

Earning and Sustaining Stakeholder Buy-In

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A Roadmap to Advance Health Equity

advancinghealthequity.org

Advancing Health Equity: Leading Care, Payment, and Systems Transformation (AHE) is a national program supported by the Robert Wood Johnson Foundation and based at the University of Chicago. AHE's mission is to discover best practices for advancing health equity by fostering payment reform and sustainable care models to eliminate health and healthcare inequities.



You Are Here!

ESSENTIAL ELEMENTS

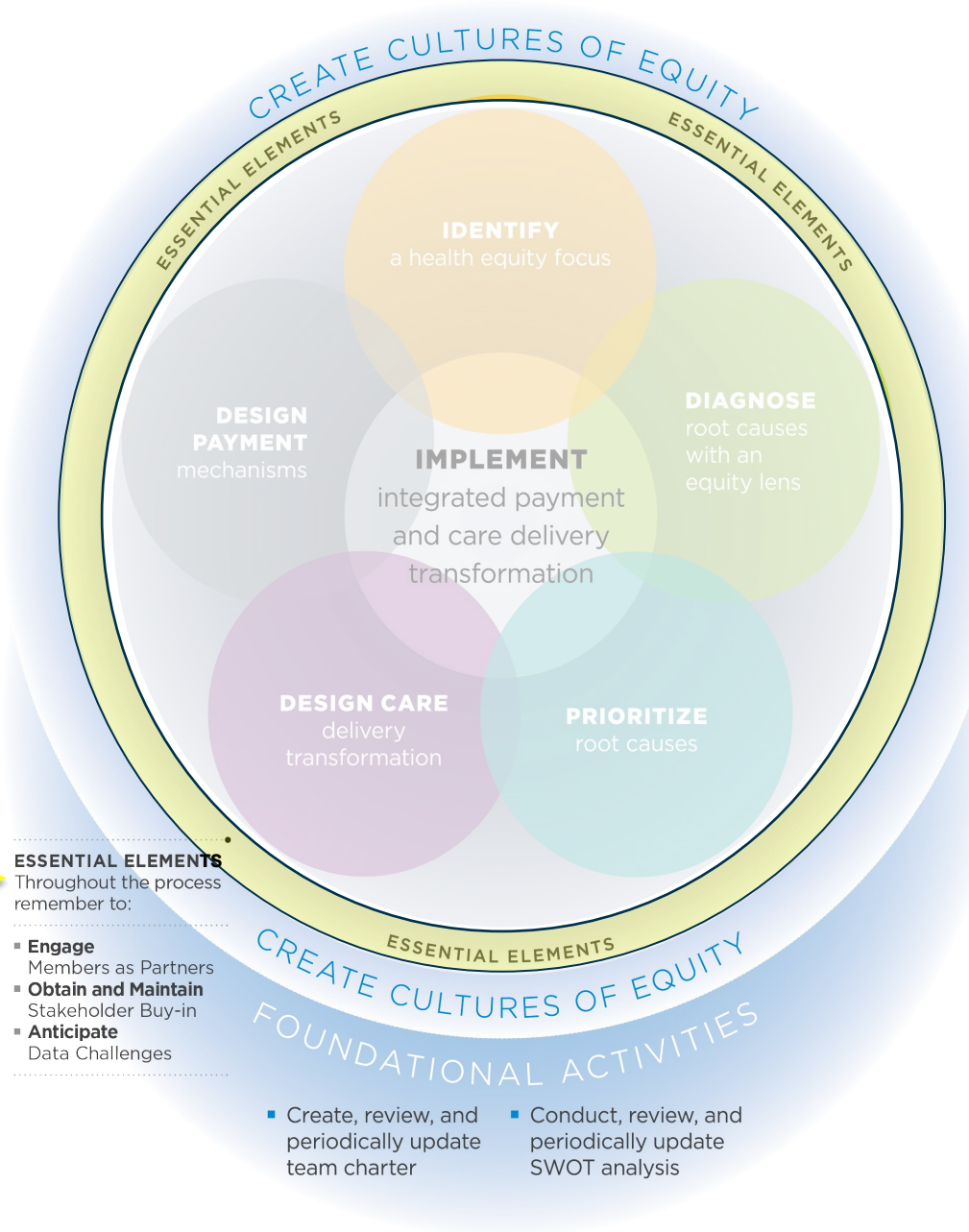
Throughout the process remember to:

