

Utilizing Stakeholders as Communication Partners

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Stakeholder Definition

Any individual, group, or organization that can affect or can be affected by another individual, group, or organization

(Friedman & Miles, 2002)

The more salient a stakeholder is, and the more central in the network, the stronger the influence

(Kok et al, 2015)

Poll

- Why is it important to collaborate with stakeholders when communicating to the public about research? (*check all that apply*)
 - Researchers are terrible communicators
 - Stakeholders are nicer people
 - Need to fit the messenger with the message
 - Using most trusted sources of information is critical for communication

Poll

- Who has worked with stakeholders to communicate with the public about any aspects of research? (*select one*)
 - Yes, I've done this once
 - Yes, I've done this many times
 - No, but I've thought about it
 - No, it's never occurred to me, but tell me more!

Theory of Diffusion of Innovations

Key features of the innovation for adoption include:

- a perceived **relative advantage**,
- **compatible** with perceived needs, values and norms,
- low complexity,
- amenable to being **tested** on a limited basis,
- benefits are **observable**, and
- potential for **reinvention or adaption** to local circumstances

PEER-TO-PEER CONVERSATIONS

Stakeholder Theory

- Who are our current and potential stakeholders?
- What are their interests/rights?
- How does each stakeholder affect us?
- How do we affect each stakeholder?
- What assumptions do we make about each important stakeholder?

Identifying Stakeholders

- ***Supportive*: high cooperative potential and low competitive threat**
 - board of trustees, managers, employees, non-profit organizations
- ***Marginal*: low cooperative potential and competitive threat**
 - consumers' interest groups, professional associations for employees
- ***Non-supportive*: low cooperative potential and high competitive threat**
 - competitors, unions, media and elected officials
- ***Mixed Blessing*: high cooperative potential and competitive threat**
 - client and organizations with complimentary products and services.

Stakeholder Mapping

Potential for Cooperation

Potential for Threat

	Low	High
Low	Type: Marginal Strategy: Monitor	Type: Non-Supportive Strategy: Defend
High	Type: Supportive Strategy: Involve	Type: Mixed Blessing Strategy: Collaborate

Stakeholder Strategies

- ***Involvement strategy: supportive stakeholders***
 - Adopt the stakeholder position; link the [research] program to others that the stakeholder views favorably to continue support
- ***Defensive strategy: non-supportive stakeholders***
 - Goal is to prevent threats; encourage the stakeholder to help drive the process
- ***Collaborate strategy: mixed blessing stakeholders***
 - Hold forums, make decisions together
- ***Monitor strategy: marginal stakeholders***
 - Maintain current position; assess stakeholders' views



Stakeholders in the Media

- The insulin pen health scare has undermined trust in the care at the Buffalo VA Medical Center.

- Buffalo News file photo on January 16, 2013 - 12:01 AM

- VA HSR&D SDR 11-440

- Maguire et al, BMC Health Services Research, 2016

Media Analysis
n=148 reports

"In my years in public service, this is one of the issues that has made me madder than anything I've ever seen," he said in a statement issued afterward.

"I can only imagine the horror and anger our veterans must be feeling after receiving this letter," Mr. Y said. "They have every right to be angry. So am I."

"The VA has a lot of work to do to regain our veterans' trust, and I still await a response as to how the VA plans to make this situation better."

