Overview

Session objectives

Understand why we need to engage others

Understand the key steps in stakeholder engagement and tools that may aid

Understand key barriers to engagement and reasons for resistance to change

Stakeholders

- A stakeholder is anyone who may be affected by your improvement project.

- By involving your stakeholders in an appropriate way - by ensuring that they are engaged with your work - you will improve the likelihood of sustaining a service improvement project.

Why do we need others?

We don't know everything

We all have a different perspective

Some of us are more creative than others
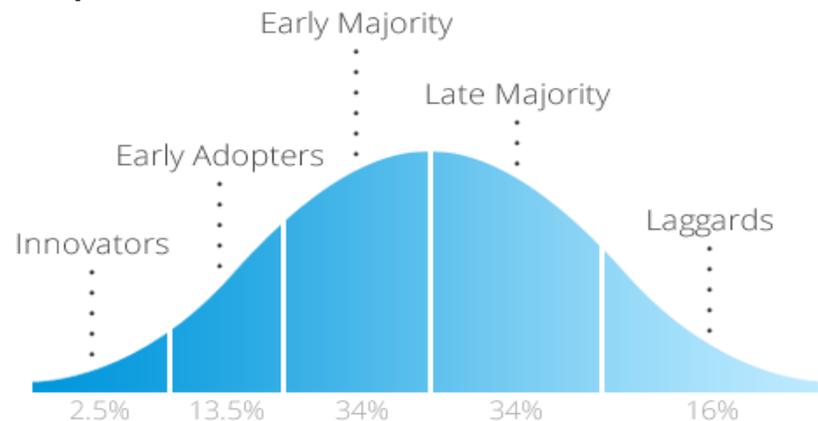
You need them to do something!!!

When should I engage with stakeholders?

Stakeholder engagement should ideally happen at all stages of the project

Project Stage	Stakeholder Engagement
Start out	Identify and communicate with stakeholders Engage key individuals
Define and scope	Understand where you are now – using stakeholders
Measure an understand	Get to the root cause of the problem – including patient and staff perspectives
Design and plan	Agree who takes responsibility for what – who is involved with each element
Pilot and implement	Carry out and test the change(s) - understanding impact on stakeholders
Sustain and share	Post project review to identify what went well and what could be improved

Who are the key stakeholders in the project?

- **List**
- **Map**
- **Engage-** understand, build trust, communicate, collaborate and be prepared to work with resistance

