

# Stakeholder Engagement in Complex Environments: One Size Does Not Fit All.

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# Why go the extra mile to engage diverse stakeholders?

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- Increase the **quality** of the research and implementation process
- **Speed the translation** of evidence to practice by incorporating end users' values, preferences and needs
- Address **social justice** and inclusion of under-represented and disenfranchised groups



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# What do we know about stakeholder engagement in pragmatic trials?

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- Use of Community-Based Participatory Research (**CBPR**) principles
- Engagement as **equal research partners** (e.g., co-researchers, mentors), in all research phases (designing, testing and delivering the intervention, data collection, and dissemination and implementation)

# What do we know about stakeholder engagement in pragmatic trials?

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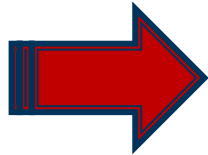
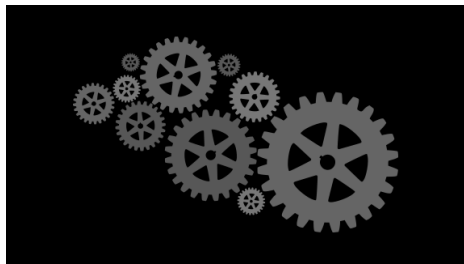
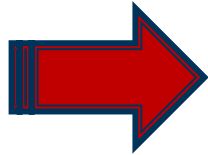
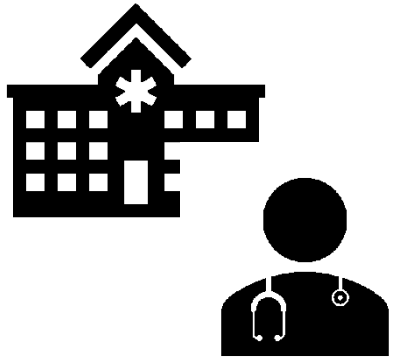
- **Dedicated resources** (including organizational processes) to support end-user/patient engagement
- **Tracking and evaluation** of engagement (e.g., use of the Research Electronic Data Capture (REDCap))
- **Stakeholder Coordinating Center (SCC)** to facilitate communication and provide a central mechanism for obtaining input on key decisions

# What do we know about stakeholder engagement in pragmatic trials?

BENEFITS	CHALLENGES
Increased quality of the research process – help understand the intervention rationale/goals from multiple perspectives	Lack of comparative effectiveness research on patient engagement methods
Identification of outcomes that matter	Inconsistent and lack of reporting
Higher sustainment	Variation on engagement (e.g., focused engagement early on)