**Non-
supportive
Stakeholders**



Stakeholder Examples

Steering Committees/Advisory Boards

Stakeholders on Research Team

Veteran Engagement Groups

Advocacy Groups

Research participants

Colleagues

University social media

Steering Committees



Bill Rausch

@RauschB

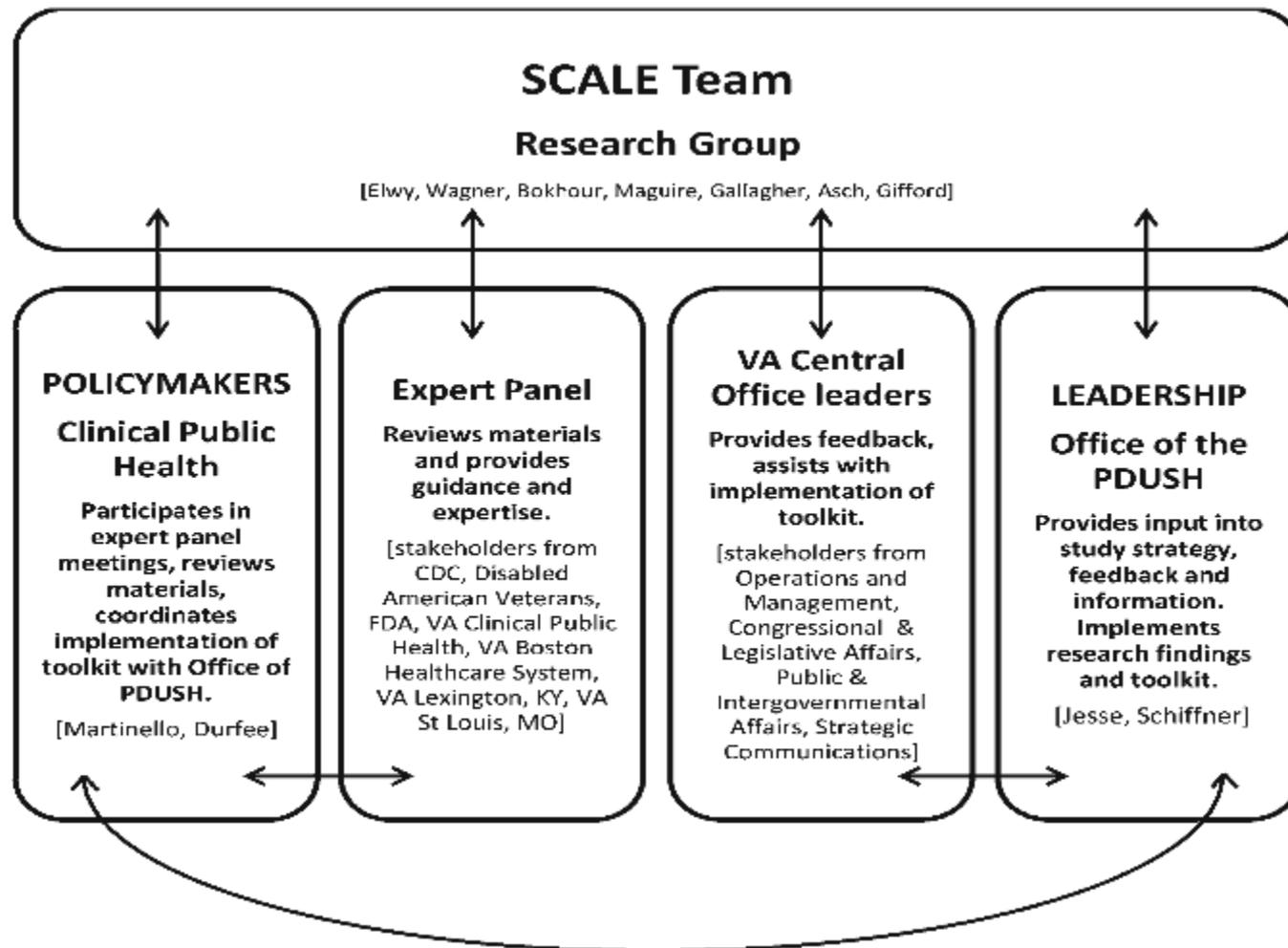


Following

Team CIDER wraps up a remarkable day focused on vets, VA research and collaboration! [@iava](#) [@vahsrd](#) [@DeptVetAffairs](#)



Stakeholders on Research Team



Veteran Engagement

Finding the Right Fit: Making Representation in Research Meaningful

Anna Barker, MS¹, Justeen Hyde, PhD^{1,2}, Richard Barbato³, Marsha Ellison, PhD^{1,4}
¹ENRM VAMC, Bedford, MA; ²Harvard Medical School, Cambridge, MA; ³Readjustment Counseling Service, Lowell, MA;
⁴University of Massachusetts Medical School, Worcester, MA



CHOIR's Veteran Engagement in Research Group (VERG)

Center for Health Services Organization & Implementation Research (CHOIR)

- Based in Boston at CHOIR, Veterans Affairs Medical Center (VAMC), Bedford, MA & VA Boston Healthcare System (Boston, MA)
- Led by VA Health Services Organization & Development (OHR&D) Center of Excellence in the Veterans Health Services Organization
- Total annual budget: \$1.5M+ million

CHOIR's mission: To measure Veterans' health outcomes by identifying, studying, and applying evidence-based practices that will be widely implemented and sustained.

