

Understanding your Stakeholders



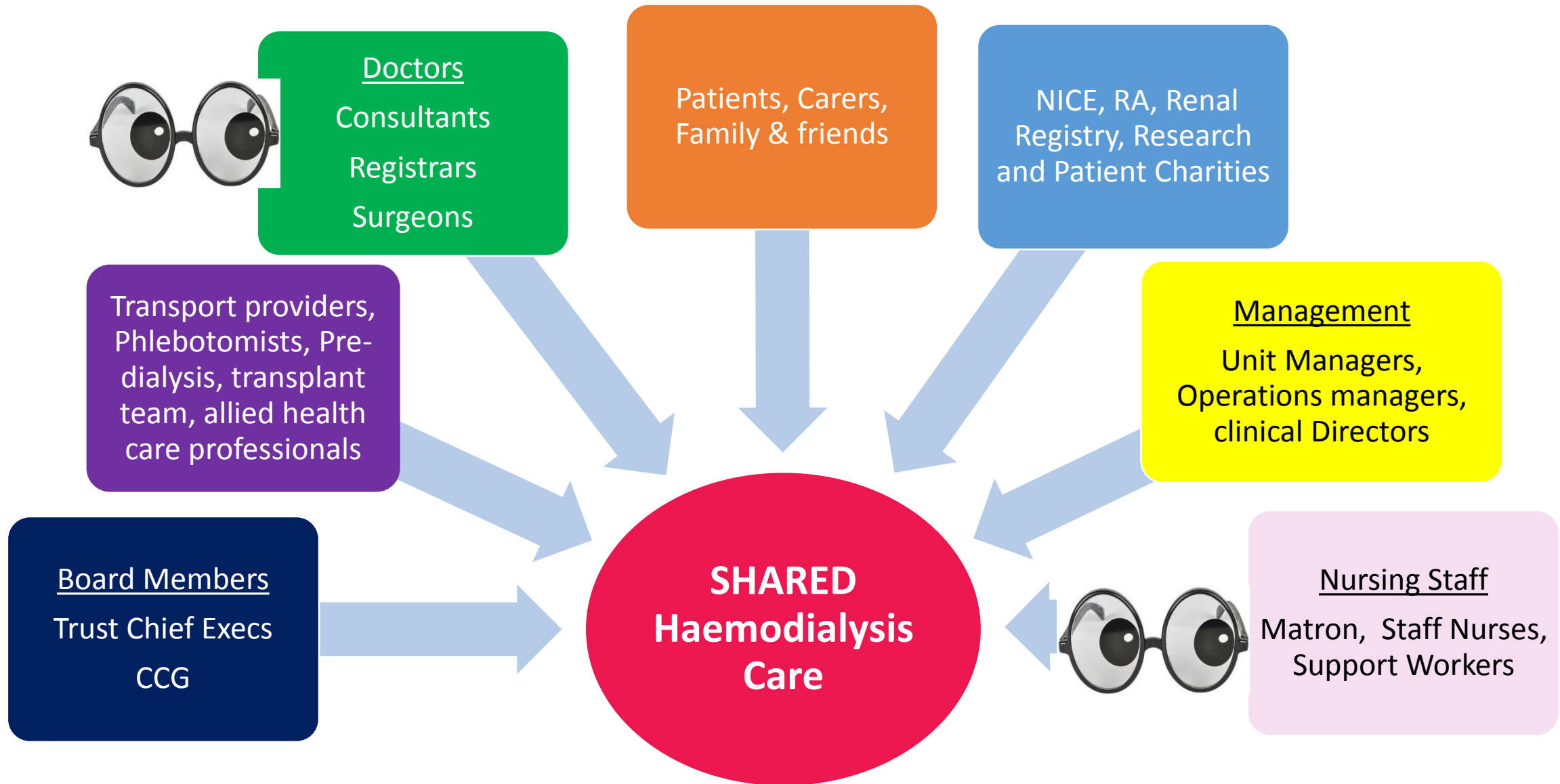
1. Understand who and what are stakeholders. How are they important to your sustainability ?
2. Feedback on CS-PAM data
3. Key Performance Indicators Discussion

After Lunch Warmup

WHO ARE STAKEHOLDERS
For SHARED Haemodialysis CARE ?

Why would they (or should they) be bothered ?

Shared Haemodialysis Care Stakeholders



STAKEHOLDER ANALYSIS

Learning Event Presentation

Aim of session

- To start to identify the stakeholders
- To introduce stakeholder analysis as a tool for effective engagement and communication
 - Introduce key principles, stages and tools
 - Apply these tools - have a go!
 - Issues or challenges?

Why stakeholder analysis?

- Change impacts a range of stakeholders in different ways
- Stakeholders also impact on change, so need to secure their engagement and commitment
- Stakeholder Analysis helps ensure *the right people are involved in the right way at the right time*

What is stakeholder analysis?

- Technique to identify, engage and communicate with key stakeholders effectively
- **Stakeholder:** anyone impacted upon, or with an interest or concern in the service.
- Goal: develop action plan for engagement and communication

What happens when we get it wrong?

