

Toolkit for Stakeholder Asset Mapping

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NCAPPS



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Stakeholder Asset Mapping: A High Level Overview

What Is Stakeholder Asset Mapping?

Stakeholder asset mapping is the mapping out (with visuals or lists) of stakeholders and the ways they are engaged by your agency and/or your allies. It helps you understand your existing stakeholders—including the individuals and families you serve—and it illustrates the ways they are already engaged in the design or implementation of your programs so you can build on rather than duplicate these efforts. As an inventory of existing assets, it's an important first step in stakeholder engagement and to ensure that your agency's programs and services are driven by your stakeholders.

What Is Stakeholder Engagement? Why Is It Important?

Stakeholder engagement is the inclusion of service recipients, their family members, and their systems of support in the design or improvement of services. It's an essential component of any systems change effort and it helps you to ensure that planned changes reflect the needs of those most impacted.

Stakeholder engagement can look different from one program to the next and may include one or more of the following: public hearings, community forums, advisory groups, workgroups, focus groups, interviews, and more.

Agency leaders have found stakeholder engagement especially beneficial when:

- Designing new programs
- Determining how to improve existing programs
- Expanding programs to new geographic areas or target groups
- Prioritizing funding cuts due to budget shortfalls
- Addressing public relations challenges

What's the Purpose of This Toolkit?

The Stakeholder Asset Mapping process is an ideal way to inventory your engagement assets *before* developing a Stakeholder Engagement Plan. This can save time and resources while building trust with the communities you serve. Our aim in publishing this Toolkit is to assist you in conducting the mapping process. While each Stakeholder Asset Map is unique, three examples at the end of this document (from Ohio, Utah and Montana) demonstrate various results of this process.

Stakeholder Engagement Plans are often used as roadmaps for engaging multiple stakeholder groups, most importantly recipients of services, in various phases of policy and program design, such as:

- Determining a shared vision
- Assessing the current system's strengths and opportunities for improvement
- Prioritizing resources
- Developing policies and pilot programs
- Evaluating your success



For more information on stakeholder engagement, please review [Stakeholder Asset Mapping FAQs](#). While not a focus of this Toolkit, [sample](#)

[Stakeholder Engagement Plans](#) that resulted from a Stakeholder Asset Map process are shared at the end of this document.

Please consider sharing your Toolkit experiences with our technical assistance team at ncapps@hsri.org so we can document its use and ways to improve the Asset Mapping process.

Will an Asset Map Really Be Beneficial?

While many people recognize the importance of stakeholder engagement, fewer understand the complexities that make engagement successful. Often, program leaders are overwhelmed with the number of stakeholders who are critical to their process and the time and resources required to engage these groups. The magnitude of engagement responsibilities alongside competing priorities can make it easier to delay engagement until systems change concepts are already designed and ready for rollout. Unfortunately, this approach can weaken stakeholders' trust in the process and lead to costly redesign of work already done.

One way to support thoughtful and timely stakeholder engagement, even in the face of limited staff time and resources, is to create a Stakeholder Asset Map. An Asset Map documents existing stakeholder groups and engagement activities and can serve as the foundation for any planned systems change activities. Knowing who your stakeholders are, their affiliated organizations, and how they are already engaged can help you create feasible strategies that can be sustained over time with minimal resources. Building from existing engagement strategies allows you to work directly with community leaders who are already well known and trusted within the communities they represent, which minimizes your risk of eroding trust when any newly developed engagement strategies are discontinued once your initiative is complete.

Where Do We Start?

You can start the Stakeholder Asset Mapping process by doing the following:

- Appoint one person to facilitate the process outlined in this Toolkit. This person will need to devote approximately 20 hours to this process and should have some experience facilitating a group.
- Provide recommendations for who should be a part of the Asset Mapping workgroup. Workgroup members will need to devote approximately 10 hours to the process and should be informed of the range of programs that exist within your agency and people's experiences (good and bad) with these programs.
- Be prepared to discuss, with your team, what the Asset Mapping process finds and what this means for your future stakeholder engagement activities.