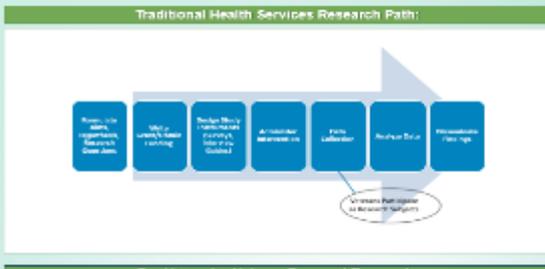
CHOIR's strategies to engage Veterans in implementation research:

1. Engage Veterans and their representatives to provide input on our key focus areas... Community, Medication, Organization, and Health Care Services... Join in various ways ranging from formal to informal.
2. Involve partners, managers, clinicians, and other stakeholders who bring a different perspective.
3. Engage and build a coalition of Veterans to be more active in the process.
4. Develop and establish a coalition of Veterans that lead to greater use and uptake of needed services by the VA and in the community.

Engagement strategies:

- Recruitment/education
- Training
- Practice sites
- Travel, Conferences, Events

Source: Center for Health Services Organization & Implementation Research (CHOIR) (2019). p.10



Steps to Finding the Right Fit

- 1. Identify.**
 - What is the purpose of your engagement activity? What is your goal?
 - Determine where on the research path stakeholders will provide guidance. There may be multiple opportunities.
 - Define the type of activities. Open meetings for all to attend? Structured meetings with a specific group agenda regularly? Or opportunities to meet one-on-one?
 - Think about starting small, with a "test case" or pilot project to test structure and processes.
- 2. Recruit.**
 - Develop a recruitment plan that outlines who, what, where and when you will conduct your outreach efforts.
 - Review inclusion/exclusion criteria. What points of view will be most helpful?
 - E.g., for the CHOIR study include criteria: review sites for living in a long-term care facility, residential home, or other care setting; or working in a long-term care facility; or being a caregiver for a Veteran with a chronic condition; or being a caregiver for a Veteran with a chronic condition.
 - For the Veterans Consultant Network create conditions for fit with the particular project (Veterans with experience who will find involvement offering an opportunity to be involved in this condition).
 - Maintain a large pool of stakeholder candidates to ensure continuing diversity and fit with individual studies.
- 3. Engage.**
 - Continually reinforce to stakeholders the value of their partnership. Value can be demonstrated through meeting facilitation (e.g., active, empathetic listening), in communication, or with feedback about how input is used.
 - Prepare a communication plan for the most of engagement.
 - E.g., Veterans from the CHOIR consultant network work directly with investigators on the study, so have the opportunity to see their input reflected in the study process.
 - Stakeholders on the consultant network are also invited to provide input to the study process. CHOIR facilitated direct their input to the relevant CHOIR stakeholder, and if that they report the results of their input back to the stakeholders.
 - Explore opportunities to acknowledge stakeholders, include stakeholder work in study outcomes in all meeting agendas; profile stakeholder on websites and other communications collateral.
 - Offer Veterans with stakeholders that no longer participate: evidence of past involvement, conference, and website, include in professional networks.

VERG Stakeholder Council

Purpose: To Guide the Direction of Overall Research

MISSION: To work with the CHOIR research agenda as a vehicle to guide the direction of our research and to provide input on our key focus areas... Community, Medication, Organization, and Health Care Services... Join in various ways ranging from formal to informal.

FUNCTIONS/ROLES OF WORK:

- Review the CHOIR research agenda as a vehicle to guide the direction of our research and to provide input on our key focus areas.
- Meet quarterly to provide input on the CHOIR research agenda.
- Engage Veterans and their representatives to provide input on our key focus areas.

OUTCOMES TO DATE:

- All that has happened in April 2012, stakeholders identified gaps and needs in their health care from their point of view (e.g., their research, services, care, medical equipment, training, etc.), consider their input, and provide input on our key focus areas.
- Review the CHOIR research agenda as a vehicle to guide the direction of our research and to provide input on our key focus areas.
- Meet quarterly to provide input on the CHOIR research agenda.
- Engage Veterans and their representatives to provide input on our key focus areas.