- **Engage**
Members as Partners
- **Obtain and Maintain**
Stakeholder Buy-in
- **Anticipate**
Data Challenges

CREATE CULTURES OF EQUITY

FOUNDATIONAL ACTIVITIES

- Create, review, and periodically update team charter
- Conduct, review, and periodically update SWOT analysis






Agenda

- / Welcome
- / Learning Objectives
- / Accountable Spaces Framework
- / Earning Buy-in Presentation
- / Q&A
- / The Spreading Your Message Tool

Learning Objectives

- // Identify which approaches are most effective for earning buy-in from different stakeholders
- // Identify key health and healthcare equity topics important for different stakeholder groups
- // Choose key messages that allow you to communicate your goals persuasively and succinctly
- // Identify strategies for productively discussing and addressing key stakeholder questions and concerns

Housekeeping

- Video on if/whenever possible
- Mute when not speaking
- Use the “raise hand” feature or send questions and comments anytime via chat
- Take care of yourself and loved ones (e.g., bio breaks)
- Pair your computer and phone, if connected separately:
 - Right click your image
 - Select “merge audio”
 - Select your phone number
- To enable closed captioning:
 - Click the **Captions** icon () and select **Show Captions**
 - Select your speaking language

Accountable Spaces Framework

At AHE, accountability is directly tied to care for others both in the work we do and the conversations we have. Being accountable means practicing good stewardship and ceding power to make space for others to shine. We will center this framework today to help us keep the tenets of accountability at the forefront of our conversations.

Accountable Spaces Framework

- // Do not interrupt others.
- // Listen actively, instead of waiting to speak.
- // Be mindful of your total talk time and resist the urge to add “sprinkles” to a perfectly good conversation sundae.
- // Give everyone a chance to speak, without unnecessary pressure.
- // Words and tone matter. Be mindful of the impact of your words, not just your intent.
- // We are all learning, and we will make mistakes from time to time. If you said something offensive or problematic, apologize for your actions or words -- not for someone feeling insulted by them.

Accountable Spaces Framework

- // Recognize and embrace friction. Constructive conflict can often lead to substantive change.
- // Give credit where credit is due. If you are echoing someone's previously stated idea, give them appropriate acknowledgment. If you notice others aren't receiving the credit they are due, speak up and highlight their work.
- // Speak for yourself using "I" statements. Do not take ownership of others' lived experiences.
- // Create meaningful opportunities for those belonging to communities that have historically been most impacted to share their experiences.
- // Address racial inequities head on and call out racism when it happens.



Earning and Sustaining Stakeholder Buy-in for Your Health Equity Initiative

What Does Buy-in Look Like?

- // Making resources available
- // Freedom to try new things
- // Showing up and participating
- // Contributing ideas and input
- // Getting the word out
- // Advocating your message in conversation
- // Signing joint emails to staff

**Buy-in is more than approval –
it's a concrete pledge**





Key Messages

- / Answers “why” rather than just a call to action
 - Advantages over the status quo
 - Advantages over another intervention
- / Persuasive and anticipates concerns
- / Links your efforts to your audience’s priorities
- / Is short, catchy, and to the point



Key Messages Are...

- ✓ Easy to share and reinforce
- ✓ Consistent
- ✓ Foster clear communication and momentum
- ✓ Race explicit

Example Key Message:
Developing an internal culture of equity will help all employees of the agency feel ready to engage in health equity projects.

Example Key Message:
Measuring disparities in access to primary care will help us identify ways to better serve the Black children who are cared for by our doctors.



