The healthy business stakeholder engagement guide

The Healthy Business Coalition

BSR

Healthy Business

[hel-thee biz-nis] (noun)

A management approach that seeks to create value and optimize performance by improving the health of consumers, employees, and communities.

Through the earlier tools, you've persuaded key internal decision-makers, set a healthy business strategy, and innovated on programs or products to improve health outcomes. Next you want to identify and engage stakeholders to ensure your initiatives continue to be impactful and achieve your healthy business goals.

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Welcome to the Healthy Business Stakeholder Engagement Guide

The guide will help you:

Develop an Engagement Strategy to engage important stakeholders in support of healthy business goals

Identify and Prioritize Stakeholders for a manageable stakeholder engagement process

Coordinate Engagement by assisting with planning and conducting various engagement tactics

It includes:

A Stakeholder Mapping Tool* to help organize and classify stakeholders by engagement approach

Case Studies to highlight best practices and the diverse benefits of stakeholder engagement

** Healthy Business Coalition members have access to an accompanying Stakeholder Mapping Tool in Excel. For access to this tool, contact the Healthy Business Coalition at healthybusiness@bsr.org.*

Why is this guide needed?

The Healthy Business Stakeholder Engagement Guide is designed for internal advocates to engage stakeholders on their healthy business goals, progress, and obstacles.

This guide plots the stakeholder engagement process to help you engage key stakeholders in a manageable and impactful way. The guide will help you communicate the value of your healthy business programs and learn from select stakeholders, to ensure your programs are viable, strategic, relevant, and actionable.

How to engage stakeholders for healthy business

Stakeholder engagement is a process by which an organization engages with people who may be affected by and can influence its decisions and activities.

Who are your healthy business stakeholders?

Stakeholders are the groups or individuals affected by healthy business programs or have the ability to influence the success of these programs.

Program Beneficiaries

Employees, communities, and consumers that are intended to benefit from healthy business programs.

Health Professionals

Individuals and organizations that deliver other community well-being and public health services.

NGOs and Civil Society

Subject matter experts and other organizations that can provide guidance and implementation support for healthy business programs.

Government

Elected and appointed officials who establish the government guidelines that can influence delivery of healthy business programs.

Private Sector

Industry peers and others who may interact with the same program beneficiaries, and therefore play an important role in these communities' health outcomes.

Other Influencers

National and community leaders and media that can determine the success of healthy business programs by influencing adoption rates of new programs and products.

What does stakeholder engagement look like?

All companies practice stakeholder engagement to some degree by reporting, consulting, and collaborating with others. Stakeholder engagement takes many forms and requires different levels of effort. Two-way interaction tends to require greater effort, but it also results in deeper relationships and learnings.

One-Way Communication

- Provides stakeholders with transparency
- Demonstrates a willingness to share lessons learned
- Validates a company is working to meet commitments and expectations

Two-Way Interaction

- Focuses on mutual learning and improved decision-making
- Creates opportunities to incorporate relevant stakeholder perspectives (including divergent perspectives)
- Can be measured by the quality of relationships and knowledge developed

Why is stakeholder engagement critical for healthy businesses?

Stakeholder engagement ensures healthy business programs are viable, strategic, relevant, and actionable.

	Benefits of Stakeholder Engagement
Manage Risk	• Align healthy business programs with community expectations • Start a dialogue to address criticism and proactively address concerns • Identify roadblocks to health programs
Advise Strategy	• Assess the best management approach • Obtain input on ideas, policies, and practices • Improve operations, products, and/or services • Determine the appropriate health metrics
Build Community Connection	• Understand perceptions and norms • Identify gaps in performance and communication • Earn the “social license” to deploy health programs
Support Implementation	• Tap additional resources, networks, and expertise • Create new business models • Support new market entry • Form partnerships and joint ventures

The healthy business stakeholder engagement process

Define Objectives and Secure Alignment

Identify the stakeholder landscape

Define objectives for engagement

Outline the benefits

Secure internal alignment

Identify, Rank, and Map Network of Stakeholders

Review Mapping Tool and prioritization criteria

Identify long-list of stakeholders

Use Mapping Tool to link stakeholders to engagement approach

Plan Engagement Approach

Understand Engagement Approach

Select engagement format and tactic

Conduct Engagement

Create a guide for engagement

Develop a set of discussion questions

Execute engagements

Integrate Learnings into Organization Strategy

Debrief internal and external stakeholders on findings

Integrate insights with current healthy business strategy and programming

Getting started

Define

Clear objectives and rationale for engagement will ensure that your stakeholder engagement yields productive relationships and valuable new insights on issues that affect your company's healthy business strategy. The main activities are:

- Update the stakeholder landscape and identify major influences on program success
- Define objectives by clarifying the "purpose statement"
- Outline the desired benefits to both company and stakeholders
- Secure internal alignment on objectives and buy-in to proceed

Identify influences on healthy business programs

Before defining stakeholder engagement objectives, consider the landscape of your priority health issue and the major influences on your program's success.

Health Issue Landscape

Review your healthy business landscape from the Innovation Playbook, and refine if needed:

- How has the stakeholder landscape shifted on the priority health issue?
- Have there been any significant changes to the populations impacted by your programs (i.e., relocations, new employment models, decreased access to care, etc.)?

Major Influences

Based on your experience as a healthy business, think through the major influences of your healthy business issue by sector:

- **Government:** How are local and federal legislations impacting the health issue?
- **Private Sector:** Has there been increased market activity to address these issues in the form of new products and services?
- **Civil Society:** How are health experts and NGOs engaging on the topic?

Define objectives of engaging stakeholders

A purpose statement for engaging stakeholders builds on the work you've already done, and will guide your future efforts to create buy-in.

A. Healthy Business Issue	B. Healthy Business Vision	C. Current Healthy Business Programs	D. Opportunities for Support
What is your healthy business problem statement?	What is your guiding perspective on healthy business?	What is your current approach to addressing the challenge?	What resources and/or support are needed to make the solution a success?

Our company is tackling the challenge posed by this _____ because
(A. healthy business issue)
we believe in _____. To that end, we are currently tackling these
(B. healthy business vision)
challenges by _____. As we continue to refine
(C. healthy business programs/products/services)
our approach to improving health outcomes for our communities, we'd like to engage with you so that we can leverage your _____ to
(D. needed stakeholder support/resources)
ensure our programs are relevant and impactful.

Outline benefits to both company and stakeholders

Describe the benefits your stakeholders will receive by interacting with your company and make sure they align with your own purposes for engagement.

	Benefits for Your Business	Benefits for Stakeholders
Manage Risk	• Align healthy business programs with community expectations • Start a dialogue to address criticism and proactively address concerns • Identify roadblocks to health programs	*e.g., Flag significant issues and risks of current healthy business programs to ensure ongoing success* _____ _____
Advise Strategy	• Assess the best management approach • Obtain input on ideas, policies, and practices • Improve operations, products, and/or services • Determine the appropriate health metrics	*e.g., Provide insights and guidance that will inform and potentially influence a corporate health strategy* _____ _____
Build Community Connection	• Understand perceptions and expectations • Identify gaps in performance and communication • Earn the “social license” to deploy health programs	*e.g., Ensure corporate programs are holistically aligned with broader community health efforts* _____ _____
Support Implementation	• Tap additional resources, networks, and expertise • Create new business models • Support new market entry • Form partnerships and joint ventures	*e.g., Receive resources and support from companies with potential to help scale a stakeholders’ solution* _____ _____

Secure internal alignment

Stakeholder engagement efforts will be perceived as representative of the company at large. Take steps to mitigate potential reputation risks by aligning internally on the following:

Objectives	Approaches	Management
Share the stakeholder engagement objectives with those functions responsible for community engagement, public policy, and communications at large.	Determine your company's comfort level with different engagement approaches. Gather feedback on current practices and rules of engagement.	Define how actively your company will be involved and agree on resourcing, including the use of third parties. Determine who can engage stakeholders on behalf of the company, and how materials are vetted prior to distribution.

Prioritize who to engage

Prioritize

Build on your landscape assessment by using the Stakeholder Mapping Tool* to identify specific stakeholders and prioritize who to engage. The main activities are:

- Confirm criteria for stakeholders
- Identify long-list of stakeholders based on priority issues and input into Mapping Tool
- Use Mapping Tool to map stakeholders to an appropriate engagement approach

** Healthy Business Coalition members have access to an accompanying Stakeholder Mapping Tool in Excel. For access to this tool, contact the Healthy Business Coalition at healthybusiness@bsr.org.*

Confirm criteria for stakeholder engagement

Begin identifying stakeholders by first considering which criteria to use. We recommend the following criteria:

Level of Expertise

Does the stakeholder primarily focus on your healthy business issue?