Steps to Finding the Right Fit (Continued)

- 4. Evaluate.**
 - Define the kinds of outcomes and impacts you hope to get out of your engagement initiative(s). Select feasible short and long-term outcomes given the scope and resources available.
 - Develop early stages of development, consider getting a feedback loop with stakeholders in process and with appropriate medical instruments to inform improvements in structure and approach.
 - Consider a process evaluation after each encounter. Determine? Level of engagement? Value to all parties?
 - Consider value from different points of view.
 - E.g., CHOIR investigators attending the stakeholder council meeting value feedback that is straightforward, relevant. "How can this topic be considered as a research question?"
 - Stakeholders may see the same topic as valuable because of its relevance to the community. "How will I use the results to be better prepared for the future?"
 - Measure results of all stakeholders are engaged and it is necessary to understand the value of the initiative and its value.
 - Acknowledge value of intangible outcomes from partnerships, such as "being engaged" after each meeting.
 - Obtain feedback from evaluation and use this information to create, researchers, and stakeholders. This kind of observation may be a great visibility for the initiative and a great opportunity for feedback on how to improve existing efforts.

VERG Veteran Consulting Network (VCN)

Purpose: To Act as Partners for Specific Research Projects

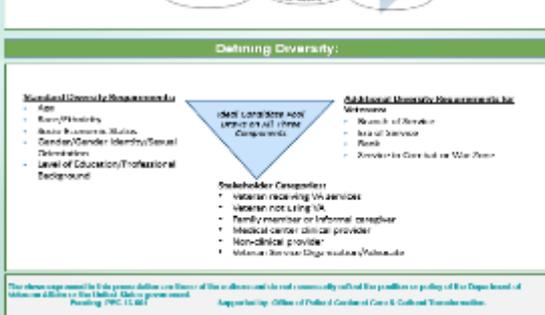
MISSION: The VCN is an avenue for Veterans to be consulted and/or to provide input on our key focus areas... Community, Medication, Organization, and Health Care Services... Join in various ways ranging from formal to informal.

FUNCTIONS/ROLES OF WORK:

- Review the CHOIR research agenda as a vehicle to guide the direction of our research and to provide input on our key focus areas.
- Meet quarterly to provide input on the CHOIR research agenda.
- Engage Veterans and their representatives to provide input on our key focus areas.

OUTCOMES TO DATE:

- All that has happened in April 2012, stakeholders identified gaps and needs in their health care from their point of view (e.g., their research, services, care, medical equipment, training, etc.), consider their input, and provide input on our key focus areas.
- Review the CHOIR research agenda as a vehicle to guide the direction of our research and to provide input on our key focus areas.
- Meet quarterly to provide input on the CHOIR research agenda.
- Engage Veterans and their representatives to provide input on our key focus areas.



Steps to Finding the Right Fit (Continued)

- 5. Disseminate.**
 - Invite stakeholders to participate (at least or co-lead) in dissemination opportunities that help get information out quickly to different audiences and highlights the value of engagement.
 - Create feedback loops for stakeholders so that they know how their input is used. This is particularly important in engagement approaches that are so focused on the "bottom."
 - Share feedback from evaluation and use this information to create, researchers, and stakeholders. This kind of observation may be a great visibility for the initiative and a great opportunity for feedback on how to improve existing efforts.

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 Marsha Ellison, Marsha.Ellison@va.gov, Marsha.Ellison@choir.org

This document was developed by the Center for Health Services Organization & Implementation Research (CHOIR) at the VA Medical Center in Bedford, MA. For more information, please contact Anna Barker at 978-326-1111.

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Advocacy Groups



Search by website... [Go!](#)

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Welcome to Dryhootch Partners for Veteran Health

Dryhootch Partners for Veteran Health is a community-based partnership for health focused on improving outcomes for veterans across a wide variety of health and mental health outcomes.

[Learn More](#)

Veteran Centered Research & Action

Warrior Summit

Join the conference and Warrior Collaborative Research & Clinical Extension for Dryhootch Warrior Summit is...

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Projects

Find project goals, problems in, trained peer mentor support for you age? website services...

