STAKEHOLDER ENGAGEMENT: FINDING THE FIT THROUGH DIVERSITY, EQUITY, AND INCLUSION

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"My stakeholders are my key basically. If I don't have buy-in from my stakeholders, then that program's not gonna survive."

~ Agency Director

STAKEHOLDERS:
WHO ARE T...

- ## Researcher Perspective

Systems
Regions/Districts
Agencies/Offices
Purveyors
Providers
Consumers

- ## Program Provider Perspective

Referrers
Community
Funders
Consumers

STAKEHOLDERS: WHO ARE THEY?

- Researcher Perspective

    +

- Program Provider Perspective

    Positive Consumer Outcomes

Systems
Regions/Districts
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- Researcher Perspective

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STAKEHOLDER ENGAGEMENT IS EMBEDDED IN IMPLEMENTATION

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Stages of Implementation Completion (SIC) – Variable Descriptions

	Stage 1 – Engagement
Date site is informed/learns services/program available	• Agency or System Identifies that a Program is available for Scale-up • Site might have proactively sought out information • Information might have been purposefully disseminated to site
Date of interest indicated	• Site reaches out to purveyor or developer group requesting initial information • Site reaches out to purveyor or developer group express a desire to assess program fit
Date agreed to consider implementation	• Site notifies purveyor or developer that they want to move forward with a potential implementation plan • Site chooses the EBP from a list of practices available to implement • Site agrees to talk with other relevant parties within the system or organization to determine if they would support adoption
Date initial cost information sent	• Site expresses high enough interest that the purveyor or developer provides information regarding the costing structure for implementation • General cost and resource information is provided to the site (not necessarily specific to site structure).

	Stage 2 – Consideration of Feasibility
Date of 1st site planning contact	• Date of first discussion to describe the implementation process and expectations in detail • Date of first discussion where implementation is outlined including negotiation to fit implementation plan within the parameters of the site's rollout
Date Stakeholder meeting #1	• Date of first meeting with leadership and key members involved in the implementation process • Meeting is most often in person, but can also occur via videoconference or teleconference • Concrete information is provided to key members of site's initiative and expectations are clearly defined • Key steps necessary to achieve positive outcomes are described
Date Feasibility Questionnaire completed	• Documentation of feasibility is sometimes recorded by the site and sometimes by the purveyor • Regardless, a dialogue occurs to address if it is feasible for site to implement the EBP using the typical implementation strategy • Concrete expectations (e.g., regarding population served, flexible scheduling, collaboration with psychiatrist) are outlined and the value of specific needs clarified.
Date liaison/Program Champion representative identified to purveyor	• Identification of the site's employee or team member responsible for taking the lead on the implementation efforts with the purveyor.

	Stage 3 – Readiness Planning
Date of cost calculator / funding plan review	• Site and Purveyor look over program cost projections • Site is provided with estimates for program costs and calculations are reviewed with purveyor specific to site
Date of staff sequence, timeline, hire plan review	• Job titles, FTE and roles are discussed for the varying program positions. • Purveyor provides a staffing timeline to make sure roles are filled in an efficient manner; e.g. therapist hired prior but close to training.
Date of recruitment review	• Reviewing recruitment of non FTE positions essential to the implementation; e.g. foster parents, skills coaches… • Might involve preparing pamphlets, advertising, attending community gatherings… • The date should be the start of this process as it will continue and evolve over the entire implementation.
Date of referral criteria review	• Establishing the source of the target population of the implementation efforts. • Might involve preparing pamphlets, advertising, establishing locations to present on the intervention… • The date should be the start of this process as it will continue and evolve over the entire implementation.

May 2018

	Stage 3 – Readiness Planning (continued)
Date of communication plan review	• Establishment of a plan for relaying information to necessary personnel; e.g. Crisis situation, weekly team meeting…
Date Stakeholder #2 and/or leadership meeting	• Meeting where final questions about site needs and requirements are addressed with site's Executives, Purveyor and possibly Key Community Stakeholders.

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Date written implementation plan completed	• Finalized written plan establishing protocols, goals, policies and timelines for the implementation.
Date Service Provider selected	• (Optional) Occurs when a System or Funder works through the earlier implementation activities and then selects a provider. (RFP)
Date of signed contract received	• Execution of the Implementation contract terms.
Date of initial materials sent	• Providing the sites with the necessary literature, manuals and tools to get their clinical staff familiar with the model prior to training. • Every Implementation process is unique and this activity might happen long in advance of establishing a contract.