# Pragmatic Trials and Implementation Research

## Common goals



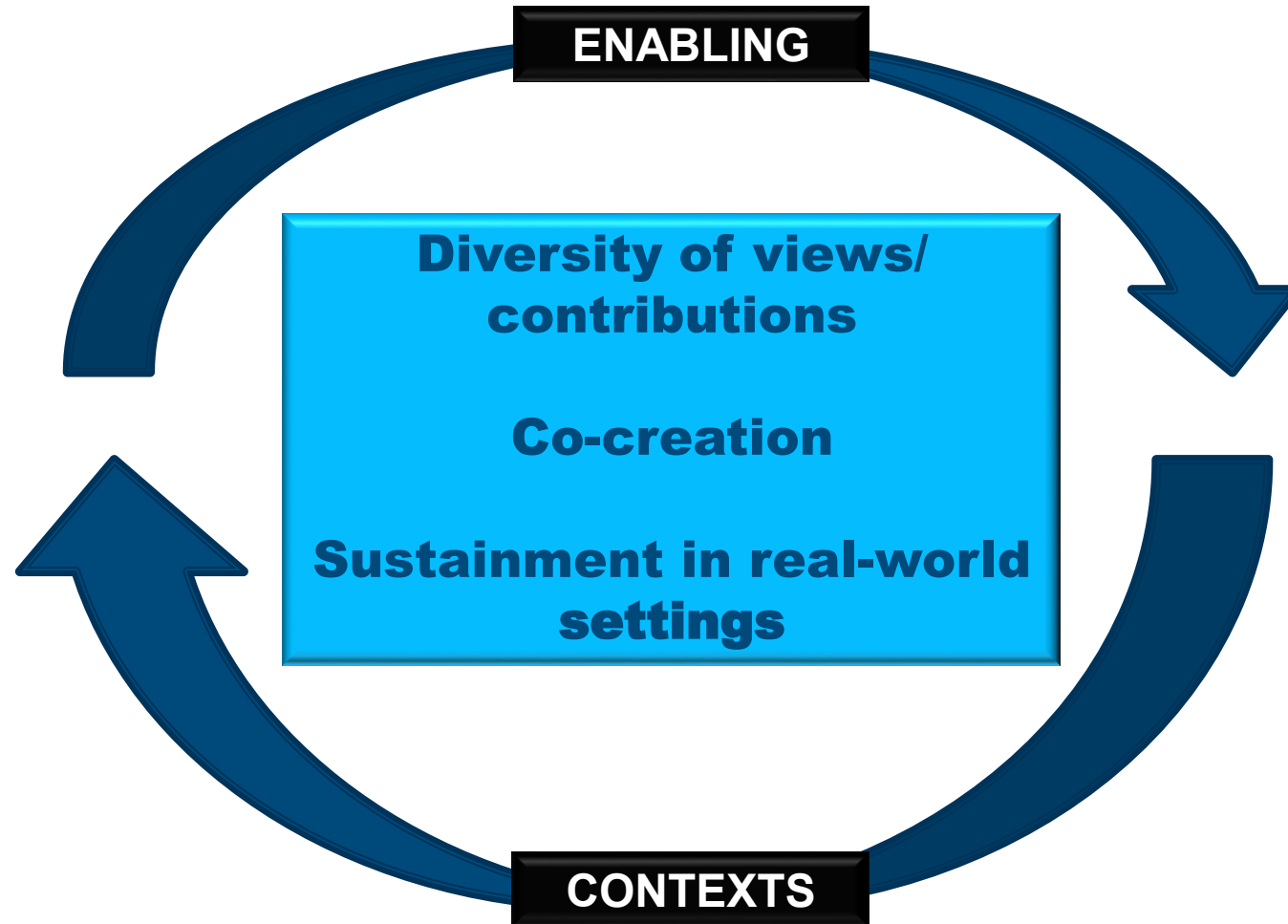
**Diversity of views/ contributions**

**Co-creation**

**Sustainment in real-world settings**

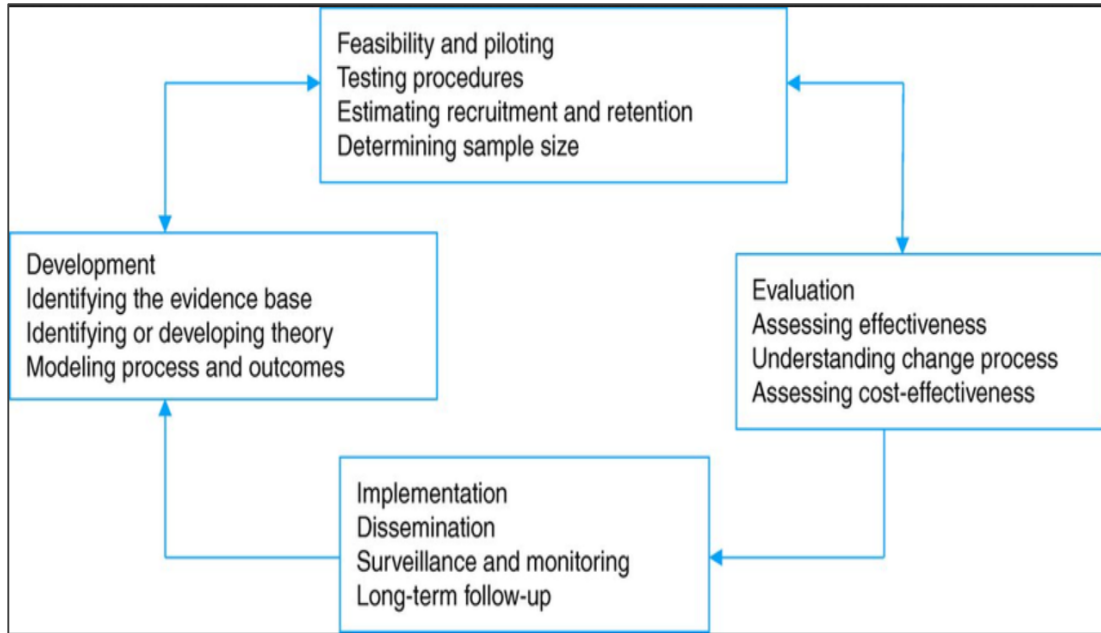
# Pragmatic Trials and Implementation Research

