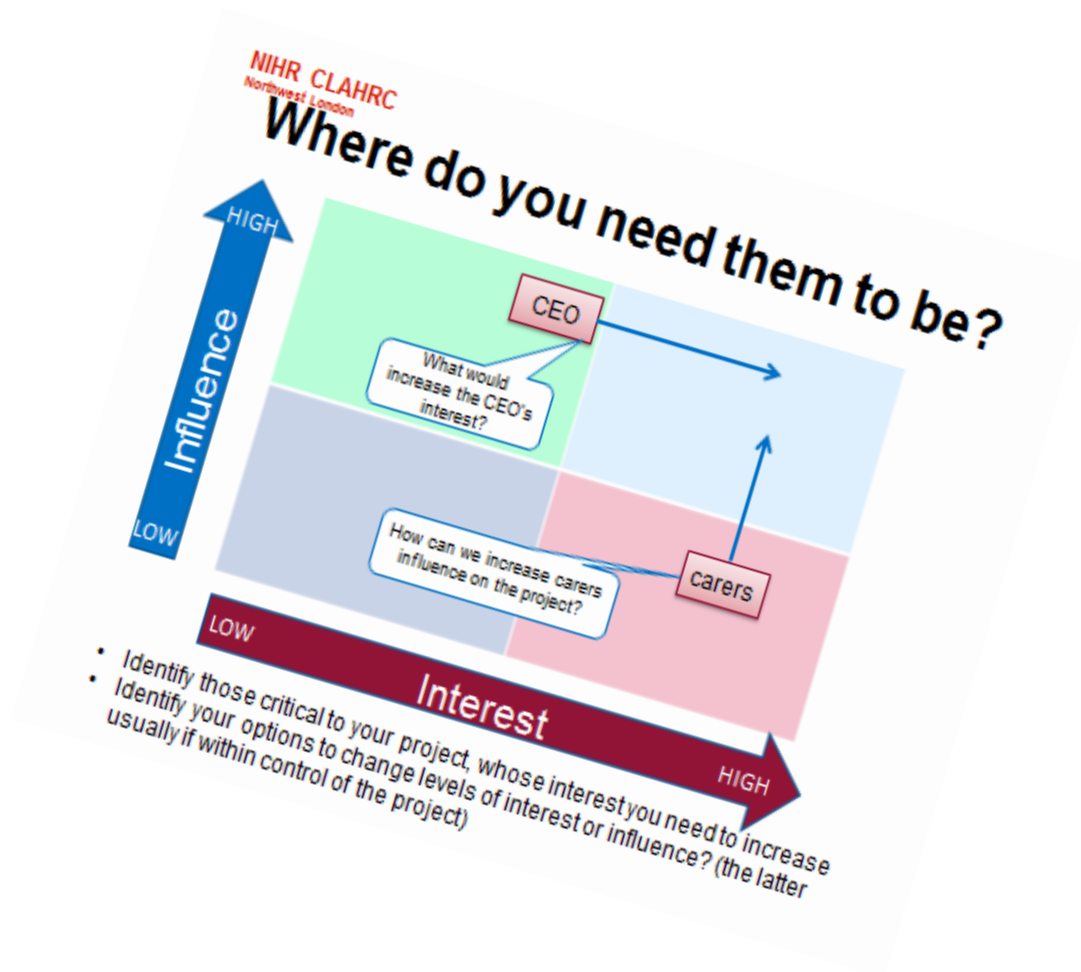


Stakeholder Engagement

Dr Sharon Hall
Paediatric Consultant Allergist Imperial Healthcare NHS Trust

Wendy Carnegie
Improvement Science Manager Early Years Theme CLARHC NWL

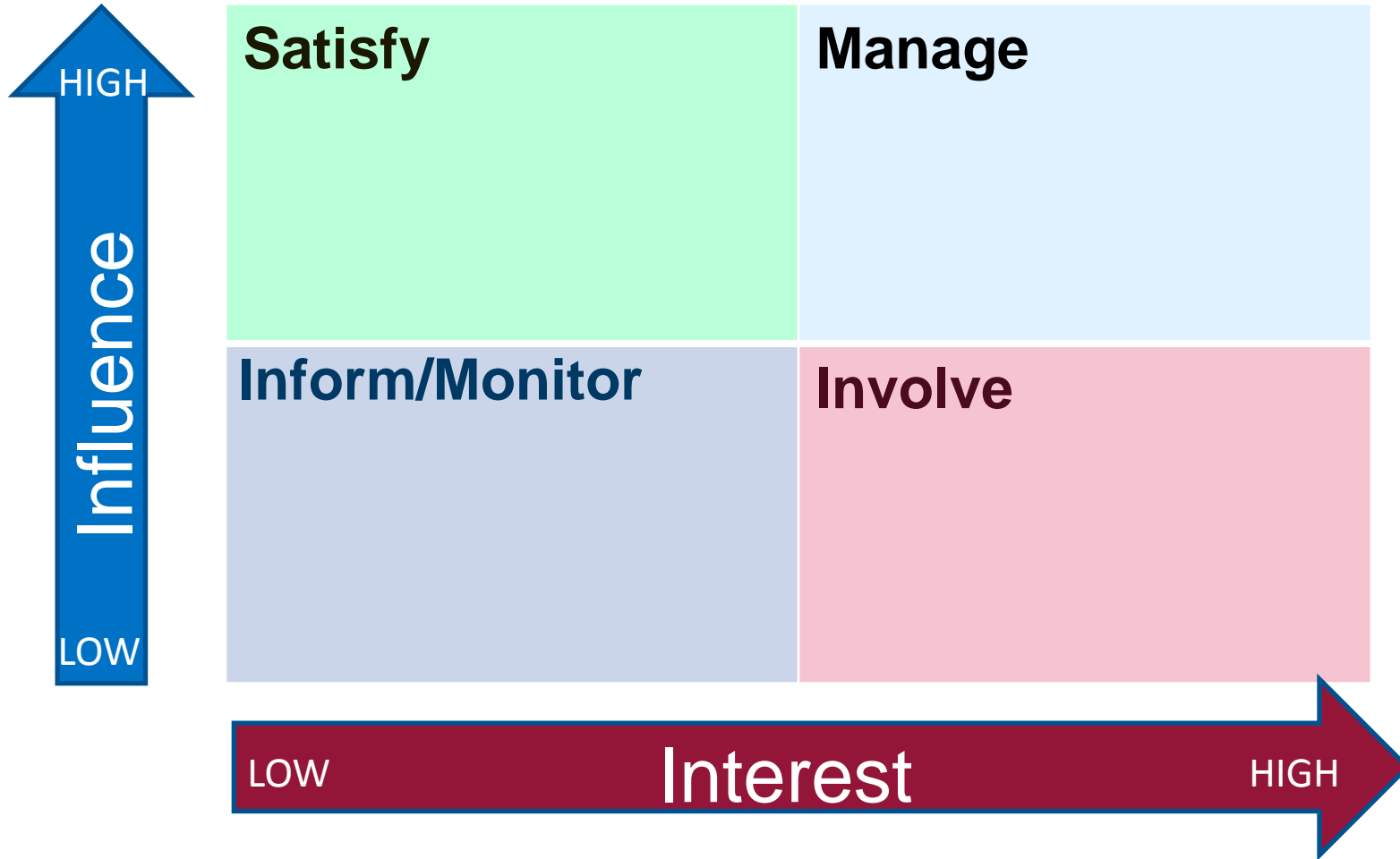
What is stakeholder engagement?



