

Engaging Stakeholders for your Health Workforce Training Program Evaluation

INTRODUCTION: Why is engaging stakeholders important to your health workforce training evaluation?

Stakeholders can help—or hinder—your health workforce training evaluation before it is conducted, while it is being conducted, and after the results are collected. Stakeholder roles include:

- Responsibility for day-to-day implementation of health workforce training program activities.
- Advocating or approving changes to the health workforce training program that the evaluation may recommend.
- Continuation and funding or expansion of the health workforce training program.
- Generating support for the health workforce training program.

STEP 1: Who are the health workforce training program evaluation stakeholders and how do you identify them?

Stakeholders are all of the people who care about the program and/or have an interest in what happens with the program. There are 3 basic categories of stakeholders:

1. **Those interested in the program operations.**
2. **Those served or affected by the health workforce training programs.**
3. **Those who will make decisions based on evaluation findings to improve, enhance, or sustain the health workforce training program.**

To identify stakeholders, you need to ask:

- Who cares about the health workforce training program and what do they care about?
- Which individuals or organizations support the program?
- Which individuals or organizations could be involved that aren't aware of the program?

Use the *Identifying Key Stakeholders* worksheet listed in the resources section (example on page 2).

Use the following checklist to involve key stakeholders throughout the health workforce training program evaluation process.

- Identify stakeholders using the three broad categories (those affected, those involved in operations, and those who will use the evaluation results).
- Identify any other stakeholders who can improve credibility, implementation, and advocacy, and make funding decisions.
- Engage individual stakeholders and/or representatives of stakeholder organizations.
- Create a plan for stakeholder involvement and identify areas for stakeholder input.
- Target selected stakeholders for regular participation in key activities, including writing the program description, suggesting evaluation questions, choosing evaluation questions, and disseminating evaluation results.

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PCTE Program example

INNOVATION

Team rounding in the nearby hospital and a special weekly clinic session with medical, pharmacy, and social service appointments for the recently discharged. The rounding interdisciplinary team will include trainees (medical students, residents, and social work students) as well as attending physician/preceptors.

OBJECTIVE

Reduce readmissions for high risk patients with multiple chronic diseases, thus decreasing Medicaid spending.

Identifying Key Stakeholders example

	CATEGORY	STAKEHOLDERS	
1	Who is affected by the program?	<i>Medical students Residents Health center administration</i>	<i>Social work students Clinical preceptors State Medicaid</i>
2	Who is involved in program operations?	<i>Faculty directors and teaching staff Alumni office Health center administration</i>	<i>Junior faculty/fellows Senior faculty Health system leadership</i>
3	Who will use evaluation results?	<i>Program leadership Clinical training sites Grants and development office</i>	<i>HRSA Program Partners (i.e. Schools of Social Work) Peers in the medical education field</i>

Which of these key stakeholders do we need to:

Increase credibility of our evaluation	Implement the interventions that are central to this evaluation	Advocate for institutionalizing the evaluation findings	Fund/authorize the continuation or expansion of the program
<i>Alumni offices Peers in the medical education field</i>	<i>Clinical preceptors Faculty</i>	<i>Medical students Residents Clinical preceptors State Medicaid office</i>	<i>Program leadership State Medicaid office Health care system/hospital</i>

STEP 2: What to ask stakeholders?

You must understand the perspectives and needs of your stakeholders to help design and implement the health workforce training evaluation. Ask them the following questions:

- Who do you represent and why are you interested in the health workforce training program?
- What is important about the health workforce training program?
- What would you like the health workforce training program to accomplish?
- How much progress would you expect the health workforce training program to have made at this time?
- What are critical evaluation questions at this time?
- How will you use the results of this evaluation?
- What resources (i.e., time, funds, evaluation expertise, access to respondents, and access to policymakers) could you contribute to this evaluation effort?

The answers to these questions will help you synthesize and understand what program activities are most important to measure, and which outcomes are of greatest interest. Use the *What Matters to Stakeholders* worksheet listed in the resources section to identify activities and outcomes. An example is listed below.

What Matters to Stakeholders example

STAKEHOLDERS	What activities and/or outcomes of this program matter most to them?
<i>Medical students/residents</i>	<i>Being prepared for residency/being prepared for practice</i>
<i>Alumni office</i>	<i>Retention and long term engagement of medical students</i>
<i>Program leadership</i>	<i>Retention of medical students Engaging students in selecting primary care Exposure of all students to working in underserved settings</i>
<i>Health center administration</i>	<i>Reducing unnecessary readmissions</i>
<i>State Medicaid</i>	<i>Reducing spending due to unnecessary readmissions</i>

TOOL 1.1

Identifying Key Stakeholders

CATEGORY		STAKEHOLDERS
1	Who is affected by the program?	
2	Who is involved in program operations?	
3	Who will use evaluation results?	

Which of these key stakeholders do we need to:			
Increase credibility of our evaluation	Implement the interventions that are central to this evaluation	Advocate for institutionalizing the evaluation findings	Fund/authorize the continuation or expansion of the program

TOOL 1.2

What Matters to Stakeholders?

STAKEHOLDERS	What activities and/or outcomes of this program matter most to them?