

## Stakeholder Engagement Framework

(Adapted from IAP2 and Central LHIN)



# Overview



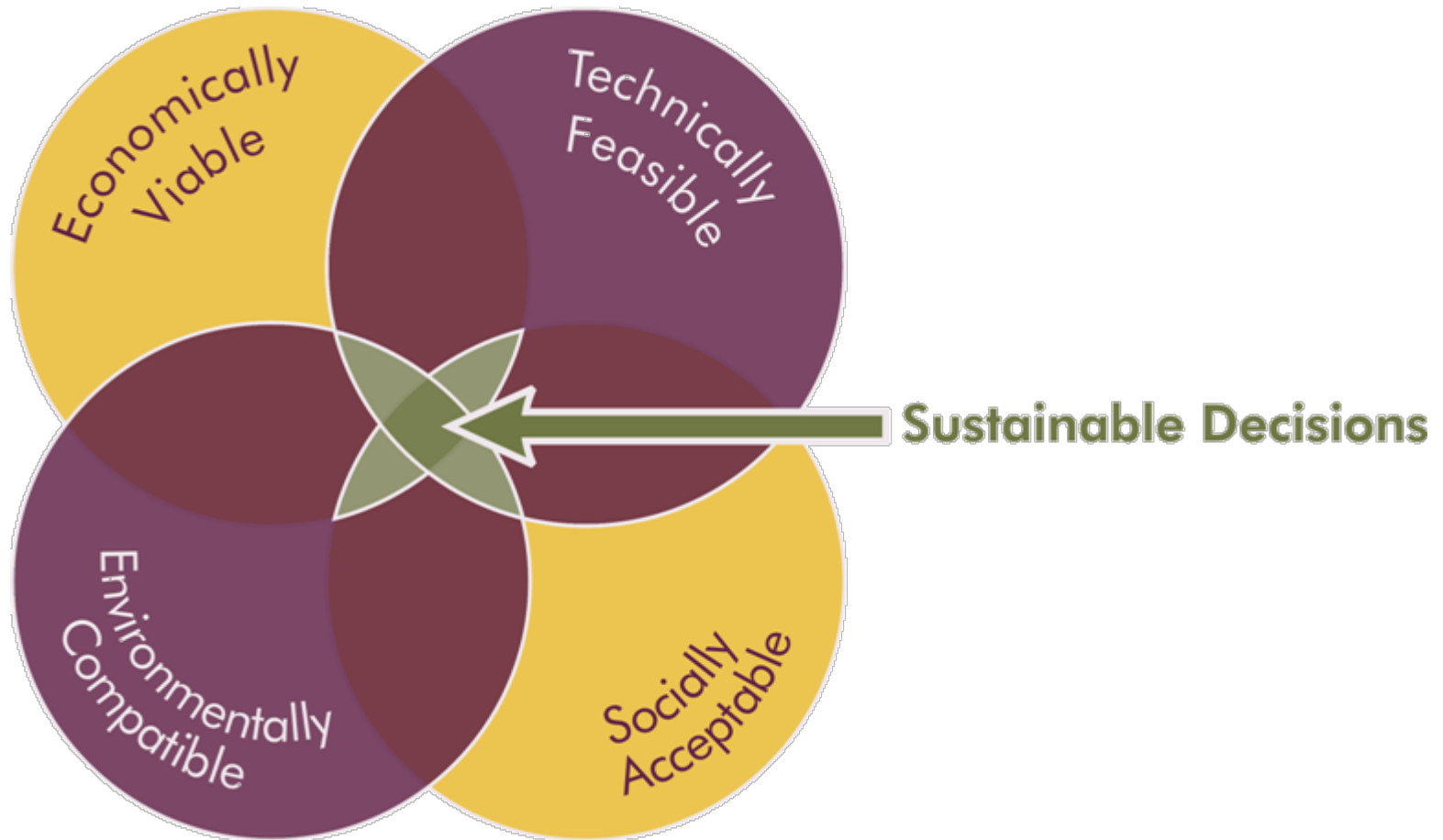
1. Why and when to involve the stakeholder
2. stakeholder engagement definition
  - Decision-Oriented
3. Overview of Stakeholder engagement process
  - Foundations of stakeholder engagement
  - Five Steps for stakeholder engagement planning
  - An Approach to planning: Reaching a decision
  - Templates and resources

# Engaging stakeholders



Leadership  
&  
Innovation

## 1. Why and when to involve the stakeholders





## Stakeholder Engagement Definition

- Decision-Oriented
1. Any process that involves stakeholders in problem solving or decision-making
  2. Uses stakeholder input to make decision