Earning and Sustaining Buy-in from Staff



Earning and Sustaining Buy-in from Staff



✓ Consult everyone who will be affected



✓ Minimize time burden (e.g., use existing meeting times)



✓ Let staff know their input is key, and show that you mean it



✓ Report back to everyone who gave input



Staff as Champions

- ✓ Champions can:
 - Advocate **to** peers to increase buy-in
 - Advocate **for** peers to develop a stronger project and better outcomes
- ✓ Involving champions will:
 - Help balance goals with operational reality
 - Overcome skepticism and increase credibility

Guiding Motivations for Partners

Organization	Guiding Motivations
Healthcare organization	<ul style="list-style-type: none">■ Providing high-quality care■ Maintaining financial stability
Managed care organization	<ul style="list-style-type: none">■ Compliance with state and federal requirements■ Reimbursing for effective healthcare■ Performance on HEDIS metrics
State Medicaid agency	<ul style="list-style-type: none">■ Compliance with state and federal requirements■ Alignment with other state goals■ Appropriate stewardship of resources
Community-based organization	<ul style="list-style-type: none">■ Providing high-quality services■ Maintaining financial stability
Patients/members/community	<ul style="list-style-type: none">■ Receiving high-quality care■ Feeling trusted and respected



Guiding Motivations for Provider Organization Staff

Stakeholder Role	Likely Concern	Building the Case
Leadership	<ul style="list-style-type: none">Return on investmentOrganizational mission and strategy	Explore positive financial impact. Link equity activity to key organizational priorities.
Healthcare providers	<ul style="list-style-type: none">Workflow and efficiency	Show how activity will improve ability to practice at top of your license.
Frontline staff	<ul style="list-style-type: none">Workflow and efficiency	Be honest about impact on workflow and seek ideas to mitigate negative impact.
Everyone	<ul style="list-style-type: none">Individual wellbeing	Inspire staff about vision and predicted outcomes.



Earning and Sustaining Buy-in from Members and Community-Based Organization



Clean Up Your Side of the Street *(and Keep it Clean)*

History

Learn the history between your organization and community members and community-based organizations (CBOs)

- How will you account for and address any past wrongs or trauma that exist?

Policies and Practices

Identify and examine policies or practices that contribute to exclusion or perpetuate marginalization

- Is your organization practicing antiracism?
- How will members and the community see these changes?
How will they experience working with you?

Key People

Identify key people

- Who at your organization is accountable for making the changes that community members and CBOs recommend?
- Who holds them accountable?

Avoid Exploitation: Promote Fair Exchange

Individuals and communities experiencing inequities have expertise you need.



Compensate them for their expertise and experience.

Would you expect free consultation from a consultant or consulting firm?

Why do we expect patients and communities to give us their hard-earned lessons for free?



Do your own work---don't ask others to do it for you.

Everyone's role is mutually understood and agreed upon.



Spreading Your Message



Refresh: Key Messages

- // Answers “why” rather than just a call to action
 - Advantages over the status quo
 - Advantages over another intervention
- // Persuasive and anticipates concerns
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Spreading Your Message: Email #1

Dear Physicians,

I'm writing to inform you about our exciting new initiative to reduce racial disparities in birth outcomes by partnering with a local doula organization. As you may know, Black people in the U.S. experience significantly worse birth outcomes than White people, and we have found that this is true within our patient population, as well.

Working with doulas will help our practice learn how to provide better care for these patients and improve their outcomes.

During the coming months, we will start this initiative and look forward to seeing these improvements!

Does not indicate prior engagement with staff on this topic

Impact on staff and patients is vague

No clear next steps for staff



Spreading Your Message: Email #2

Dear Physicians,

As discussed in recent staff meetings, next month we will begin our new initiative to reduce racial disparities in birth outcomes. We are excited to start a new partnership with a doula organization that will help support our Black patients who are experiencing high-risk pregnancies.

Patients will get the support of a doula before, during, and after birth to help them navigate their pregnancy, and you will gain a care team partner for medically challenging cases.

Our goal: To see improved birth outcomes for our Black patients within the next year.

During the coming months, we will be providing additional training to help you develop strong partnerships with doulas and to gather feedback on how the new process is working for you and our patients. We are excited to learn how we can keep doing better.

Indicates work is ongoing and has been addressed before

Speaks directly to patient and staff experience

Clear key goal/message

Clear next steps and openness to adapt



Spreading Your Message: A Tool for Teams



Spreading Your Message Tool

/ Part 1: Audience Analysis

- Identify key messages, likely concerns, and how key messages address those concerns
- Identify how to delivery key messages

/ Part 2: Spreading Your Messages

- Draft key messages for a variety of audiences
- Ensure you draft a message geared towards members/patients