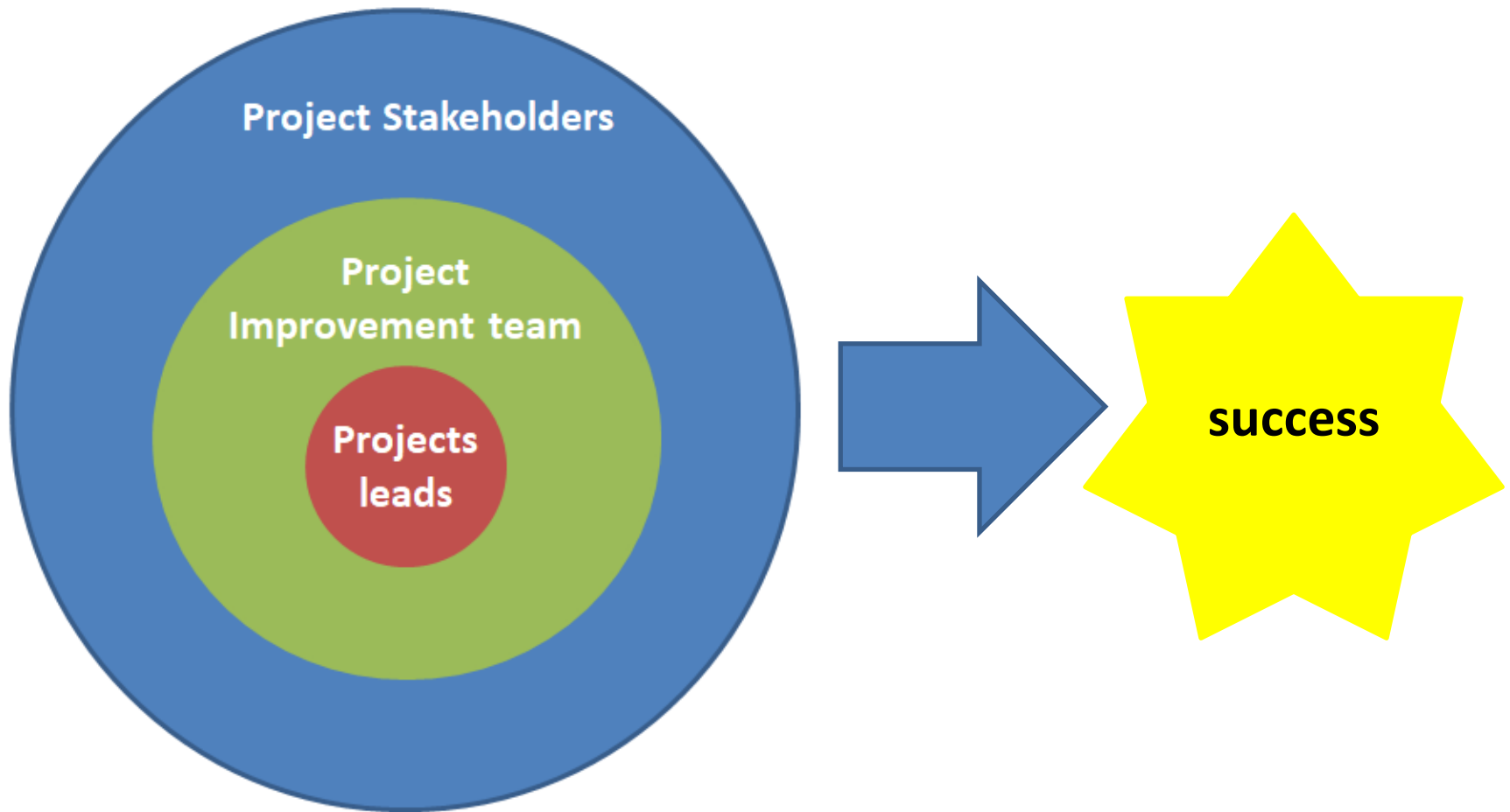
**Prof Marjorie Godfrey**

# What is a stakeholder?

- One humorous definition has a stakeholder as 'anyone who can spoil your day'.
- I prefer to think of them as the people who will determine the success – or failure – of what you are trying to achieve.



