



# HEALTHCARE Supply Chain Network

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## Maximizing Stakeholder Engagement for Healthcare Procurement

January 23, 2020



# Introductions

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# Learning Objectives

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- Stakeholder Engagement Benefits
  - Stakeholder Engagement Framework
  - Patient Engagement Strategies
  - Meaningful Engagement



# Stakeholder Engagement

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# Benefits of Building Stakeholder Involvement



INCREASE VALUE



BUILD “SOCIAL CAPITAL” –  
TRUST, SHARED VALUES,  
MUTUAL UNDERSTANDING



NEW INSIGHTS AND  
PERSPECTIVE



PROJECT SUCCESS



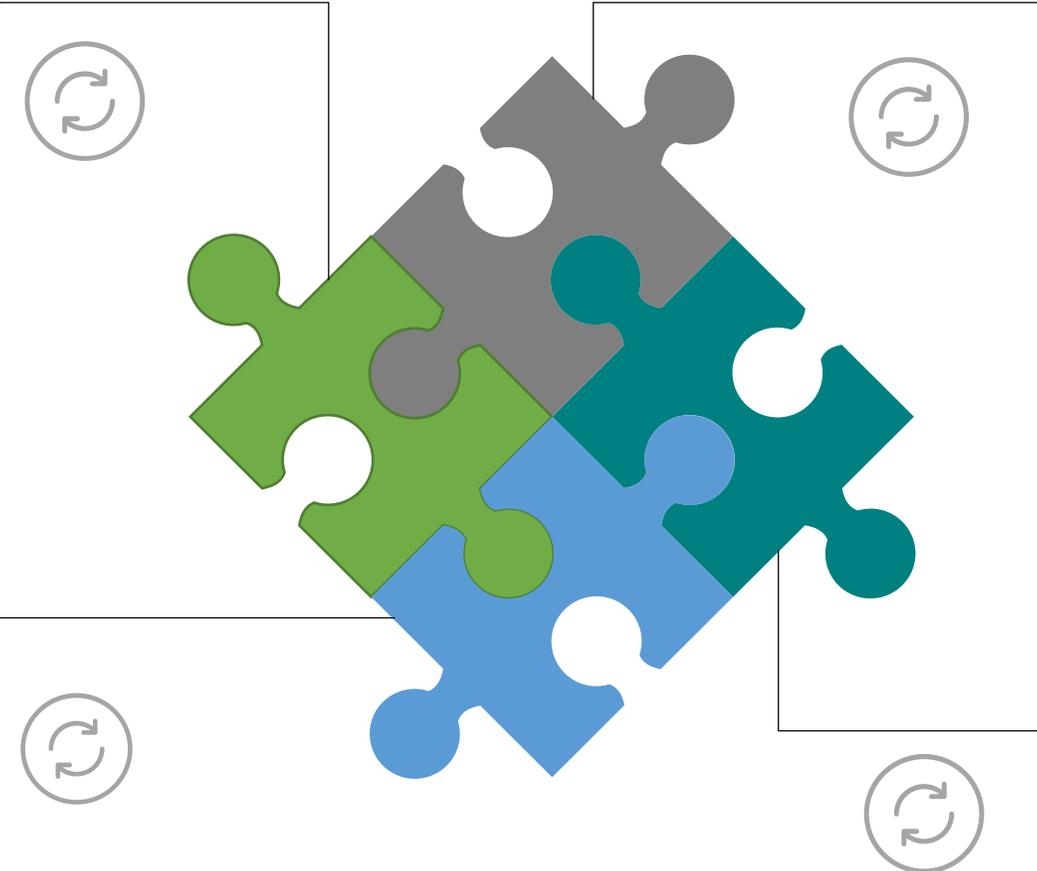
# Stakeholder Engagement Framework

Identify Stakeholders

Determine Engagement Objectives and Strategies

Analyze and Understand Key Stakeholders

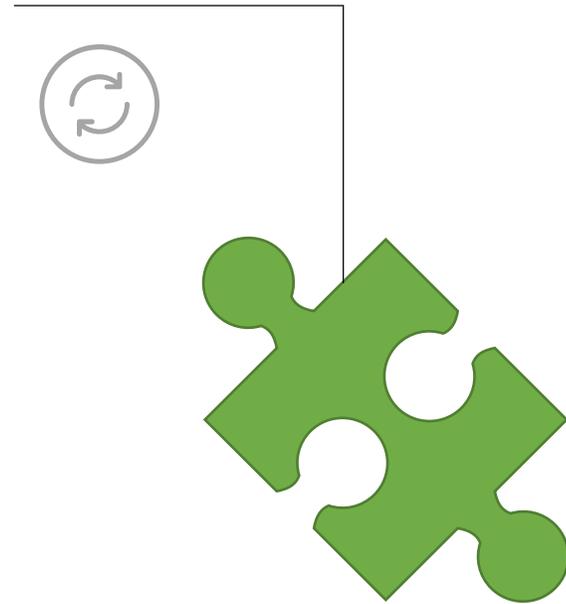
Engage Stakeholders





# Identify Stakeholders

## Identify Stakeholders



- Who has a vital interest in your project or what you plan to do e.g. within the circle of care, community partners?