Is the stakeholder a recognized expert on your healthy business issue?

Degree of Influence

Does the stakeholder have a track record of success on the topic?

Does the stakeholder have a significant influence on the beneficiaries of your healthy business program?

Ability to Engage

Does the stakeholder engage frequently with the private sector on this topic?

Does the stakeholder tend towards collaboration rather than combative activism?

Does the stakeholder have the capacity to effectively engage with your company?

Identify long-list of potential stakeholders

It is a challenge to merely compile a list of organizations and individuals with whom you're unfamiliar. Here are two tactics to support your search:

Existing Resources

Most companies already have approaches to stakeholder engagement, though oftentimes in separate departments.

- Consult communications and public policy teams to review existing lists, databases, and engagements with stakeholders.
- For employee-oriented programs, engage with HR and employees to identify groups and organizations that represent employee viewpoints.
- Ask current NGO partners and business partners for their input on key leaders.

+

New Resources

Desk research remains incredibly useful for building stakeholder lists.*

- Scour issue-related conferences for participant or speaker lists.
- Search trusted media for information on opinion leaders on the health issue.
- Review academic or philanthropic reports for lists of cited resources or contributors.

** See Resource Appendix for a list of useful links to identify potential Healthy Business stakeholders.*

Use the Stakeholder Mapping Tool

The Stakeholder Mapping Tool helps your organization classify and prioritize stakeholders based on the following inputs:

Stakeholder Information

Provide a description of each stakeholder, their location and geographic scope of activities, and categorize them based on the stakeholder groups:

- Program Beneficiaries
- Health Professionals
- NGOs and Civil Society
- Government
- Private Sector
- Other Influencers

Key Criteria Rankings

For each chosen criteria, such as Level of Expertise, Degree of Influence, and Ability to Engage, rank potential stakeholder as:

- High
- Medium
- Low

Healthy Business Categories

For each potential stakeholder, select which healthy business categories each addresses through its work:

- Access to Care
- Disease Burdens
- Economic, Environmental, and Social Determinants
- Healthy Behaviors
- Work Environment
- Physical Environment

Stakeholder Competencies

For each potential stakeholder select which competencies the stakeholder would bring to your healthy business program:

- Managing Risk
- Advising Strategy
- Building Community Connections
- Supporting Implementation

Step 1: Identify stakeholders

The first step of the tool requires inputting each of the stakeholders, and assessing those stakeholders by type as well as by scope of operations and activities.

Organization: Name of the organization or individual

City of Operations: HQ or company-relevant location.

Summary: What is the stakeholder's mission and how does it affect change on your priority health issue?

Organization/ Individual	Stakeholder Type	Headquarters	Geographic Scope	Summary

Stakeholder Type: Which stakeholder type best describes the stakeholder?

- Program Beneficiaries
- Health Professionals
- NGOs and Civil Society
- Government
- Private Sector
- Other Influencers

Geographical Scope: At what scale does the stakeholder operate? Select scope and provide detail.

- Global
- Regional (Global)
- National (U.S.)
- Regional (U.S.)
- State
- City
- Community

Step 2 : Rank stakeholders on criteria

Assess each stakeholder's engagement potential based on your customized criteria, or use the following three criteria:

Degree of Influence		Level of Expertise		Ability to Engage		Suggested Engagement Approach
Ranking	Score	Ranking	Score	Ranking	Score	
Med	2	Med	2	High	3	Consult/Dialogue

Degree of Influence	The extent to which the stakeholder can influence both the issue of interest as well as your company's healthy business beneficiaries.	**HIGH**	Actions and perspective will significantly impact the success of the healthy business program
		MED	A trusted leader in either beneficiary communities and/or the issue at large
		LOW	Important but has minimal impact on the issue and is not a particularly vital member of the beneficiary community
Level of Expertise	The extent to which the stakeholder has credibility and is primarily focused on your priority health issue.	**HIGH**	A credible expert and primarily focused on this issue
		MED	This topic is one of several areas of focus
		LOW	Not directly engaged on this issue but has other relevant, if tangential, expertise
Ability to Engage	The extent to which the stakeholder is willing and able to work constructively with your organization.	**HIGH**	Previously engaged with companies on healthy business issues and other private sector collaborations, or has experience working with your company
		MED	Appears to have ad-hoc engagements with private sector
		LOW	Does not pursue private sector engagements and/or may be prevented from engaging with your company

Step 3: Link to healthy business categories

Select which healthy business categories each stakeholder addresses through its work. The priority issues for each category are listed below.