# Where do stakeholders fit into quality improvement projects?



# Why do we need stakeholders?

Helps to determine and prioritise the issues at stake

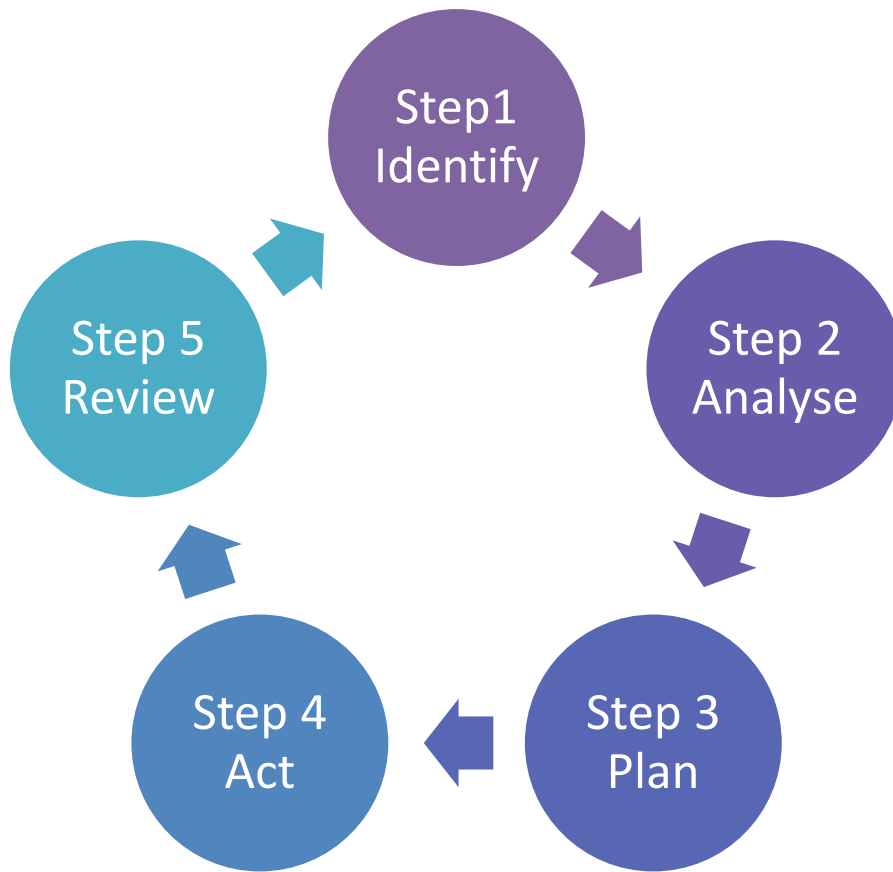
Assists in the framing of the plan

Facilitates the identification of which stakeholder should participate

Avoids conflict between those making the decisions and those being affected by the decisions.



# Stakeholder Engagement Process



- The basic process for engaging with stakeholders is **very simple** - it consists of just five components.
- It is implementing the process rigorously that is **hard work**, and sometimes **difficult**.

**Step1  
Identify**

# Step1: Identify

- **Who** are your stakeholders
- Your stakeholders may be individuals, groups or whole organisations.
- The more widely you **spread your net** at this stage, the more robust your plans will be.
- Also think about **how you need to influence each stakeholder** in order to achieve the results you want.
- Identify everyone who will be **affected** by the improvement project

Commissioners –  
who pay us to do  
things

Collaborators –  
people we work  
with to deliver the  
service

Contributors –  
suppliers etc

Commentators –  
whose opinion is  
heard by patients

Champions – those  
who believe in and  
will actively promote  
the project

Patients





# Identify other key stakeholders



# The importance of inclusion

What is inclusion?