- Who will be involved directly, indirectly or perceived to be affected by the outcome of your work e.g. patients, informal caregivers, care providers?
- Who can make an important contribution to, or influence, the project scope, resources or outcome e.g. decision makers, clinical experts, policy maker and funders?

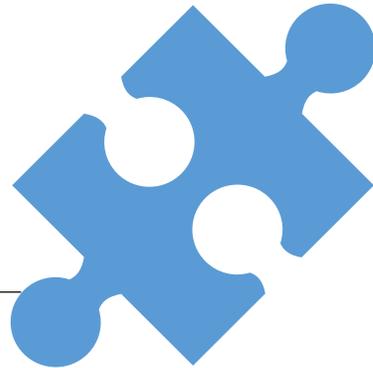
# Stakeholder Communities

Stakeholder communities may not be from the same organizations, but could be individuals linked by:

- Issues
- Identity
- Interaction
- Geography



# Analyze and Understand Key Stakeholders



Analyze and Understand  
Key Stakeholders



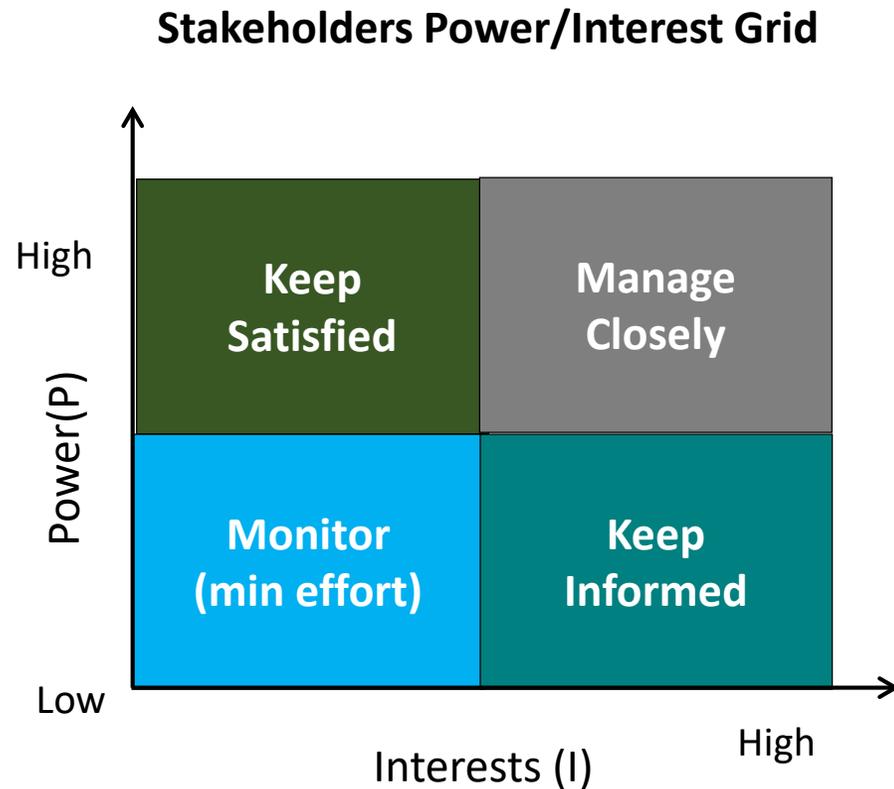
- What are their needs and how is the problem affecting them?
- What financial or emotional interest do they have on the outcome of your work?
- What motivates them? What are their concerns and needs?
- What information do they want from you?
- How do they want to receive information? What form of communication do they prefer and how frequently?



