

The PAE Attention Framework

Understanding the Ingredients for Successful Stakeholder Engagement



NCAPPS



Welcome to Today's Webinar



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Thank you for joining us to learn about **Stakeholder Engagement**.

This webinar series is sponsored by the National Center on Advancing Person-Centered Practices and Systems. NCAPPS is funded by the Administration for Community Living and Centers for Medicare & Medicaid Services.

NCAPPS webinars are free and open to the public.

The goal of NCAPPS is to promote systems change that makes person-centered principles not just an aspiration but a reality in the lives of people across the lifespan.





Webinar Logistics

- Participants will be muted during this webinar. You can use the **chat** feature in Zoom to post questions and communicate with the hosts.
- Toward the end of the webinar, our speakers will have an opportunity to **respond to questions** that have been entered into **chat**.
- The webinar will be live captioned in English and Spanish. To access the Spanish captions, please use this link:
<https://www.streamtext.net/player?event=HSRI-SPANISH>
- El seminario de web estará subtulado en vivo en Inglés y Español. Para tener acceso a los subtítulos en Español, utilice este enlace:
<https://www.streamtext.net/player?event=HSRI-SPANISH>
- This live webinar includes polls and evaluation questions. Please be prepared to interact during polling times.



Feedback and Follow-Up

- After the webinar, you can send follow-up questions and feedback about the webinar to NCAPPS@hsri.org.

(Please note that this email address is not monitored during the webinar.)

- The recorded webinar, along with a pdf version of the slides and a Plain Language summary, will be available within two weeks at NCAPPS.acl.gov. We will also include questions and responses in the materials that are posted following the webinar.

Meet Our Speakers



**Erin McGaffigan,
PhD**

Owner/Principal,

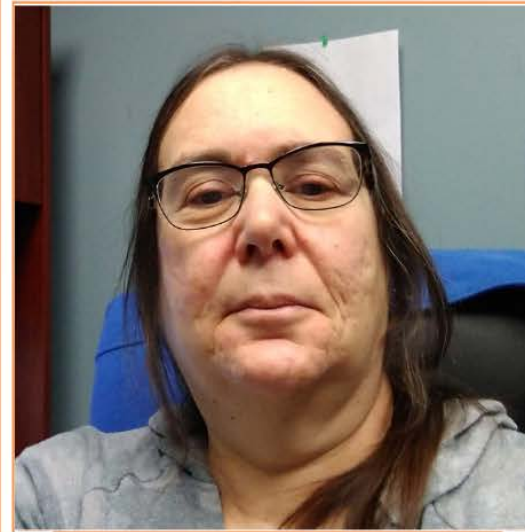
Collective Insight LLC



Keith Jones

President,

*SoulTouchin'
Experiences*



Anne Fracht

Advocate and a
Self-Advocacy
Coordinator



Bob Weir

Home and Community-
Based Policy Analyst
*Oregon Department of
Human Services, Aging,
and People with
Disabilities*

Our Objectives for Today

- 1) Recognize the range of experiences and outcomes resulting from stakeholder engagement
- 2) Review a simple framework to guide engagement activities towards a more positive outcome
- 3) Provide real life examples of how this framework can build stakeholder trust and strategies for success

What is Stakeholder Engagement?

Defining a Stakeholder

- A holder of a wager, or, a stake is 'placed at hazard' (*The Oxford English Dictionary*)
- An individual or group that impacts your work or will be impacted by your work

There are Many Types of Stakeholders

- Participants (service users, self advocates)
- Support Brokers, Case Managers, Direct Care Providers, Advocacy Groups, Communities, Elected and Non-Elected Public Officials...

We need to recognize the role power typically plays in when, how, and who we define as stakeholders

What is Stakeholder Engagement?

Defining Stakeholder Engagement

- Involving individuals or groups in the design, implementation, and/or improvement of something (service, program, approach)
- Comprehensive engagement strategies often include...
 - more than one stakeholder group
 - multiple methods for engagement
- Goal is to start somewhere, with someone, reflect, and improve.

