From Buy-in to Opt-in: Shared Services Engagement Strategies

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Conflict of Interest

The authors / presenters, Dr. Suzie Carmack, PhD, MFA, MEd, ERYT and Dawn Stapleton, BS, both have no real or apparent conflicts of interest to report.
Today’s Fun

Who We Are
What We Did
What We Learned & What You Should Know
Learning Objectives

✓ Design a stakeholder engagement strategy based on environmental scan findings
✓ Recognize how to align stakeholder outreach and development activities strategically and holistically
✓ Evaluate the success of stakeholder engagement efforts over time
✓ Integrate stakeholder engagement processes into workflow and process improvement efforts
But First…
Poll: What does engagement mean to you?
For our discussion today...

Engagement is here 😊
What Stakeholder Engagement Means To Us

**Buy-In = Change Management**
1. Listen first and keep listening (emphasize discourse)
2. Involve people from start to finish: inclusively and with transparency

**Plug-in = Strategic Communication**
3. Develop a common language and meaning
4. Ask a third party to facilitate (from neutral ground)

**Opt-In = Social Marketing**
5. Collaborate on definition of success and evaluation of outcomes
6. Grow success one adopter and advocate at a time
Today’s Fun

Who We Are

What We Did

What We Learned & What You Should Know
Who We Are

Dr. Suzie Carmack, PhD, MFA, MEd ERYT

Dawn Stapleton, BS

The MITRE Corporation is a not-for-profit company that operates multiple federally funded research and development centers (FFRDCs). We provide innovative, practical solutions for some of our nation's most critical challenges in defense and intelligence, aviation, civil systems, homeland security, the judiciary, healthcare, and cybersecurity.
Today’s Fun

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What We Did Part 1: Meet the Project

**Surveillance Data Platform (SDP)**

**Vision**
- Exchange Data
- Share Tools
- Drive Public Health Action
What We Did Part 2: Environmental Scan

Central Engagement Challenges
What We Did Part 3: Strategy Planning

**Engagement Challenges**

- "I don’t know about this…"
- "I don’t feel part of this…"
- "I don’t think I can do this…"

**Grounded in Theory**

- Behavioral beliefs
- Evaluation of behavioral outcomes
- Normative beliefs
- Motivation to comply
- Control beliefs
- Perceived power
- Attitude toward behavior
- Subjective norm
- Behavioral intention
- Perceived behavioral control
- Behavior

**Engagement End States**

- "I Think Change is Good"
- "I Am Part of the Change Trend"
- "I Can Make the Change – and Share - Easily"


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## The Buy-In, Plug-In, Opt-In Engagement Strategy Model

<table>
<thead>
<tr>
<th>Strategy Influence Areas</th>
<th>Strategy End States</th>
<th>Strategic Engagement Goals</th>
<th>Strategic Team Execution Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management</td>
<td>Buy-In</td>
<td>Listen First &amp; Often Involve everyone w/inclusivity and transparency</td>
<td>Target the message to the person and situation</td>
</tr>
<tr>
<td>Strategic Communication</td>
<td>Plug-In</td>
<td>Develop a common language &amp; meaning Ask a 3rd party to facilitate</td>
<td>Build partnerships over time through problem-solving &amp; collaboration</td>
</tr>
<tr>
<td>Social Marketing</td>
<td>Opt-In</td>
<td>Collaborate on definition of success and evaluation of outcomes Grow success</td>
<td>Keep expectations low and deliver high on promises of outcomes of engagement</td>
</tr>
</tbody>
</table>
What We Did Part 4: Communication Tactics (Summary)

**Dual (Internal + External) Engagement Activities**

- Naming Process
- Stakeholder Analysis
- WG Outreach Mapping
- 501 compliance

**External Engagement Efforts**

- Conferences
- Research & Targeting
- Abstract submission
- CDC Internal Coordination

**Presentations:**

- APHA
- CSTE
- Datapalooza
- APHL

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**Internal Engagement Efforts**

**Meetings**

- Landscape Analysis
- Workgroup Meetings
- Sub-group Meetings
- Technical Meetings (ITSO, etc.)
- Early Adopters (Planning)
- Weekly Project Touchpoint
- Senior Leadership Meetings
- Daily Scrum
- Product Owner Hours
- Weekly Comm Touchpoint
- Demos (CBR + Vocabulary Services)
- Daily production touchbase

**Presentations**

- On Demand (by request)
- Leadership (i.e. reporting up)
- Other meetings (reporting out)
- Feedback Session (July 17)

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**Artifacts (Support Materials)**

**Fact Sheets / Issue Briefs**

- General: 1.0 (June 2016)
- 2.0 (Nov 2016)
- 3.0 (April 2017)
- 4.0 (July 2017)
- Vocabulary Service: 1.0 (June 2017)
- CBR Service: 1.0 (June 2017)

**Online Presence**

- Website: 1.0 (August 2016)
- 2.0 (December 2016)
- 3.0 (August 2016)
What We Did Part 5: Quantitative Results (Volume)