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Resources

Research Fundraising Technical Issues Training Materials

[Read More](#)

Veteran Centered Research & Action

<http://dryhootchpartners4health.org/projects/>

Stakeholder Team

People

Mark Flower, Director of Community Programs, Dryhootch

Bob Curry, President, Dryhootch

Mike Crawford, Peer Support Manager, Dryhootch

Dawn Zak, Mental Health America

Zeno Franco, PhD Medical College of Wisconsin (MCW)

Leslie Patterson, PhD MCW

Ginny Stoffel, PhD, UW-Milwaukee

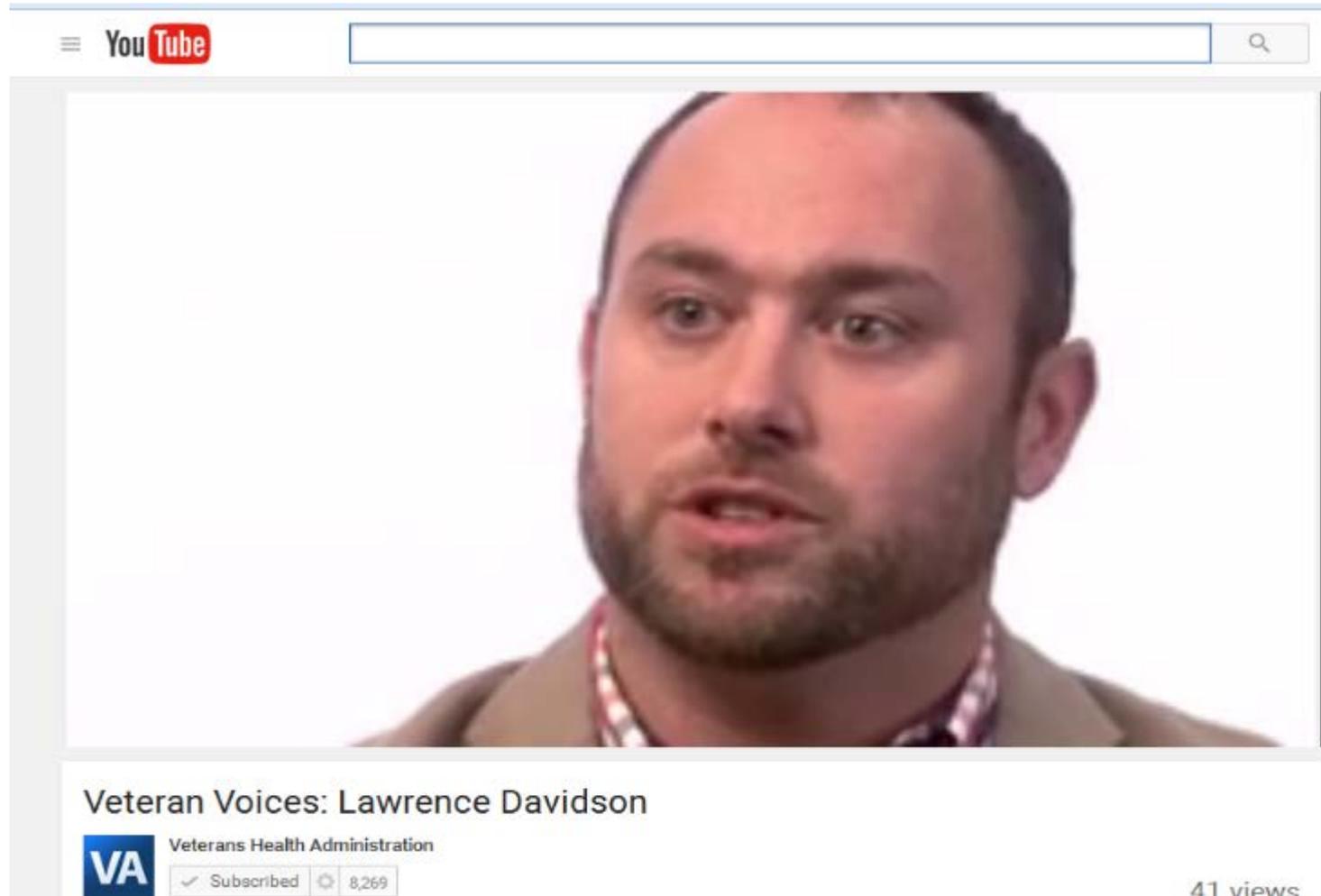
Stephen Melka, PhD, Milwaukee VA Medical Center

Jeff Whittle, MD, MPH, Milwaukee VA Medical Center/MCW

Carletta Rhodes, Program Coordinator, MCW

Karen Berte, PhD, Milwaukee VA Medical Center (Ret.)

