



EEiC

Interactive tools

Stakeholder identification guide

Identify stakeholders; prioritise interventions and strategies for engaging them

Introduction

This guide is designed to help people wanting to influence the commissioning process so that there is better consideration of minority ethnic health issues. Making progress on ethnic inequalities issues, whether through: making a case for new services, service re-design, impact assessments, writing policy and strategy, or even decommissioning, all require working with a great number of stakeholders, inside and outside of the NHS. Getting these people on board will make the difference between achieving your goals and plans that just sit on a shelf. Our project found several common obstacles to success in this area:

- * Lack of confidence in discussing ethnicity and evidence
- * Perception that levels of evidence or data about ethnicity were too low to demonstrate need for service change
- * Perception that tackling this issue would require increased resources, which were not available
- * Feeling that health inequalities and ethnicity is not a core priority, groups should not be singled out for special treatment
- * Lack of responsibility and leadership in the area, often left to E&D leads to do
- * Uncertainty as to how much this area is the responsibility of commissioners and providers
- * Perception that contracts with providers are too complex and have too much momentum to change, and including KPIs around ethnicity is too difficult
- * Poor integration of community voice and engagement into commissioning work

This tool is to help teams think identify stakeholders, prioritise those with the most potential impact, and develop strategies to convince them of the need to improve services and evidence on minority ethnic health issues.

You may also find it useful to read the [Frequently Raised Objections](#) tool, so that you are ready for issues that may be raised by stakeholders.

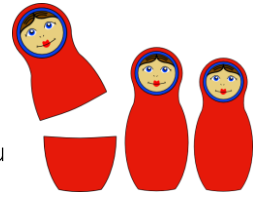
However, we also found examples of people succeeding in this area by using persuasive arguments or ways to work around barriers in the system. Our research shows that, often, large scale cultural change is needed to embed consideration of minority ethnic health and identifying stakeholders can help you work out strategies to either set this in motion, or work with the existing system.

The aim of these exercises is to help people identify in advance who the important stakeholders to engage with will be, and how to persuade them of the importance of addressing diversity and inequality issues within commissioning work. It can also help identify people who have essential connections, leverage, skills and information, and how to make them and their skills a reactive part of the team. Often, stakeholder analysis is something that individuals do consciously or unconsciously all the time, but working through a framework can help a team develop a strategy for taking work forward.



Identify the stakeholders

First, you need to identify who the relevant stakeholders are to your work. These will probably be at three different nested levels: organisations, departments and individuals. For example, you might identify a provider trust as being a key stakeholder, but what department is the project relevant to? Finally, who is the individual in this department you need to work with? How much can you draw from your existing networks?



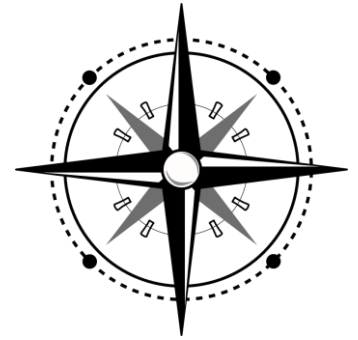
The table below provides a start, with likely stakeholders at all three levels. Try and think through the different critical areas that need engagement and progress, for example community engagement, service user data on ethnic minority groups, and involvement of clinicians. Go through each one, discussing why each one might be important, and ticking the ones you consider to be important stakeholders. You could also grade these for importance, with stars or numbers, and include specific names or contact details. Use the space at the end to add your own.

Individual stakeholders		
Commissioners	Chief Exec	Patients
Community reps / groups	Elected members	Officers
Data analysts	Contract staff	E&D leads
Trust Board members	Non-exec directors	Line managers
GPs	Clinicians	Nurses
Front of house staff	Admin staff	Special interest groups
Equality and Diversity lead	Carers	Academics / Researchers
Other individuals...		

Departmental stakeholders		
Communications and Engagement	Strategy	Monitoring and evaluation
Human Resources	Complaints	Public Relations
Contracting	Legal compliance	Finance
Other departments...		
Organisational stakeholders		
Provider Trusts	Commissioning Support	Funding organisation
Third Sector providers	Public Health	Universities
Private providers	Department of Health	Health and Wellbeing Board
Clinical Commissioning Groups	NHS England	NHS England Local Area Teams
Healthwatch	National charities	Media
Local voluntary sector groups	Local Authorities	
Other organisations...		