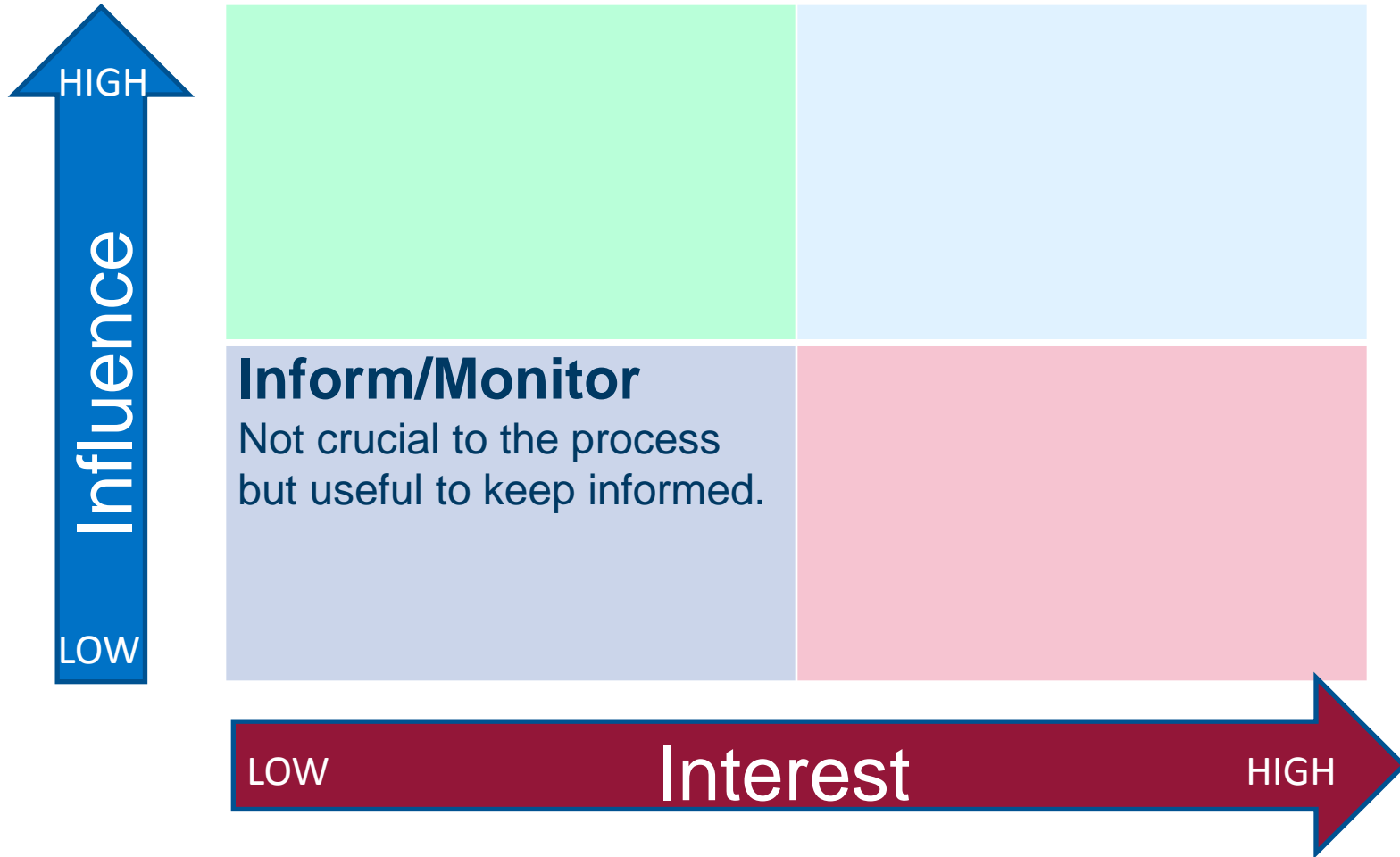
Why Stakeholder Mapping?

- Identification of everyone with influence or interest in the work
- Recognition of different involvement/information needs
- Guidance on how to meet these needs
- Identification of priorities for engagement

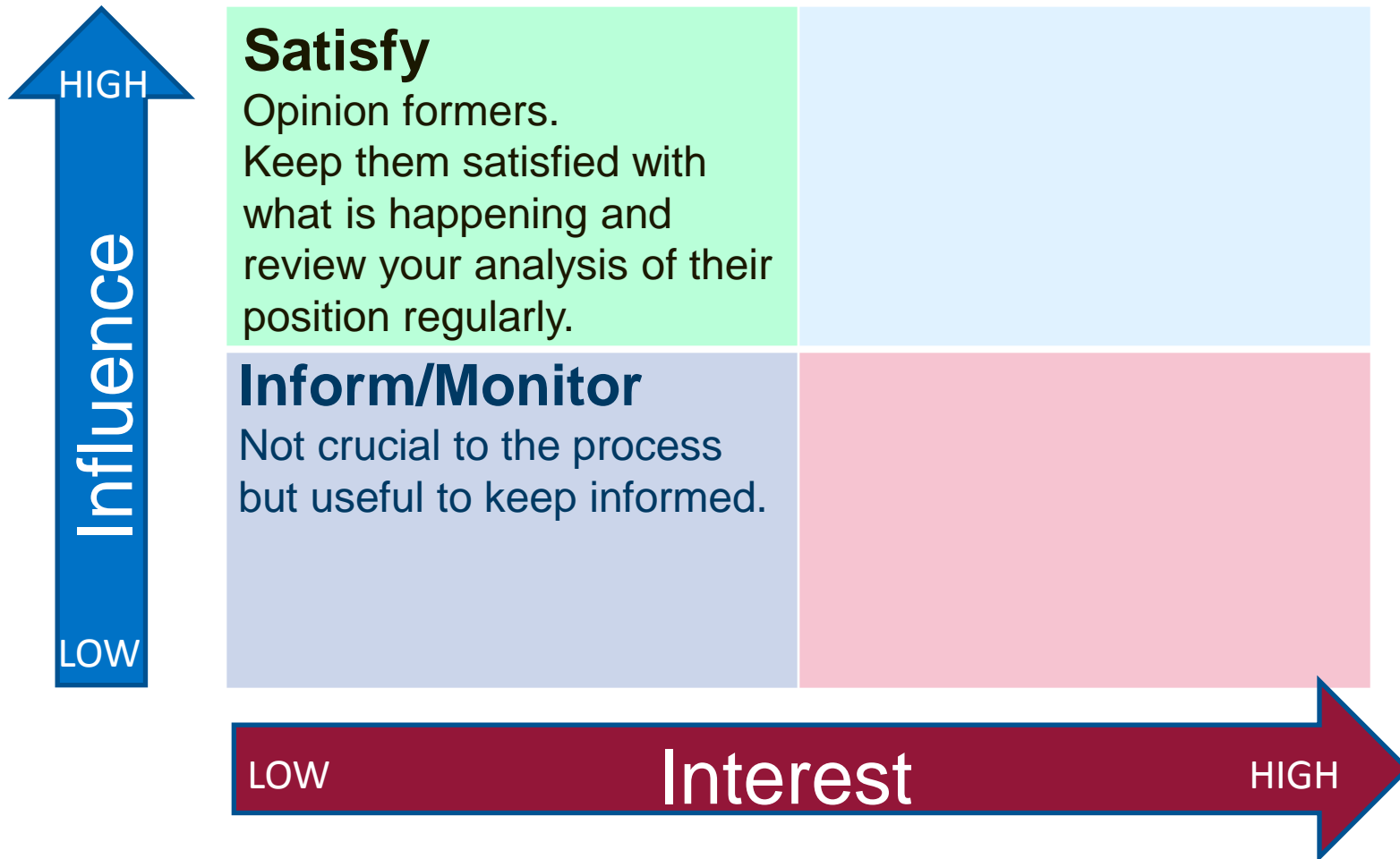
How is it done?