Photo credit: wocintechchat.com

Glossary of Frequently Used Terms

Term	Explanation
Advocate	A person who supports and protects the rights of others. Unlike Self-Advocates, an Advocate does not require lived experience to advocate; however, the definition may vary across states and initiatives.
Allies	An individual, group, or organization that has a vision aligned with your systems change goals and has established trust within one or more Stakeholder groups.
Asset	An individual, group, or organization that already has established practices for communicating with and engaging Stakeholders.
Asset Map	An Asset Map documents existing Stakeholder groups and Engagement activities, via lists and/or visuals, and can serve as the foundation for any planned systems change activities.
Asset Mapping Toolkit	A collection of documents intended to support systems change leaders to identify key Stakeholder groups, define key terms, and inventory existing Stakeholder Engagement resources and activities.
Brainstorming	Step Four in the Asset Mapping process in which workgroup members call out, in no particular order, the existing initiatives and Allies that may fall within their established Scope. This step allows free thinking and listing of all Stakeholders and initiatives that may be considered Assets. This information is then organized at a later date based on categories that become apparent after the Brainstorming session.

Term	Explanation
Engagement	The process to involve stakeholders in the design, implementation, and/or improvement of your system. Comprehensive Engagement strategies often include more than one Stakeholder group as well as multiple ways to ensure timely, two-way communication with Stakeholders to inform systems change and to educate Stakeholders on changes.
Gatekeepers	A person or organization that may influence access to Stakeholders due to their positionality or influence within a community.
Recipients of Services	Individuals (also referred to as ‘users of services,’ ‘service recipients,’ or ‘consumers’) who are the end user of the services and programs designed; however, the definition may vary across states and initiatives.
Scope of Asset Map	The focus for the Asset Map and related Brainstorming sessions as determined by the workgroup. This can include the populations, service settings, and initiatives you would like included when determining your Stakeholders. Your Scope also should provide clarity on what <i>not to include</i> in the Brainstorming sessions.
Self-Advocate	Individuals (also often referred to as ‘peers’) who use their lived experience to guide or support others with similar experiences. Self-advocacy may include formal training or paid roles; however, the definition may vary across states and initiatives.

Term	Explanation
Stakeholders	A group of individuals who will be impacted by your systems change activities. Examples of Stakeholders include Recipients of Services, their families, their paid and unpaid caregivers, and their provider organizations.
Target Groups of Asset Map	The Stakeholders that the workgroup determine must be included in the Asset Map, such as Self-Advocates, providers, or state organizations. Once Target Groups are decided, the definitions for these Target Groups must be confirmed by the workgroup to guide the Brainstorming process since how these terms are used can vary.



Example Asset Mapping Diagram [from Montana](#)

How Do You Make an Asset Map?

The Stakeholder Asset Map can be produced in 10 steps.

1

Step One: Review the Asset Mapping Toolkit

Please dedicate 1-2 hours of your time to review the Asset Mapping Toolkit so you can familiarize yourself with the purpose, the terms used, and the resources required before implementing the process. In this Toolkit, you will find helpful resources, a Glossary of Frequently Used Terms, Workgroup Agendas and Facilitation Guides, an Asset Map Template, Sample Asset Maps, and Sample Stakeholder Engagement Plans. If you have any questions about the process described or the materials provided, you can contact our technical assistance team at ncapps@hsri.org.

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Step Two: Seek Leadership Buy-In for the Asset Mapping Process

Please ensure that your agency's leadership understands the purpose and benefit of the Asset Mapping process. Leadership will assume an important role in identifying workgroup members, communicating the importance of this workgroup to those who may participate, providing comments on the workgroup's products, and finalizing the Stakeholder Engagement Plan that results from this process. You can use the [Frequently Asked Questions](#) document to present the Asset Mapping concept to your agency's leadership.