Research Participants



The image shows a screenshot of a YouTube video player. At the top left is the YouTube logo. To its right is a search bar with a magnifying glass icon. The main area of the player is a video frame showing a man with a beard and short hair, wearing a brown jacket and a patterned shirt. Below the video frame, the title "Veteran Voices: Lawrence Davidson" is displayed. Underneath the title is the channel name "Veterans Health Administration" with a blue "VA" logo. To the right of the channel name are two buttons: "Subscribed" with a checkmark and "8,269" subscribers. In the bottom right corner of the player area, it says "41 views".

YouTube

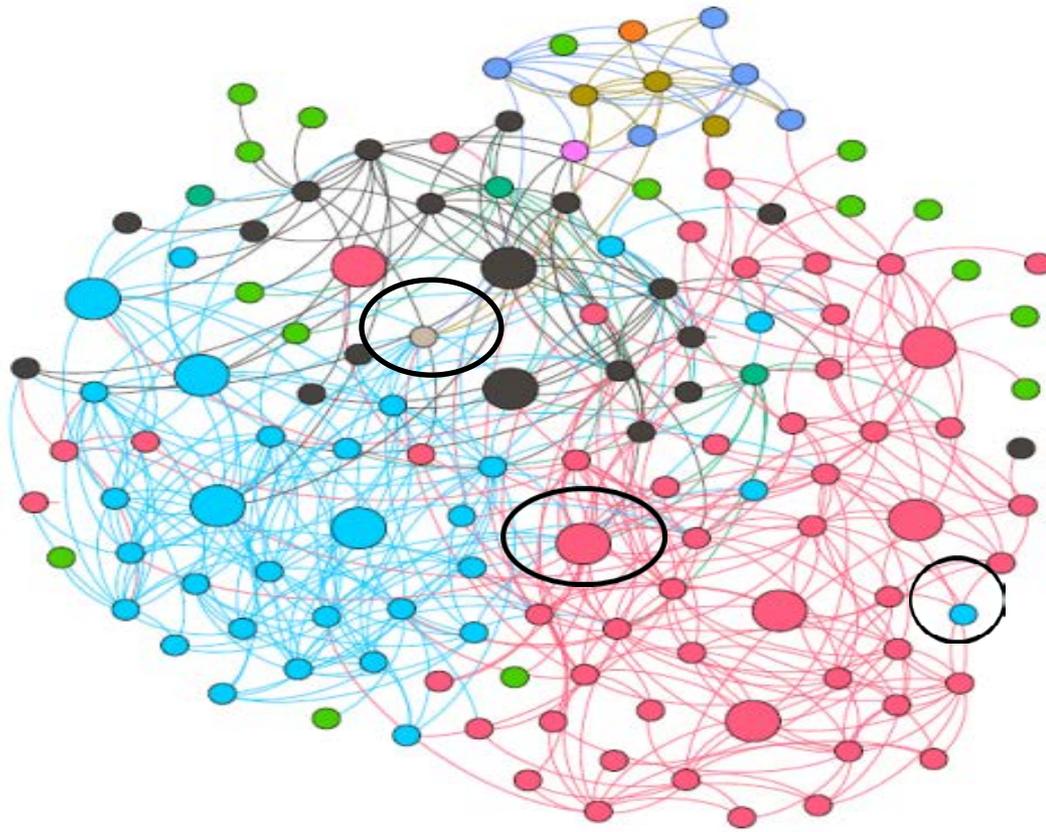
Veteran Voices: Lawrence Davidson

Veterans Health Administration

Subscribed 8,269

41 views

COLLEAGUES



“Which colleagues do you speak to regularly at work?”

- Social worker
- Psychologist
- Other
- Psychiatrist
- Nurse (intensive case management)
- Nurse (added to study)
- Readjustment counseling specialist (intensive case management)
- Nurse case manager (intensive case management)
- Psychiatrist (also intensive case management)
- Psychologist (also intensive case management)

Larger circles indicate provider referred patient to the RCT. Color of edge indicates its source node.

Elwy et al, under review

Twitter

Your colleagues are your stakeholders in terms of your professional circles. Tag them on Twitter to get the word out about their great work.

Colleagues—if you’ve been “cited” on Twitter, do the same for others. What comes around, goes around.

Engage in conversation with stakeholders who may communicate on your behalf—take that risk! But do your homework in advance. Who might be best to engage with?

