

Collaboration: Engaging Members and Partners



Shannon Studden

Program Specialist

July 31, 2018

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.



NATIONAL
RURAL HEALTH
RESOURCE CENTER



Shannon Studden

Program Specialist, RHI

Program Development Manager,
University of Minnesota Duluth
Continuing Education

Sr. Manager Talent Management &
Leadership Development, Cleveland-
Cliffs

Instructor, University of Minnesota
Duluth Labovitz School of Business &
Economics

M.S., Industrial/Organizational Psychology

Certified Professional in Human Resources



Your Goals

- Improve patient access and utilization of community resources
- Reduce 30-day readmissions to ED/urgent care
- Reduce police department interventions
- Increase use of Mobile Mental Health Crisis Response team in the hospital and community
- Increase care coordination referrals for individuals experiencing behavioral health crisis
- Empower nurses to have action steps to address abnormal PHQ9 values (would have to be discussed with the medical staff)

Learning Objectives

OR: The Burning Questions We'll Answer

- What promotes engagement? What gets in the way?
- How can I figure out what's important to my stakeholders, and what can I do to tap into what's important to them?
- What can I do before and during meetings to encourage engagement in the moment?

Let's Agree...

Collaboration: Working together to achieve a goal

Stakeholders: Anyone actively participating in the work at hand

Engagement: Commitment to the goals of the initiative and a willingness to participate in activities that help achieve goals

What Does Engagement Look Like?

- SAY** Speak positively about the project
Advocate for the project
- STAY** Continue to participate in meetings and activities after initial launch
- STRIVE** Speak up in meetings
Propose ideas
Volunteer to contribute
Follow through on commitments