Early Majority

Late Majority

Early Adopters

Innovators

Laggards

2.5%   13.5%   34%   34%   16%

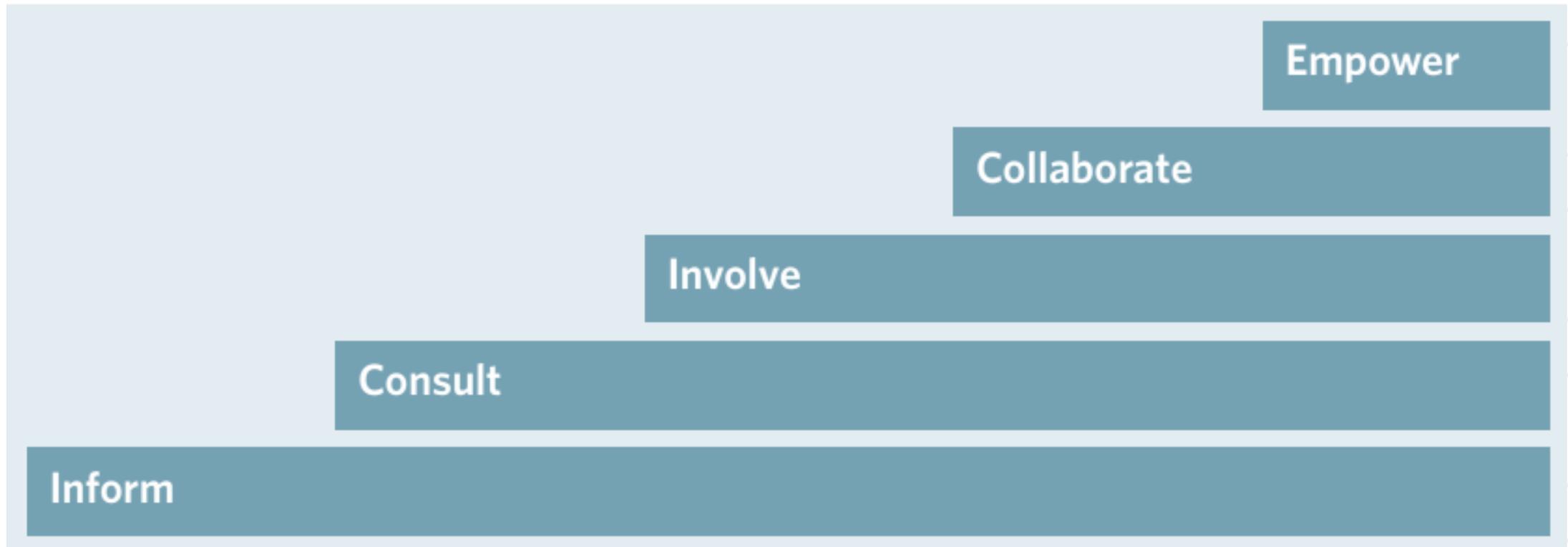**INNOVATION ADOPTION LIFECYCLE**

P O W E R	**Satisfy-**Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly.	**Manage** -Key stakeholders who should be fully engaged through communication and consultation.
	Monitor This group may be ignored if time and resources are stretched.	**Inform** 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

IMPACT

Reference- Quality, Service Improvement and Redesign tools; Rogers (2003)

Who are the key stakeholders in your project?

Create a list of stakeholder groups for your project Create a list of stakeholder groups by answering the following questions: (1-2 minutes)

- Who will be impacted by this project?
- Who will be responsible or accountable for the project?
- Who will have decision authority on the project?
- Who can support or obstruct the project?
- Who has been involved in a project like this before?

How? Five ways to involve and engage stakeholders

How do I engage stakeholders?

1. Identify your stakeholders

2. Prioritise your stakeholders

3. Develop an engagement and communication plan

Facilitate participation

What next?

Analysis without action is not helpful. Refer back to the stakeholder list you generated earlier to consider how to get buy-in and work with them

- Identify **who needs to be informed or consulted**, and **when**
- Assign **responsibility for engaging each stakeholder**
- Understand **their motivations and interests** (financial or emotional; positive or negative)
- Assess **their current opinion** and whether it's based on accurate information
- Identify **key influencers** shaping their views
- Determine **how to gain support or manage opposition**
- **Categorise stakeholders**:
  - 🟢 **Green:** Advocates & supporters
  - 🟡 **Yellow:** Neutral
  - 🔴 **Red:** Critics/opponents

Little 'i' involvement or Big 'I' involvement

- **Involvement with a little 'i'** -asking stakeholders for ideas, what needs improving, have they noticed the improvements.

  Survey, focus groups etc. It is a periodic partnership.

- **Involvement with a Big 'I'** - involving stakeholders directly in your project and QI development and delivery.

  It is a full and continuous partnership.

Activity-How-Now-Wow Matrix
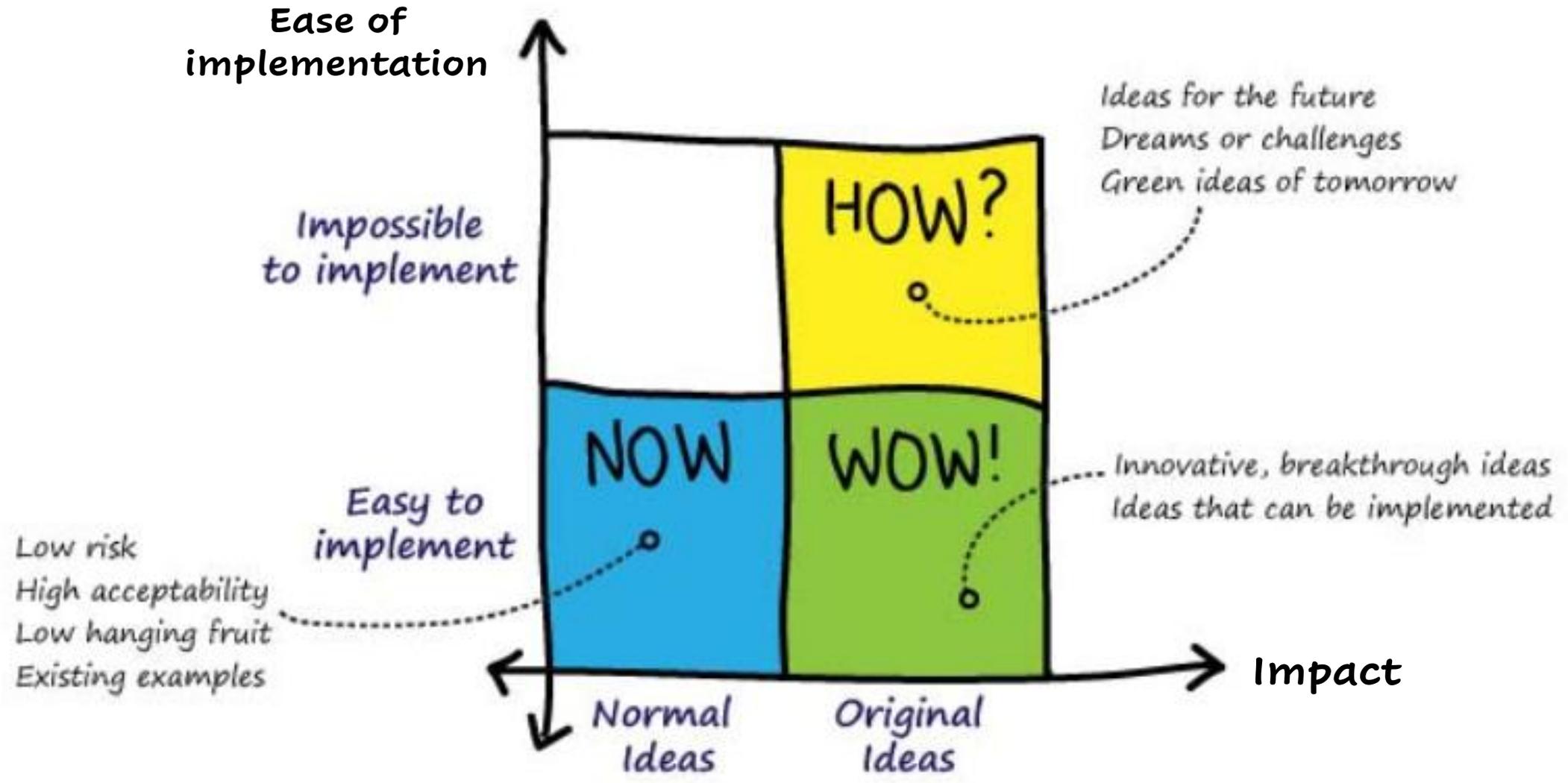
Go into your breakout rooms