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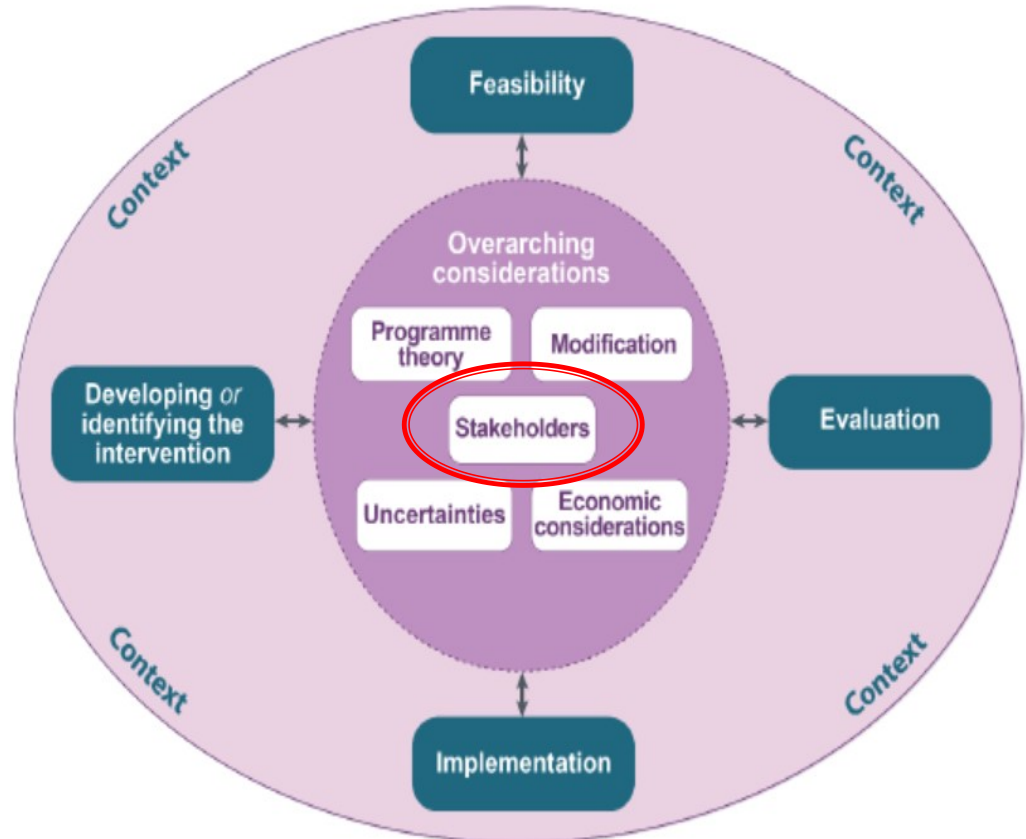
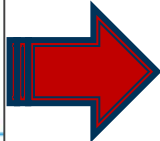