DEFINING THE APPROPRIATE STAKEHOLDER GROUP FOR THE MISSION

PROGRAM PROVIDER/SITE PERSPECTIVE

- "we certainly reach out to stakeholders and, you know, counties and probation offices that we contract with, and meet with them prior to implementation of any model to make sure there's a need and that it is something that they would utilize."

- "We go to like social services and probation and present to them, you know, the actual social workers and probation officers… you know, the workers themselves."

- "Every time there's a new judge, I go in and meet with him."

- "we have a strong reputation with social services for helping and doing a really good job…I get referrals just because they're like- this parent really needs your help."

- "we have relationships built with all the funders and stakeholders in each county."

WHO IS DEPENDENT ON WHAT

Systems
Regions/Districts
Agencies/Offices
Purveyors
Providers
Referrers
Community
Funders
Consumers

WHO IS DEPENDENT ON WHAT

Systems = Regions/Districts = Agencies/Offices = Purveyors = Providers = Referrers = Community = Funders = Consumers

Self-Check: Who is Absent? Were they Invited?
If Invited, Is there an Equal Seat at the Table?

THE ART OF ENGAGING AND MAINTAINING STAKEHOLDERS

Different engagement approach depending on stakeholder group

- Active and reflective listening

- Use of reinforcement

- Balance frequency of contacts

- Make contacts without an "ask" attached

- Provide feedback

- Use humor

- Value what each stakeholder brings to the table

- Follow-through with what you say you will do

STAKEHOLDER MEETINGS BASICS

- Be mindful of who is in the room together at the same time

- Make sure it is a good use of people's time

- Set a clear agenda prior to meeting to set expectations

- Food and/or beverage

- Basic supplies (e.g., pens) in addition to what you need to accomplish goals

- Be a facilitator

  - Know where you can be flexible and where you need to be firm with boundaries

  - Keep it active!

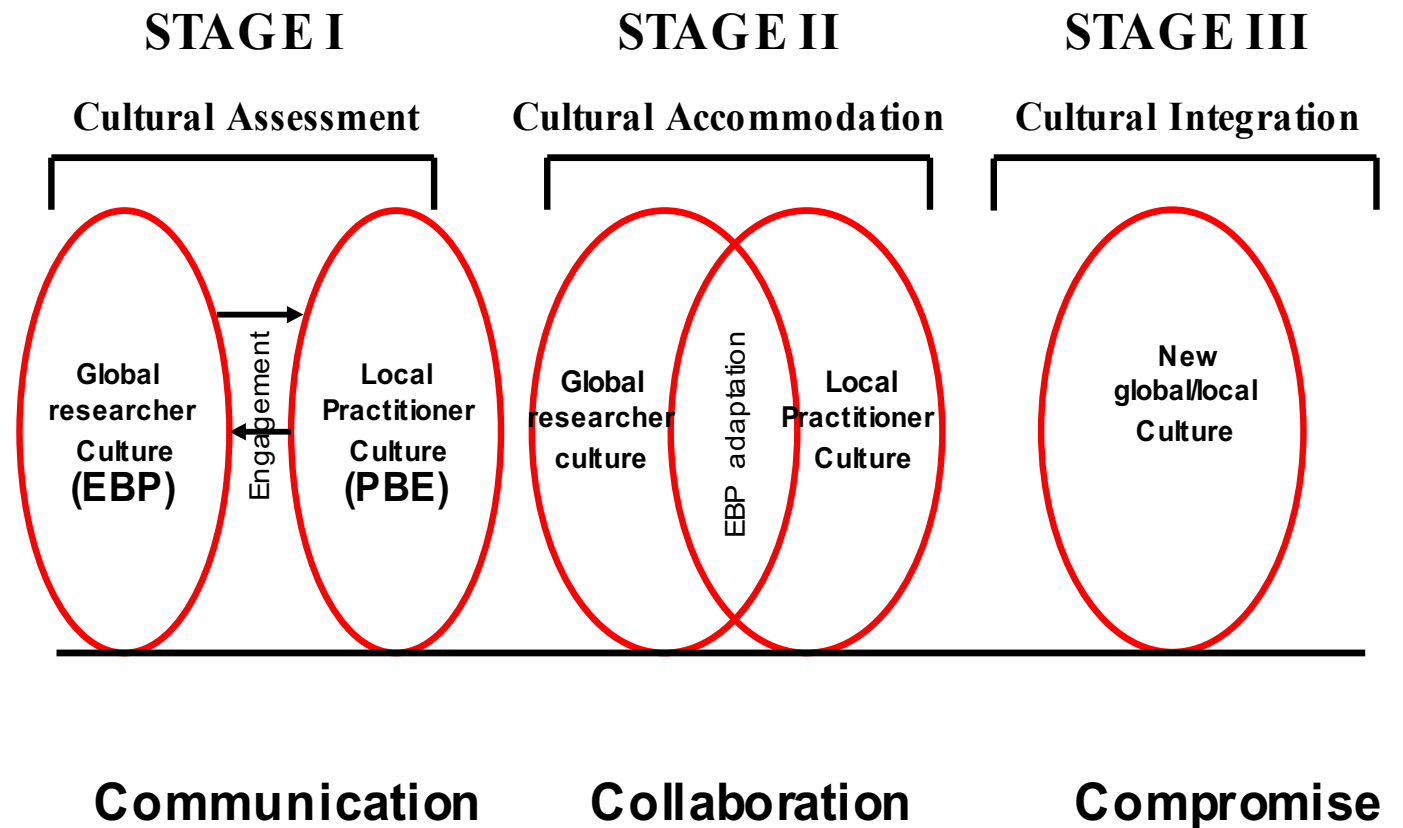 - When possible and appropriate– keep it fun!