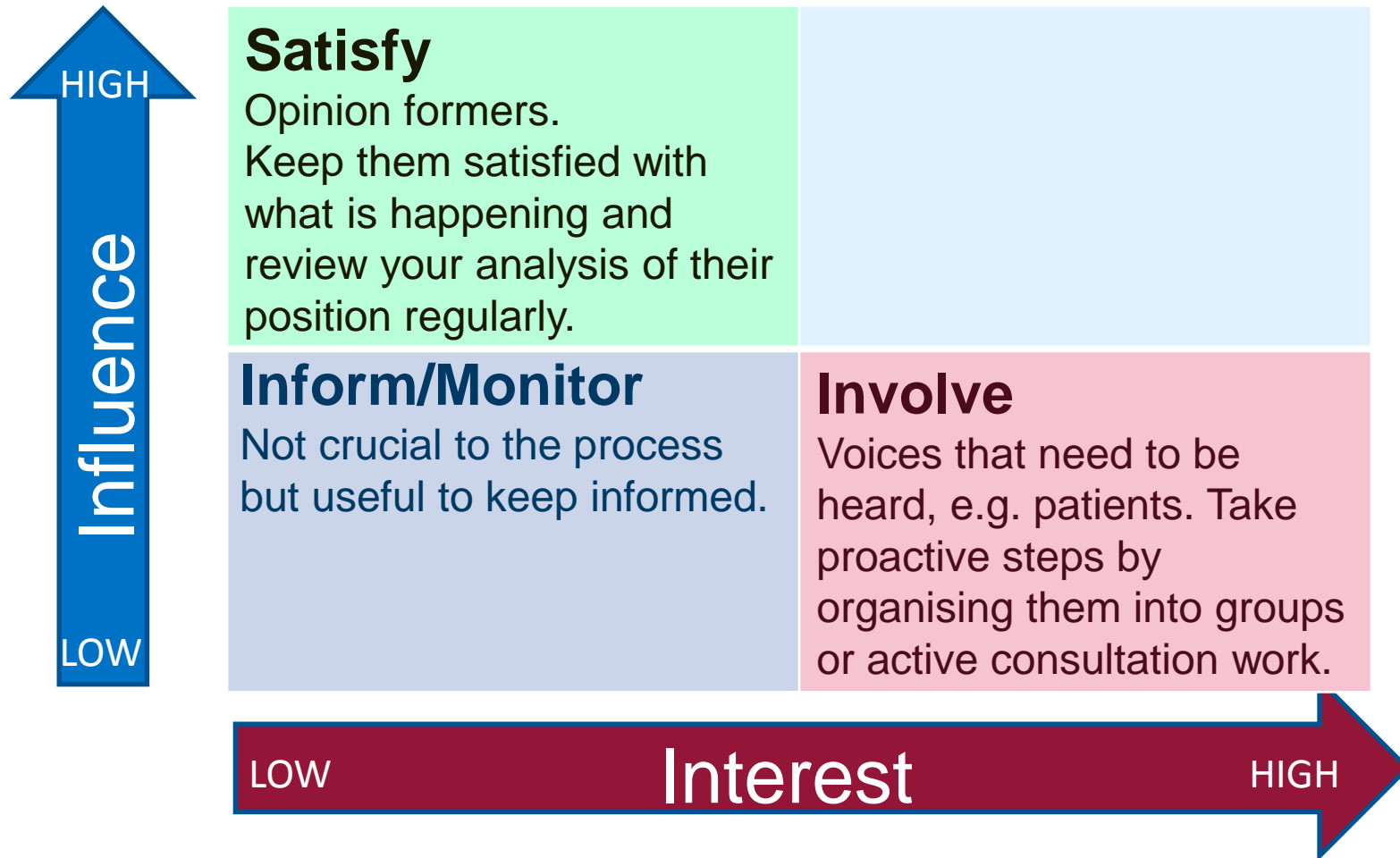
What does this mean?



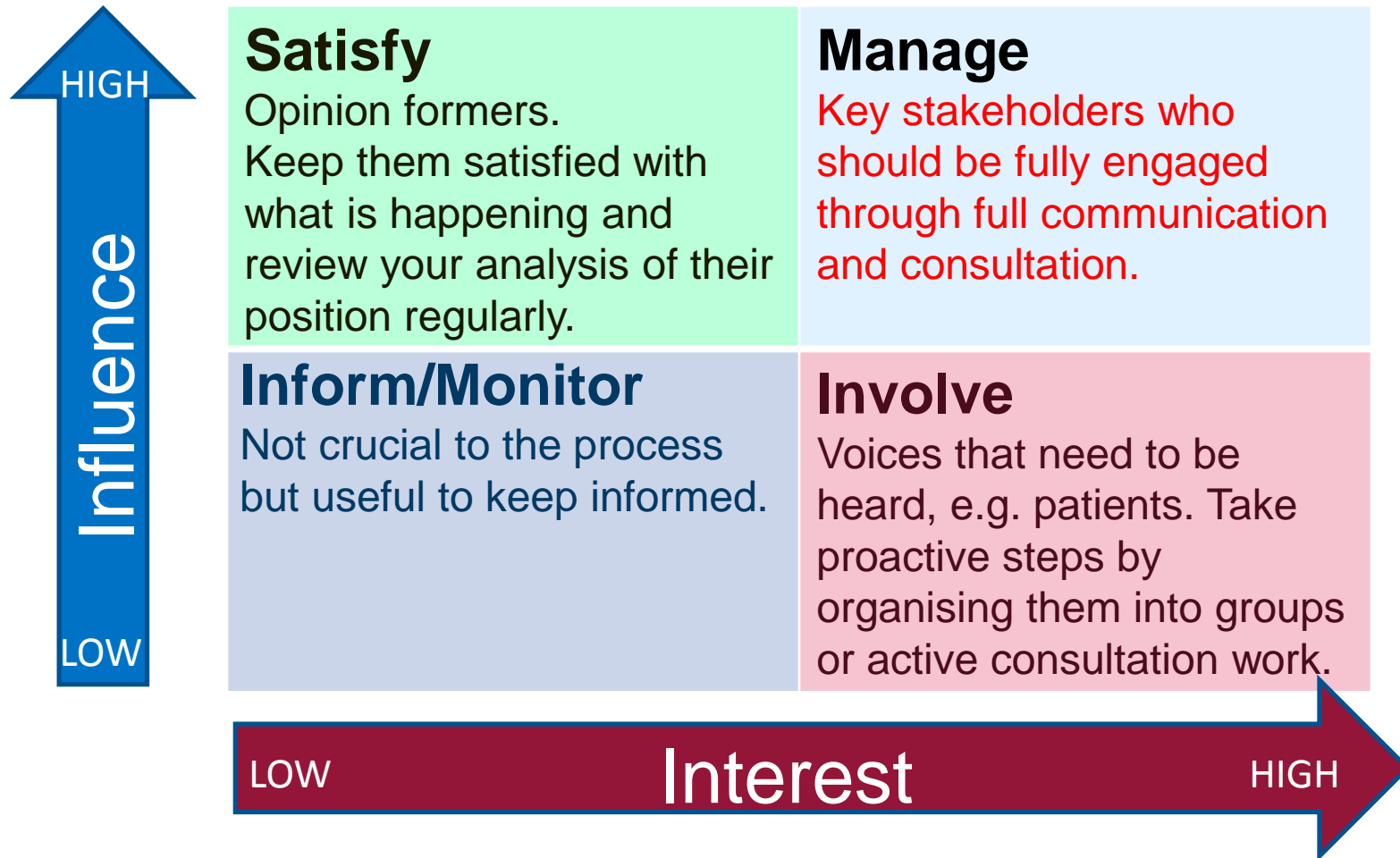
What does this mean?



