



EEiC

Interactive tools

Stakeholder analysis: In their shoes exercise

Considering the priorities for identified stakeholders

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.

Scenario

You are an Equality and Diversity lead with the Primary Care Trust / Commissioning Support Unit in Leicester. You have received several informal comments from mothers with some minority ethnic backgrounds, stating that they were not happy with how they were treated while in hospital during labour. One person felt they were ignored by staff on the ward when she wanted some water, and another was unclear when their post-natal check-ups would be.

You have some incomplete data from pre-natal classes showing much lower uptake in mothers from minority ethnic backgrounds. It is especially low in Bangladeshi and Traveller communities, and there seems to be low levels of service promotion to these communities.

A colleague with experience in maternity services has told you that there is a Maternity Services Liaison Committee, which has a role to include service user involvement. However, the last time she attended one of those meetings, she didn't think there was anyone from a minority ethnic background.

You want to put together a 'task-and-finish' group to work on maternity issues for minority ethnic communities, identify which groups are being disadvantaged, and set recommendations for improvement. This work will need to include people from many different organisations, including providers and commissioners, front-line staff delivering services and collecting data, managers and service users.

Exercise: In their shoes

Focus on the individuals to 'put yourself in their shoes'. Try and work out what the priorities will be for people with a particular role, and how these could fit in with your work. Some examples are shown below. However, remember this will be initially based on your assumptions and prejudices - don't be afraid to ask people what their key issues are at the moment.

This exercise is intended to help a team consider how to influence and convince identified stakeholders about the importance of considering minority ethnic health inequalities.

A fictional scenario, based on examples from the EEiC case studies, is provided to create a workshop exercise where a team can consider how to engage with key stakeholders.



Head of maternity services at the local hospital

She is aware that there are an increasing number of patients who don't have English as their first language and is concerned about increasing interpretation costs. She feels midwives are too busy to collect data on protected characteristics and is very protective over her staff.

What do you need this person to do?

What objections or issues are they likely to raise?

How can you persuade them that this project is in their interests?

Equality and Diversity lead in NHS provider trust

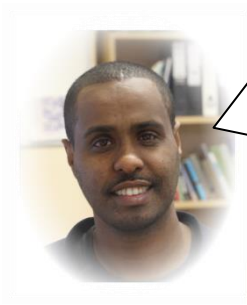
He has been tasked with making sure that the organisation is meeting the requirements of the Equality Act. The trust's equality objectives are the main driver for his work, particularly improved equalities data collection and carrying out equality impact assessments. He used to have a small team but these posts were lost in a recent restructure so he is increasingly busy.



What do you need this person to do?

What objections or issues are they likely to raise?

How can you persuade them that this project is in their interests?



Lead commissioner for maternity services

His main focus is on meeting national objectives, such as reducing unplanned caesarean sections. He doesn't think it is appropriate to specify outcomes for specific groups of service users in contracts with providers and the focus should be on making service improvements that will benefit everyone.

What do you need this person to do?

What objections or issues are they likely to raise?

How can you persuade them that this project is in their interests?

Chair of the MSLC

She is relatively new in the role and working hard to build good relationships with NHS managers who are members of the MSLC. She is worried focusing on the experience of ethnic minority mothers will lead to resentment amongst the white mothers she has worked hard to recruit to the committee.



What do you need this person to do?

What objections or issues are they likely to raise?

How can you persuade them that this project is in their interests?