Often, participant engagement requires thoughtful engagement strategies for more than one stakeholder group to be accessible, inclusive, and effective

“The Real Choice Revolt” – My Introduction to Participant/ Stakeholder Engagement

- New Freedom Initiative, 2001
Real Choice Systems Change
Grant (Massachusetts)
- Learn more about our lessons
learned at CPIGs Fly
<http://www.advancingstates.org/sites/nasuad/files/hcbs/files/108/5357/CPIGS.pdf>

The collage features the following elements:

- Report Cover:** Titled "When CPIGs Fly" with authors Nicole Lomerson, MPH; Erin McGaffigan, MSW, LSW; Darlene O'Connor, PhD; and Kimberly Warrack, BS. It is dated February 2007 and includes the subtitle "Meaningful Consumer Involvement in Systems Change".
- Man in Cap:** A photograph of a man wearing a baseball cap and a jacket, looking towards the camera.
- Woman with Glasses:** A photograph of a woman with glasses and a patterned sweater, looking down.
- Quote 1:** "[Persons with disabilities have] more in common than we do in difference." —Keith Jones, CPIG member. Accompanied by a small portrait of Keith Jones.
- Quote 2:** "Both [consumers] and state partners found out that we were trying to work for the same causes and challenges." —Anne Fracht, CPIG member. Accompanied by a small portrait of Anne Fracht.

PANEL DISCUSSION: OUTCOMES

What are examples of your “good” and “bad” experiences?

What was the outcome of these experiences?



**Individually-Based
Freedoms and Protections**
Provider Owned, Operated or Controlled
Residential Settings

The freedoms and protections below can only be limited if there is a risk to you or someone else

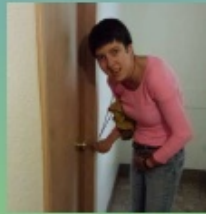
Lease

There is a lease or written agreement in place for where you live. This agreement has protections against being evicted or having to move out as well as responsibilities for you as a tenant



Schedule/Activities

You have the freedom and support to control your schedule and activities



Locks

You can lock your room or apartment door.



Access to Food

You have the freedom and support to have access to food at any time.



Decorations

You can furnish and decorate your room or apartment within your rental or lease agreement.



Visitors

You can choose who visits you and when they visit.



Roommates

When you share a room, you have a choice of who your roommate is.

Understanding Outcomes (McGaffigan, 2011)

- Improved program design
- Increased knowledge and skills (state employees and program participants)
- Program participant empowerment
- Advocacy for funding, design, and sustainability
- Relationship building; improved public relations
- Program participant satisfaction
- Appeared to have no impact or was unsuccessful
- Requires significant time and resources
- Led to frustration and conflict



Why do some people have good experiences and others walk away frustrated?

The PAE Attention Framework™

PEOPLE

People have personal values, beliefs, and experiences which influence how they approach engagement. People can influence outcomes and perceptions of success.

APPROACH

How engagement is “tackled” is influenced by people. The approach, good or bad, influences outcomes as well as people’s perceptions of success.

ENVIRONMENT

Pressure from leaders, constituents, and funders as well as financial/time restraints will influence our perception of how important engagement is, the time and resources we devote to the process, and our own personal buy-in.

Additional Frameworks to Support...

- Arnstein's ladder of participation

<http://citizenshandbook.org/arnsteinsladder.html>

- PCORI Engagement Rubric

<https://www.pcori.org/sites/default/files/Engagement-Rubric.pdf>

- NHS INVOLVE Framework

[https://warwick.ac.uk/fac/sci/med/about/centres/clahrc/ppi/resources/final published copy - extra mile - march 2015.pdf](https://warwick.ac.uk/fac/sci/med/about/centres/clahrc/ppi/resources/final_published_copy_-_extra_mile_-_march_2015.pdf)

- UK Standards for Public Involvement

<https://sites.google.com/nih.ac.uk/pi-standards/standards>

- Business for Social Responsibility 5 Step Approach

<https://www.bsr.org/en/our-insights/report-view/stakeholder-engagement-five-step-approach-toolkit>

PANEL DISCUSSION: THE PEOPLE

What skills or characteristics have you seen as important to making engagement work?



PAE Attention- P for People Factors

The Topic of Representation---- “I want REAL program participants.”