# Interventions are implemented in dynamic environments

## Evolution of the Medical Research Council (MRC), UK Framework on the evaluation of complex health interventions



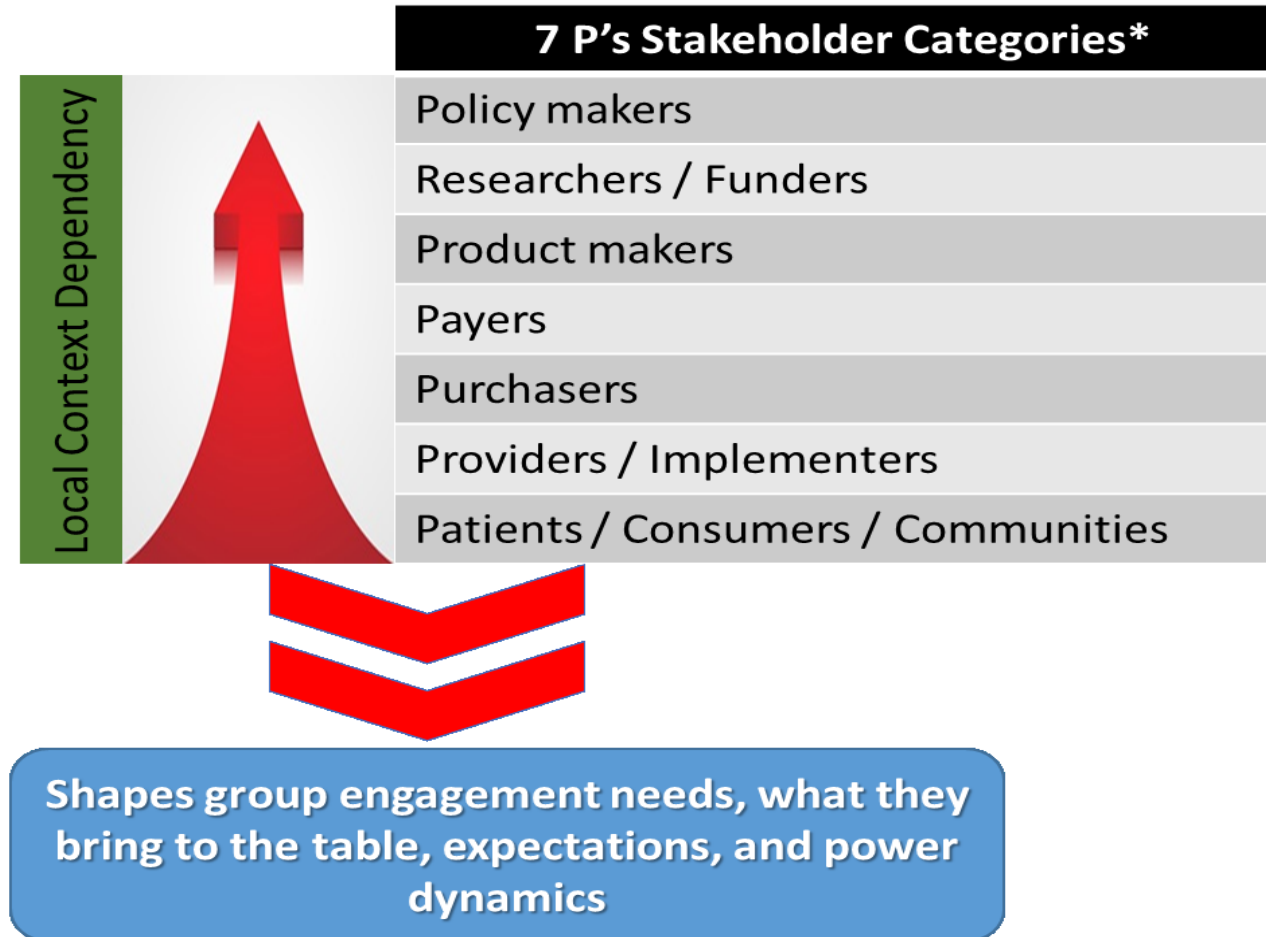
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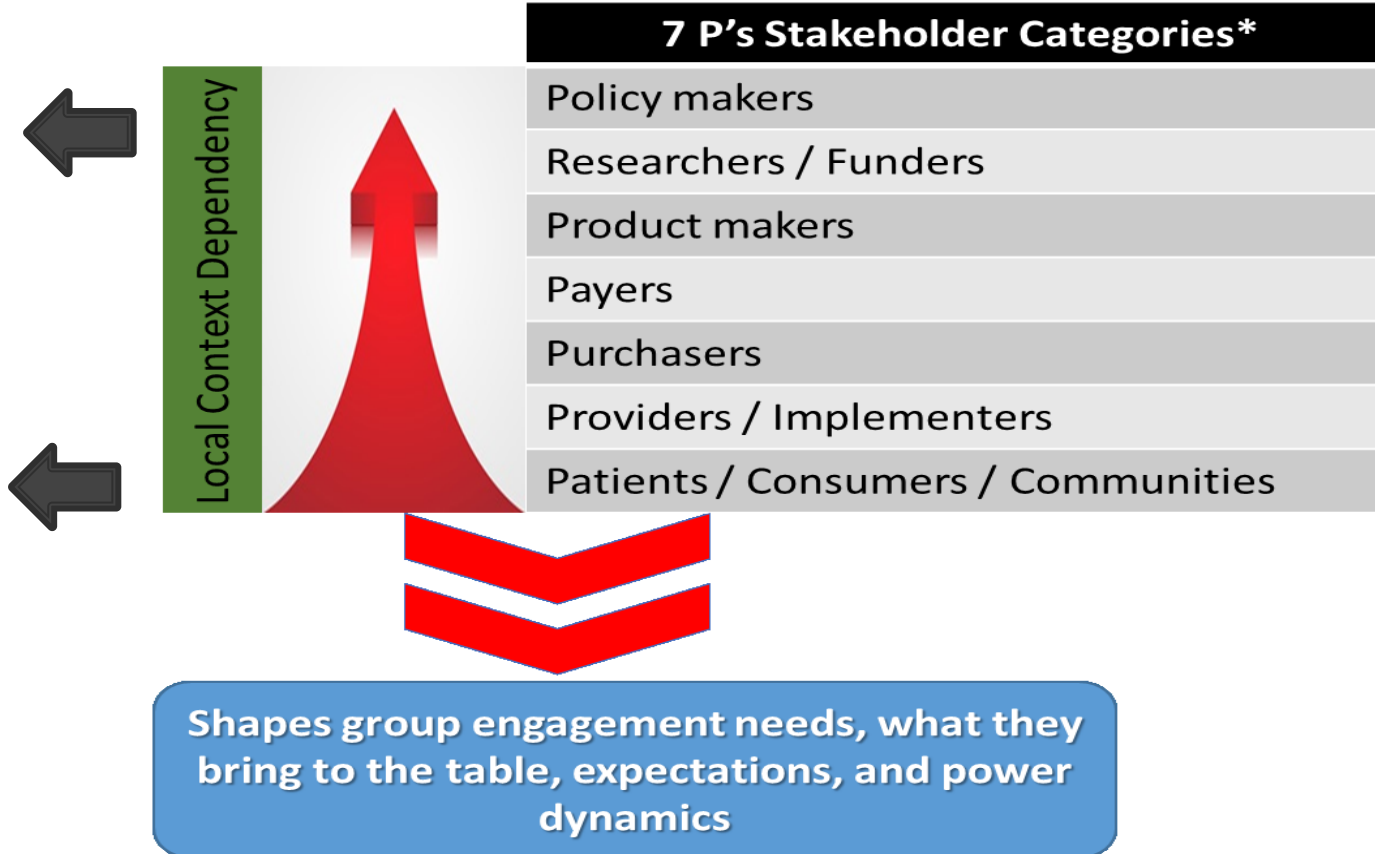
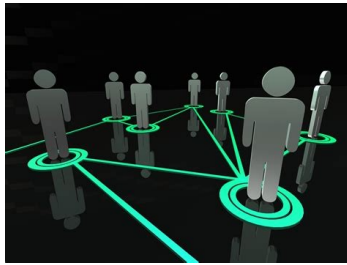


