Community Readiness, Analytic Readiness & Stakeholder Analyses

What is Community Readiness all about? - 1

- Engaging and creating a sustainable community partnership
- Providing data and information to the community
- Creating opportunities for community members to comment on the data and describe what the data means at the individual level and at the community level

What is Community Readiness all about? - 2

- Creating opportunities for the community to
  - Take a role and “own” the PPOR process
  - Share their stories, and
  - Take a part in helping determine appropriate
    - Communication strategies and methods
    - Community (population) level interventions
    - Prevention strategies
    - Leadership within and outside of the community

“Look B-4-U Leap”

Who
- Champion
- Leadership
- Communication team
- Analytic team

What
- Agreement / buy-in
- Support
- Capacity
- Resources
- Access to data
- Multi-disciplinary
  - Approach
  - Knowledge
  - Skills

Champion
- Understands the feto-infant mortality problem
- Leads the initiative – often the public face of the initiative – has the vision
- Acts as a liaison between / among leadership, the communication team, the analytic team, and the community
- Helps develop the work plan
- Ensures capacity to do the work is present
- Advocates for resources for the investigation
- Advocates for / seeks out community collaboration
Leadership
- Understands the feto-infant mortality problem
- Understands / signs off on the work plan
- Commits to providing resources for
  - the investigation
  - community collaboration
- Gives priority to and champions the initiative
- “Stands by Your Man”

Communication Team
- Determine Single Overriding Communication Objective (SOCO)
- Develop compelling messages
- Condense numbers and figures into audience-friendly information
- Write reports and fact sheets
- Produce engaging presentations
- Tailor communications for different audiences

Analytic Team Capacity
- Analyze large data files
- Familiarity with birth and death files
- Assess data quality and reporting issues
- Investigate potential causes and risk / protective factors, social determinants of health
- Understand perinatal health issues
- Calculate and compare rates
- Estimate confidence limits and p-values
- Conduct multivariate analysis
- Summarize analytic findings

Analytic Readiness: What Does it Mean?

Analytic Team Composition
- Vital records specialist
- Data analyst
- Program or content specialist
- Clinical specialist
- Communication expertise
- Policymaker

MCH Planning Cycle and PPOR Stages
Analytic team responsibilities throughout the PPOR stages
- Build and establish relationships
- Establish data access
- Prepare data for analysis
- Conduct
  - Phase 1 analysis (feto-infant mortality map and gaps)
  - Phase 2 analyses (additional epidemiologic analyses)
- Participate in strategic action planning
- Provide data for targeted prevention
- Provide data for public communications
- Participate in dissemination and follow up
- Monitor Local Indicators
- Assess Impact of Approach
Underappreciated & Underestimated Steps in Data Access

- Establishing the connections for data access and flow
- Obtaining the 3 "raw data" files*
  - Fetal deaths
  - Infant deaths "linked" to birth certificates
  - All live births
- Ensuring that data files contain all the elements and the code book to interpret the elements

*These are LISTS of individuals and information about them that can be read by computer software

Checklist for Community & Analytic Readiness

- Strong leadership and support
- Community / stakeholder buy-in and support
- Multi-disciplinary team
- Adequately trained analytic staff
- Adequately trained communication staff
- Sufficient data -- # events, access, quality
- Sufficient staff hours

Definition of Community Engagement & Mobilization

- The process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people.

Why involve stakeholders?

- Provide valuable information
  - Needs, resources, realistic objectives, practical considerations
- Recognize hidden factors that might not be obvious in the planning stage
- Identify points of opposition / prevent problems during implementation
- Encourage a sense of ownership / involvement
- Ensure that the project focus remains on the population it is meant to support / serve

Why increase the base of stakeholders?

- Opportunity to
  - Include community members who might be affected
  - Have little or no visibility / voice in the community
  - Increase support for efforts in the community
  - Include people with expertise or knowledge lacking within the current stakeholders group
Who are “stakeholders”?