Source: Aon Hewitt

Your Role in Engagement

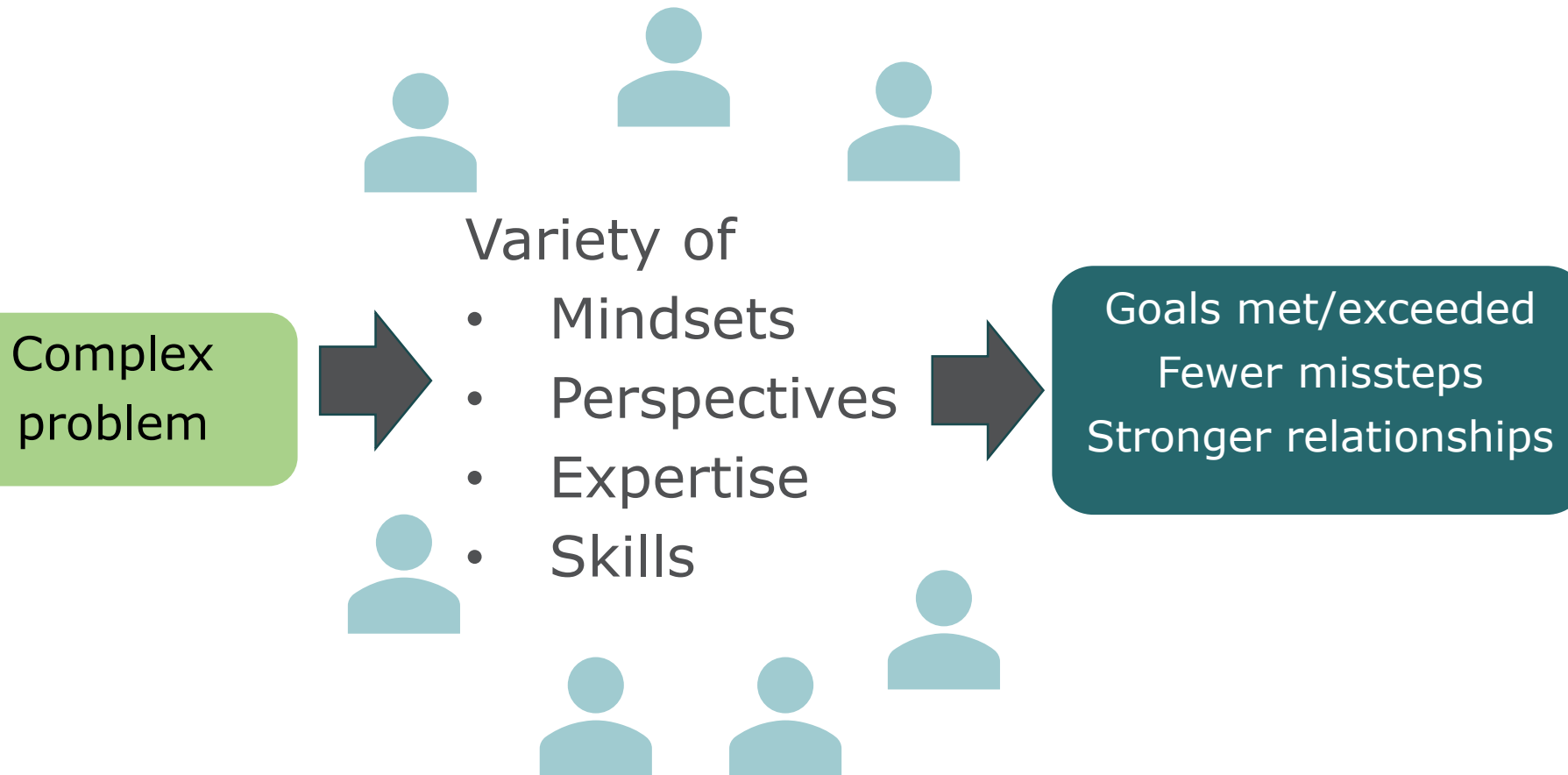


Set up the environment to increase the odds that stakeholders will feel and do what you're hoping for

The Research

What do we know about collaboration
and engagement in groups?

Engagement Leads to Outcomes



What Promotes Engagement? The Foundation



- Clear understanding of the vision
- Know why I'm part of the group

Shoring Up the Foundation

Ask:

- How does the vision describe what we want to become?
- Do we feel that our goals and activities are aligned with our vision?
- What unique contribution does each of us make to the achievement of our goals?

What Promotes Engagement? The Building Blocks



- Feel that the group's values are in line with mine
- Feel valued by the group

Strengthening the Building Blocks

Revisit program vision and project goals

Ask:

- What about the vision resonates with you?
- What aspects of the vision are meaningful or exciting to you?
- What aspects of our goals are meaningful or exciting to you?
- How do our vision and goals overlap with your own goals?