What does this mean?



What does this mean?



Outputs

To identify Stakeholders:

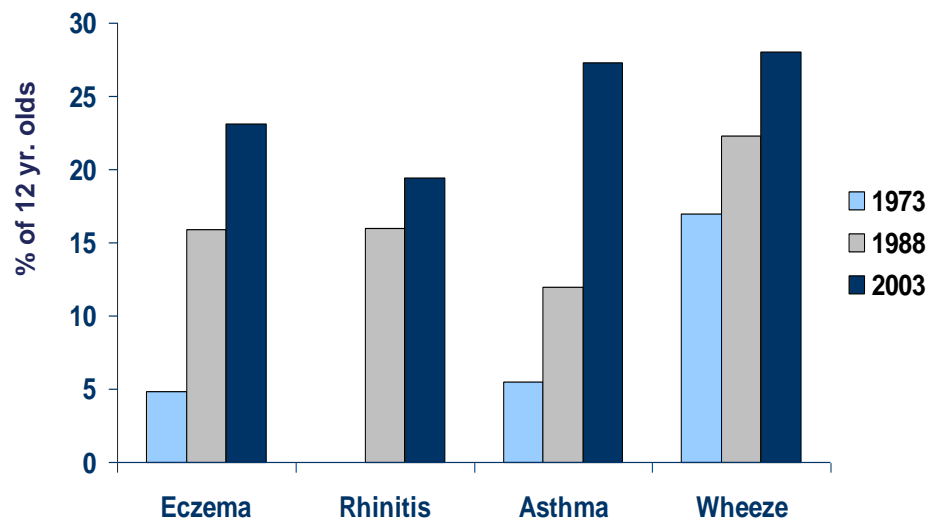
1. Roles and Job titles
2. Influence and Interest

Going forward:

3. Identify the stakeholder engagement in roll-out sites
4. Review names and positions on Stakeholder map
5. Adapt the communication plan



Increasing prevalence



Burr et al Thorax 2006;61:296-9

Policy Context

| | | |
|--------|--|--|
| 2003 | RCP – Allergy: the unmet need | Highlighted postcode lottery |
| 2004/5 | Parliamentary Health committee | Endorsed RCP report and recommendations |
| 2005/6 | Dept. of Health response | No immediate action more information required |
| 2007 | Science and Technology committee (HoL) | Focus on research but accepted this was compromised by lack of service provision |
| 2009 | Department of Health | Allergy Care Pathways Project |
| 2010 | RCP/RCPPath | Allergy services: Still not meeting the unmet need |

ISW Response

- Project Development
- Application of Methodology to ISW
- On going stakeholder engagement
- Roll out to Outer North West London

Why Stakeholder Engagement?

- The process of identifying and communicating effectively with those people /groups who have an interest or influence on the projects outcome.
- All projects need stakeholder engagement to succeed
- Parties external to the project management team can exert a powerful influence with key stakeholders, both internal and external is essential to the projects success

How is it done?