## Overview of Stakeholder engagement process

- Foundations of Stakeholder Engagement

### Values Based

- Values will inform stakeholders opinions, concerns, fears, hopes and dreams

### Decision-oriented

P2 can affect the decision's formulation and outcome

### Goal Driven

- Specific, purposeful, productive outcomes are to be achieved with the stakeholder



## Values Based: For practice of Stakeholder Engagement

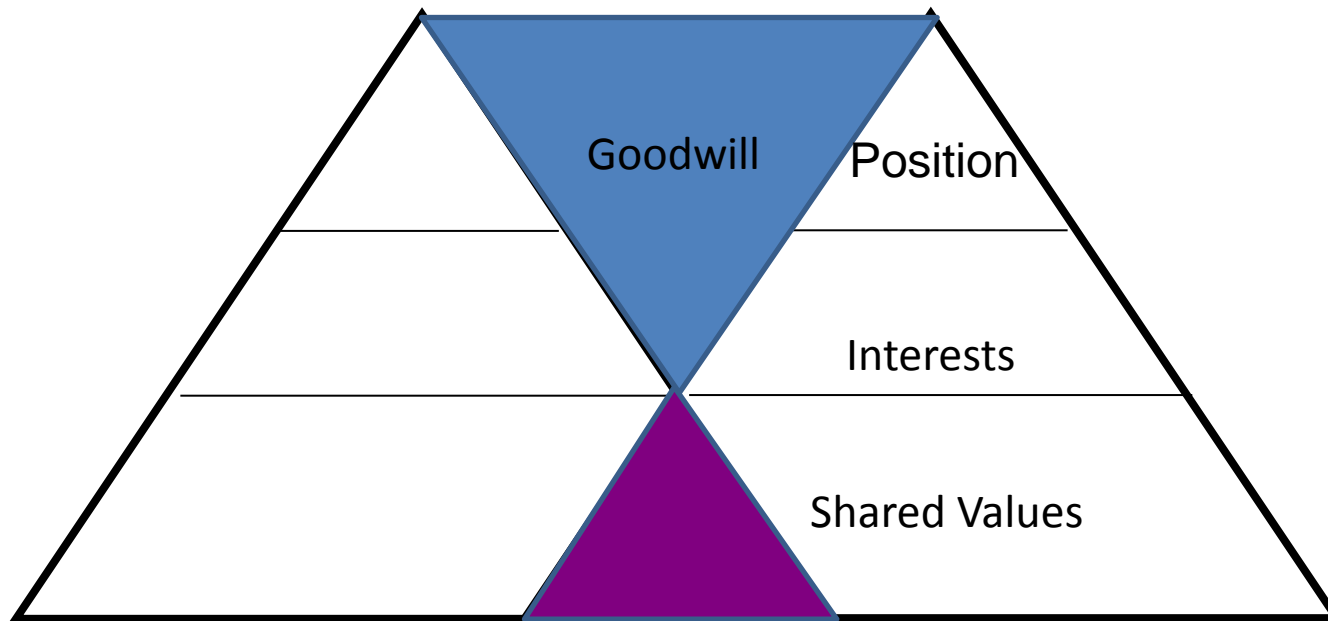
1. The stakeholder should have a say in decisions about actions that could affect their lives.
2. stakeholder participation includes the promise that the stakeholder's contribution will influence the decision.
3. Stakeholder participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Stakeholder participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