# Context Dependent Engagement



\*Adapted from: Concannon TW, Meissner P, Grunbaum JA, et al. A New Taxonomy for Stakeholder Engagement in Patient-Centered Outcomes Research. *J Gen Intern Med.* 2012;27(8):985-991.

# Context Dependent Engagement



\*Adapted from: Concannon TW, Meissner P, Grunbaum JA, et al. A New Taxonomy for Stakeholder Engagement in Patient-Centered Outcomes Research. J Gen Intern Med. 2012;27(8):985-991.

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# Role of Implementation – The How

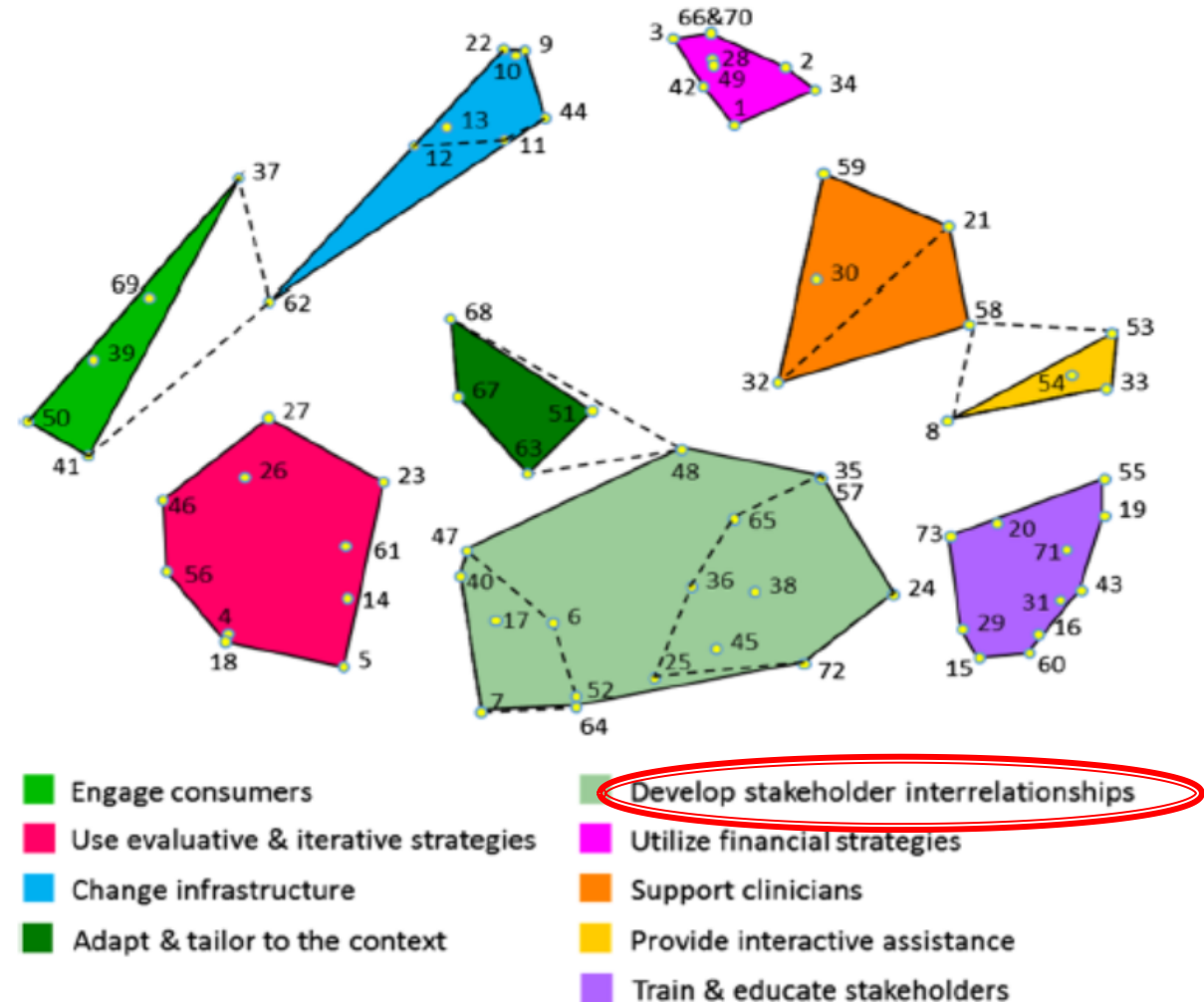
# Implementation Strategies

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- **Systematic** processes or methods, techniques, activities, and resources supporting the adoption, integration, and sustainment of evidence-based interventions into **usual settings**. (Rabin & Brownson, 2018; page ).
- **Types**
  - Discrete
  - Multifaceted
  - Blended

# A relevant category has been identified as **'strategies designed to develop stakeholder interrelationships'**

- Powell and colleagues (2015) classify the ERIC strategies into 9 categories
- Developing stakeholder interrelationships category covers 17 (12.4%) of the ERIC strategies (n=73)



# List of ERIC strategies designed to **develop stakeholder interrelationships\*** (Powell et al, 2015)

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- ✓ Build a coalition (6)
- ✓ Capture and share local knowledge (7)
- ✓ Conduct local consensus discussions (17)
- ✓ Develop academic partnerships (24)
- ✓ Develop an implementation glossary (25)
- ✓ Identify and prepare champions (35)
- ✓ Identify early adopters (36)
- ✓ Inform local opinion leaders (38)
- ✓ Involved executive boards (40)

- ✓ Obtain formal commitments (47)
- ✓ Organize clinician implementation team meetings (48)
- ✓ Model and simulate change (45)
- ✓ Promote network weaving (52)
- ✓ Recruit, designate, and train for leadership (57)
- ✓ Use an implementation advisor (65)
- ✓ Use advisory boards and workgroups (64)