Access to Care	Disease Burdens	Economic, Environmental, and Social Determinants	Healthy Behaviors	Work Environment	Physical Environment
No	Yes	No	Yes	No	No

Access to Care

- Affordability of health services, medicines, and health technologies
- Accessibility of providers
- Primary and specialist care
- Quality of care
- Safety

Disease Burdens

- Cancers
- Chronic respiratory illness
- Diabetes
- Heart disease
- Infectious diseases
- Injuries
- Mental health
- Musculoskeletal disorders
- Obesity
- Public health crises & emerging diseases
- Reproductive health services
- Sexually-transmitted diseases

Economic, Environmental, and Social Determinants

- Access to social safety nets/benefits
- Community safety
- Gender
- Income inequality
- Level of education
- Living wage
- Vulnerable populations

Healthy Behaviors

- Alcohol use
- Eating habits and food quality and availability
- Physical activity and frequency
- Sleep quality and quantity
- Tobacco/cigarette use

Work Environment

- Diversity
- Job satisfaction
- Job security
- Organizational justice
- Occupational environment, health, and safety
- Respect in the workplace
- Social support at work
- Work-life balance

Physical Environment

- Air quality
- Commuting and community infrastructure
- Drinking water
- Emergency response
- Quality housing

Step 4: Filter for stakeholder competencies

Label stakeholder competencies to sort stakeholders based on what they are able to contribute to your program. Consider what potential value a stakeholder would add by being engaged and what healthy business benefit each stakeholder can offer.

Manage Risk	Advise Strategy	Build Community Connection	Support Implementation
No	Yes	No	Yes

Manage Risk	Align with community expectations and alert to potential future roadblock
Advise Strategy	Provide input on the best management approach, metrics, and opportunities for improving current products and services
Build Community Connection	Strengthen the network of community support and help better reach the intended audience of your healthy business program
Support Implementation	Help to actualize programs on the ground and support new partnerships and innovations

Map the results

The Stakeholder Mapping Tool will incorporate your inputs to plot stakeholders on a matrix. The matrix aligns each stakeholder with a recommended form of engagement.

Benefits of Mapping

- Identifies stakeholders with greatest expertise and influence on a particular topic
- Prioritizes the long-list of stakeholders
- Provides an indication of how to engage with each stakeholder

Plan engagement approach

Plan

A well-constructed implementation plan, complete with outreach and communication materials, will ensure productive engagements. Central to success is identifying the appropriate format to engage each priority stakeholder. The main activities are:

- Understand stakeholder engagement approaches
- Plan engagement approach by reviewing and potentially revising the stakeholder mapping
- Select appropriate formats for stakeholder engagement

Understand options for stakeholder engagement

There is a continuum of stakeholder relations. A successful stakeholder engagement strategy connects the appropriate engagement format to the right stakeholder group.

Stakeholder Engagement Continuum

Monitor	Message	Advocate	Consult	Dialogue	Collaborate
Pay attention to the actions of stakeholders through media scans, internet searches, and conversations with other parties that may have knowledge of their actions or positions.	Create and target messages toward specific stakeholders. An invitation to respond is typically not implied.	Participate in activities intended to enlist support for a specific effort or position where there is an imbalance or implication of power/influence affecting the relationship.	Solicit explicit feedback or input on a project or plan.	Initiate or participate in two-way dialogue focused on mutual learning and solutions. Can include co-creation of new ideas.	Share work on common objectives of the company and its stakeholders. Can include co-creation as well as co-implementation of new ideas.

Apply the Mapping Tool results

Share the map internally and plan for engagement by assessing the following questions:

- How do you currently communicate with these stakeholders?
- Are there resources to pursue different messaging options?