# Stakeholders Mapping

Stakeholder/ Stakeholder Group	What are their “values”, “interests”?	Attitude towards this issue? Affected (positive/negative)	Desired or preferred solutions, why?	Their Power or Influence (Financial, Policy, Technical, Community Network)
Project Owner				
Team Members				
Lobbying Groups				

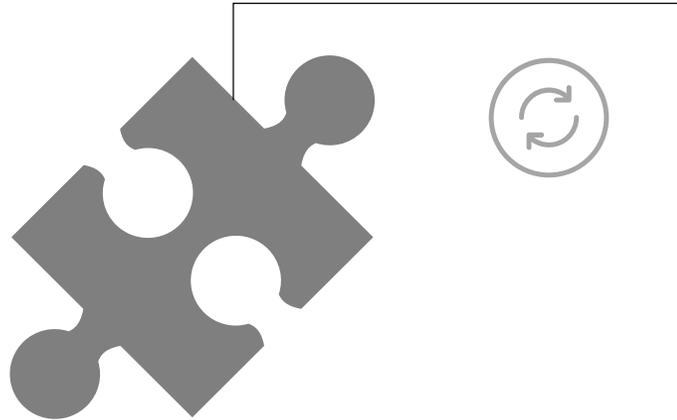
# Prioritize Stakeholders



- When you are interacting with multiple stakeholders at the same time with limited time and resources, it is important to consider prioritizing your stakeholders based on their interest (I) in the project and the power (P) they hold over the project.
- Stay connected with them to make sure you know when some of them move into other quadrants during the life of the project.



# Developing Stakeholder Engagement Strategy



## Determine Engagement Objectives and Strategies

- Identifying the objective of engagement
- Determining when to engage
- Organizing the information that aligns with the stakeholder's values