Map your stakeholders

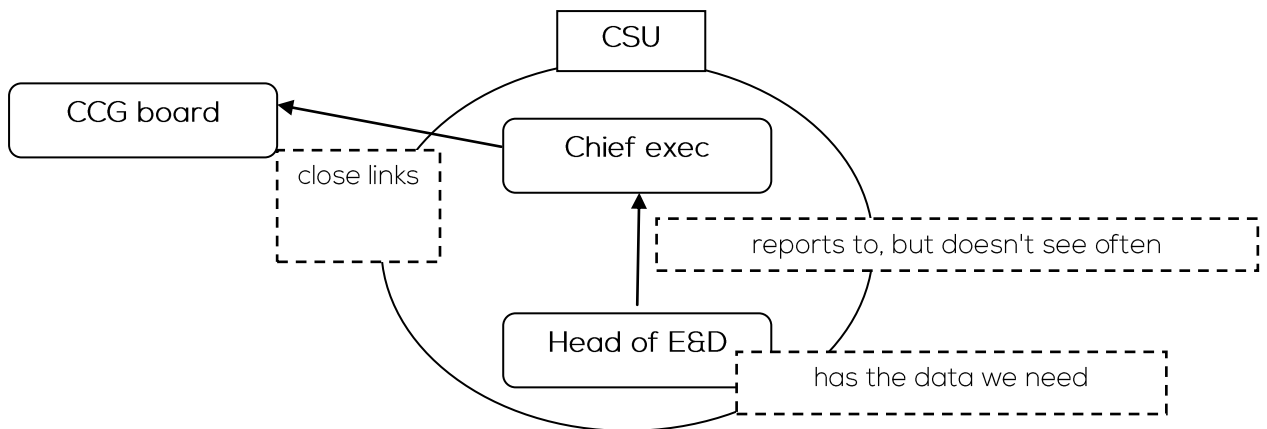
Now you have identified them, it can be helpful to map out the connections and structures that join your stakeholders. This will not only help you examine the relationships between stakeholders (which might be an active individual, or a formal link) but also to identify areas that are isolated, that you will need to actively link up for this project, for example a local authority work-stream that has not historically had links with the NHS, or even isolated departments in the same organisation. Try not just to think of individuals, or roles, but also processes and systems you want to influence.



'Silo-working' was a key barrier that participants in our project identified: few people knew what good practice was being done in other parts of the organisation. Mapping structures and work-streams can help identify ways to bridge this.

Another key finding was the importance of informal relationships, and the amount of work progressed by the right people 'meeting in the corridor' and discussing work. Think about the power of relationships, and note in your maps teams or groups of people that work well together.

Here's a brief example, work on a bigger piece of paper to fill out a map of your own



Getting your stakeholders on-board

Each stakeholder will have a different role in their job, level of interest in ethnicity and inequalities, and also have their own beliefs and priorities. It can be very useful to place yourself in the shoes of each of the stakeholders you have identified (be it an organisation or individual) and work out what their priorities are - what are their drivers? From this you can target your message for each stakeholder to demonstrate how this project can help them in their own work. This will help you "sell" the project to each person. The [mini-case study guide](#) available on our website might provide some ideas of how other people have achieved this.

The following table provides a starting point, but don't forget to add local priorities and issues you know are 'hot topics' for people at the moment. Also remember that people have other critical timescales: the end of the financial year might not be the best time to try and start some time-intensive work!

What ticks their boxes?

Efficiency savings	Core values	Legal compliance
Contracted requirements	KPIs	Authorisation
Job description	Beliefs and values	Promotion
Quality	NHS Constitution	Governance
Equality	Patient experience	Patient choice
Respect	Innovation	CQUINS
Risk management	Clinical engagement	Job satisfaction
Health inequalities	Reduced hospital stays	Prevention
Self care	Reduced management costs	Community care
Patient engagement	Early diagnosis	Care Quality Commission
Add your own...		