# Process

Leadership  
&  
Innovation



## Values-based Dialogue Results in Common Ground for Action

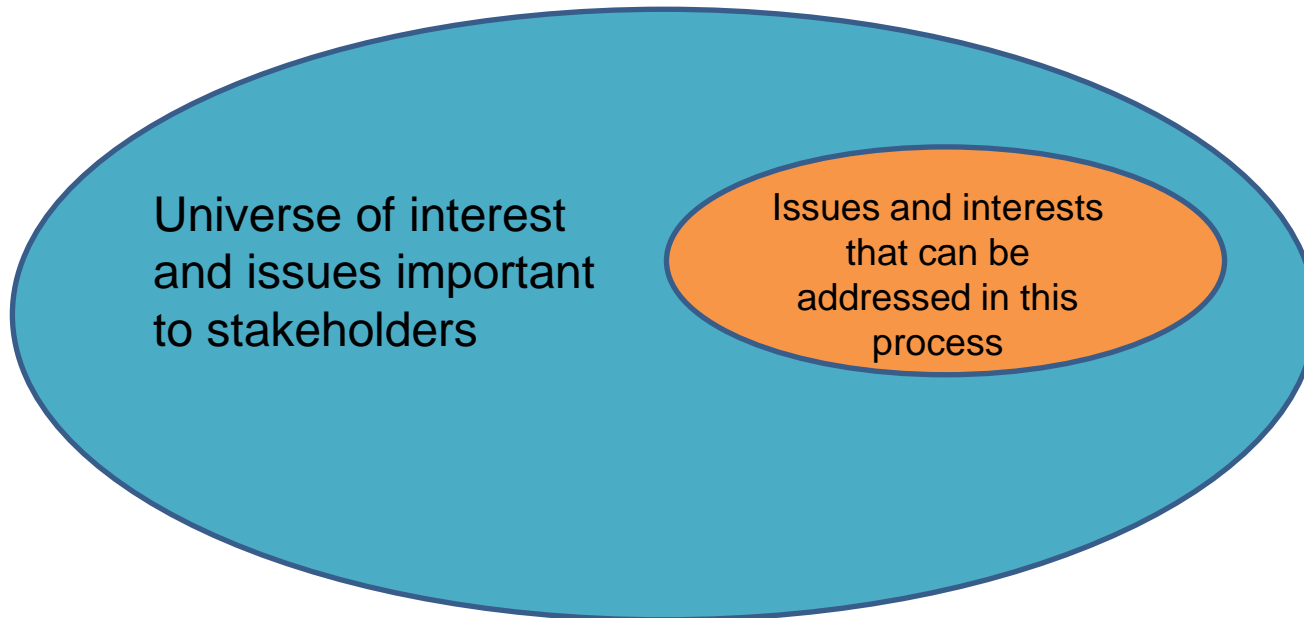


# Foundation

Leadership  
&  
Innovation



## Decision-Oriented







## Five Steps for Public Participation Planning

1. Gain Internal Commitment
2. Learn from the Public (pre-engagement)
3. Select the Level of Participation
4. Define the Decision Process and Participation Objectives
5. Design the Public Participation Plan



## Step 1: Gain Internal Commitment

- Identify the decision maker(s)
- Profile sponsoring organization's approach to P2
- Clarify the scope of the decision
- Identify preliminary stakeholders and issues
- Assess sponsor's view of the IAP2 Spectrum level



## Step 2: Learn from the Public (pre-engagement)

- Understand how people perceive the decision
- Develop a comprehensive list of stakeholders
- Correlate stakeholders and issues
- Review/refine the scope of the decision



## Step 2: Learn from the Public (pre-engagement)

### Stakeholder and Issues Assessment Worksheet

Issue	Sponsor's Evaluation: Level of Impact	Stakeholders		
		Stakeholder Group	Level of Concern	Geographic Frame of Reference

### Health Equity Impact Assessment Tool

Scoping		Potential Impacts			Mitigation Strategy	Monitoring
Populations	Social Determinants of Health	Unintended Positive Impacts	Unintended Negative Impacts	More Info Needed		



## Step 3: Select the Level of Stakeholder Participation

1. Assess internal and external expectations
2. Select level on the IAP2 Spectrum
3. Assess “readiness” of sponsoring organization



## Step 3: Select the Level of Participation

### Public expectations worksheet

Assessment Questions	Very Low	Low	Mod	High	Very High
1. What is the probable level of difficulty in addressing the problem/opportunity?					
2. What is the potential for stakeholder outrage related to the project?					
3. How important are the potential impacts to the Stakeholder?					
4. How much do major stakeholders care about the problem/opportunity to be addressed and decision to be made?					
5. What degree of participation does the public appear to want?					
Count number of checks in each column					
Multiple number of checks by the weight					
Enter column score					
Add total of all five column scores					
Divide total score by the number of questions					
Average score					

# Process

Leadership  
&  
Innovation



## Step 3: Select the Level of Participation

Assessment Questions	Very Low	Low	Mod	High	Very High
1. What is the legally required level of Stakeholder participation?					
2. To what extent do internal staff members believe that the public could help improve the outcome of this project?					
3. At what level do internal staff members perceive stakeholder interest in this project?					
4. What is the potential for the public to influence the decision-making process?					
5. What level of media interest do you anticipate?					
6. What is the likelihood that decisions-makers will give full consideration to public input?					
7. What levels of resources are likely to be available to support stakeholder participation?					
8. What is the anticipated level for political controversy?					
Count number of checks in each column					
Multiple number of checks by the weight					
Enter column score					
Add total of all five column scores					
Divide total score by the number of questions					
Average score					