- **Everyone** can be a stakeholder

Why is it important?

- When we feel we are included, **we thrive**, and so do the people around us.
- People with a sense of inclusion are almost **six times** more likely to be engaged
- If we don't **value the unique talents, backgrounds and perspectives** that each person brings to the team, we don't have true inclusion



**Step 2  
Analyse**

# Step 2 - Analyse

<b>More power in the project</b>	<b>Satisfy</b> Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly	<b>Manage</b> Key stakeholders should be fully engaged through full communication and consultation
<b>Less power in the project</b>	<b>Monitor</b> This group may be ignored if time and resources are stretched	<b>Inform</b> Patients often fall into this category. It may be helpful to take steps to increase their influence by organising them into groups or taking active consultative work
	<b>Less impact</b>	<b>More impact</b>



## Step 3 Plan

# Step 3: Plan

- Draw up a **campaign plan for engaging and communicating** with your stakeholders.
- This involves setting out
  - the **messages** you will give,
  - the **approaches** you will take,
  - **who** tackles each assignment and
  - **when**, and
  - **how** you will gauge and handle the feedback you get.

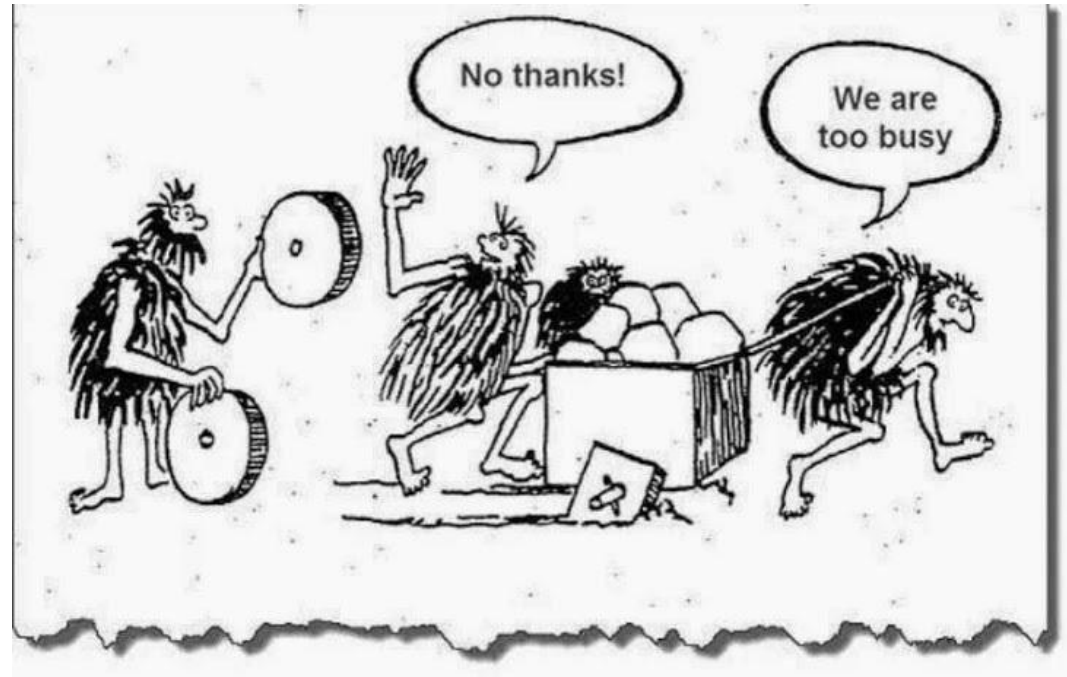
Who are we targeting?	What are the key message(s)	What communication channel will we use?	Who in the team is leading this?	Frequency of the key message	Track results/ provide feedback
<i>Example: Unit staff</i>	<i>Project update</i>	<i>staff huddles</i>	<i>Leeanne</i>	<i>Weekly</i>	<i>Different days</i>



## Step 4 Act

# Step 4 - Act

- This is where you engage your stakeholders and **seek to harness their insights and influence** their attitudes.
- Where you encounter **resistance**, you will need to handle this positively in order to remove it where possible.
- Having powerful **insights** can help you to assess and handle resistance.