- Which stakeholders do you already "follow"?
- Can your company better synthesize the information you receive from stakeholders?

- Would engaging any of these stakeholders impact current relationships?
- What resources will the company allocate to engage these stakeholders?

- Which stakeholders already support your position or efforts?
- Should any of these stakeholders be considered for more two-way engagement?

Select the appropriate tactic for stakeholder engagement

Consider the following engagement tactics along the continuum of stakeholder engagement formats:

Monitor	Message	Advocate	Consult, Dialogue & Collaborate	
Media Scans	Website Updates	White-Papers or Thought Pieces	Town Hall Meetings	Issue Expert Discussions
Social Media Monitoring	Mass Emails	Online Webinars	Innovation Session	Public Consultation
Subscriptions to Newsletters	Reports	Conference Panel	Advisory Panel	Surveys and Questionnaires

Engagement Case Study 1: CVS

How can CVS best define, communicate, and implement a bold new strategy to lower national tobacco use?

Summary: Building off its headline commitment to no longer sell tobacco products at its stores, CVS worked with health advocates and local community organizations to develop and implement a program to achieve youth tobacco prevention.

Stakeholders Engaged	Stakeholder Engagement Tactics	Benefits
• Health Affairs • Project Vida • DoSomething.org • American Cancer Society • Campaign for Tobacco-Free Kids • Aetna • University of California, San Francisco	• **Advisory Panel:** Convened an advisory group of thought leaders and health experts to advise on trends, initiatives, and strategies to advance the company's efforts on youth tobacco prevention. • **Mass Communications:** CVS partnered with Health Affairs to publish an article emphasizing the importance of retail health care aligning their business purposes with their practices. • **Local Partners:** CVS partnered with local organizations like Project Vida to apply a school-based health alliance approach to supporting smoking cessation programs.	"We believe our combined efforts of eliminating pharmacy-associated access to tobacco products and a devoted smoking cessation program through our channels will help our patients on their path to better health." *Chief Medical Officer, CVS Health*

See sources on slide 53.

Engagement Case Study 2: American Express

How can American Express engage employees to reduce the stigma surrounding mental health and improve employee well-being?

Summary: In 2009, mental health was second only to pregnancy as a cause of short-term disability leave. American Express launched a global Healthy Living program to support employee mental health that would incorporate both internal and external stakeholder feedback.

Stakeholders Engaged	Stakeholder Engagement Tactics	Benefits
• American Express Employees • Bring Health 2 Mind • National Alliance on Mental Illness	• **Mass Communications:** As part of its "I Will Listen" campaign in partnership with the National Alliance on Mental Illness, American Express leaders from around the globe posted videos pledging their support for mental health in their workplace. • **Employee Dialogue and Online Platforms:** The company's "Time to Talk" campaign invited employees to take meeting time to discuss mental health and register these experiences through an online collection platform. These and other efforts informed the development of the company's Healthy Living program.	American Express's Health Living program was recognized in 2015 by the American Psychological Association for its Organizational Excellence Award. American Express is now recognized as an innovative leader in employee health and well-being for its programs and for hiring a senior leader devoted exclusively to mental health.

See sources on slide 53.

Engagement Case Study 3: Campbell Soup

How can Campbell Soup Co. measurably improve the health of young people in their hometown communities by reducing childhood obesity and hunger by 50%?

Summary: In 2011, Campbell Soup Company formally launched Campbell Healthy Communities to measurably improve the health of young people in its hometown community of Camden, NJ. Through this program and its partnerships the company worked to improve food access, physical activity and nutrition education.

Stakeholders Engaged	Stakeholder Engagement Tactics	Benefits
• Camden Coalition of Healthcare Providers • Center for Environmental Transformation • Community Foundation of South Jersey • U.S. Soccer Foundation • The YMCA of Burlington and Camden Counties	• **Community Meetings:** Workgroups comprised of commnuity members and local organizations supported the food access, nutrition education and physical activity/ access strategies. The workgroups were inclusive and open to any interested community members. Altogether, the program held 70 community meetings and engaged 560 community member participants. • **Community Events:** All investees conducted community events specific to their objective, and many conducted parent engagement activities at the Campbell Healthy Communities sites. • **Surveys:** In order to collect local-level data on food insecurity, a two-question food insecurity screen was piloted from 2012-2013 at a local hospital. The pilot found that over 65% of respondents experienced food insecurity.	Active networks of healthy food access, physical activity and nutrition education have spread throughout Camden and beyond. Since its inception, Campbell's expanded its program to Norwalk, CT, Henry County, OH, and Shonomish County, WA. The Grocery Manufacturers Association named the Campbell Healthy Communities program as a best practice and a model for the food industry.