Internal  
expectations  
worksheet




# Process

Leadership  
&  
Innovation



## Step 3: Select the Level of Participation

Increasing Level of Public Impact 

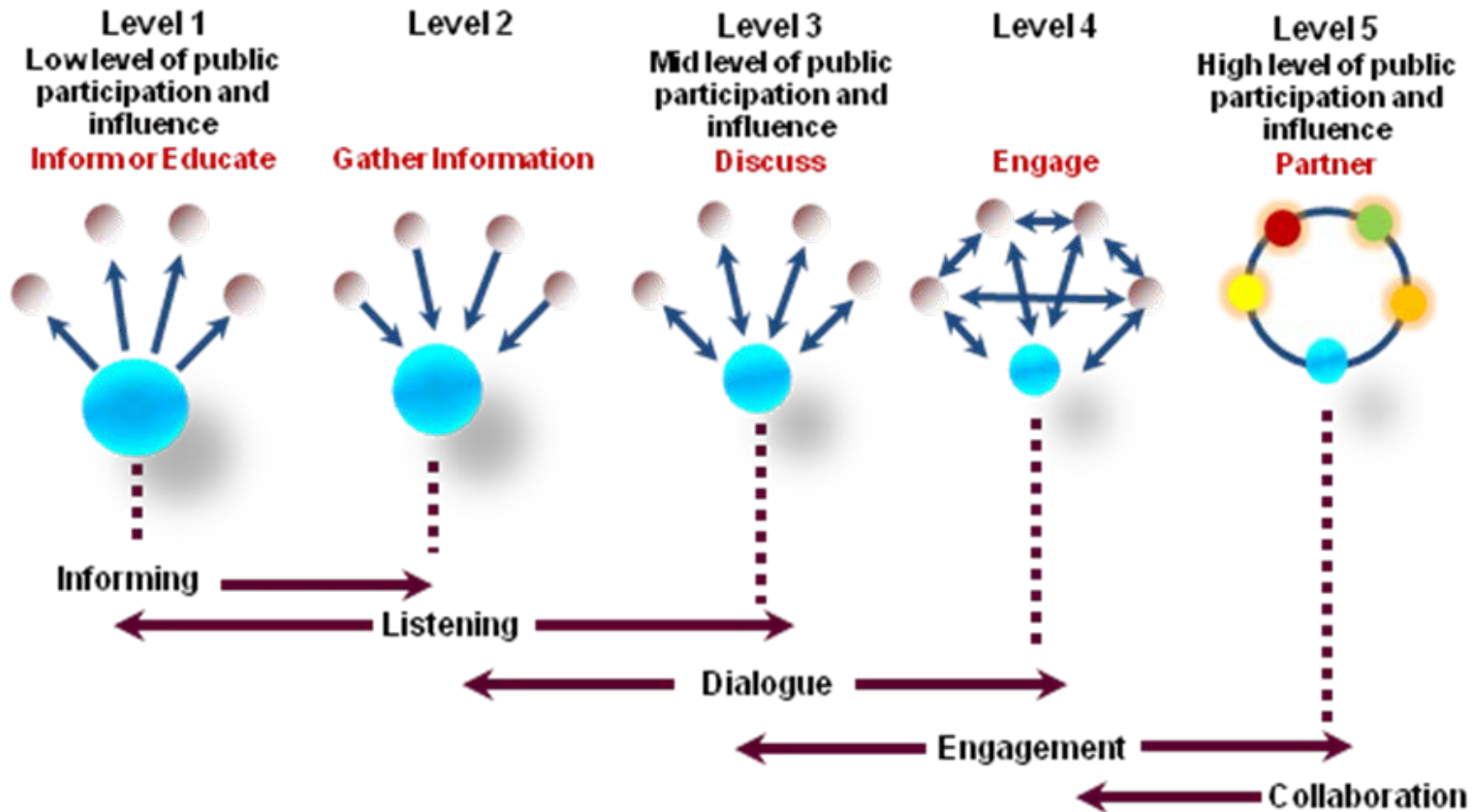
	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>■ Fact sheets</li> <li>■ Web sites</li> <li>■ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>■ Public comment</li> <li>■ Focus groups</li> <li>■ Surveys</li> <li>■ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Workshops</li> <li>■ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen advisory Committees</li> <li>■ Consensus-building</li> <li>■ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen juries</li> <li>■ Ballots</li> <li>■ Delegated decision</li> </ul>





