

# Assessing and Improving Stakeholder Buy-In



Assessment Questions	Next Steps
<p><b>Teams and individuals with the least power in an organization’s hierarchy are less likely to have had anyone consider or assess their buy-in — even if the success of a care transformation or payment model depends on their support and behavior change. What steps have you taken to directly verify that their buy-in has been assessed and earned?</b></p> <p><b>Is your initiative suffering from vague or poorly defined implementation challenges?</b></p> <p><b>Have any key stakeholders provided verbal buy-in, but have not engaged in specific actions or offered tangible resources to support implementation?</b></p> <p><b>Is the team aware of any key stakeholders who have not bought into the initiative?</b></p> <p><b>Is the current stakeholder list for your initiative complete? Don’t forget to consider key stakeholders outside of your organization.</b></p> <p><b>What are your next steps for earning and/or sustaining each key stakeholder’s buy-in?</b></p>	<p>Review the Stakeholder and Action Planning Tool and ask yourself the following questions:</p> <ul style="list-style-type: none"> <li>* Did the process include backwards-mapping formal and informal relationships, beginning with the front-line individuals who will be most affected, or affecting the implementation of the <u>care transformation</u>?</li> <li>* Did the process include backwards-mapping formal and informal relationships beginning with the front-line individuals who will be most affected, or affecting the implementation of the <u>payment model</u>?</li> <li>* When was the last time the process and findings were updated?</li> </ul>
<p><b>Are you keeping all stakeholders up-to-date on the status of the initiative, including successes and challenges?</b></p>	<p>If not, create and implement a plan to provide consistent communications updates to key stakeholders. Remember to celebrate wins and ask for support as needed.</p>
<p><b>Was the information leading to the knowledge of the initiative held by each stakeholder and their level of buy-in communicated to you or your team via the use of second- or third-hand knowledge?</b></p> <p><b>Or, was the information communicated to you or a member of your team by each stakeholder?</b></p>	<p>Make a plan to communicate directly with all key stakeholders for whom you only have second- or third-hand knowledge regarding their understanding of the initiative or their commitment to support the initiative with specific action(s) or resource provision.</p>

**Has the team identified the key stakeholders that are necessary for mid- and long-term support, sustainability, or spread of the initiative? Note that these stakeholders can often be different individuals, teams, or working groups than the stakeholders needed for the initial stages of the initiative.**

Utilize the Stakeholder and Action Planning Tool to identify any new key stakeholders needed for long-term support, sustainability, or spread of the initiative.

\* Ask those stakeholders to identify the key metrics or measures of success that would inform their decision about whether to continue supporting, sustaining, or spreading the initiative over the long-term.

– Ensure that the initiative’s goals and objectives incorporate those metrics or measures of success.

– Ensure that the initiative’s data collection and analysis plans incorporate those metrics and measures of success.

\* When was the last time that the team reported initiative progress and outcomes to those stakeholders? Be sure to include these stakeholders in ongoing updates regarding the initiative’s successes and challenges.