- Who you engage should be driven by what you want to learn
- Thinking beyond individual experience takes skill building, experience, connections, and resources
- Be clear about your expectations for representation (e.g., my view or a broader view) and be realistic
- Use more than one method (e.g., participants and advocates) to get diverse views

PAE Attention- P for People Factors

FACILITATORS OF ENGAGEMENT

- Strong and transparent communicators
- Good listeners
- Demonstrate respect
- Pro-actively and constructively address conflict
- Emphasizes teamwork and de-emphasizes control
- Comfort and/or personal experience with disability

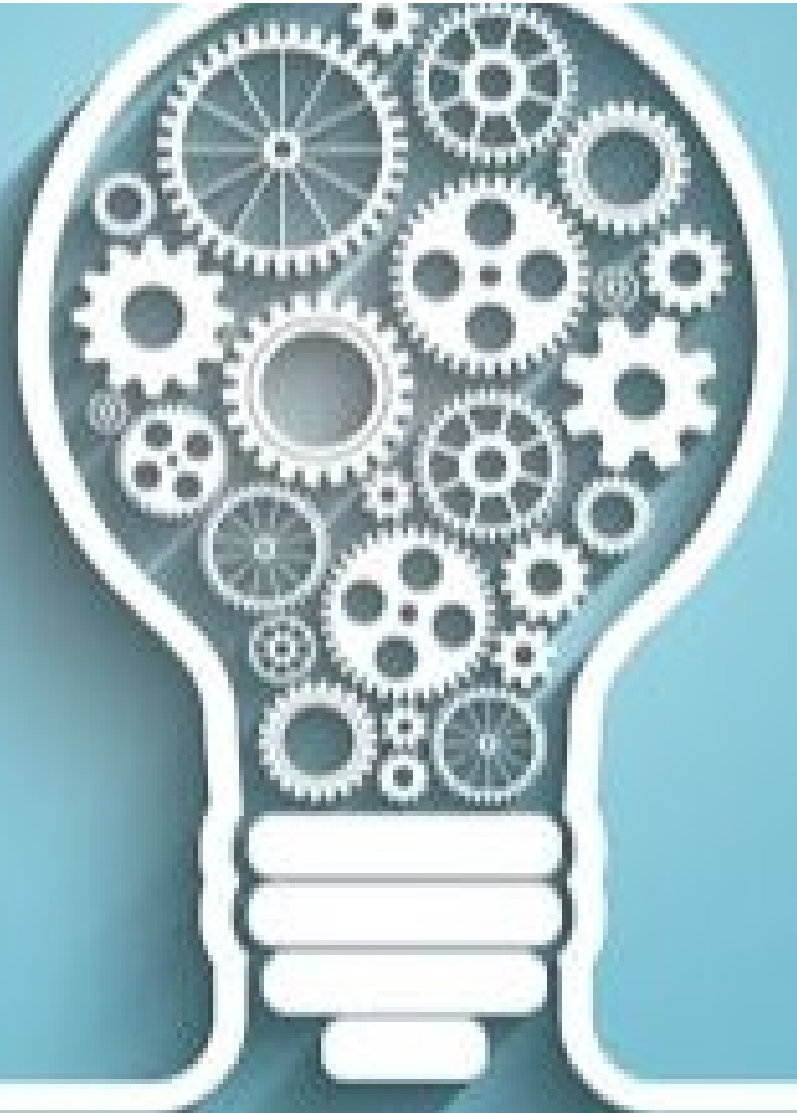
INDIVIDUALS BEING ENGAGED

- Informed of your goals and related policies
- Strong communicators
- Strong advocates, yet ready to partner
- Confident
- Able to devote time and effort

Not everyone has these skills or capacity. These are guideposts to inform planning and training.

PANEL DISCUSSION: THE APPROACH

Examples of
how Approach
has made a
difference?



PAE Attention: A for Approach Factors

- Clear purpose (with buy-in)
- A mix of stakeholders, including diversity and lived experience
- Accessible information
- Standard approaches for addressing accessibility
- Thoughtful timing
- Many known (and comfortable) paths for giving feedback and sharing ideas
- Facilitation strategies that support constructive, honest, equal participation
- Transparent decision-making strategies that strive for consensus building
- Dedicated staffing and support for engaging stakeholders

PANEL DISCUSSION: THE ENVIRONMENT



**Examples of when
the environment
mattered?**

Policy Transmittal Cover Sheet



This page is not distributed with the transmittal
(See requirements for use, below)

Author's name: Phone:

Author's comments:

Reviewer(s):	<input type="text"/>	Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="text"/>	Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="text"/>	Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No

Reviewer comments:

Audience:

Audience examples might include:

- "Those interested in payments to pharmacies."
- "Those involved with managed care enrollment and exemptions."
- "Users of the FACIS program."
- "Those who determine eligibility and case manage seniors and people with disabilities."



