



# Improvement Cymru Academy Toolkit Guide



## Involving Others

## Introduction

All improvement projects require the involvement of many people, these can be in the form of stakeholders within your organisation, people who are directly involved in your team, the people your project will affect and patients. This toolkit guide describes how to identify your stakeholders and their engagement throughout your project. In addition to the involvement of stakeholders, each improvement project needs the active engagement of a project team.

## Rationale

The rationale behind involving others is for the team to work collaboratively and cohesively to implement a change or to see whether a change has led to an improvement. By involving other teams work together in order to produce an outcome from your improvement project. It's important to note that not all changes lead to an improvement.

## Stakeholders

### ➤ Who are stakeholders?

A stakeholder is an employee, customer or supplier that will play a role or have an impact on your improvement project. Some have interest or influence in the field where your problem lies, others have interest or influence in your solution. They can be inside or outside of your organisation and can have a positive influence on your project based on their decisions or experiences.

Your stakeholders can include:

- **Customers/service users**
- **Project managers**
- **Project team members**
- **Project sponsors**
- **Executives**
- **Resource managers**
- **External agencies, for example Welsh Government**

- **Communications team**
- **Contractors**
- **Owners**
- **Service users**

### ➤ **Relationships with stakeholders**

With any improvement project, relationships play a pivotal role and can determine the success of your project.

It's important to keep good communication with your stakeholders, this includes, deadlines, timelines, offer support or actively listening to a concern.

Different stakeholders will require a different relationship. Key stakeholders will have the most influence and authority to support a project and influence success.

### ➤ **Identifying your stakeholder matrix**

The stakeholder matrix below refers to the 6 C's:

- **Commissioners** assess needs and prioritise planning of the project.
- **Customers** can be the reason you are conducting your improvement project. They are your patients, service users or can even be yourselves.
- **Collaborators** are individuals or groups that you work with to achieve your aim.
- **Contributors** can be individuals linked to your improvement project or work outside of your department or organisation but are beneficial to the outcome.
- **Channels** are the ways in which you choose to communicate with your stakeholders.
- **Commentators** are the views about the organisation based on the opinions of the customer.



### Stakeholder analysis example

Name/ Function	Supportive of change -ve +ve	Reason for resisting change	Strategy for dealing with resistance	Action needed
Medical Records/ Clinic Prep	-ve	Additional Workload	<ol style="list-style-type: none"> <li>1. Enlist support of the Medical Records Manager</li> <li>2. Training of medical records staff as to the reason for additional workload</li> <li>3. Audit of additional workload implications from piloting new process</li> <li>4. Pilot new process</li> </ol>	<ol style="list-style-type: none"> <li>1. Meeting with MR Manager</li> <li>2. Training sessions to be set up</li> <li>3. Data collection tool to be used to quantify time requirements</li> <li>4. Pilot period agreed</li> </ol>

Reference: Improvement Cymru Academy: Improvement in Practice Workbook

### Project Team

It's important to identify who your project team will be. Involvement of the team enables you to consider the different perspectives of your problem, based on the knowledge, experiences and job roles within the team.

A team that supports the project's vision is more likely to result in successful improvement.

## ➤ Identifying your project team

***“Individuals and organisations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.”*** Cleland, David I. (ed), Field Guide to Project. Management, John Wiley and Sons, 1998

Deciding on your project team will have a huge impact on the outcome of your improvement project. Typically, they are people within your team, along with key members of the organisation who are directly involved in the process you are focussing on.

## Project team example

Stakeholder group or individual	Supportive of change? +ve or -ve	Reason for resisting change	Strategy for dealing with resistance	Power and interest management	Action needed
Senior Manager	Yes	No resistance	NA	Line manager, improvement knowledge	Ongoing support. Support with QI knowledge
Senior Manager	Yes	No resistance	NA	Wishing to increase engagement for learners to join the course.	Lead, will report to and gain feedback about progress, next steps and Academy course future intake.
Lead	Yes	No resistance	NA	Supports intake and service users accessibility	To liaise and feedback results during PDSA cycles
Admin Support	Yes	No resistance	NA	Admin support access to course bookings	Supporting the work ahead

## Senior manager/Sponsor support

Every improvement project requires a sponsor who provides senior support to facilitate success. Sponsors are people with high-level responsibilities within your organisation and have the important role of ensuring the project is in line with the needs of the organisation. An improvement project sponsor is typically a senior manager and is a key stakeholder. They tend to be the connection between the owner of the improvement project and the senior leadership team. The quality improvement sponsor will support with setting up the team at the start of the project and will look at progress reports with the project lead. They arrange meetings with the project leads at a given time, e.g once per month and can be champions of the improvement project

that encourage staff engagement. They truly are allies with the project lead, to unblock any potential barriers.

### Stakeholder template

<b>Name/Function</b>	<b>Supportive of change</b>  -ve +ve	<b>Reason for resisting change</b>	<b>Strategy for dealing with resistance</b>	<b>Action needed</b>

## Helpful tips

- Ensuring your project meets the needs of the stakeholders.
- Always communicate what is happening within your improvement project to secure good working relationships.
- Create ownership and accountability for the stakeholders throughout the project to create sustainability within your project.

## Additional resources

<https://phw.nhs.wales/services-and-teams/improvement-cymru/improvement-cymru-academy/> or email us at [improvementcymruacademy@wales.nhs.uk](mailto:improvementcymruacademy@wales.nhs.uk) to find out about the improvement courses we offer.

## Further reading

Langley, G.J et al. (2009) *The Improvement Guide: A Practical Approach to Enhancing Organizational* 2<sup>nd</sup> edition. Jossey-Bass: USA.

Coon, D (1992) *Introduction to Psychology – Exploration and Application*, West Publishing Co. USA

Holloway, J. (2016) *A practical guide for dealing with difficult stakeholders*: 2016: Routledge: USA.

NHS Institute for Innovation and Improvement, *Improvement Leaders' Guide: 'Building and Nurturing an Improvement Culture - Personal and Organisational Development'*