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Step Three: Appoint your Asset Mapping Facilitator

Please identify a facilitator to implement your Asset Mapping process. The facilitator should have experience walking a small group through a series of questions and keeping a group on track. The facilitator will need to dedicate approximately 20 hours to this process, which includes the review of this Toolkit, communicating the purpose and process to workgroup members, scheduling and attending approximately 2-4 workgroup meetings, documenting workgroup themes, and developing the Asset Map. The facilitator may benefit from having a strong, detail-oriented notetaker (or scribe) for meetings, and the facilitator may want to use a whiteboard or flip chart paper to document themes during meetings.



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Step Four: Appoint your Asset Mapping Workgroup

Please identify 2-5 workgroup members to participate in the Asset Mapping process. Workgroup members should be leaders or highly experienced staff members from a range of programs and projects implemented by your agency. They should have some understanding of the diversity of programs and services provided by your agency and the characteristics and experiences of individuals, families, providers, and advocates associated with these programs and services. It also is helpful for workgroup members to understand the political climate in which programs are implemented as well as the lessons learned from previous and existing engagement strategies. Once your workgroup is chosen, you will need to share information on the Asset Mapping process, including the purpose and the time required. You can share the [Meeting Guidelines](#) document (which includes Asset Mapping FAQs) with your workgroup members in preparation for your first meeting.

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Step Five: Hold Your Asset Mapping Brainstorming Meetings

You will need to hold a series of workgroup meetings to answer the questions posed in this Toolkit. While the pace of these meetings will depend on your facilitator and your workgroup members, previous experience tells us you will need two meetings to answer all the questions in the [Facilitation Guides](#). Then, you may need one or two additional meetings to review the products that result from these meetings and to decide on next steps that result from the Asset Mapping process. The draft [Meeting Agendas and Guides](#) in this Toolkit provide some examples of how you can organize your meetings.



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Step Six: Document Themes and Organize Your Assets

Answering the questions in the Facilitator Guide will feel messy. The discussions will lead to the identification of many different programs, projects, partners, and websites. People will discuss existing advisory groups or workgroups, projects that have ended, and projects that have yet to begin. Messy flip chart notes, lists, and next steps for further research (e.g., review of websites) is expected. The facilitator (possibly with assistance from a student intern, if one is available) will need to do some follow-up research to get a better understanding of the resources and allies discussed during the brainstorming meetings. You will then need to review your notes and decide the best way to organize this information. Oftentimes, the best way to organize the information comes with patience. Remember the point of this exercise: to understand what stakeholder engagement assets are already in place so you can build on them. You may find you have different types of assets that can be grouped together and eventually shared as visuals (e.g., lists of existing advisory councils, workgroups, associations, technical assistance or education partners, grants, and more). You then can allow your workgroup to review your organized lists to recommend stakeholders missed prior to creating visuals.

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Step Seven: Visualize Your Assets

The Asset Mapping process will always be a work in progress. In other words, you will probably uncover projects, allies, and resources on an ongoing basis—and that is good. Even so, it is often beneficial to develop a visual snapshot of your lists to help visual learners digest the content in front of them. Simple visuals can be made in many electronic applications, including Word, PowerPoint, and Visio. It will be important to recognize that not all tools will make visuals that are accessible to people who use screen readers or who require large print. It is important to consider how to make your visuals accessible to people with a wide range of visual abilities. You may want to test your visual with someone who uses a screen reader or who requires large print before going too far in the creation process.



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Step Eight: Examine Ways to Use this Information

This process (hopefully) leads to a plethora of information at your fingertips, including information on stakeholder groups, organizations that represent these stakeholders, and existing initiatives that already engage stakeholders. After the listing and visualization process, the question often is, “Now what do I do with this information?” Those that have gone through the Asset Mapping process not only find this process helpful in developing a Stakeholder Engagement Plan, they also find the information beneficial for other activities as well. For instance, some have used their Asset Mapping product to develop community resource databases (for example, [Utah’s ‘Find a Community Engagement’ search tool](#)). Others have used this information to inform the development of email or community event outreach lists. It is helpful to spend a little time reviewing the information you have collected and asking how this information may be used even beyond the Stakeholder Engagement Plan.