Distribution deadline:

Special distribution instructions:

The transmittal cover is only required for transmittals processed following the DHS Transmittals for Client Services/Programs procedures, as outlined in the DHS Communication Formats and Transmittal Forms policy. See the following documents for further instructions and guidance:

- [Policy Transmittal Instructions \(DHS 0079A\)](#)
- [DHS Communication Formats and Transmittal Forms Policy \(DQ-101-001\)](#)
- [DHS Transmittals for Client Services/Programs Procedures \(DQ-010-001-01\)](#)

DHS 0079 (01.19)

Central office action required:

Field/stakeholder review: Yes No

If yes, reviewed by:

Filing instructions:

If you have any questions about this policy, contact:

Contact(s): <input type="text"/>
Phone: <input type="text"/> Fax: <input type="text"/>
Email: <input type="text"/>

Policy/rule title: <input type="text"/>	
Policy/rule number(s): <input type="text"/>	Release number: <input type="text"/>
Effective date: <input type="text"/>	Expiration date: <input type="text"/>
References: <input type="text"/>	
Web address: <input type="text"/>	

Discussion/interpretation:

Implementation/transition instructions:

Training/communication plan:

Local/branch action required:

DHS 0079 (01.19)

PAGE ATTENTION:
FOR...
ENVIRONMENT
FACTORS

Government climate
that encourages
transparency and
collaborative
decision making

A desire for change
from those within
government and
external stakeholders

A culture in which the
definition of “expert”
includes those with
lived experience in
addition to those with
professional experience

Allocation of staff and
financial resources to
make engagement
happen

Some Key Takeaways

- The **PAE Attention Framework** reminds us that many factors inform engagement outcomes (and, many of these factors are intertwined)
- Engagement takes time and will never be perfect. Start somewhere. Learn from it, then improve.
- Conflict is part of the process. How you deal with conflict will make a difference in outcomes.
- Building trust takes time, but it is important. The **People, Approach, and Environment** should be conducive to trust building.

Resources- Helpful Tools and Reports

- When CPIGS Fly: Meaningful Consumer Engagement in Systems Change (2007)
<http://www.advancingstates.org/sites/nasuad/files/hcbs/files/108/5357/CPIGS.pdf>
- Stakeholder Engagement Within a Duals Demonstration Initiative (2018)
<https://www.healthinnovation.org/resources/publications/case-study-of-the-one-care-implementation-council>
- HCBS Business Acumen Center
<http://www.hcbsbusinessacumen.org/engaging-stakeholders.html#stop1>
- Stakeholder Engagement Toolkit (Australia, 2020)
<https://www.dhhs.vic.gov.au/publications/stakeholder-engagement-and-public-participation-framework-and-toolkit>
- Asset Mapping Toolkit, Stay Tuned!
<https://ncapps.acl.gov/>

Resources- Helpful Frameworks

- PAE Attention Framework
<https://www.collectiveinsightllc.com/pae-attention-model>
- Arnstein's ladder of participation
<http://citizenshandbook.org/arnsteinsladder.html>
- PCORI Engagement Rubric
<https://www.pcori.org/sites/default/files/Engagement-Rubric.pdf>
- NHS INVOLVE Framework
https://warwick.ac.uk/fac/sci/med/about/centres/clahrc/ppi/resources/final_published_copy_-_extra_mile_-_march_2015.pdf
- UK Standards for Public Involvement
<https://sites.google.com/nih.ac.uk/pi-standards/standards>
- Business for Social Responsibility 5 Step Approach
<https://www.bsr.org/en/our-insights/report-view/stakeholder-engagement-five-step-approach-toolkit>



Questions?

Real-Time Evaluation Questions

- Please take a moment to respond to these seven evaluation questions to help us deliver high-quality NCAPPS webinars.
- If you have suggestions on how we might improve NCAPPS webinars, or if you have ideas or requests for future webinar topics, please send us a note at NCAPPS@hsri.org

Thank You.

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The content and views expressed in this webinar are those of the presenters and do not necessarily reflect that of Centers for Medicare and Medicaid Services (CMS) or the Administration for Community Living (ACL) .