- "... key individuals (or groups of individuals) who have an influence over either decision-making or implementation (or both) either directly or indirectly, overtly or covertly" [T. Grundy, Strategic Change, 1997]

- Can assist, hinder or alter the course of... change
- Hold essential knowledge of the community, its history and its people

Integration with existing resources

- If a group of community stakeholders already exists,
  - Healthy Start Coalition
  - FIMR Community Action Team
  - Title V stakeholders population workgroup
  - it may be able to serve the function of the PPOR stakeholders group

- PPOR is designed to be integrated with existing efforts, not to compete with them!

What is a stakeholder analysis?

- Designed to provide an organization with information to evaluate and understand stakeholders in terms of their relevance to a policy or specific activity
- Can produce a broad understanding or focused understanding
- Ideally, a systematic process rather than a singular tool

Step 1: Identify the stakeholders

- Beneficiaries
- Supporters
- Opponents
- Resource providers
- Vulnerable groups
- Others

Step 2: Create a stakeholder profile

- Role
- Motivation for being in project
- Perceived expectations / goals
- Level of importance for project success
- Potential negative impact on project
- Level of influence over decision-making for the project
- Intention to participate in accordance with project design
- Intended use of project / project results
Step 3: Determine a ladder of participation

Step 4: Establish participation categories & methods
- Establish participation categories
  - Link stakeholders, based on the stakeholder profile, with the categories on the ‘ladder of participation’
- Identify practical strategies or methods for stakeholder involvement

PPOR community challenges
- Explaining value to stakeholders
- Overcoming community inertia -- ‘already know this’
- Mistrust of (quantitative) data
- Seeing PPOR as more than ‘research’
- Competing priorities
- Securing resources for unmet needs, interventions identified through PPOR

Florida’s Process & Procedures
- Use personal relationships
- Call in favors
- Court adversaries
- Embrace the ‘nay-sayers’
- Deal with systemic / institutional racism
- Openly discuss ‘what’s in it for me?’
- Define primary and secondary gains
- Honor history
- Celebrate success

Florida’s Keys to Developing Long-term Partnerships
- Identify key, grass root, community members who are
  - visionaries,
  - task masters and
  - movers / shakers
- Recognize, understand and embrace differences between perceptions and priorities
- Galvanize partners, cohorts, adversaries, stakeholders, politicians, and the community-at-large

Florida’s Benefits of Community Engagement / Mobilization
- Encourage recipients of services to own the problem and hold themselves accountable for good outcomes
- Promote culturally sensitive and sustainable interventions
- Expand current research focus to align methods with realities of the lives of community participants
- Serve as equal partners in current research efforts that provide foundations for evidence-based practice
- Foster the development of long-term social networks
- Influence examination / re-examination of how providers construct and implement services
Florida’s Challenges and Barriers

• Hidden agendas superseding the interest of the community, including overt sabotage
• Underutilization of community skills (technical, managerial, organizational, and mobilization)
• Charity, grants and subsidized programs can hinder as well as help communities
• ‘Dependency Syndrome’
  – Belief that a group cannot solve its own problems without outside help
• Research focusing upon community deficiencies (shortcomings, maladies, dilemmas)


Sustain Stakeholder Investment & Political Will

• Investment:
  – Understanding network of infant mortality initiatives, missions, & responsibilities helped advert burn-out
  – Tangible timelines
  – Recruit new stakeholders

• Political Will:
  – Policy advocacy
  – Educating policymakers
  – Media

What’s the problem in your community?

• Finish one of these thoughts . . .
  – “In my community . . .
  – “infant mortality is . . .
  – “the types of disparities we see are . . .
  – “the barriers to improving our birth outcomes are . . .

The problem in your community is . . .

• infant mortality is too high
• there are persistent disparities in outcomes

Problem solution – we, as a community, need to come together
  – to have a common, clear understanding of the nature and scope of the problem, and
  – to develop strategies to improve our outcomes

Generating a change process

• Inertia / resistance to change
  – Problems can be extensive, severe, overwhelming
  – Difficult to see or envision how a community can change (entrenchment)
  – Difficult to see as a collaborative how the process of change can be guided / facilitated

• 2-fold problem as a collaborative body in establishing the aspirations and desired outcomes
  – For the community
  – For the collaborative members / partners
Where do you want to be?