WHAT IS THE GOAL?
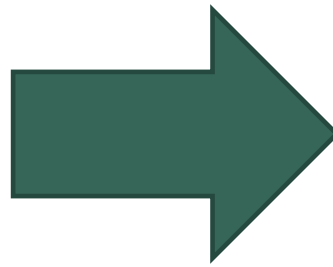
CULTURAL EXCHANGE

- A transaction and transformation of knowledge, attitudes and practices (KAP) of individuals or groups representing different cultural systems

  - Global culture of Evidence-Based Practice

  - Local culture of Practice-Based Evidence

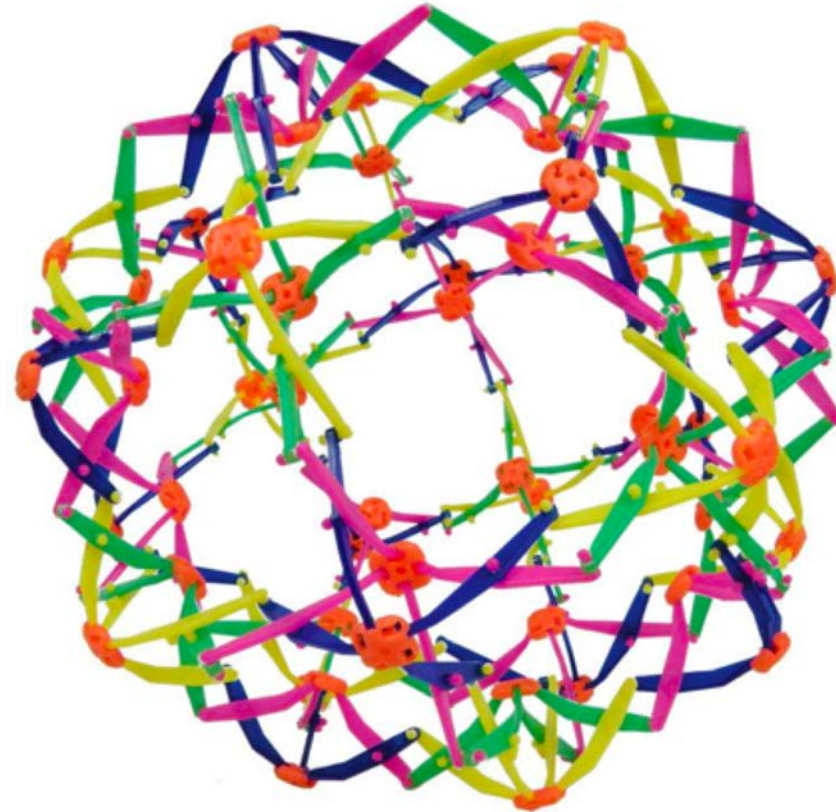- A process and product of debate and compromise. (Palinkas, Allred & Landsverk, 2005)