Step 1: Assign Roles (1 minute)

- In each breakout group, choose:

- **Project Owner:** Volunteers their project for discussion.

- **Scribe:** Takes notes, creates the **How–Now–Wow grid in Word**, and will present results to the wider group.

- **Others:** Contribute ideas and vote.

- **Step 2: Rapid Idea Generation (2-3 minutes)**

- Each participant spends 1 minute silently writing down as many change or improvement ideas as possible for the project.

- Take turns sharing top ideas with the group.

- The scribe records all ideas.

Step 3: Group and Plot Ideas (10 minutes)

As a team:

- Group similar ideas together.
- Use the 2 × 2 grid in Word with: X-axis: Originality of idea/impact Y-axis: Ease of implementation

Now (Blue): Easy to implement, incremental improvements

How (Yellow): Highly original but difficult or impossible right now

Wow (Green): Original ideas that are feasible now
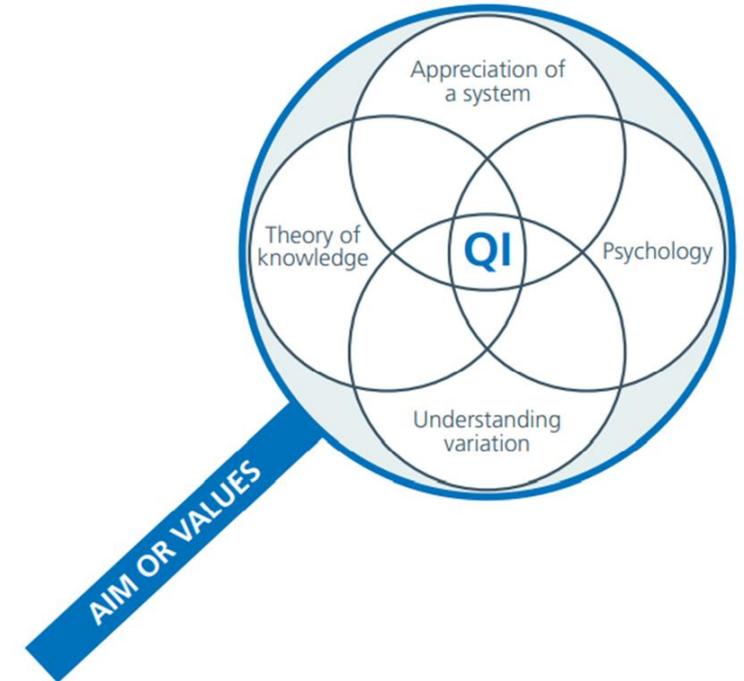
As a group, vote for :

3 Now (Blue) ideas

3 How (Yellow) ideas

3 Wow (Green) ideas

Step 4 Prepare to Share (2 minutes)

- The scribe prepares a **brief summary** to share with the main group:
- The **project challenge, top Wow ideas** to explore further
- Any **quick-win Now ideas**

What if?

Questions?