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Step Nine: Develop Your First Phase Engagement Plan

Once you have developed your Asset Map, you are ready to draft an initial Stakeholder Engagement Plan. This first phase of stakeholder engagement should be feasible and should include engaging some of the assets you identified during your Asset Mapping project. For instance, you may have identified an advisory council that meets quarterly to monitor progress in the development of home and community-based services (e.g., a Community First Advisory Council) or you may have identified an initiative that is already conducting quarterly webinars. The Stakeholder Engagement Plan should identify at least one or two initiatives or resources already in place that can be called upon to educate your stakeholders

(also already identified through the asset mapping process) about your initiative and seek their input. Stakeholder Engagement Plans should be working documents that act as a roadmap for engaging stakeholders at each phase of your work. You can find example Plans at the end of this document.

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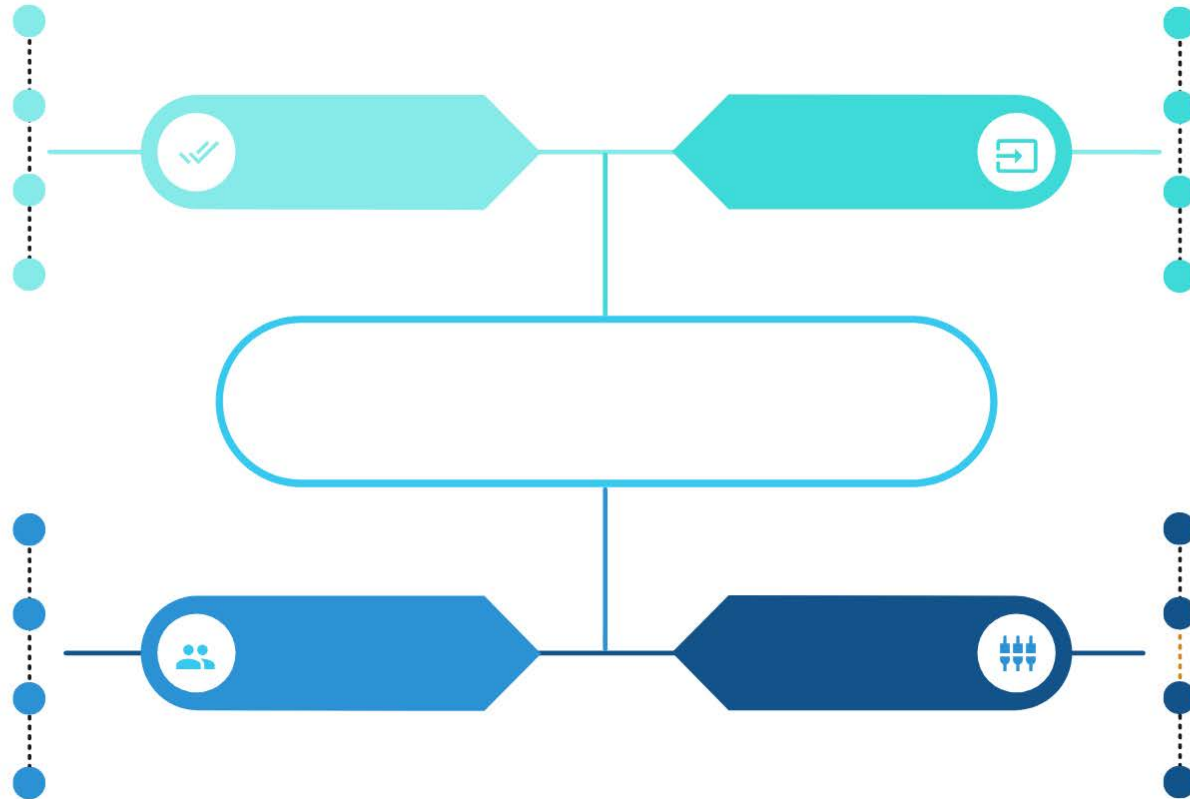
Step Ten: Keep Going!