See sources on slide 53.

Conduct engagement

Engage

With your plans in place, conduct successful stakeholder communications by facilitating interactions to achieve desired goals. The main activities are:

- Create a guide for engagement
- Develop a set of discussion questions
- Execute engagements and record insights

Create an engagement guide per tactic

With your stakeholders and engagement tactics identified, develop an engagement guide. This engagement guide will ensure you and your colleagues are aligned before and during your stakeholder engagement.

Stakeholder(s): e.g. local community

Internal Owner(s): e.g. CSR Manager

Engagement Formats:
(circle all that apply)

Message | Advocate | (Consult) | (Dialogue) | (Collaborate)

Engagement Tactic: e.g. town-hall meeting

Benefits:
(circle all that apply)

Managing Risk | Advising Strategy | (Building Community Connections) | Supporting Implementation

Purpose: e.g. This engagement is important to our company's success because it will communicate our healthy business strategy to the local community, and the community will be able to provide input. The insights we hope to gain are (1) the community's priority concerns, (2) how to best engage the community going forward

Key Messages: e.g. Community will understand (1) our program goals, and (2) that we value their input and ongoing engagement

Develop discussion questions for two-way engagements

Using the benefits of stakeholder engagement as a springboard, develop a set of questions to unlock your stakeholders' insights on your programs.

	Example Discussion Questions
Manage Risk	• What are your expectations of our company? • What are potential roadblocks to our healthy business programs? • What are the potential risks of this health issue? • What root causes may impact success?
Advise Strategy	• How can we improve our current programs? • What's the best indicator of success? • What are interesting ideas, policies, or programs that we should look to for inspiration?
Build Community Connection	• Are we a trusted community partner on health? • Does the program we've outlined address the health needs of the community? • Are there ways that we can improve the impact this program will have on the community?
Support Implementation	• Who should we engage to build our programs? • Are there partners that would help fill gaps in our work? • Do you have recommendations to improve how we implement?

Execute engagements

With your preparations complete – get out there and engage your stakeholders and capture your insights!

	Engagement Insights
Manage Risk	
Advise Strategy	
Build Community Connection	
Support Implementation	

Integrate learnings

Integrate

A debrief and integration plan will ensure that stakeholder interactions are distilled into insights and actionable next steps. Leverage these insights to help refresh your healthy business strategy, innovations, and partnerships. The main activities are:

- Debrief internal and external stakeholders on findings
- Integrate insights with current healthy business strategy and programming

Best practices for engagement follow-up

Debrief external and internal stakeholders after an engagement to build on the momentum and demonstrate intent to incorporate insights.

	Debrief	Outline Next Steps
External Stakeholders	• Summarize and quote your stakeholders' viewpoints. • Highlight both areas of agreement and disagreement among stakeholders.	• Set expectations of when and how feedback will be integrated, especially for substantive and specific recommendations. • Set timelines for future engagements or partnerships.
Internal Stakeholders	• Develop a summary of insights that captures stakeholder feedback – What perspectives were represented? – What risks and concerns emerged? – What were the outcomes and impacts?	• Align internally and decide when to further engagements, pursue partnership, or change course. • Review and decide on stakeholder recommendations.

Review the healthy business strategy

Stakeholder engagement feeds the iteration process that helps refresh your healthy business strategy. Based on the input of those stakeholders who advised on strategy, assess areas to improve your current strategy.

What are the appropriate metrics to measure success and guide implementation?

How can you improve your management approach to healthy business?

Do stakeholders agree that your healthy business priorities are significant to the community?

Do stakeholders' perspectives reinforce or challenge your vision?

Revisit healthy business innovations

Stakeholder insights can push your innovations to more accurately address the needs and expectations of your community. Return to the Innovation Playbook and incorporate these insights into your problem statement.

Did stakeholders agree that these needs are unmet? Do they approve of your organization playing a role?