1. What Actually Happens
2. Identify Needs
3. Identify Priorities
4. Identify Potential Solutions
5. Implement

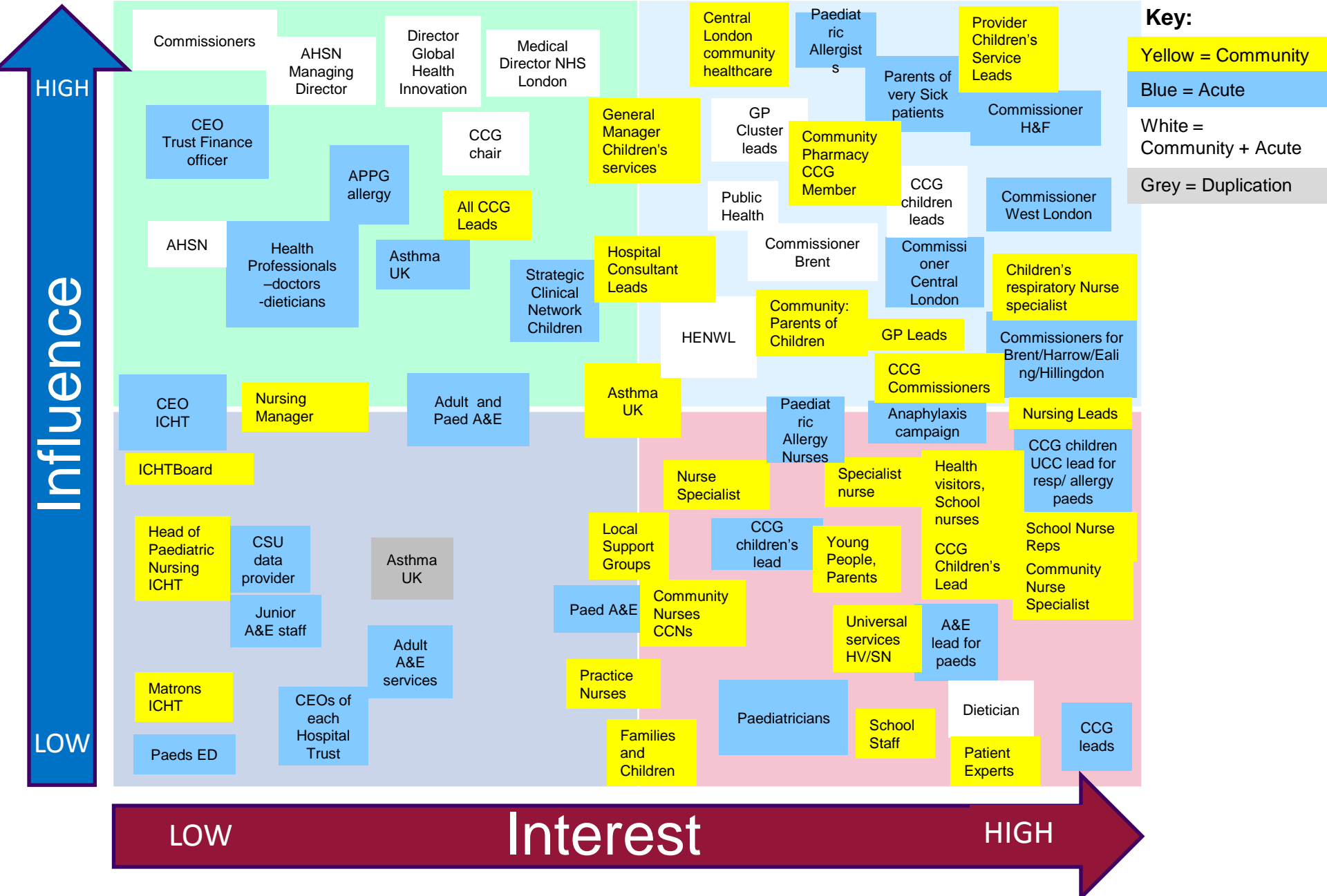
Primary Stakeholders

- Business
 - sponsors who endorse the objectives and ensure business investment provides value for money
- Users
 - those who after the project is completed, will use the products to enable them to gain the intended benefits
- Suppliers
 - those who provide the resources and expertise required by the project (these may be internal or external)

NIHR CLAHRC

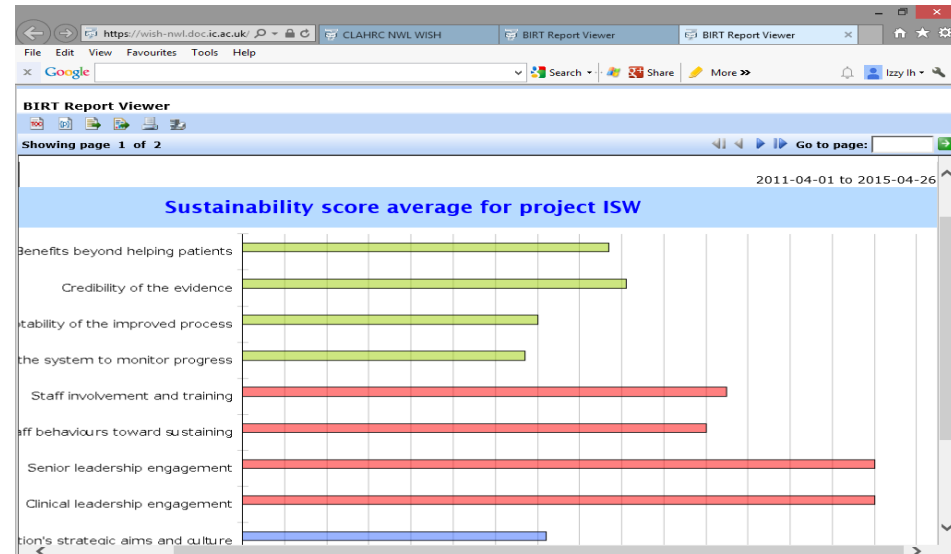
Northwest London

ISW Inner Northwest London Community and Acute care settings



Communication

- Carried out continually
- Plans, reports, bulletins, notice boards, dashboards, briefings
- Risk, Threats, Opportunities
- Internally and externally



Communication strategy

- Identify and review stakeholders
- Consult with them for their information needs
- Clarify key communication message
- Determine desired outcomes from successful communications
- Gather agreement from key stakeholders

Working with stakeholders

- Analyse who are the stakeholders and engage them appropriately
- There are likely to be individuals or groups who are not part of the project but who may be affected by the projects outcomes

Such people may

- Support or oppose the project
- Gain or lose as a result of project delivery
- See the project as a threat or enhancement to their positions
- Become active supports or blockers of the project and its progress

Focus on Products

- The purpose of a project is to fulfil stakeholder expectations
- A common understanding of the products/outcomes is required
- There needs to be explicit understanding of the required outcomes and the criteria against which they will be individually judged.



Managing Stakeholders

- Business case
- Project plan dissemination
- Reviews and structured quality inspections
- Communication

Outcomes from ISW 1 Project

- Clinical Activity
- Education and Training
- Impact on Unscheduled Care and Admissions
- Patient Experience

Outcomes from ISW 1 Project

Clinical Activity

| | 2012/13 | 2014/15 |
|---------------|---------|---------|
| MDT clinics | 144 | 108 |
| Patients seen | 612 | 540 |
| DNA | 10% | 7.5% |

- 80% new 20% F/U
- Two thirds of children had 2 or more allergic conditions
- Two thirds of children had skin prick testing
- One third of families had dietician advice, mostly on food avoidance
- All parents were given an written management plan and had education and training on the treatment for their child

Education and Training

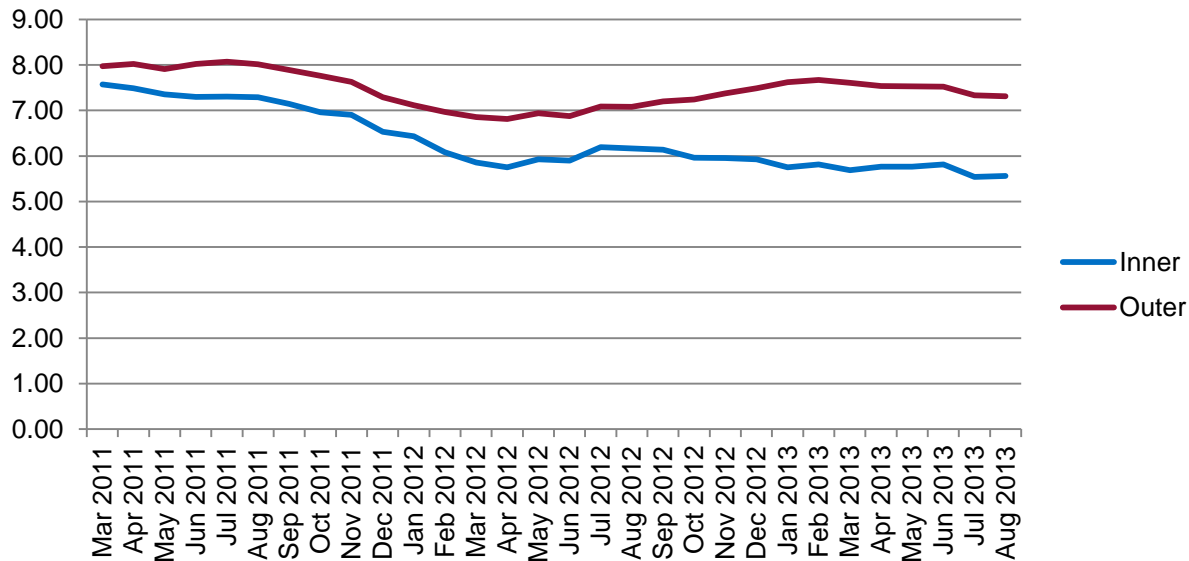
| | Diagnosis | Treatment |
|-------------------|--------------|--------------|
| Asthma | $p < 0.05$ | $p < 0.01$ |
| Allergic Rhinitis | $p < 0.0001$ | $p < 0.0001$ |
| Food allergy | $p < 0.0001$ | $p < 0.0001$ |
| Eczema | $p < 0.05$ | $p < 0.001$ |

- 44 sessions provided for 324 professionals trained
- Increased professional confidence as measured by questionnaire scores pre and post training, ($p < 0.0001$) overall with breakdown by disease;
- Better recognition of allergic disease and complexity

Outcomes from the ISW Project

Impact in Unscheduled care and Admissions

- 13% reduction in A&E attendances
- 22% reduction in admissions (of outer boroughs)



Outcomes ISW Project

- Patient Experience

- Development of validated patient experience measures in paediatric allergic conditions
- 98% parents reported high or very high levels of patient satisfaction with the service

- GP Feedback

Your Child's Allergy Care

What is the survey about?