While the Asset Mapping process is enlightening, it is just the beginning. Asset Maps are snapshots in time, and as you implement your Stakeholder Engagement Plan, you will find new assets to add to your Map and to work with while implementing your stakeholder engagement activities. While planning is always important, it is equally important to not get stuck in the planning process. You will build trust with stakeholders by planning engagement opportunities, sharing information, seeking input, and then acting upon that input. Your movement forward, while hearing and responding to stakeholders, will be your most important measure of success.



Facilitator Tools

We recognize that how you approach the Asset Mapping process will be driven by the unique needs of your organization and the resources available to you. On the next pages, we provide some helpful tools and resources to support you as you work through the Asset Mapping process.



Draft Agendas and Facilitation Guides

Session One: Defining Our Scope and Target Groups

Agenda:

- 20 Minutes:** Reviewing Asset Mapping Purpose, Steps, Planned Product, and Meeting Guidelines
- 30 Minutes:** Deciding the Scope of Our Stakeholder Engagement Activities
- 30 Minutes:** Deciding the Target Groups for Our Stakeholder Engagement Activities
- 30 Minutes:** Reviewing Today's Progress, Themes, and Next Steps

Materials Shared in Preparation for This Meeting:

- Workgroup Guidelines (with Asset Mapping FAQs)
- Sample Asset Map

Note to Facilitator: The following is a list of questions that can be used to support a workgroup to brainstorm the Scope and Target Groups for the Asset Map. These are sample questions that should be supplemented by your own tailored questions based on the needs of your group. Helpful tools and resources for this workgroup meeting include the Asset Mapping FAQ, Sample Asset Map, flipchart paper or white board, and scribe.

1. What do we hope to develop and/or improve as a result of our stakeholder engagement activities?
 - a. What systems of supports and settings **will be** impacted by our change? (e.g., types of workers and services provided in the home, group, facility, vocational setting?)
 - b. What systems of supports and settings **will not be** impacted by our change? (e.g., services and supports provided in a particular setting or to a particular population group?)
 - c. What are our priority areas for change? What will be a part of our next phase of systems change? (e.g., are we starting with one population group, type of setting, and/or geographic region and then broadening to others?)

Note to Facilitator: You will use the notes from this brainstorming discussion to develop an Asset Mapping Scope. Please take a moment during the brainstorming discussion to determine if you have enough information to draft that initial scope. Then, you can bring it back to the workgroup for review and refinement. You may review the Sample Asset Map to get a better understanding of the type of information that will result from this brainstorming process.

Now is a good time for the workgroup to take a small break, if needed.

2. **What groups will be impacted by our work?** In other words, who will be directly impacted (either personally or professionally) by the change we are considering. Be as specific as possible. For instance:

a. The various demographics (e.g., age, race, education, geographic location) and types of disabilities (physical and cognitive functioning, chronic conditions, etc.) of those who access our services

b. Types of unpaid caregivers and informal support providers

c. Types of paid workers within the various targeted settings

d. Professional support providers who assist the design, coordination, and/or management of services

e. Peer membership organizations that advocate, educate, and/or provide support to those who access services

f. Providers and provider associations that support professional development, communication, and/ or advocacy for unpaid caregivers or informal support networks

g. Community networks or associations that support skill development, communication, and/or advocacy for paid professionals impacted by our activities

h. Professional membership organizations that represent any paid support professionals impacted by our activities

- i. Subgroups who are underserved, difficult to reach, and/or often left out (e.g., people of color, who speak languages other than English, from unique cultural communities, from tribal communities, from specific geographic regions, etc.); list them here along with some membership, advocacy, or service organizations that already serve these communities, if we know them)

- j. Other communities or groups, not yet listed, that we believe need to understand and buy in to our planned systems change activities

- k. If we were to prioritize any of these target groups, which group(s) are essential to engage first? Are there any of these groups that are currently less engaged than others? What does that mean for our prioritization?