_____ is a big challenge for our _____
(The health issue) (focus population)

because of_____ that continue to
(unmet population needs)

cause _____.
(significant negative impacts)

Did stakeholders expand your understanding of the health issue and scope of this challenge?

Our organization can make an important impact because with

Did stakeholders call out other resources your organization should bring to bear?

our _____, we can develop new
(core competencies and resources)

solutions to address the _____ that affect
(root causes of the issues)

our _____.
(focus population)

Were these the right "root causes" for your organization to address?

Next Steps

Stakeholder engagement is ongoing, especially as you achieve impact. New needs may be identified as new stakeholders emerge. It's important to refresh the process and revisit the Stakeholder Mapping Tool to stay current.

Are there opportunities for new partnerships and joint ventures?	**Should you scale your healthy business programs to new markets and populations?**	**Are there untapped resources, networks, and expertise that could benefit your healthy business programs?**

Stakeholder Engagement Tactics and Resource Links

Matching tactic with format (1 of 3)

Once you determine the formats to pursue, select a specific engagement tactic.

Engagement Tactic	Engagement Format			
	Monitor	Message	Advocate	Consult/Dialogue/ Collaborate
Media scans	✔			
Subscription to newsletters/blogs	✔			
Social media monitoring	✔			
Regular updates to key stakeholders via direct outreach		✔		
Communication to stakeholder to update/correct their website or other public information		✔		
Mass communications (newsletters, mailings, etc.)		✔	✔	✔
One-to-one meeting		✔	✔	✔
Public/town hall meetings		✔	✔	✔

Matching tactic with format (2 of 3)

Engagement Tactic	Engagement Format			
	Monitor	Message	Advocate	Consult/Dialogue/ Collaborate
Questionnaires or surveys			✔	✔
Targeted Interview			✔	✔
Roundtable discussion or focus groups			✔	✔
Workshops			✔	✔
Web discussions/online platforms			✔	✔
Request for comments to provide feedback on healthy business programs, reports, or internal processes.			✔	✔
Convening/“Field-building” on standards or tools			✔	✔
Facilitated meeting/multi-stakeholder forum				✔
Formal advisory boards—local, regional, corporate				✔
Assistance with implementing a program/ participatory monitoring				✔

Matching tactic with format (3 of 3)

Engagement Tactic	Engagement Format			
	Monitor	Message	Advocate	Consult/Dialogue/ Collaborate
Leveraging marketing and social media campaigns				✔
Sponsorships and/or participation in conferences or projects				✔
Joint research project on key topics				✔
Funding a stakeholder group or project				✔
Partnership				✔
Alliance				✔

Research: Healthy Business Stakeholders

Web searches are generally a good place to start, but the following links may serve as another entry toward a list of healthy business stakeholders.

- *Agency for Healthcare Research and Quality website*
- *California Healthcare Foundation website*
- *Campaign for Action's website*
- *CDC Community Health Assessment and Group Evaluation*
- *Center for Healthcare Strategies blog*
- *Culture of Health article from the Robert Wood Johnson Foundation*
- *Harvard Business School publication*
- *Healthy Workplaces, Healthy Communities case studies*
- *HealthyPeople.gov consortium of organizations*
- *Institute for Healthcare Improvement website*
- *Kaiser Family Foundation policy report*
- *Leap Program website*
- *Rural Health Information Hub*

Sources: Stakeholder Engagement Cases

CVS

CSR Wire News

CVS press release for "Be the First" campaign

CVS original press release to stop selling tobacco

Health Affairs study announcement

PR Newswire

Sustainable Brands

American Express

"2015 Organizational Excellence Winner." American Psychological Association: Center for Organizational Excellence

Bruce Shutan. "Amex, Dupont prioritize mental health programs." Employee Benefit News, September 23, 2015.

Campbell Soup Co.

Campbell Healthy Communities Annual Report 2014

Campbell's "Healthy Communities 2015 Report"

U.S. Chamber of Commerce Foundation's "Building a Healthier World"

Conclusion

You are now equipped to engage stakeholders on your healthy business goals.

If you have suggestions on how we can improve this guide, or if you would like to share your own challenges and successes from the stakeholder engagement process, please get in touch with the Healthy Business Coalition at:

healthybusiness@bsr.org

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