This survey is about the care that you and your child received for your child's allergy.

Who is the questionnaire for?

The questions have been designed to be answered by the parent/carer of the child with the allergy.

Filling out the questionnaire

For each question please tick clearly inside one box using a black or blue pen. For some questions you will be instructed that you may tick more than one box. Do not worry if you make a mistake; simply cross out the mistake and put a tick in the correct box.

For some questions you will see a [Go to](#) instruction next to a response. Where you see this, please follow the instructions and skip to that question.

Questions or help?

If you have any queries about the questionnaire, please [contact allergy@rcpch.ac.uk](mailto:allergy@rcpch.ac.uk) to gain the word document so that you can insert your customised information here

It is up to you whether you want to take part in this survey – you do not have to

All answers are confidential - nobody will know who said what!



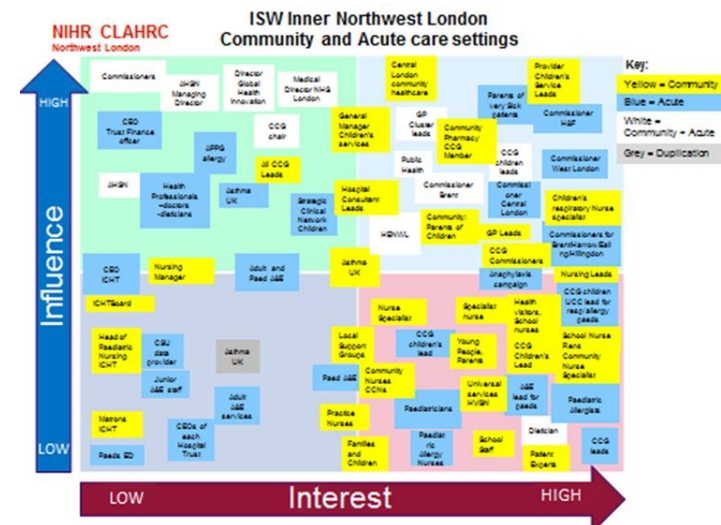
Communication of ISW outcomes and Stakeholder Review

Communication of Outcomes

- Project Report
- Project Executive Summary
- Health Economics Report
- Abstracts/Oral Presentations
- Publications
- Awards

Stakeholder Review

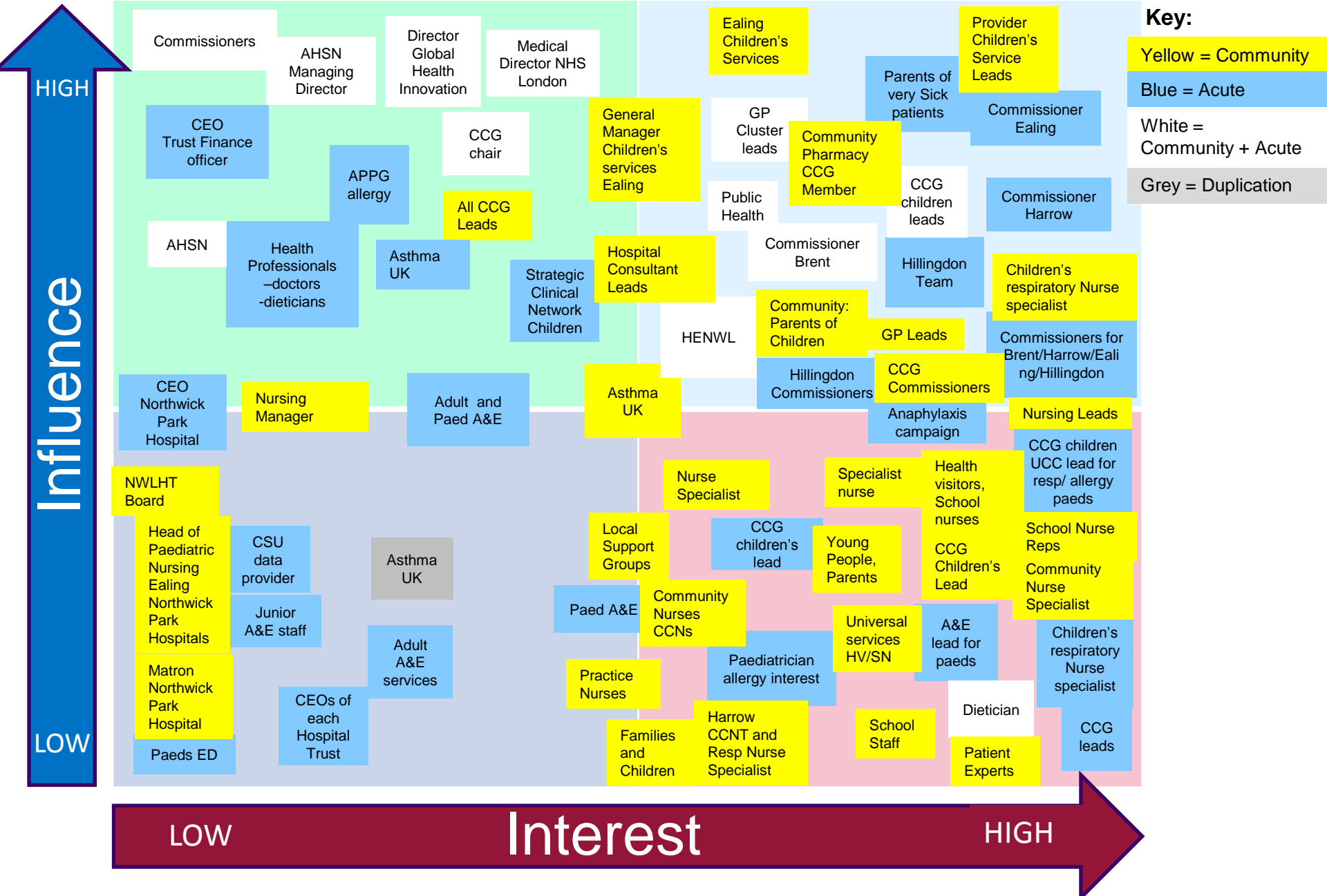
- Review new/changing stakeholders
- Changes to service models