Note to Facilitator: You will use the notes from this discussion to identify your target groups for your Asset Map. Please take a moment during the brainstorming discussion to determine if you have enough to draft that initial target group list and short descriptions for each of these target groups. Please pay special attention to individuals or communities that are often left out of the process (e.g., users of services or people who are from disenfranchised communities). You may review the Sample Asset Map to get a better understanding of the type of information that will result from this brainstorming process.

Now is a good time to recognize the progress made during this session, review high level themes heard, schedule the next meeting, and clarify next steps (which is to have the delegated person transfer the raw notes into themes to draft two components of the Asset Map (Scope and Target Groups)).

Session Two: Refining Our Scope/Target Groups and Initial Brainstorm

Agenda:

- 20 Minutes:** Reviewing Asset Mapping Purpose, Steps, Planned Product, Meeting Guidelines, and Progress from Last Meeting
- 15 Minutes:** Refining the Scope of Our Stakeholder Engagement Activities
- 15 Minutes:** Refining the Target Groups for Our Stakeholder Engagement Activities
- 30 Minutes:** Brainstorming Initiatives and Allies
- 30 Minutes:** Reviewing Today's Progress, Themes and Next Steps

Materials Shared in Preparation for This Meeting:

- Workgroup Guidelines (with Asset Mapping FAQs)
- Sample Asset Map
- Draft Scope for Asset Mapping
- Draft Target Groups for Asset Mapping
- Raw Notes from Last Meeting

Note to Facilitator: Before initiating your second workgroup session, please review your notes from the first workgroup session and create a draft of your Asset Map Scope and Target Populations. You can use this second session to review what you drafted and make any refinements before adding these two components to your Asset Map. You also can use this time to initiate your brainstorming of existing Allies and Initiatives (the next step

required in developing your Asset Map). The following is a list of questions that can be used to support your workgroup through these next steps. These are sample questions that should be supplemented by your own tailored questions based on the needs of your group. Helpful tools and resources for this workgroup meeting include the Asset Mapping FAQ, Sample Asset Map, flipchart paper or white board, and scribe.

Reviewing and Improving our Scope

Our Asset Map will map out the existing stakeholders, initiatives, and allies for which our future Stakeholder Engagement Plans should be built upon. The goal is to think strategically about who to engage while recognizing the different resources and partners already available to us to support their engagement. I have created a draft of our Asset Map Scope and Target Groups based on our previous meeting. When reviewing these drafts, it is important to examine the following:

1. Does this draft Scope clearly communicate the focus for our Asset Mapping? If not, what needs to be better clarified?
2. Are there important Target Groups missing from our Scope? Do these groups need to be added at this time? Why or why not?
3. Are there important settings or types of services missing from our Scope? Do these settings need to be added at this time? Why or why not?

4. Are there Target Groups or settings that are important, but not a focus for this phase of work? If so, does our Scope differentiate what is included in this phase of Asset Mapping and what will be addressed at a later phase?
5. If an intern was to pick up this Scope and Target Groups, would s/he know where to conduct web-based research to locate pertinent programs or partners? Are there ways our Scope and Target Groups can be modified to make this clearer?

Clarifying Terms

Now that we have refined drafts of our Scope and Target Groups, let's make sure we are all 'on the same page' pertaining to how we define our terms. For instance:

1. What term(s) should we use to best describe the primary person accessing services? Is this term recognized and respected within the communities we serve?
2. Are we appropriately distinguishing between those who access services and the support networks who support them (e.g., friends, family, and providers)? What terms are we using to distinguish the difference?
3. Are we distinguishing between those who access services and peers or self-advocates? What are the benefits for doing so, if any? How are they different?
4. How do these distinctions change our Scope, Target Groups, or Defining of Terms—if at all?

Note to Facilitator: You will use the notes from this brainstorming discussion to refine your Asset Map Scope, Target Groups, and Defining of Terms. You may review the Sample Asset Maps to get a better understanding of information that will result from this process.

Now is a good time for the workgroup to take a small break, if needed.