Activity Example = Outreach Efforts

- N=122+ May 16-Ap 17
- Virtual and In-Person
- Examples:
  - Agile Design Process
  - Product Owner hours
  - Work group meetings
  - Sub group meetings
  - Individual conversations

RQ 2: "How Did We Spend Outreach Time Each Month?"
SDP Stakeholder Outreach Events (n=122) by Month

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What We Did Part 5: Qualitative Results: Feedback

Feedback Session 1: External Stakeholders
Venue: August 2016 PHI Conference
Feedback session facilitated by Public Health Informatics Institute
N = 40 attendees from local, state, territorial, national health

Feedback Session 2: Internal (CDC) Stakeholders
Venue: July 2017 Webinar Presentation + Online Survey
N = 46 attendees of webinar
N = 22 online survey

Two Major Questions in Follow-up Survey
RQ1: What do you find most promising about the Surveillance Data Platform (SDP) with Shared Services Initiative?
RQ2: How do you see SDP support your work or program needs?
RQ1 and RQ2 Feedback Survey Results

Comments were very positive, reflect buy-in, project messaging and show interest in Surveillance Data Platform (SDP) current and future services.

RQ1: What do you find most promising about the SDP Initiative?

- Example of Comments Validating Our Buy-in, Plug-In and Opt-In Model:
  - “Setting the stage and standard for collaborative approach to solving surveillance problems.”
  - “Attempts to break the siloed approach to development”

RQ2: How do you see SDP support your work or program needs?

- Example of Comments Validating Our Buy-in, Plug-In and Opt-In Model:
  - “SDP will remove the burden of having to build services for capturing questions and value sets for health datasets as well routing content like datasets to designated file shares.”
  - “Vocabulary service will enable us to replace our old question management system.”
What We Learned = What You Should Know

Buy-In = Change Management

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Yes! ☺

This is the same list that you saw in our Strategic Engagement Model.
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Strategic Application of Buy-In, Plug-In, Opt-In: Travel History Data Harmonization “Tiger Team” Example

Engagement Challenges

“\textit{I don’t know about this}”

Bring together standards and other SME’s from throughout CDC to collaborate

“\textit{I don’t feel part of this}…”

Give the standards subgroup the ability to solve a ‘real’ problem in a short amount of time

“\textit{I don’t think I can do this}…”

Promote collaboration and problem-solving in a time-bound way (actionable goal)

Tiger Team Purpose

– Propose opportunities and recommendation to reduce diversity of Travel History questions

Tiger Team Objectives

– Analyze subset of Travel History questions, responses, value sets and data elements
– Consider processes for sharing Travel History information
– Document lessons learned and implications for subsequent data harmonization efforts
– Propose opportunities to reduce diversity of Travel History
Listen First – and Keep Listening

LISTEN

• Listen not to hear, but with curiosity and the intent of learning.

• Create a dialog. Learn about your stakeholders. Understand their pain points.

• Stakeholder engagement requires two-way conversations.
Involve People From Start To Finish – Inclusively and with Transparency

Inclusivity

– Know who should be involved in the decision making.
– Include your outliers and naysayers.
– Give people lead time to adjust their schedule or send proxy.
– Have the fear of missing out: difficult people become more difficult when they aren’t invited.

Transparency

– Keep everyone over-informed – both those involved and those they influence (wherever and however possible)
– Don’t be afraid to bring challenges forward – with the common purposes of innovation and problem-solving = “We Can” attitude
Develop a Common Language

Plug-In
Ask a Third Party to Facilitate

When conflict arises, a 3rd party can level the playing field (and keep the engagement ball in play).

- **MOTIVE**: When a department or state ran the meetings, people were skeptical of each others’ motives.
- **TRUST**: As an FFRDC, MITRE was in a trusted advisor role.
- **MEDIATION**: Facilitators can help move conversations past stalls by asking everyone to consider their common purpose and/or mutual challenges.
Collaborate to Define Success and Outcomes

Data Harmonization Value

**Travel History Questions**

- Traveled out of county, state, or country?
- In the 6 months prior to illness onset did the subject travel outside of the state of residence?
- Exposure to travel outside home state in previous 7 days?
- Did the patient travel prior to onset of illness?
- Did the subject travel out of the county, state, or country in the 30 days prior to symptom onset?
- In the 30 days prior to illness onset, did the patient travel?
- Did the patient have a recent (prior 12 months) history of travel?
- In the 30 days prior to symptom onset did the patient have travel to foreign or domestic area with documented or suspected recent local transmission of SARS cases?

171 questions simplified to 42 (8 standard + 34 non standard)

**Data Harmonization**

Here is one example of what collaboration can do 😊

Did *<person>* travel or live at *<location>* during *<time-period>* or before *<event>*?

85% of overall travel history questions can be represented by harmonized template
Grow Success One Adopter and Advocate at a Time

Surveillance Data Platform (SDP) with Shared Services

What We Do

Launched in 2016, the Surveillance Data Platform (SDP) with Shared Services program is one of several initiatives dedicated to making disease tracking more efficient through the use of cloud-based technology.

Bringing new solutions and improved efficiency to public health disease surveillance

CDC SDP Website Screenshot, Dec 17
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Questions?
Let’s Continue the Conversation

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