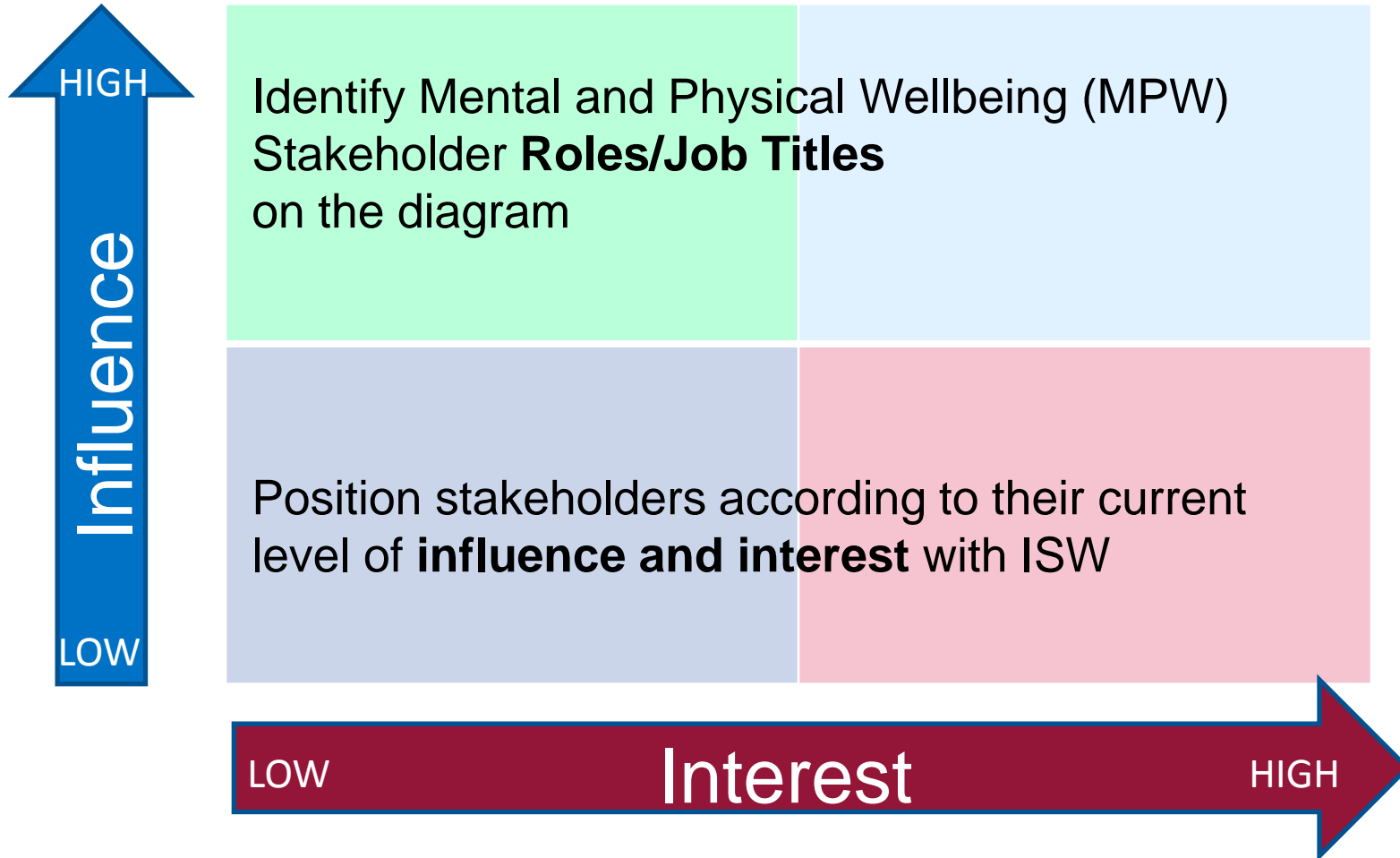
NIHR CLAHRC

Northwest London

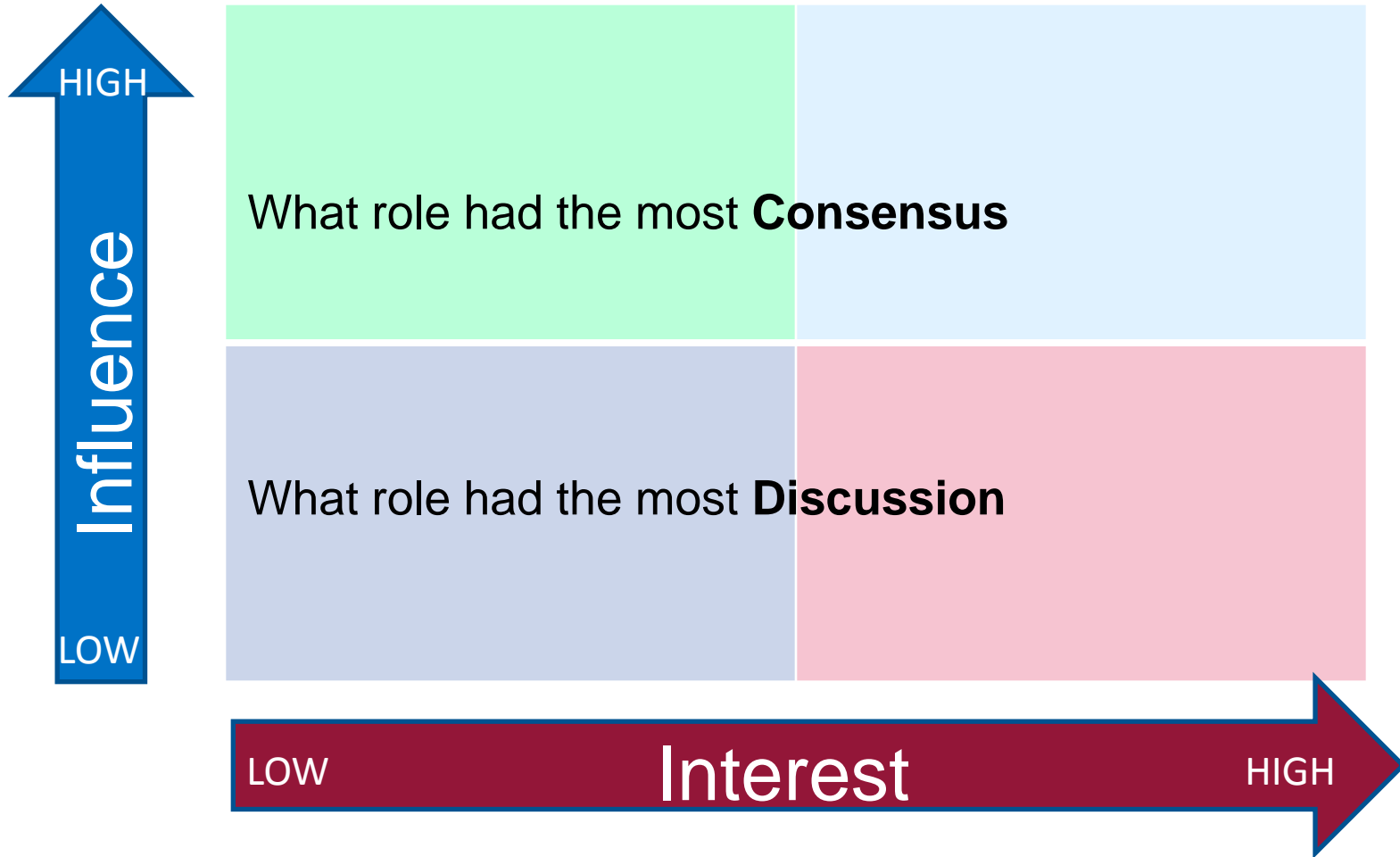
ISW Outer Northwest London Community and Acute care settings