# A helpful model to deal with resistance



# Managing resistance (1)

## Create personal rapport



Talk directly with the stakeholders of the change by asking questions to better understand their personal Frame of Reference.

## Ask open-ended questions



It's the best way for project leads to really understand where the resistance is coming from.

## Occupy less than 25% of the air time



Managing resistance is more about *listening* than it is about *talking*. Limit your own speaking time to no more than 25% of the conversation. You will learn much more if you spend the bulk of the time in listening rather than in talking mode.

## Establish and communicate the expectations



People want to know what is expected of them, and how they will be evaluated.

## Realize you are dealing with resistance



After two "good faith" attempts to explain the change, make sure you realize where the resistance is coming from and acknowledge it.

# Managing Resistance(2)

Explain the change from the Target's Frame of Reference



What is a small change in the eyes of one person may be very big from another's perspective.

Make sure you are communicating from each Target's Frame of Reference, and that you answer the two "me" questions: What's in it for me, and what does it mean to me?

After the "why's" are agreed on, focus on "what we can do to work it out"



After both parties have a mutual understanding of each other's Frame of Reference, and the "why's" of the change are clearly established, focus on "what" we can do to work it out.

Identify non-supporters and involve them in key roles



Recognize your stakeholder has a lot of energy invested in their resistance. If you can re-direct this energy to helping to work it out, you will be using one of the most effective resistance - involvement

Create "win-win" situations



When possible, make it easy for the stakeholder to back down from his current position without losing face.





# Managing resistance

## Tell your improvement story

*You get the best effort from others not by lighting a fire beneath them, but by building a fire within” Bob Nelson*

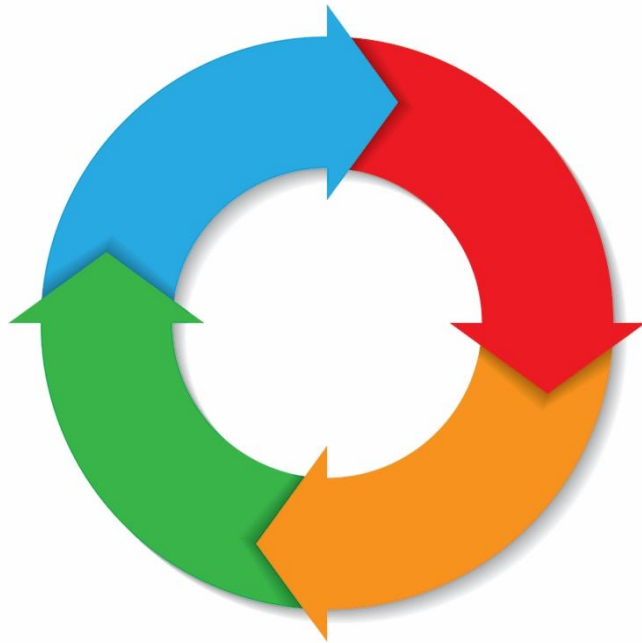
- 15% of people engage with a **mandated** message
- 15% of people engage with **data and evidence**
- 70% engage with **stories**
- **People give 10% more if one personal story is told**

A **story** reaches into our **values**  
which **influences emotions**  
which **leads us into action**



## Step 5 Review

# Step 5 - Review



- **Constantly monitor** the outcomes of your communication with stakeholders and reassess your plans where necessary.
- Periodically, **step back** and look at the big picture
- **Review** which new stakeholders are appearing on the landscape and how you need to engage with them.





# Breakout Rooms