- ✓ Conduct educational outreach (72)

\*Terms used interchangeably to reflect strategies that rely on group engagement and processes such as collaboratives, partnerships, workgroups, expert panels and advisory boards.

# How to get those wheels turning...

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- Cultural humility
  - Individual
  - Organizational
- Promote co-creation
- Allow time for stakeholders to reflect, understand, and decide
- Welcome advise and expertise first; data later
- Value transparency



# Styakeholder Engagement and Grant Proposals

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- Funding by the Patient-Centered Outcomes Research Institute (PCORI) required stakeholder engagement through the Engagement Rubric.
- Relationships are already established by the time the proposal is submitted
- Conduct focus groups to obtain stakeholder input, insert ‘quotes’
- Clinical and Translational Science Award (CTSA) Centers from the National Center for Advancing Translational Sciences, NIH have rich research resources on engagement:  
<https://tracs.unc.edu/index.php/services/engagement>

<https://sc-ctsi.org/search?q=engagement>



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# 1-minute interview clips – The Opinion Corner

# What makes a trustful research partner? How does engagement advance **social justice**?



**David Lucas “Luke” Smith, MD**  
Executive Director. Bilingual Mental  
Health Community Clinic.  
Durham, North Carolina.



**Melissa Chinchilla, PhD, MCP, MSHPM**  
Research Scientist.  
Federally Qualified Health Center.  
Los Angeles, California.



**Christina Reaves, MPH**  
Director of Research, Research Department.  
Federally Qualified Health Center.  
Riverside, California.



Homes. Support. Success.

**Tomashu ‘Kenyatta’ Jones, PhD**  
Vice President, Health and Social Services.  
Permanent Supportive Housing.  
Los Angeles, California.

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