# Engagement Objectives and Approaches



**INFORM** – TO KEEP INFORMED



**CONSULT** – TO INFORM AND LISTEN TO



**INVOLVE** – TO ENSURE CONCERNS ARE REFLECTED IN SOLUTION



**COLLABORATE** – PARTNER TO MAX. EXTENT POSSIBLE



**EMPOWER** – TO IMPLEMENT WHAT WAS DECIDED TOGETHER

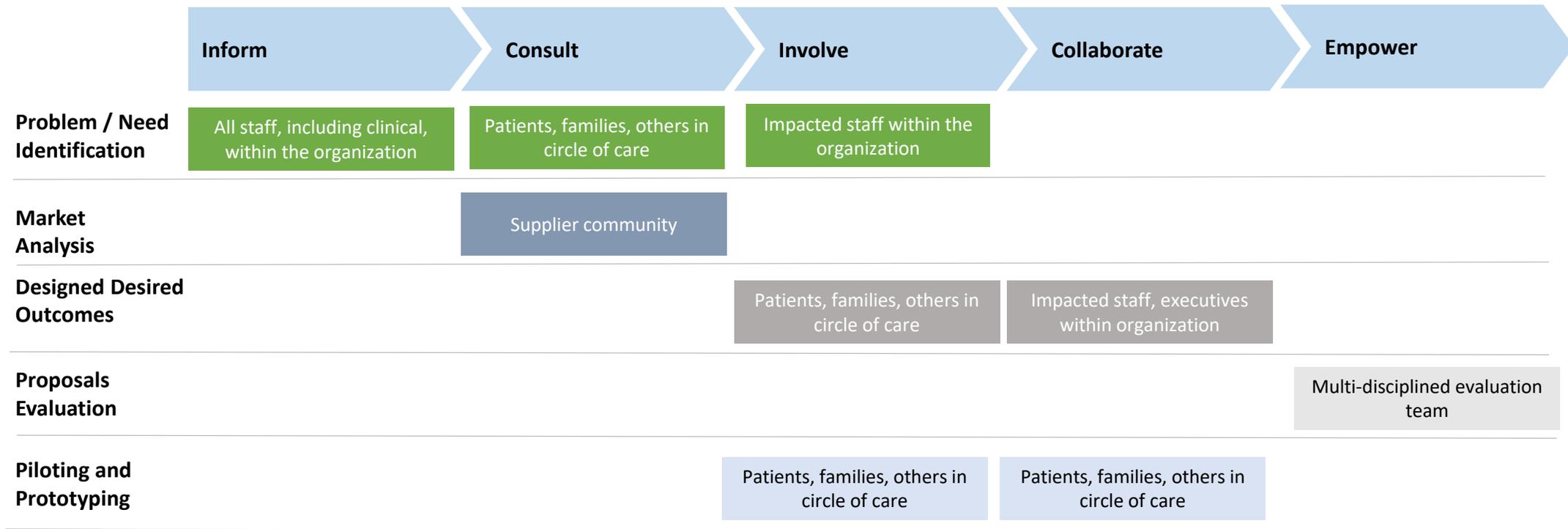


**Power Sharing**

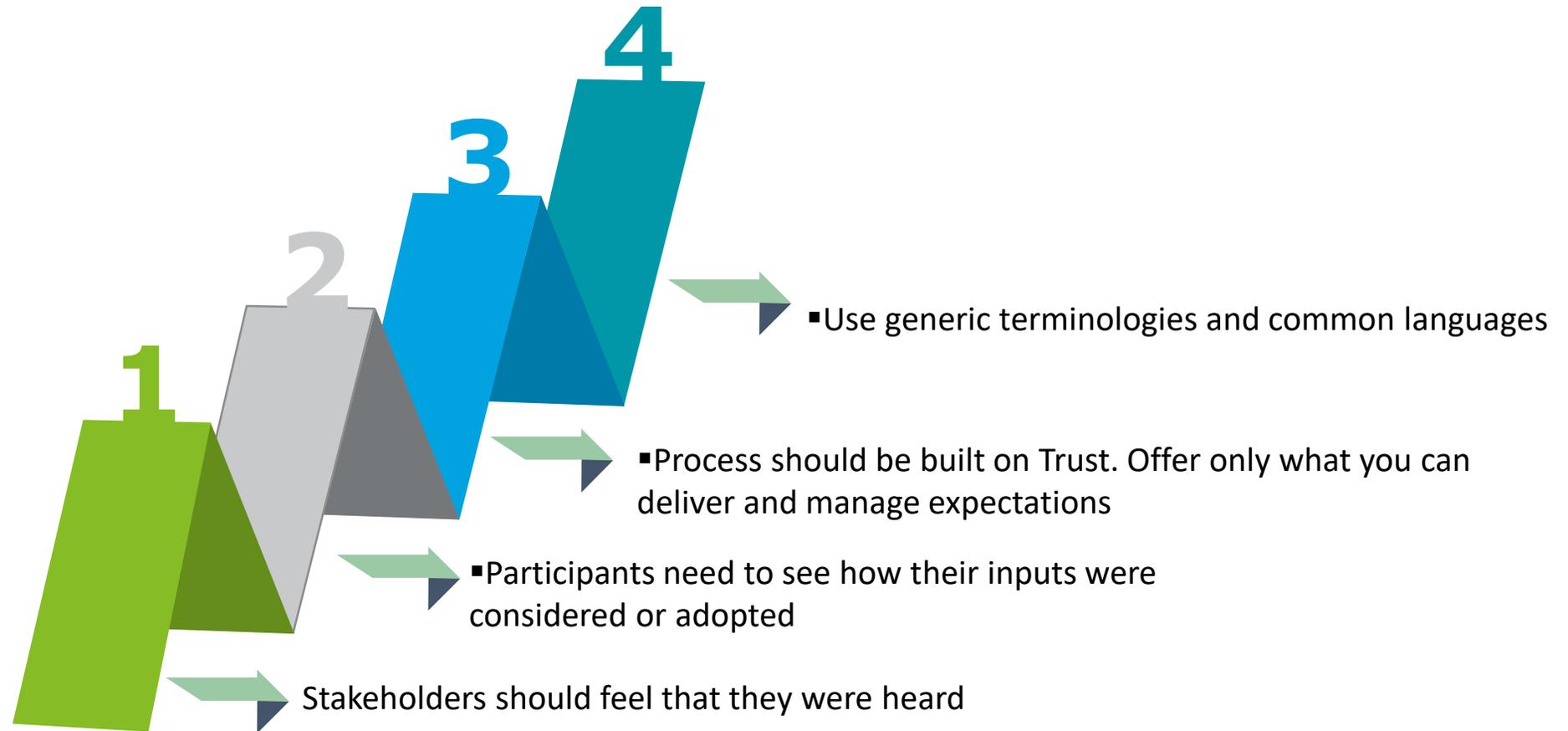


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# Developing Stakeholder Engagement Strategy Example