Brainstorm Existing Allies and Initiatives

Now that we have our Scope and Target Groups clarified, let's brainstorm important Allies and Initiatives that fall under this Scope and serve the Target Groups we identified. More specifically:

1. What programs serving our Target Groups already have (or are planning)..
 - a. Advisory Councils or Committees
 - b. Project/issue-based workgroups
 - c. Email listservs or Newsletters
 - d. Community Forums or Listening Sessions
 - e. Other effective engagement strategies?
2. What programs or grants related to our Scope are already required to involve stakeholders? How do they involve stakeholders in these programs or grants?
3. Are there existing websites that are well-known for being a great place to access information on programs, services, advocacy issues, etc.?
4. What organizations have members who are one or more of our Target Groups already meeting or communicating routinely (e.g., through an annual meeting or conference)?
5. What initiatives seem to be well-respected among one or more of our Target Groups? Why?
6. Who is so respected within our targeted groups that they must be engaged in our work for us to make progress? What stakeholder groups do they represent? How do they represent these groups?
7. Who are our experts in engagement? How do we know they are experts? Who are they engaging?
8. Are there academic partners or technical assistance grants that are conducting work within our Scope and/or for our Target Groups?
9. Are there written reports that describe previously used (or existing) engagement strategies? Do they share information on important initiatives, allies, and/ or engagement lessons learned?

Note to Facilitator: You will use the notes from this brainstorming discussion to list Initiatives and Allies that align with the Scope and Target Groups for your Asset Map. Please take a moment during the brainstorming discussion to determine if you have enough to draft this list. Please pay special attention to individuals or communities that are often left out of the process (e.g., users of services or people who are from disenfranchised communities). It would be good to assess if there is a Target Group or setting in which services are provided you have yet to discuss (and to probe more on that before ending the meeting). As long as you have some basic information about an initiative (e.g., name of a grant or a contact person) you should be able to find additional information to 'fill in the blanks' after the meeting. You may review the Sample Asset Maps to get a better understanding of the type of information that will result from this brainstorming process.

Now is a good time to recognize the progress made during this session, review high level themes heard, schedule the next meeting, and clarify next steps (which is to have the delegated person transfer the raw notes into categories of existing Initiatives and Allies from which you can build a Stakeholder Engagement Plan).

Session Three: Refining Our Initiatives and Allies

Agenda:

- 20 Minutes:** Reviewing Asset Mapping Purpose, Steps, Planned Product, Meeting Guidelines, and Progress from Last Meeting
- 30 Minutes:** Reviewing and Improving Our Lists
- 15 Minutes:** Brainstorming Visual Categorizations
- 15 Minutes:** Reviewing Today's Progress, Themes, and Next Steps

Materials Shared in Preparation for This Meeting:

- Workgroup Guidelines (with Asset Mapping FAQs)
- Sample Asset Map
- Refined Scope and Target Groups for Asset Mapping
- Draft Initiatives and Allies for Asset Mapping
- Raw Notes from Last Meeting

Note to Facilitator: Before initiating this third session, please review your notes from the last workgroup session to refine your Scope and Target Groups and to create a draft of your Asset Map Initiatives and Allies. You can use this third session to review your list of Initiatives and Allies and make refinements before adding these final components to your Asset Map. You also can use this time to trigger ideas on how to organize your assets into visual charts (the next step required in developing your Asset Map). The following is a list of questions that can be used to support your workgroup through these next steps. These are sample questions that should be supplemented by your own tailored questions based on the needs of your group. Helpful tools and resources for this workgroup meeting include the Asset Mapping FAQ, Sample Asset Map, flip chart paper or white board, and scribe.