STAGE I

Cultural Assessment

Global researcher Culture (EBP)

Engagement

Local Practitioner Culture (PBE)

STAGE II

Cultural Accommodation

Global researcher culture

EBP adaptation

Local Practitioner Culture

STAGE III

Cultural Integration

New global/local Culture

Communication   **Collaboration**   **Compromise**

Palinkas, L. A. (2019). *Achieving Implementation and Exchange.*

CASE EXAMPLE

Development of an implementation intervention DUE to strong stakeholder engagement

REINFORCE

EFFORT–RELATIONSHIPS–SMALL STEPS

INSIDE-OUT VERSUS OUTSIDE-IN

Chamberlain, P., Feldman, S. W., Wulczyn, F., Saldana, L., & Forgatch, M. (2016). Implementation and evaluation of linked parenting models in a large urban child welfare system. *Child Abuse & Neglect, 53,*27-39. doi:10.1016/j.chiabu.2015.09.013

MODEL DEVELOPMENT

- Focus Groups with Parents
- Discussions with System Leaders
- Focus Groups with Workforce
- Focus Groups with Agency Leadership
- Development of Training Materials

- Recognition of Capacity Limitations
- Repeat of Process
- Training
- Piloting – mixed methods
- Independent Evaluation

281 Caseplanners, 114 Supervisors, 23 Agency Leaders

GOALS OF R³

- (R1) Reinforcement of effort
- (R2) Reinforcement of relationships/role
- (R3) Reinforcement of small steps