## Step 3: Select the Level of Participation

- Parallels Health Canada Spectrum





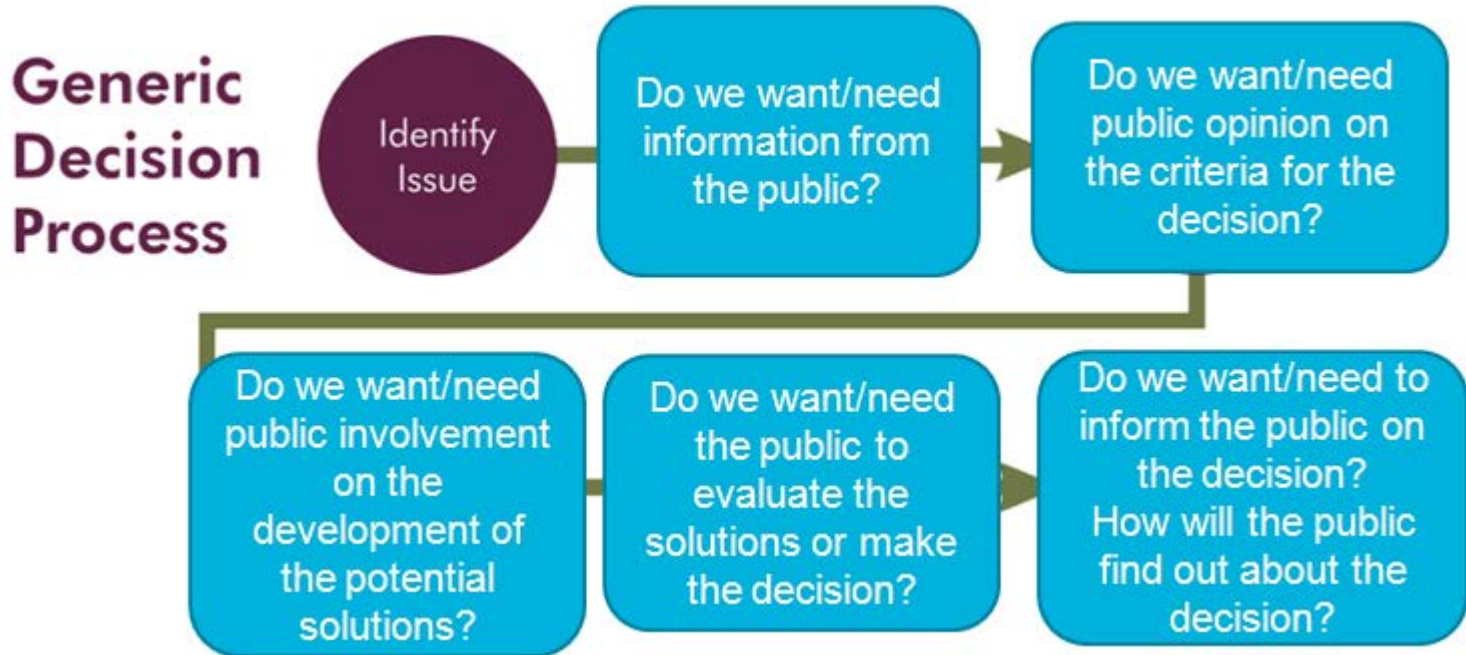
## Step 4: Define the Decision Process and Participation Objectives

- Understand the existing decision process
- Set stakeholder engagement objectives for each step in the process
- Compare decision process with P2 objectives
- Check to confirm objectives meet needs



## Step 4: Understand the existing decision process

The Decision Process: Where does stakeholder engagement add value?





## Step 4: Set stakeholder engagement objectives for each step in the process

- Identify specific objectives for stakeholder engagement at each step in the decision process to ensure that spectrum level and promise to the stakeholder are met

Level of Public Participation	Decision Process Steps					
	Define Problem/Op p	Gather Information	Est. Decision Criteria	Develop Alternatives	Evaluate Alternatives	Make Decision
Inform						
Consult						
Involve						
Collaborate						
Empower						



## Step 5: Design the Public Participation Plan

- Determine plan format
- Integrate baseline data into plan format
- Identify the stakeholder engagement techniques
- Identify support elements for implementation
- Plan for evaluation



## Step 5: Public Participation Techniques

- 83 proven techniques to choose from, based on previous steps:
- Examples include:
  - Focused conversations
  - Citizen Juries
  - Advisory networks
  - World café
  - Appreciative inquiry
  - Open House
  - Workshops
  - Focus groups



## Evaluate the P2 Process and Results

- Through evaluation comes learning, which makes improvement possible
- Examples of evaluation Tools
  - Informal Feedback
  - Interviews
  - Questionnaires
  - Peer Evaluations
  - Debriefs
  - Formal Surveys
  - Formal Program Evaluation



## Summary: Five Steps for Stakeholder Engagement Planning

1. Gain internal commitment
2. Learn from the stakeholder (pre-engagement)
3. Select the level of participation
4. Define the decision process and participation objectives
5. Design the stakeholder engagement plan