Colleagues on Twitter



Steven Asch
@steveaschmd

Following

See what you can do without restrictive fee-for-service in health? #VA gave patients tablets to improve performance on access to #Mentalhealth care. @DonnaZulman @vahsrd #HealthIT

Psychotherapy Encounters & SAIL Measure Before/After Tablet Receipt

	6 Months Before Tablet Shipment	6 Months After Tablet Shipment
# Psychotherapy encounters among tablet recipients with MH diagnoses	7.0 (17.4)	11.6 (23.9)
Proportion with ≥ 3 psychotherapy visits in 6 wks*	31.6%	40.2%

Adaptation of the SAIL mental health continuity of care measure, PSY33

N = 5,077

11:39 AM - 12 May 2018



Rani Elwy @ranielwy · 24 Jun 2017

Who congressional staff follow re #health #policy on Twitter (in red) @sarahkliff is top, not a surprise! @davegrande #AHTranComIG #ARM17

NAME	FOLLOWERS	TWEETS	# STAFF FOLLOW
Sarah Kliff	35,079	10,987	26
Brendan Buck	11,700	9,040	16
Chelsea Clinton	556,776	2,048	16
HHS.gov	399,315	3,227	14
HealthCare.gov	175,683	1,513	14
Energy and Commerce	17,019	5,346	14
Planned Parenthood	111,147	14,783	13
Sen. Tom Coburn M.D.	78,052	1,300	13
NYTimes Health	638,468	20,472	12
The Hill Healthwatch	14,294	8,783	11
NPR Health News	478,127	8,775	10
Kathleen Sebelius	39,359	778	9
WSJ Health News	374,706	8,073	9
DC Fire and EMS	21,905	16,933	9
Kaiser Family Found	46,722	6,019	8
WHO	1,363,230	11,329	8
Jennifer Haberkorn	6,557	6,186	8
Health_Affairs	77,566	3,464	7
Kaiser Health News	73,652	7,228	7

2 6 8



Rani Elwy @ranielwy · 24 Jun 2017

Only verified Twitter accounts. They stated it was hard to always tell. And before she went to Vox.

1



Sarah Kliff @sarahkliff · 25 Jun 2017

Thanks for sharing this! Just curious - what is this measuring?

1 1



David Grande

@davegrande

Follow

Replying to @sarahkliff @ranielwy

Paper finally out today, shar.es/1Ti1y8 details on top health policy sources (though a bit dated given slow publishing process!)

University Social Media

Mantram Repetition Effective in Treating Veterans with PTSD

POSTED ON: June 20, 2018

TOPICS: [insomnia](#), [meditation](#), [mental health](#), [PTSD](#), [traumatic events](#), [veteran health](#), [veterans](#)



One-on-one therapy based on the repetition of a mantram, a word or phrase with a spiritual meaning, is an effective method of reducing PTSD symptom severity and insomnia in veterans, according to a new study co-authored by a School of Public Health researcher.

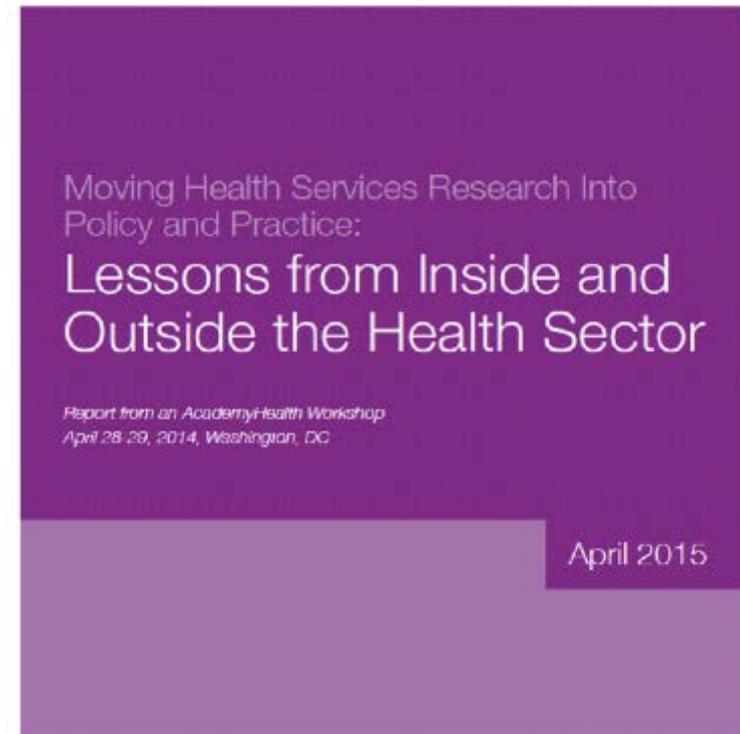
The study, published in the *American Journal of Psychiatry*, is the first randomized controlled trial of individually delivered mantram therapy for PTSD in a group of veterans. The researchers found the veterans in mantram repetition therapy had significantly greater improvements in PTSD symptom severity and insomnia, and 59 percent no longer met the criteria for PTSD after two months, compared to 40 percent of veterans receiving another non-trauma-focused therapy.