R³ AIMS TO SHAPE INTERACTIONS AND TARGETS ENGAGEMENT

System Leadership

Agency Leadership

Program Leadership

Supervisor
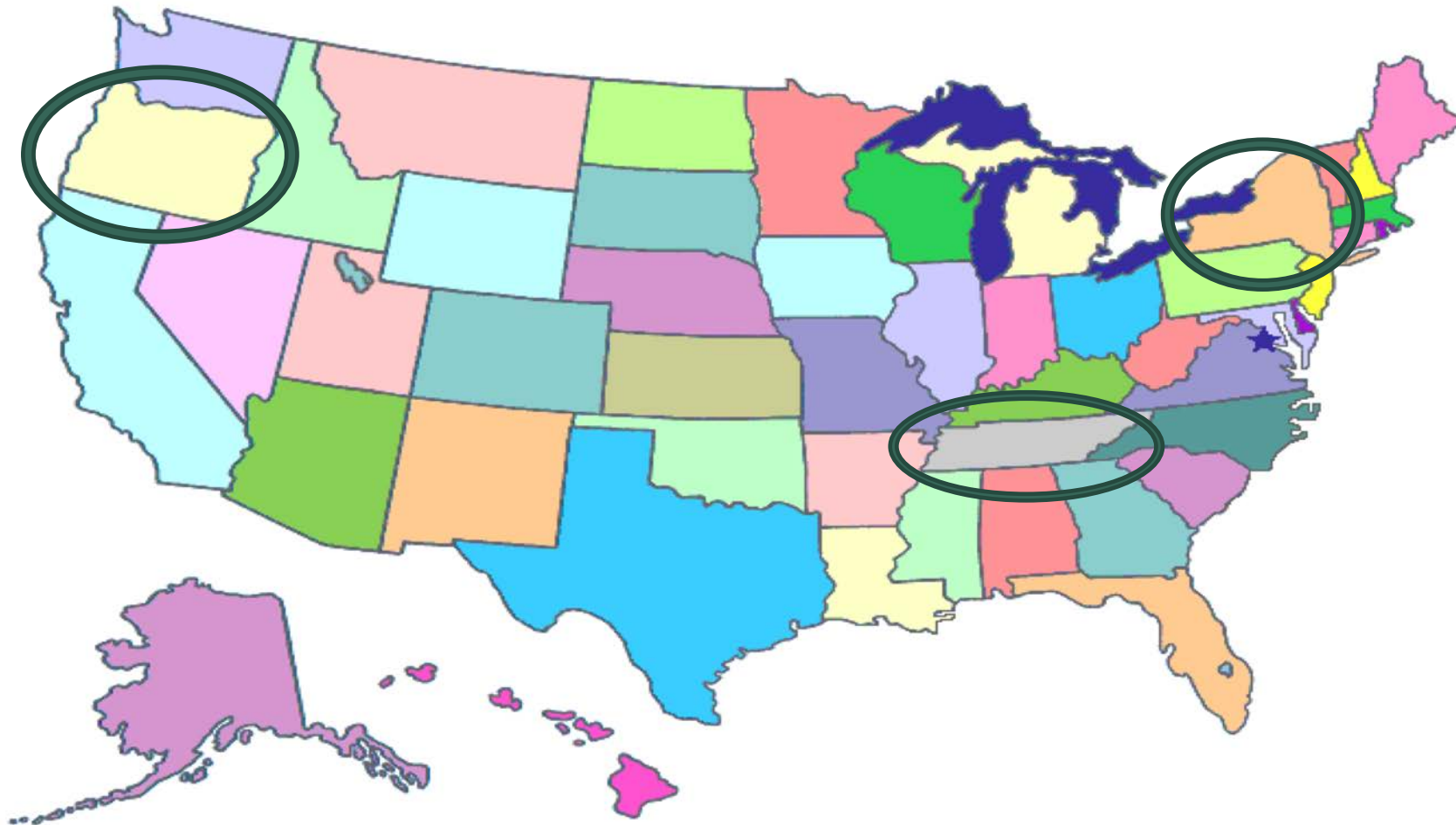
Caseworker

Bio and Foster Families
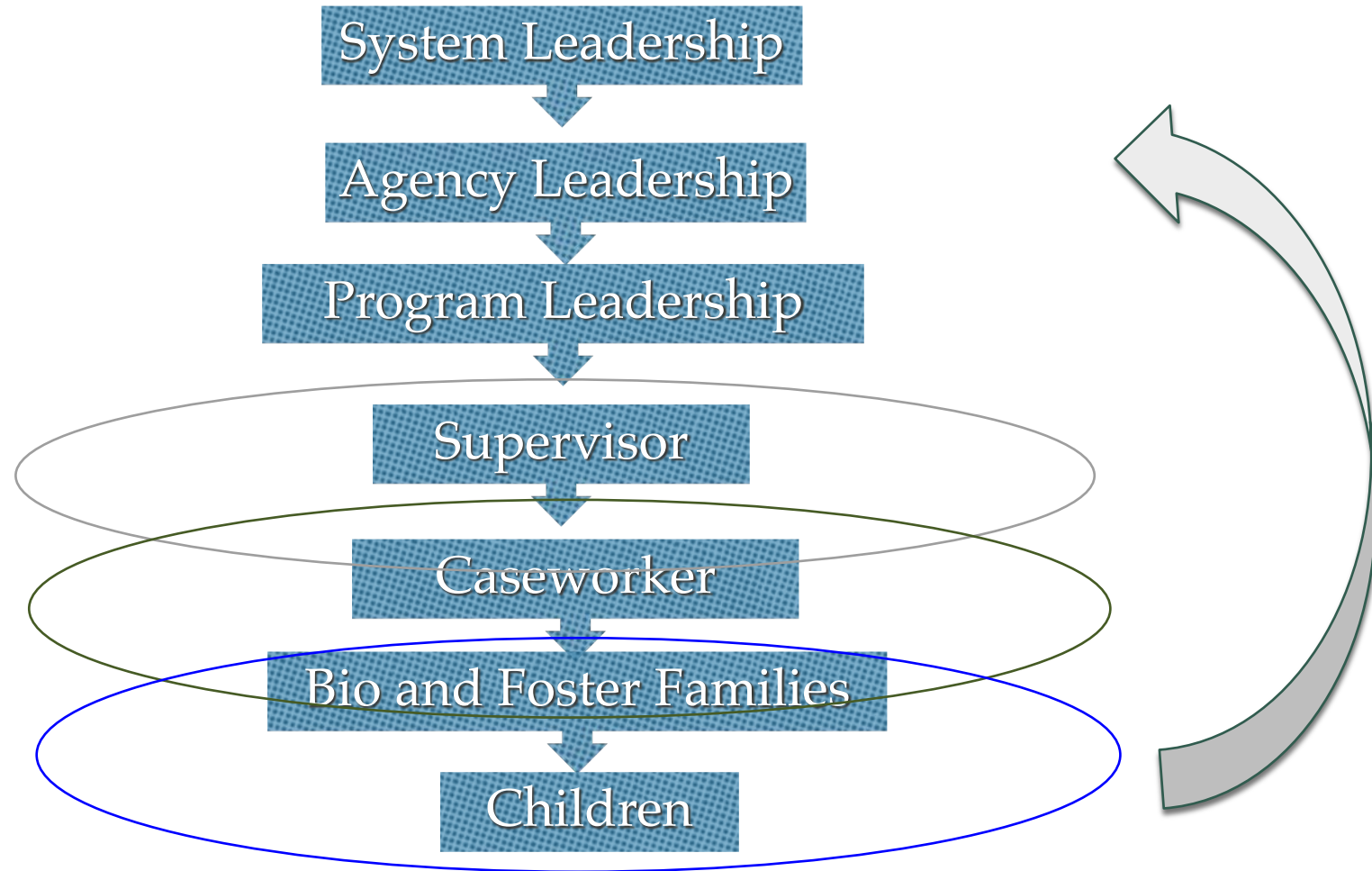
Children

- # NYC Providers
  - System Leaders
  - Supervisors
  - Caseworkers

PUTTING IT ON THE GROUND

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DIFFERENT GOALS FOR EACH SYSTEM

- NYC – What Does It Take and Can it Work?

- Tennessee – Does It Replicate and Create System Change?

- Oregon – Can It Address a Current High Need?

LOSING ENGAGEMENT

WHAT DO PEOPLE SAY ABOUT R^3?

"It strengthened my skill set as a leader and provided me with great ideas on how to encourage my team to encourage themselves and the families that we serve."

"[My coach] was able to pull out strengths that I myself don't even realize…it's good to get that feedback from someone else"

"I thought I was going to get a lot of [flack] but people spoke about being able to really form good relationships with their families. Parents were not seeing them as villains anymore."

ORGANIZATIONAL CHANGE: CONTROLLING FOR REGION (DESPITE SYSTEM LEADER CHANGE 3XS)

Measure	Outcome	Coefficient	SE	p-value
Implementation Climate Scale	ICS Scale 1: Focus on EBP	0.025	0.017	0.155