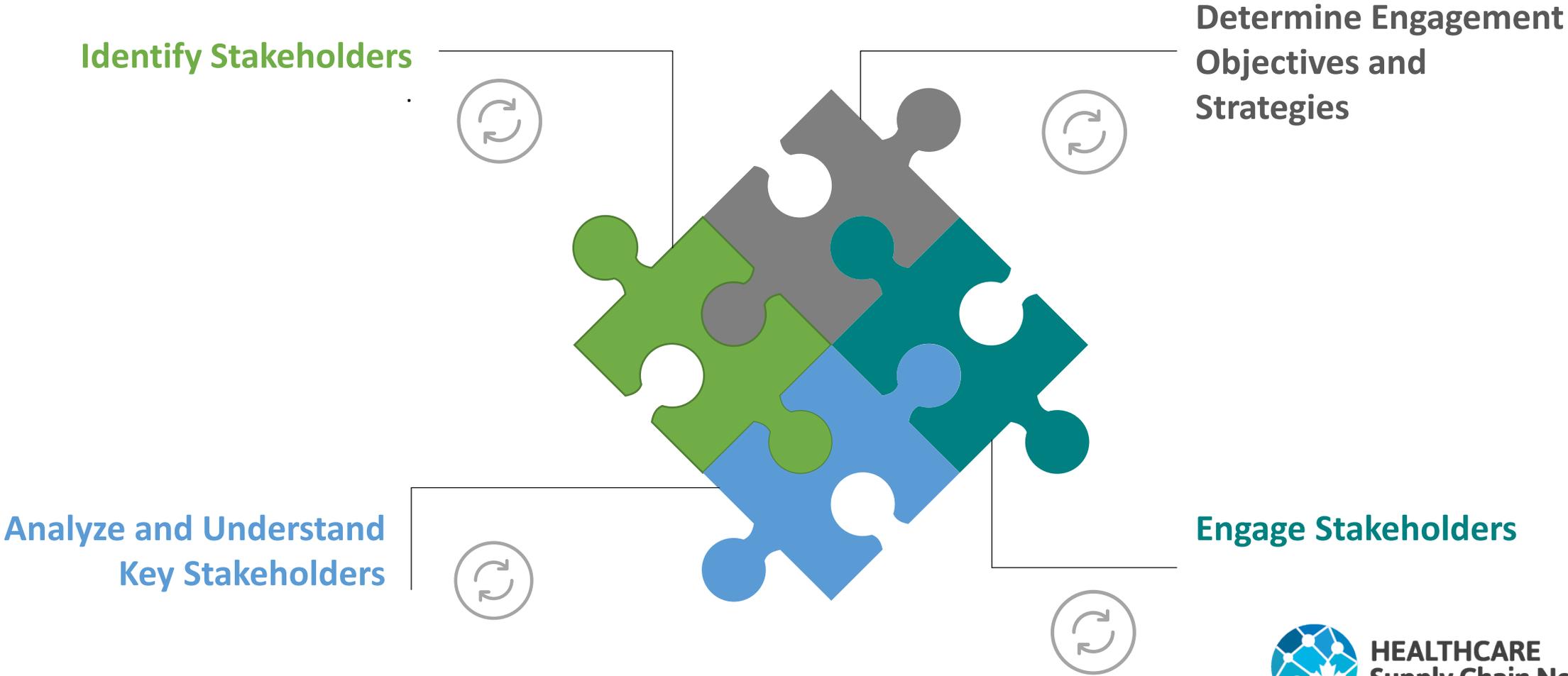


# Communication Principles





# Stakeholder Engagement Framework





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## Interactive Touchpoint

- What are a few examples of challenges or successes that you have encountered when engaging stakeholders?



# Patient Engagement

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# Patient Engagement Approaches



## Inform

To keep the patient community connected at different points of the project using newsletters, posters, open house, etc.



## Consult

To validate “needs” and “values” and acknowledge concerns while developing procurement document through surveys, interviews/meetings and focus groups, etc.