Other Examples?

Please share if you have other ways of utilizing stakeholders as communication partners

Translation & Dissemination Institute

- Linking Research with Policy and Practice
- Framing Research to Increase its Usefulness for Policy and Practice
- Communicating Research More Effectively



AcademyHealth Interest Group

Translation and Communications Interest Group

The Translation and Communications Interest Group is comprised of researchers, policymakers, advocates, journalists, consumers, practitioners and others interested in improving the quality of healthcare.

SHARE



Overview

The Translation and Communications Interest Group is comprised of researchers, policymakers, advocates, journalists, consumers, practitioners and others interested in improving the quality of healthcare. The group focuses on practical ways to understand, translate, and communicate research findings to meet the needs of various audiences, including improving the quality of information that informs health policy development. Topics of interest include effective communication, such as understanding how media messages affect knowledge, opinions, and politics, and how research findings can be effectively translated and incorporated into healthcare programs. The Interest Group also seeks to provide members with professional development opportunities to improve communication and translation skills.

Join This Interest Group

Interest group participation is a benefit of AcademyHealth membership. Nonmembers can join the IG mailing list to receive updates and event announcements.

Professional Resources

[Awards](#)

[Career Center](#)

[Funding Opportunities](#)

[Interest Groups](#) ^

[Advocacy](#)

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[Disability Research Interest Group](#)

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[Global Health and Health Care Interest Group](#)

[Health Economics Interest Group](#)

[Health Information Technology Interest Group](#)

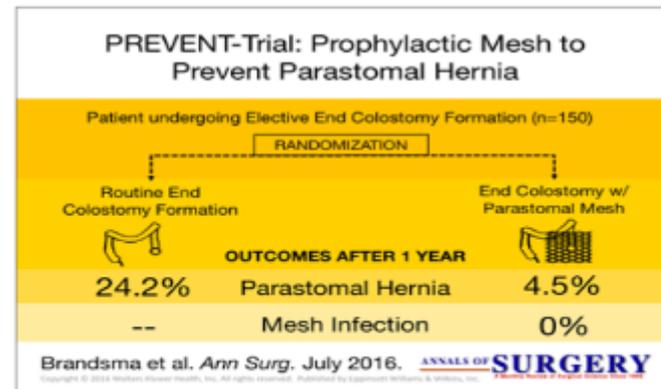
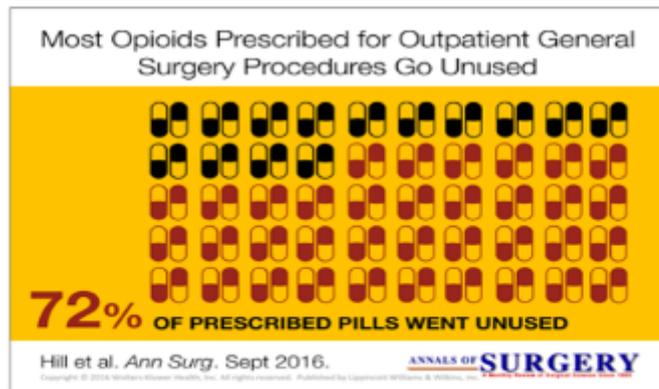
T&C IG Pre-Conference ARM 2018

WHAT IS A VISUAL ABSTRACT?

Simply put, a *visual abstract* is a visual summary of the information usually found within the abstract portion of an article. Similar to the actual text abstract of a research article, it is meant to convey the key findings of the article in a shorter format.

WHAT IS A VISUAL ABSTRACT?

“A visual summary of the information contained in the abstract.”



THANK YOU!

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