• Build the picture of your collaborative’s preferred situation
• Construct a way of generating a change process
• Envision the aspirations of your community partners in THIS collaborative as well as desired outcomes BEFORE your collaborative can focus on the problem of infant mortality in your community

Exercise

• Break into groups
• In small groups, discuss and record key points from the 3-step visioning discussion questions
• Be prepared to report out

Step 1: Visioning the future of your collaboration

• What are your aspirations for community participation?
• What are your aspirations for the future relationships between / among collaborative partners?
• Generate a list of values, principles, ‘good practice headlines’, roles of participants
• What are some practical outcomes that you would like to see as a collaborative?
• What are some barriers and how might you overcome them?

Step 2: Visioning the future of your community

• What are your aspirations for your community?
• How would you want a visitor to describe your community 5 years from now? 10 years?
• What are some practical outcomes that with the help of the collaborative your community might be able to achieve?
• What would you like to see changed in 6 months? 18 months? 5 years?

Step 3: Moving from vision to action

• Who needs to be involved in this change process?
• Who has the responsibility for ensuring change?
• What will it take to effectuate change?
Community Readiness Tent

- Provides a framework for starting the PPOR process
- Helps engage partners, reach consensus, identify assets, reveal gaps, develop strategies

Assessing Readiness for Change

- Are the key players prepared for their roles?
- Is the case for change compelling?
- How will changes mesh with current culture and values?
- Are there sufficient resources and adequate systems to sustain change?
- What are the opportunity costs?

PPOR Community Readiness -- “5 Tent Poles”

- **Reasoning**: partners can communicate a clear, compelling case for PPOR based on its value-add
- **Results**
- **Roles**
- **Risks/Rewards**
- **Resources**

PPOR Community Readiness -- “5 Tent Poles”

- **Reasoning**
- **Results**: partners can articulate what measurable results are expected from doing PPOR, and by when
- **Roles**
- **Risks/Rewards**
- **Resources**

PPOR Community Readiness -- “5 Tent Poles”

- **Reasoning**
- **Results**
- **Roles**: partners are willing and able to champion PPOR over time in their various roles
- **Risks/Rewards**
- **Resources**

PPOR Community Readiness -- “5 Tent Poles”

- **Reasoning**
- **Results**
- **Roles**
- **Risks/Rewards**: sufficient strategic balance exists between benefits and consequences for essential stakeholders to support PPOR implementation
- **Resources**
Stakeholder Analysis & Community Readiness

PPOR Community Readiness -- "5 Tent Poles"

- Reasoning
- Results
- Roles
- Risks/Rewards
- Resources: sufficient systems and resources exist / can be developed to support full implementation

Community Readiness Tent Exercise

- Review the 5 essential elements questions
- Assess the current status of each
- Reach consensus on a “score” for each readiness element
- Plot each score on the “tent” by marking the number on each corresponding axis
- Connect the 5 points between the axes to form the roof, then shade the tent
- Identify the tent pattern most like yours: what does this mean for PPOR readiness?

What’s the shape of your community’s tent?

Smaller scale effort... with smaller scale results?

Many willing champions, but inadequate resources and uncertain results
Stakeholder Analysis & Community Readiness

Acknowledgements

- Stakeholder Analysis
  - Denise Traicoff
    - CDC, Center for Global Health, Sustainable Management Development Project
  - Joyce Stanley, Consultant
    - United National Development Program, United Nations Capital Development Fund, USA Agency for International Development

- Community Participation: A Self-Assessment Toolkit for Partnerships

- Community Readiness Tent
  - Magda Peck, ScD
    - University of Nebraska Medical Center, College of Public Health, Department of Health Promotion, Social & Behavioral Health