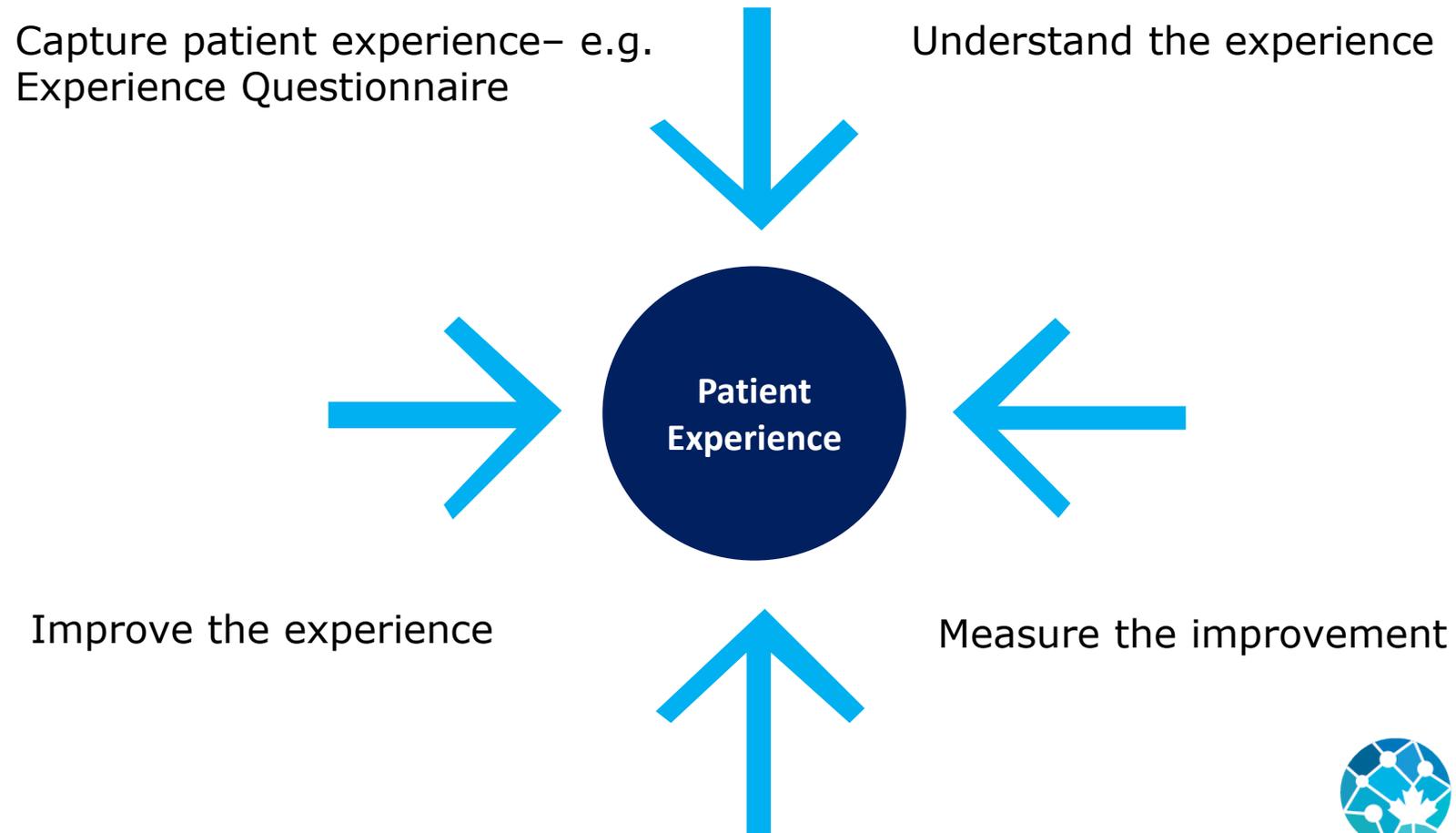


## Involve

To work with patients in solution development pre and post procurement through forms of focus groups, advisory committees, etc.



# NHS United Kingdom Experience Based Design (EBD)





# Tools for Capturing the Patient Experience

 Observation/Photography

 Interviews/Meetings

 Focus Groups

 Story Boards

 Diaries

 Experience Questionnaires

# Experience Questionnaire- Patients

## How do you feel?

**This experience questionnaire will help you think about how you feel at different stages in your journey.**

Circle the words that best describe your feelings at each stage, or write your own words at the bottom.