Connecting the Project to the Stakeholder

Stakeholder Analysis

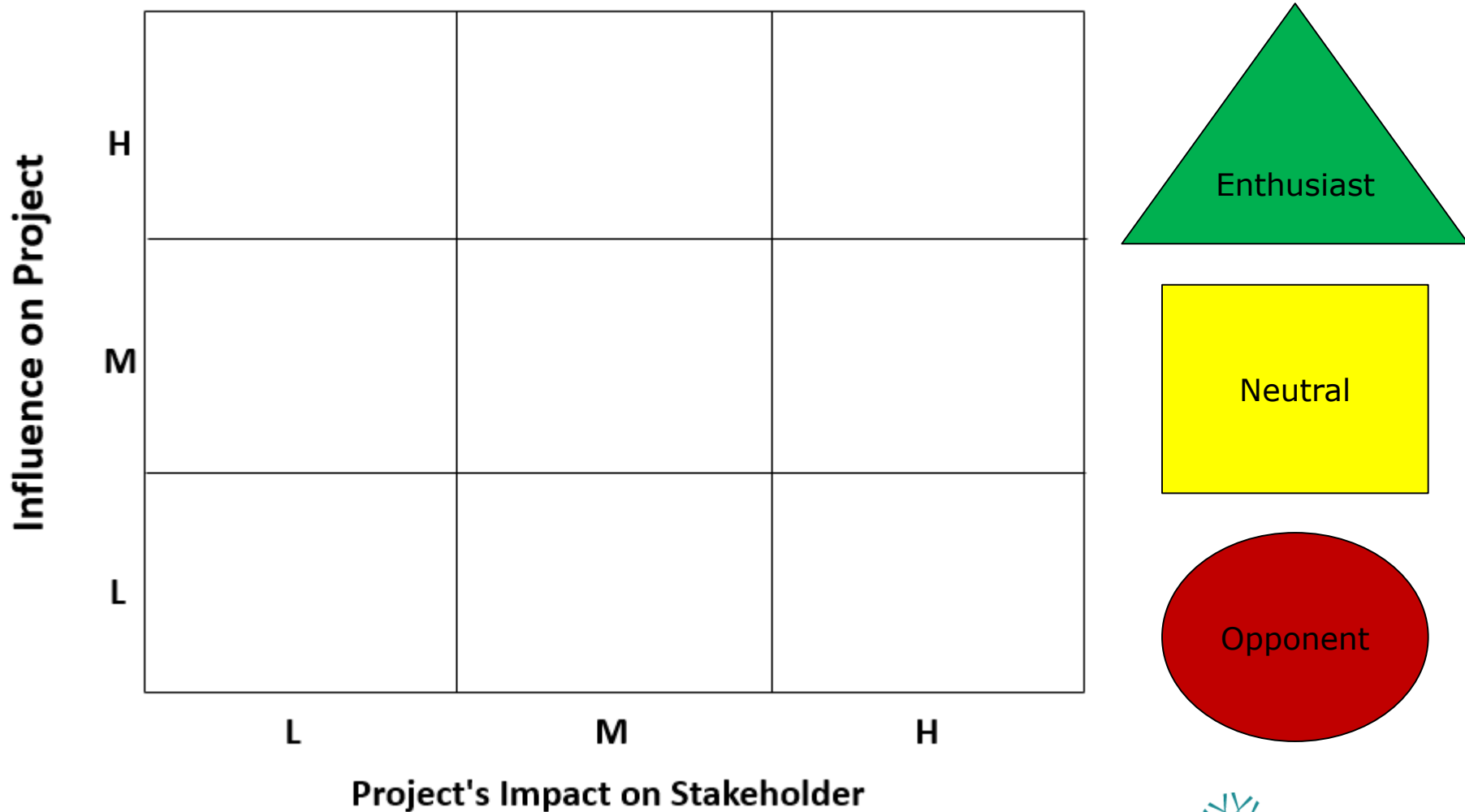
Stakeholder Analysis



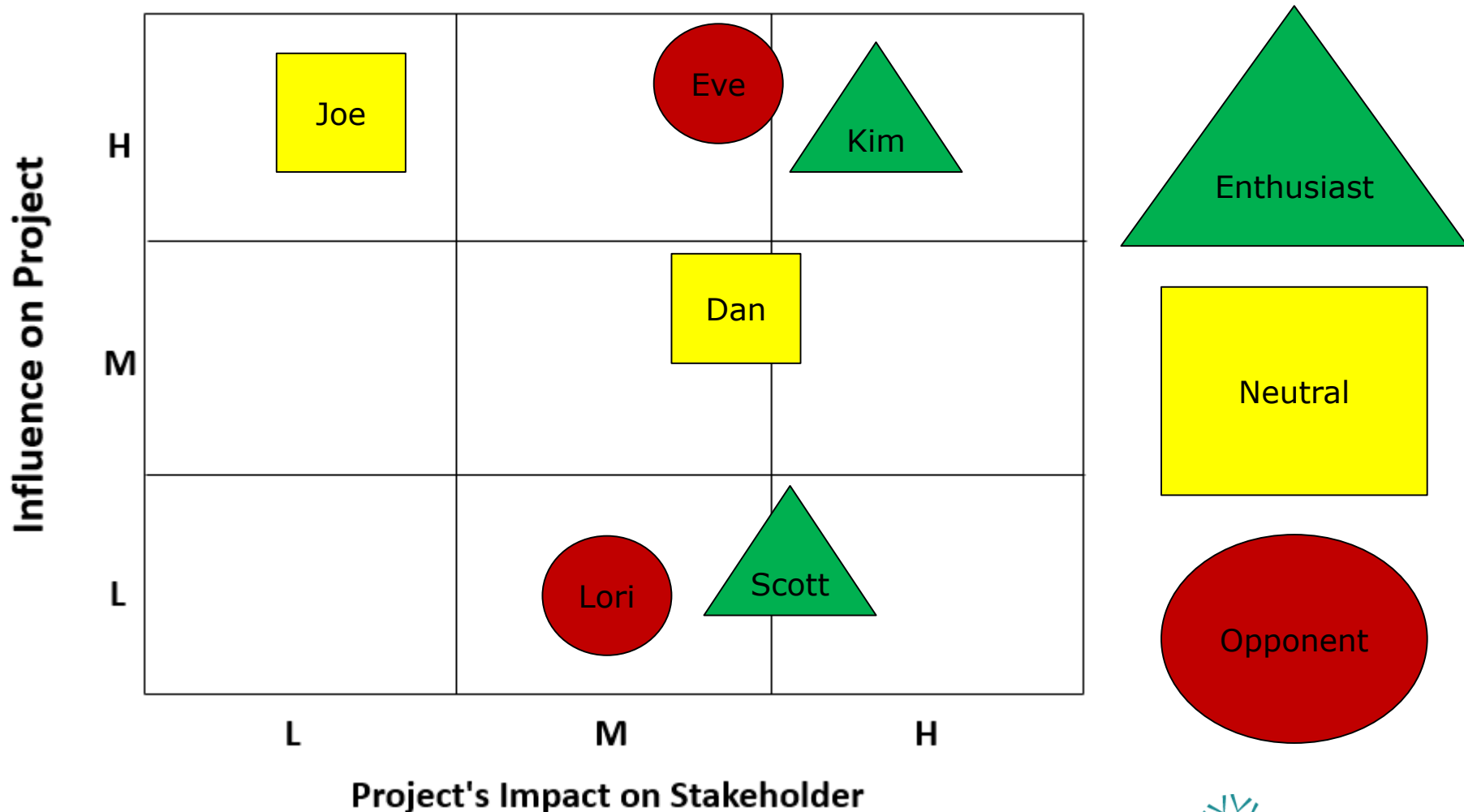
Making a concrete connection between the stakeholder and the work of the project

Explicit, not implicit

Stakeholder Mapping



Stakeholder Mapping Example



Stakeholder Analysis Questions

1. What's important to him/her?
2. What does the group need from him/her?
3. How will the work of this project help him/her with what's important to him/her?
4. How can I (or others) more clearly communicate the connection between the project and what's important to him/her?
5. How can I (or others) modify what we're doing to more fully connect the work to what's important to him/her?
6. How will I know I'm making progress?