- Lack of engagement impedes change processes and ultimately what is achieved
- **Resistance**
 - Can be emotional, political, cultural, cognitive
 - Direct: obstruction, conflict, undermining
 - Indirect: passivity, apathy, withholding effort/support
- Results in damaged relationships, wasted time, cost, failure to embed change and realise goals

Key stages

- **Identify** your stakeholders
 - *Who* has an interest/concern/will be impacted?
- **Prioritise** your stakeholders
 - How much interest and influence/power do they have?
- **Understand** your stakeholders
 - What key issues need to be considered?
- Plan for **engaging** your stakeholders
 - How will you communicate and engage?

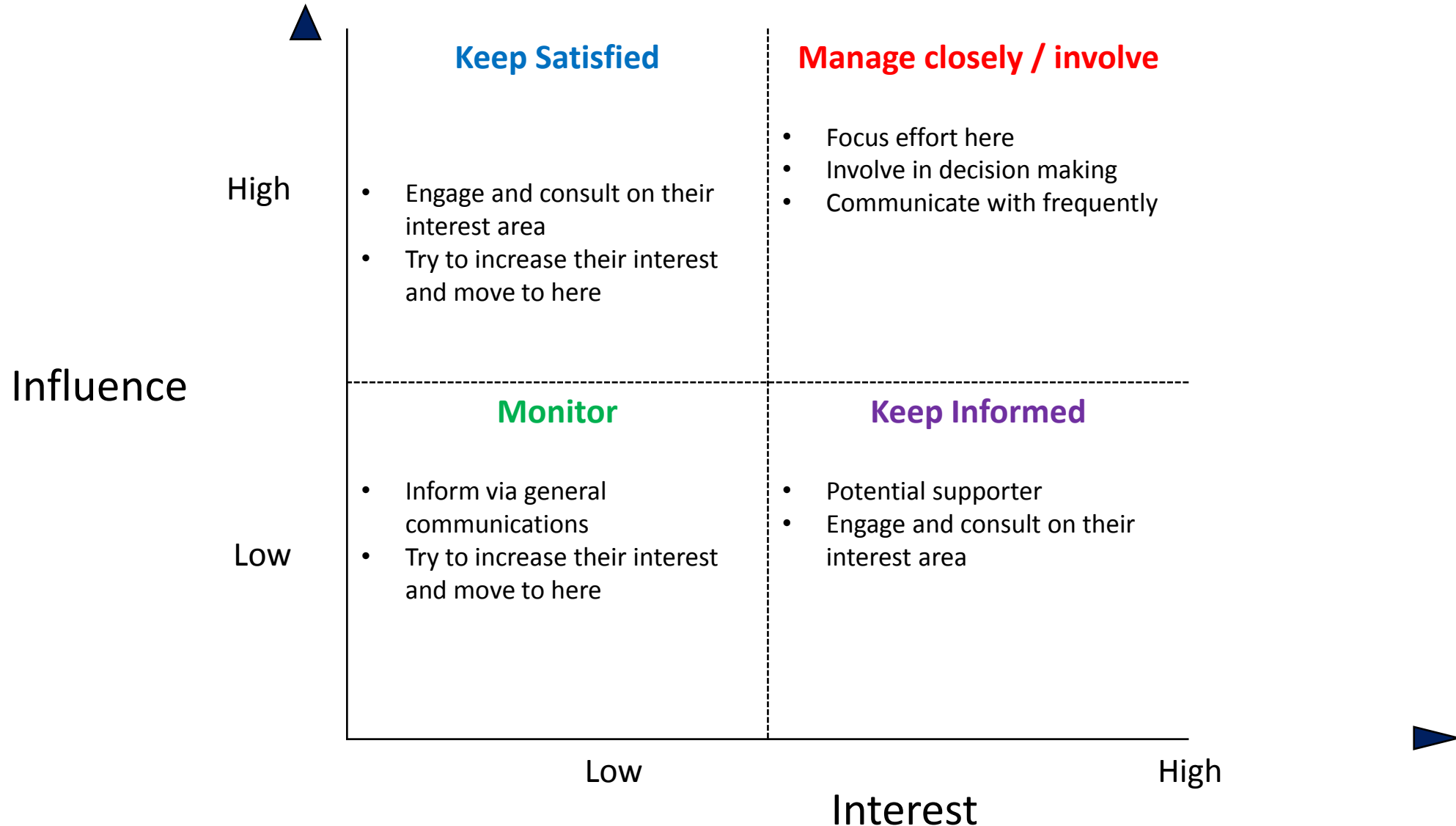
Identify your stakeholders

- All those people with a ‘stake’:
 - e.g. service users, clinicians, allied health professionals, voluntary/3rd sector, managerial, administrative, technical, financial.
- Tips
 - Be *systematic*: mapping methods
 - Consider the whole pathway and from start to finish
 - Value of previous knowledge/experience & lessons learned
 - Repeat iterations at different stages

Stakeholder mapping

- Mapping methods help you to *systematically* identify and prioritise your stakeholders
- This will help you prioritise *where* and *how* to devote your energies for engagement and communication