See pages 54-55 for more information on experience questionnaires

### Why?

We'd like to know why you felt like this. Was it friendly staff, a nice conversation, or a long wait – whatever it is we'd like to know.

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Download this from [www.institute.nhs.uk/ebid](http://www.institute.nhs.uk/ebid)

### Arriving/Checking In

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad



### Information

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad



### Waiting

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad

### Going to Theatre

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad



### Recovery

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad



### Check Ups

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad



### Leaving

happy  
supported  
safe  
good  
comfortable  
in pain  
worried  
lonely  
sad

Write your own words here

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# Understanding the Patient Experience



IDENTIFY EMOTIONS



IDENTIFY THE TOUCH POINTS (POINTS ALONG THE JOURNEY THAT ARE IDENTIFIED AS POSITIVE OR NEGATIVE EMOTIONALLY)



MAP THE EMOTIONS TO THE TOUCH POINTS AND IDENTIFY THE UNDERLYING TRIGGERS



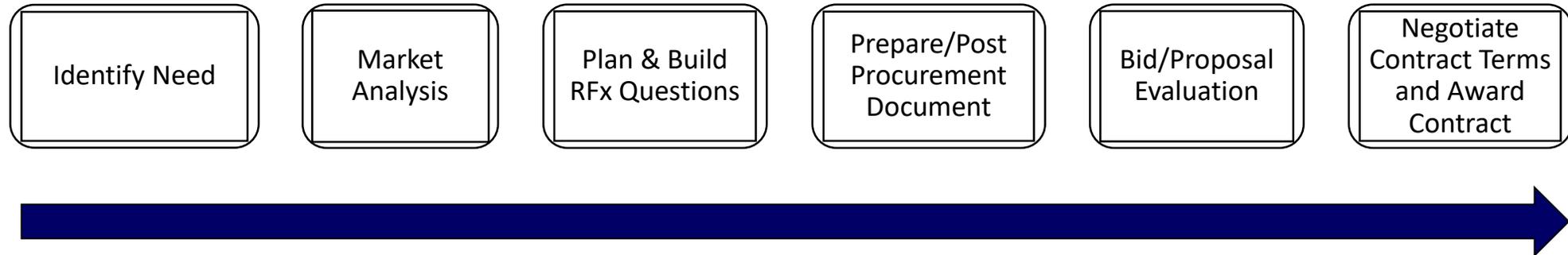
BRING TOGETHER PERSPECTIVES FROM HEALTH PROVIDERS AND PATIENTS



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# Linking Patient Engagement to Procurement Processes

## Procurement Process Flow



## Evaluation Criteria Considerations

- Patient experience
- Patient comfort
- Patient choice
- Clinician/user experience
- Clinician ease of use and safety
- Clinician and system process improvement
- Performance guarantees
- Implementation support
- Ongoing service support
- Clinical training, education

# Meaningful Engagement - Pre & Post RFXs

## Clinical inputs

- Procurement to do clinical tours or view procedure to understand bigger impact on patient care.
- Procurement to share value strategies, guide teams in developing generic questions.

## Supplier participation

- Responses to RFXs can affect engagement – outcome of the process.
- Answering questions clearly, providing for site visits or clinical demos.
- Dialogue and open communication.

## Patient Involvement

- Determine if patient needs to be involved.
- Ensure patient safety is at forefront of decision-making.
- Determine if patients provide input in development of questions, or clinical evaluations, or both.

## Post Implementation Support

- Stakeholder engagement beyond the award of the RFX is critical.
- In order to realize results of patient involvement or in-depth clinical trials, ongoing support from suppliers is key to success for clinical programs.





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## Interactive Touchpoint

- Can you share examples where you engaged patients and/ or clinicians in procurement process, and impact post-RFX award?



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## Questions





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## Thank you

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# Join us for our Upcoming Webinar

Thursday February 20<sup>th</sup>, 2020

## **PERFORMANCE METRICS, BENCHMARKING & REPORT CARDS**

PRESENTERS:

David Loukras, Provincial Director, Supply Chain Performance

Surinder Bains, Manager Warehousing & Logistics, PHSA

Elise Tiessen, Sr Operations Analyst, PHSA

<https://hscn.org/event/performance-metrics-benchmarking-and-report-cards/>



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