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# What Does it Take to Engage the Right Stakeholders When Moving Upstream to Improve Population Health?

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Moving Health Care Upstream

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# Topics for this Session



- Envisioning High-Leverage Strategies & Plausible Futures
- Building Broad-Based Engagement
- Anticipating an Integrated Effort
- Reflecting on Progress and Possibilities

# What will it take to unlock greater health and economic potential in regions across the country?



# Lessons from Studying Investment Scenarios



# Small Group Dialogues

Group/Strategy: _____	
To enact this strategy, whom must you reach and what would it take to enlist their active effort?	
Who is involved?	Who ought to be involved?
What can you do to overcome resistance and strengthen relationships?	
How would you characterize the <i>current</i> scope and strength of stakeholder relationships in your region?	
How well prepared are you and your colleagues to expand and enhance those relationships?	
Which specific opportunities and obstacles stand out as most significant in your region?	

- Mixed groups of MHCU groups
- Each group will focus on one of the five major strategies
- Who is—and who ought to be—involved when enacting your strategy?
- What can you do to overcome resistance and strengthen relationships?

# Selected Strategies



Deliver Higher-Value Care



Reinvest Health Care Cost Savings



Pay for Value



Enable Healthier Behaviors & Safer Environments



Expand Socio-Economic Pathways for Families

# Small Group Dialogues



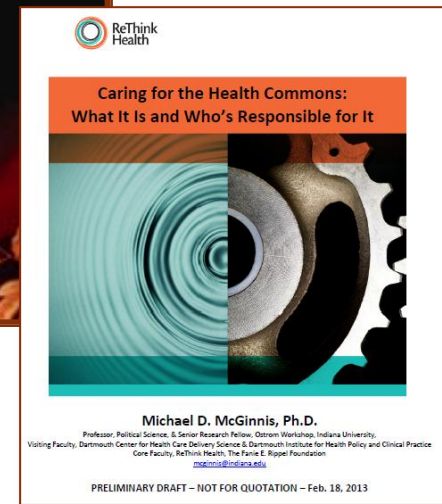
- Highlights from your group?
- Implications for pursuing all of these (and other) endeavors simultaneously?

# Reflections on Progress & Possibilities

- How would you characterize the **current scope and strength** of stakeholder relationships in your region?
- How well **prepared are you and your colleagues** to expand and enhance those relationships?
- Which **specific opportunities and obstacles** stand out as most significant in your region?



# Stewardship to Sustain Shared Resources



Ostrom E. Beyond Markets and States: Polycentric Governance of Complex Economic Systems. The Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel; Stockholm; 2009 December 8. Available at [http://www.nobelprize.org/nobel\\_prizes/economic-sciences/laureates/2009/ostrom-lecture.html](http://www.nobelprize.org/nobel_prizes/economic-sciences/laureates/2009/ostrom-lecture.html)

McGinnis MD. Caring for the Health Commons: What it is and Who's Responsible for it: Social Science Research Network; 2013 February 20. Available at [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2221413](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2221413)

# Resources in a Forthcoming *Stewardship Guide*

Assess Your Stewardship Team		
	How is this stewardship team's design? A B C D F	How might we improve our design?
<b>Compelling Purpose</b> <input type="checkbox"/> Grade Overall	— The team has a shared purpose that is clear to all members. — The shared purpose is seriously consequential for health and health care in our community. — The shared purpose poses a significant challenge that will demand people's best efforts.	
<b>The Right People</b> <input type="checkbox"/> Grade Overall	— Members are people who see themselves as leading for a <i>community</i> (not just their home institutions). — All team members have collaborative skills such as integrity that are necessary for working well with others. — Members have the diversity of roles and perspectives that give the group legitimacy in the eyes of stakeholders. — The group has a high level of systems thinking.	
<b>Enabling Structure</b> <input type="checkbox"/> Grade Overall	— The tasks the team performs are real leadership tasks involving important joint decisions. — The group has explicit norms of conduct that specify acceptable and unacceptable behavior in the team.	

## Job Description for Stewards

Effective stewardship team members have particular characteristics and capabilities. The job description for stewards outlines a set of key capacities and expectations for individuals participating in a stewardship team. It is meant to help identify good candidates to join the team as well as give team members some basic expectations for being a fully engaged and productive participant in the group.

The convener or champion of the effort can use this list of characteristics to recruit initial team members, or to help key stakeholder organizations identify an appropriate individual to take the place of a departing member of the stewardship team.

### Key capacities of stewards include:

- Exhibit clarity about and share the effort's aspirations
- Be willing and able to lead on behalf of the whole, not just own organization's or constituency's interests
- Be willing and demonstrably able to hear and take into account the concerns of others
- Have excellent conceptual thinking skills, including ability to understand complex systems
- If representing an organization, have CEO endorsement

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# Some Noteworthy Engagement Efforts

- **ARCHI:** Teaming Agreements
- **Upper Valley:** Stewardship Team
- **Cincinnati:** Collective Ownership Impact on Health
- **Pueblo:** Governance and Partnership Capacity