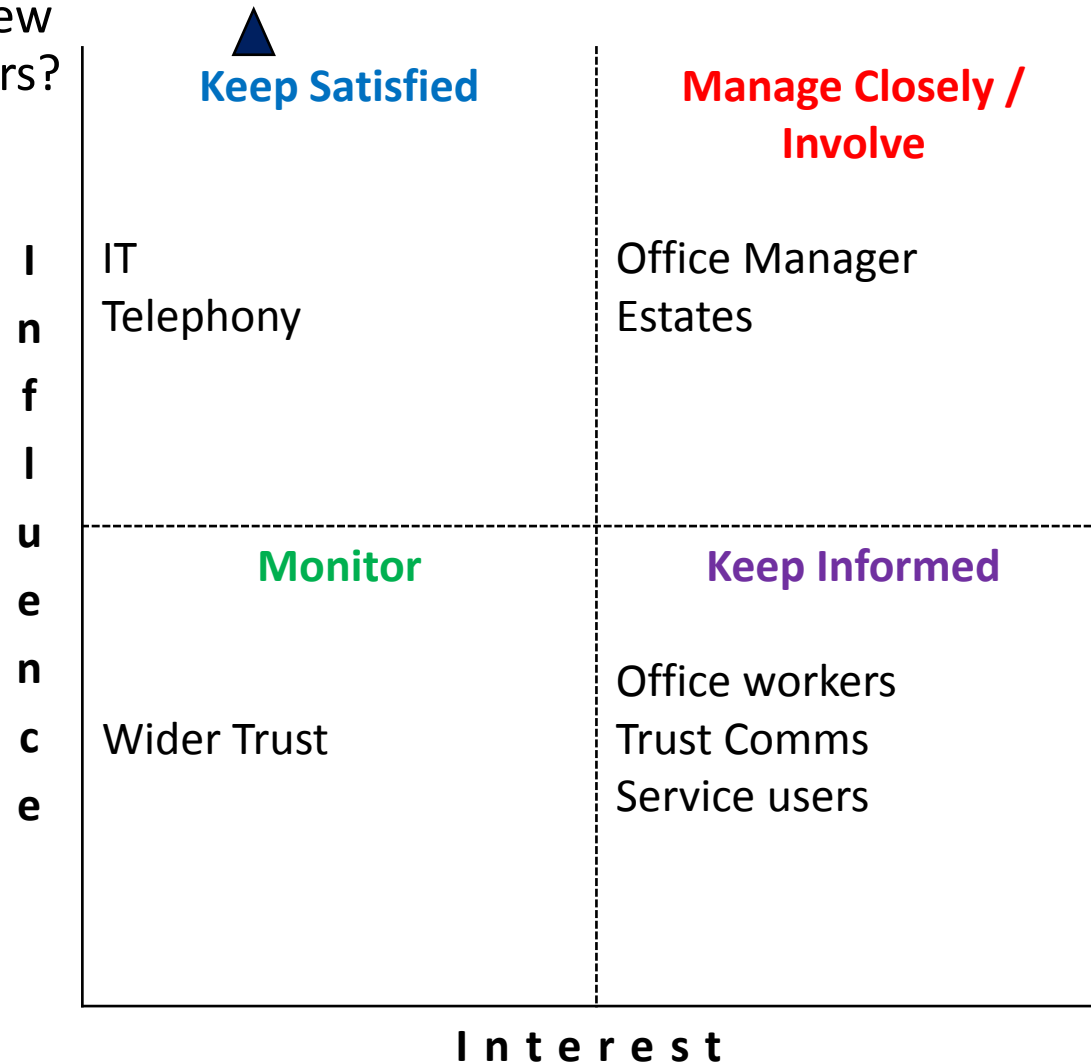
Map your stakeholders



Mapping your stakeholders

• A department is moving to a new office. Who are the stakeholders?

- Estates
- IT
- Office workers
- Office manager
- Telephony
- Trust Comms Team
- Service users
- Wider Trust



Understand your stakeholders

- Ask a number of questions to understand your stakeholders to inform your plan for engagement:
 - What input do you need from them?
 - Are they supportive, neutral, opposing?
 - What do they want?
 - What is their level of understanding and what information do they need?
 - How do they like to be communicated with?
 - What motivates them?
 - Who do they influence and who influences them?
 - How much of a priority is it for them?

Plan for engagement and communication

- Who with?
 - Specific individuals or group representatives
- How?
 - Information sharing, asking opinion
- When?
 - Timescales
- Who will do it?
 - Identify individuals and consider resource requirements

Plan for engagement & communication

<i>Stakeholder</i>	<i>Specific action required (information, involvement)</i>	<i>Format/mechanism</i>	<i>Frequency</i>	<i>Responsible</i>	<i>Contact Date(s)</i>

Have a go

- Pick your process
- Write down a list of who is involved (Tip; ask your patients!)
- Then map your stakeholders with regard to interest and influence
- Finally make a communication plan for 2 or 3 stakeholders

Summary of issues and challenges

- Scale
- Who to involve in doing the stakeholder analysis
- Not static - multiple iterations over time
- Who to communicate with
- How and when to communicate?
- Patient engagement
- Time, resources and politics/silos