Map your stakeholders (10 minutes)



Rapid feedback (10 minutes)



ISW Roll to Outer North West London

- **Health Economics Report**

The effectiveness of early intervention for children and young people

Evidence from the Itchy Sneezzy Wheezy project

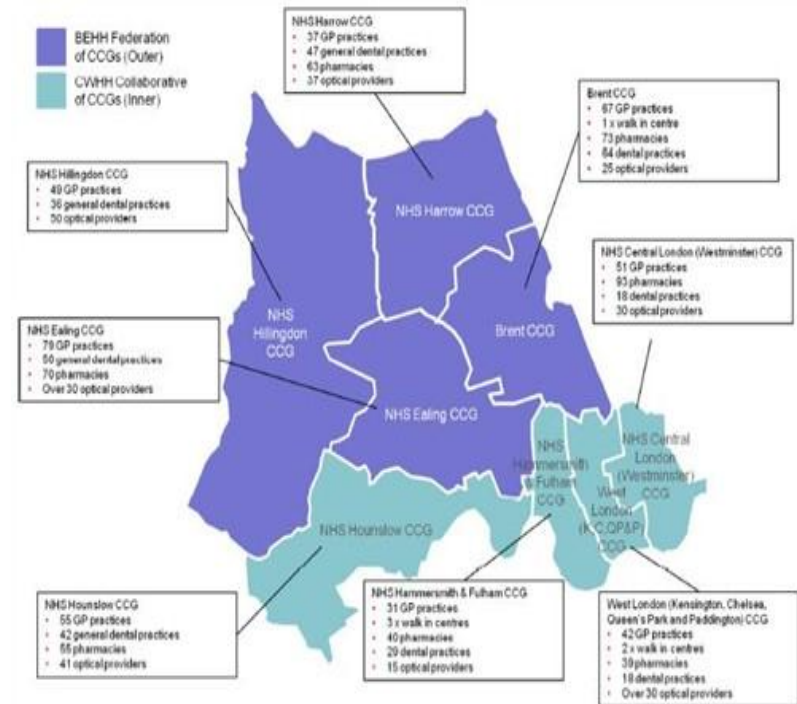
A report to Imperial College Healthcare NHS Trust and NIHR CLAHRC Northwest London

December 2014

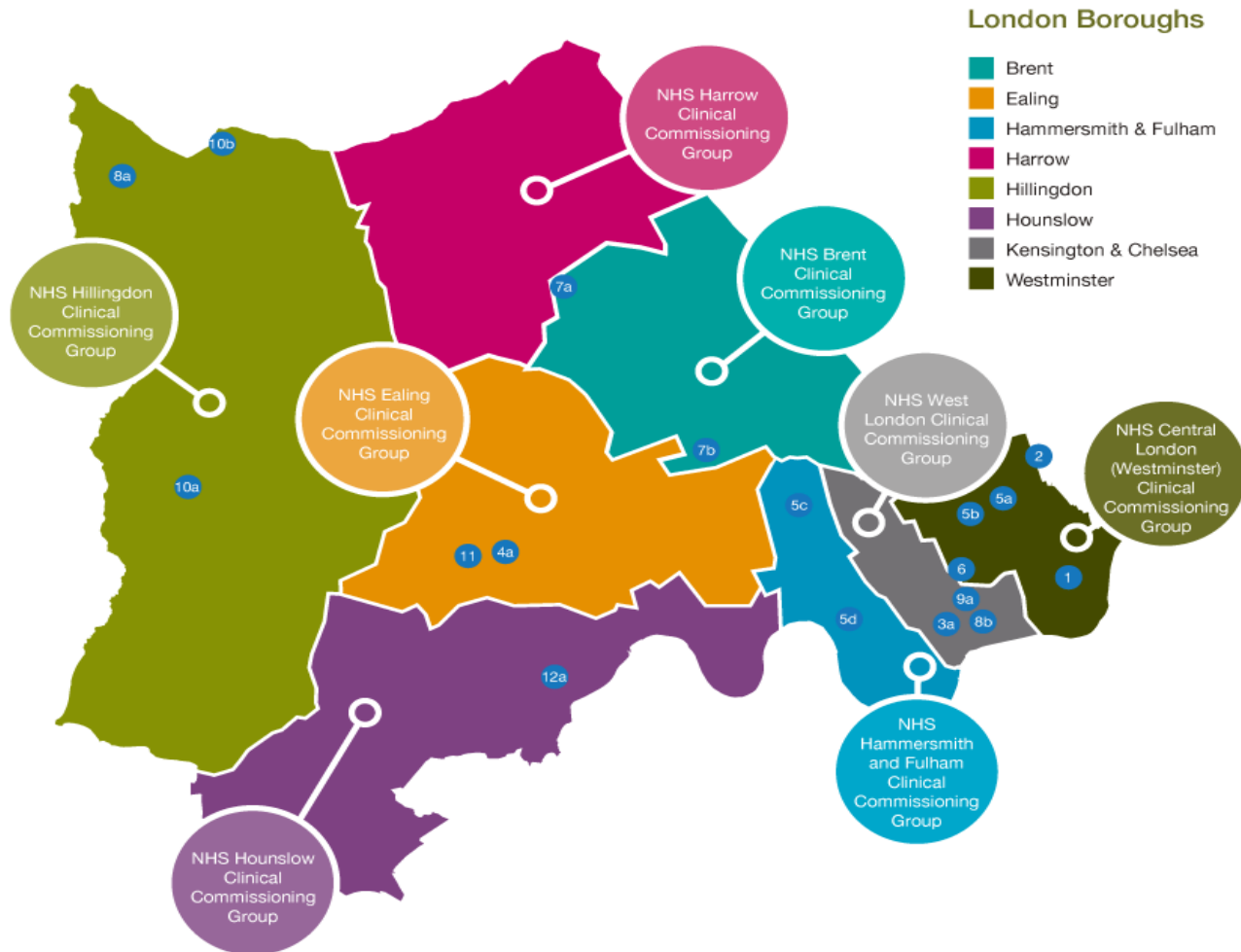
- **4 Boroughs**

– Adapted to local resources and services

- **1st Acute/Community CQUIN**



Outer North West London Boroughs



Next Steps

28.04.15 - Collaborative Learning Event

- Consider influence and Interest of Stakeholders supporting MPW

May 2015 - Development of local engagement plans using **Stakeholder maps**

- for the 4 Outer North West London roll out sites of Harrow, Ealing, Brent, Hillingdon
- add names and adjust positions as appropriate for each site

Summary

- Stakeholder engagement and management is essential for project success
- Stakeholder mapping enables clear plan of who and how to engage
- Communication, reviews and dissemination of outcomes is critical

Questions





Itchy Sneezzy Wheezy

Everything you need to know about allergies

Itchy Sneezzy Wheezy Stakeholder Engagement

Dr Sharon Hall

Paediatric Consultant Allergist

ICHT 2015