Stakeholder Analysis Example

- | | |
|---|---|
| 1. What's important? | Safety and labor cost |
| 2. What does the group need? | Training commitment |
| 3. How will the work of the project help? | Fewer arrests |
| 4. More clearly communicate the connection? | Highlight lower labor cost and increased officer safety in a comparison program |
| 5. Modify what we're doing? | Adjust training schedule to minimize overtime |
| 6. How will I know I'm making progress? | Increased attendance at meetings |

Switch

What looks like a people problem is often a situation problem.

~ Chip and Dan Heath, *Switch*

Meetings

Planning and leading meetings to maximize stakeholder engagement

Engagement in Meetings: Still...



Clear understanding of the goal(s) for the meeting

Know why I'm here

Feel that the group's values and goals are in line with mine

Feel valued by others in the group

Engagement in Meetings: Preparing

Agenda

- Topics to be discussed
- Decisions to be made
- Time allocated to each
- Name(s) of those responsible

Send draft ahead of time

Connect with stakeholder priorities

Be realistic about timing

Agenda Example#1

Agenda for the OPEN Board of Directors

Friday September 6, 2013

10:00 a.m. to 12:00 noon with lunch to follow

Location: Network Office & Training Center, City, State

Participation: When a Member's designated Board Director cannot attend, **sending an Alternate Director is strongly encouraged**. Assuming primary Director authorization, he/she will have full voting rights.

Ground Rules: Everyone Participates – **No One Person Dominates**
An Individual's **Silence Will be Interpreted as Agreement**
Listen as an Ally -- **Work to Understand Before Evaluating**
Helps to **Assume Positive Intent** First When Things Go Wrong
Please **Minimize Side Conversations**

10:00 am OPEN Board of Directors Call to Order (Board President) *Enclosure #1*

- **Check In** with Members who are participating from remote locations
- **Consent Calendar** – The below consent agenda includes items for approval as well as items received. A Member may request any time on the consent agenda to be removed for separate consideration; it will then be considered after the consent agenda is adopted.

For Approval

- **Board Agenda** (Members are encouraged to contact OPEN staff or the

Agenda Example#2

Agenda Title Here

Date: x/x/xx

Time: 9am to 1:00pm (CST).

Location: Conference Room A

Meeting Purpose:

The overall expected outcome of the session is.....

Time	Topic	Outcome	Facilitator
10	Review action items from last meeting	Share information/status & clarify understanding	ML
10	Meeting topic #1	Share information/status & clarify understanding	ML
15	Meeting topic #2	Discuss & decide	ML
10	Meeting topic #3	Discuss & decide	ML
5	Review & document all action items identified (who, what & by when: 3Ws)	Clarify & verify 3Ws identified	ML

Action Item 3W's:

	Who	What	When
1	Bill N.	Action example	6/10/15
2	Sue B.	Action example	5/31/15
3	Sue B.	Action example	6/14/15

Engagement in Meetings: During the Meeting

Start and end the meeting on time

Follow the agenda as closely as possible, with some flexibility

Questions

- Ask open ended questions
- Pause after asking a question – resist the urge to fill the silence
- Avoid sharing your perspective first
- Call on quiet people
- Ask everyone to write down their top ideas, then go around the group to share

Engagement in Meetings: During the Meeting

Dominant group members: “Thanks for sharing your perspective, Joe. Let’s hear what others have to say.”

Tangents: Parking lot/offline chat, etc.

Before adjourning, review list of action items:
Who’s going to do what, and by when?

Engagement in Meetings: After the Meeting

Distribute meeting notes

Include action items

Engagement in Meetings

Accept less than your share of the credit, and more than your share of the blame.

~ Arnold H. Glasow

Helpful Resources

Books

B. Kim Barnes, *Exercising Influence*

Chip & Dan Heath, *Switch*

Patrick Lencioni, *The Five Dysfunctions of a Team*
(includes team assessment on each of the 5 dimensions and suggestions for overcoming)

Mario Moussa, *Committed Teams*

Ruralcenter.org Website

Network Aim for Sustainability Portal: Collaboration
Building Commitment Through Group Decision-Making

Shannon Studden

Program Specialist II

218-216-7044

ssudden@ruralcenter.org

Get to know us better:

<http://www.ruralcenter.org>