	ICS Scale 2: Educational Support for EBP	**0.134**	**0.021**	**0.000**
	ICS Scale 3: Recognition for EBP	0.023	0.021	0.267
	ICS Scale 4: Rewards for EBP	**0.054**	**0.026**	**0.037**
	ICS Scale 5: Selection for EBP	**-0.079**	**0.022**	**0.000**
	ICS Scale 6: Selection for Openness	0.006	0.021	0.768
	ICS Total Score	0.023	0.016	0.135
Implementation Citizenship Behavior Scale	**ICBS Scale 1: Helping Others**	**0.057**	**0.021**	**0.007**
	ICBS Scale 2: Keeping Informed	0.023	0.020	0.250
	ICBS Total Score	**0.041**	**0.019**	**0.032**
Supervisor Implementation Leadership Scale	**Supervisor ILS Scale 1: Proactive**	**0.088**	**0.046**	**0.060**
	Supervisor ILS Scale 2: Knowledgeable	**0.147**	**0.034**	**0.000**
	Supervisor ILS Scale 3: Supportive	0.033	0.028	0.239
	Supervisor ILS Scale 4: Perseverant	0.025	0.036	0.490
	Supervisor ILS Total Score	**0.061**	**0.031**	**0.051**

STAKEHOLDER ENGAGEMENT THAT IS INCLUSIVE CAN HELP IMPLEMENTATION SURVIVAL

CONCLUSIONS

- Engagement with Stakeholders is both Fun and Essential

- An Inclusive Stakeholder group is both Diverse and Equitable

- Stakeholders are Needed Partners in Implementation Research

  - Intervention Adoption

  - Scale-Up

  - Measurement Development

  - Intervention Development

  - Adaptation

- Stakeholder Engagement can Help Mitigate the Changing Tides in Systems