MHSA Stakeholder Involvement

A Collaborative Approach to Change

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MHSA Stakeholder Involvement

What is Stakeholder Involvement?
Why is it Important Today?
How do we do it Successfully?
What is Stakeholder Involvement?
Support for Change Endeavors

“Unless you live alone on a desert island where you are in sole command, stakeholders will challenge, delight, and even frustrate you in your endeavors to create change.

Wendy Pryor, Museums Victoria Australia

Wikipedia on Stakeholder Engagement and Triple Bottom Line
The term “stakeholder engagement” first conceived as a business concept, is commonly defined as:

“...the process by which an organization involves people (internal and external) who may be affected by the decisions it makes, or can influence the implementation of its decisions.”
Support for the “Triple Bottom Line”

An accounting framework businesses use to evaluate their performance from a broader perspective to create greater business value (John Elkington, 1994)

Triple Bottom Line (TBL)
- People
- Planet
- Profit
Based on Core Values of Public Participation*

Stakeholders have a say in decisions and actions that affect their lives...

- Promises Participant contribution will influence decisions
- Seeks participant input on how they participate
- Provides information about how to meaningfully participate
- Facilitates involvement of those affected and interested
- Promotes sustainable decisions by conveying needs & interests
- Shares how participant input affected decisions

*Adapted from Core Values for the Practice of Public Participation by the International Association for Public Participation, www.iap2
Offers Benefits to Organizations

When executed effectively, stakeholder involvement can:

- improve communications
- obtain support
- gather information
- generate new service solutions
- enhance agency reputation
- provide for more sustainable decision-making
Bottom Line - Stakeholder Engagement is:

- A value-based shared leadership process
- That includes perspectives and voice of those impacted
- In co-creating the future state of organizations
Why is Stakeholder Involvement Important Today?
Systems Today are More Complex?

- This complexity requires multiple perspectives to be successful.
- To insure value and positive impact for the customer (i.e., person-centeredness), they must be front and center.
- To tap into the reservoir of strengths, resilience and solutions that consumers and stakeholders bring to the table.
A New Understanding of Leadership is Needed

In today’s world, ...a more contemporary understanding of leadership as a shared process is needed - to achieve better access and customer experience, better outcomes, and cost-effectiveness for those served by public agencies.

The Triple Aim
Today’s complex systems require a shift in leadership approach.

Traditional Approaches  →  Collaborative Approaches

Centralized
1. Networks embedded within and between organizations
   - Membership organizations
2. Multi-hub networks – affiliate models
3. Intentional networks
4. Networks of networks

Decentralized
## Shifting Dimensions of Leadership

<table>
<thead>
<tr>
<th>20th Century</th>
<th>21st Century</th>
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<tbody>
<tr>
<td>Broadcast</td>
<td>Engagement</td>
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<tr>
<td>Few leaders</td>
<td>Everyone a leader</td>
</tr>
<tr>
<td>Cause and effect</td>
<td>Complex causes</td>
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<tr>
<td>Told what to do</td>
<td>Many people initiate</td>
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<tr>
<td>One right way</td>
<td>Many perspectives</td>
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<tr>
<td>Assembly line</td>
<td>Experimentation</td>
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<tr>
<td>Predictable</td>
<td>Unexpected</td>
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<tr>
<td>Control</td>
<td>Support</td>
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<td>Television</td>
<td>Social Web</td>
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Leadership Institute Presentation by MIG on Collaborative Networks
Bottom Line - MHSA Pledges a Commitment to Inclusion

“Counties shall demonstrate a partnership with constituents and stakeholders throughout the process that includes meaningful stakeholder involvement on mental health policy, program planning, implementation, monitoring, quality improvement, evaluation, and budget allocations.”

Mental Health Services Act (Revised January 04, 2018)
How Do We Practice Stakeholder Involvement Successfully?
Lean in to Collaboration

- Learn the perspectives of consumers, providers, advocates, and community networks to improve your system and to achieve positive change, and

- Develop an understanding of the dynamic web of relationships that have an impact on your work, your leadership, and the leadership culture of your organization.
Determine the Degree of Engagement you will Provide

- Map your stakeholder groups (interests, influence and desired involvement) and determine the degree of engagement you intend to offer.
## Have a Clear Transparent Plan

<table>
<thead>
<tr>
<th>Engage</th>
<th>Review</th>
<th>Utilize</th>
<th>Consult</th>
<th>Consider</th>
<th>Check</th>
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<tbody>
<tr>
<td>Engage key stakeholder group leaders in the design of your Stakeholder Involvement Plans</td>
<td>Review evaluations of MHSA planning processes- RDA Evaluation (<a href="http://www.mhssoac.ca.gov/document/2016-04/oac0930149ardareportd6">http://www.mhssoac.ca.gov/document/2016-04/oac0930149ardareportd6</a>)</td>
<td>Utilize best practices for community engagement that you can find on the web</td>
<td>Consult with other counties: share plans, experience and results – pick the best elements you find</td>
<td>Consider bringing in consultants that have worked successfully in other counties with similar size and demographics</td>
<td>Check CBHDA, MHSOAC, CalMHSA, CIBHS, Steinberg Institute, websites for information</td>
</tr>
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Bottom Line to Practicing Successful Stakeholder Involvement

- A transparent leadership philosophy and belief in the value of inclusion
- A clear, understandable purpose, values, plan, and skilled facilitation
- The interpersonal and physical space to listen, learn, co-create, and act
And Don’t Forget to ask...

How Can We Do Better?

1. Aha’s
2. Ugh Oh’s
3. Your Ideas!