Reviewing and Adding to our List of Initiatives and Allies

Our Asset Map will map out the existing stakeholders, initiatives, and allies for which our future Stakeholder Engagement Plans should be built upon. The goal is to think strategically about who to engage while recognizing the different resources and partners already available to us to support their engagement. I have created a list of Initiatives and Allies that we may be able to call upon to build from in our own stakeholder engagement activities. When reviewing this list(s), it is important to examine the following:

1. Are any of our Target Groups (identified in our previous meetings) not served by one or more of these initiatives? If so, can we think of some Initiatives or Allies that do serve these missing Target Groups?
2. Are there Target Groups that are overemphasized on this list? If so, why is that? How do we find initiatives that involve less represented Target Groups?
3. Do the Initiatives and Allies listed seem to represent some settings where services are provided more than others? What settings are less represented? How do we find initiatives that involve less represented settings?

4. Do any of the Initiatives or Allies described on this list cause us to think of other groups or initiatives that may be missing? Should we add them to the list?
5. Are there Initiatives or Allies on this list that seem to be leading the pack when it comes to stakeholder engagement? How do we know that? What are they doing that is so different?
2. How can we organize this information in a way that is helpful for us when designing our Stakeholder Engagement Plan? When you look at our list(s), what types of categories jump out at you?
3. How do we see using the information in front of us? What does that mean for how this information is organized and presented?

Brainstorming Visual Categorizations

Oftentimes, people see patterns differently. Now is a good time to review our list(s) to identify themes that could help us organize this information into visual tables or charts. Organizing long lists into categories or sub lists can help us create visuals to better digest this information and use the information to develop our own Stakeholder Engagement Plan. To inform our next step, which is to move our list(s) into visual depictions, it will be helpful to gain your insights on the following:

1. What makes the Initiatives and Allies on our list(s) alike? What makes them different?

Note to Facilitator: You will use the notes from this brainstorming discussion to develop your Asset Map visuals. It is important to recognize that many people organize information in different ways, and there is no wrong way to organize information. Remind people that you will review results of this brainstorming session to develop some visuals; it is best to remember that developing visuals doesn't often lend itself well to a group process. This is why you are looking for ideas to inform the design of visuals during the brainstorming session instead of spending time during the group developing visuals. You may review the Sample Asset Map to get a better understanding of the type of information that will result from this brainstorming process.

Now is a good time to recognize the progress made during this session, review high level themes heard, schedule the next meeting, and clarify next steps (which is to have the delegated person transfer the raw notes into categories of existing Initiatives and Allies for which you can build a Stakeholder Engagement Plan).

Stakeholder Asset Map Template [Enter Agency/Program Name Here]

Complete this template as the workgroup progresses through the facilitated sessions

State Agency or Program

Agency Name/Affiliation

Workgroup Facilitator

Name

Workgroup Members

Name

Name

Name

Name

Asset Map Scope

[Add After Session 1]

Asset Map Target Groups

[Add After Session 1]

Defining Our Terms

[Add After Session 1]

Allies & Initiatives Brainstorm List

[Add After Session 2]

Asset Categories

[Add After Session 2]

Asset List 1

[Add After Session 2]

Asset List 2

[Add After Session 2]

Asset List 3

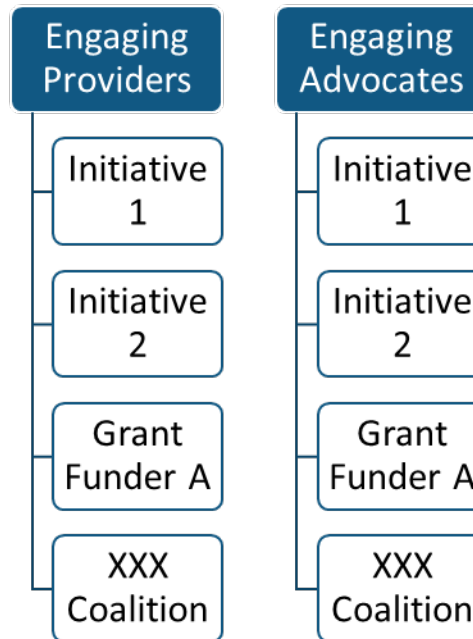
[Add After Session 2]

Asset List 4

[Add After Session 2 (add additional Asset Lists, as needed)]

Asset Map Visualizations

[Add After Session 3 (add additional pages, as needed)]



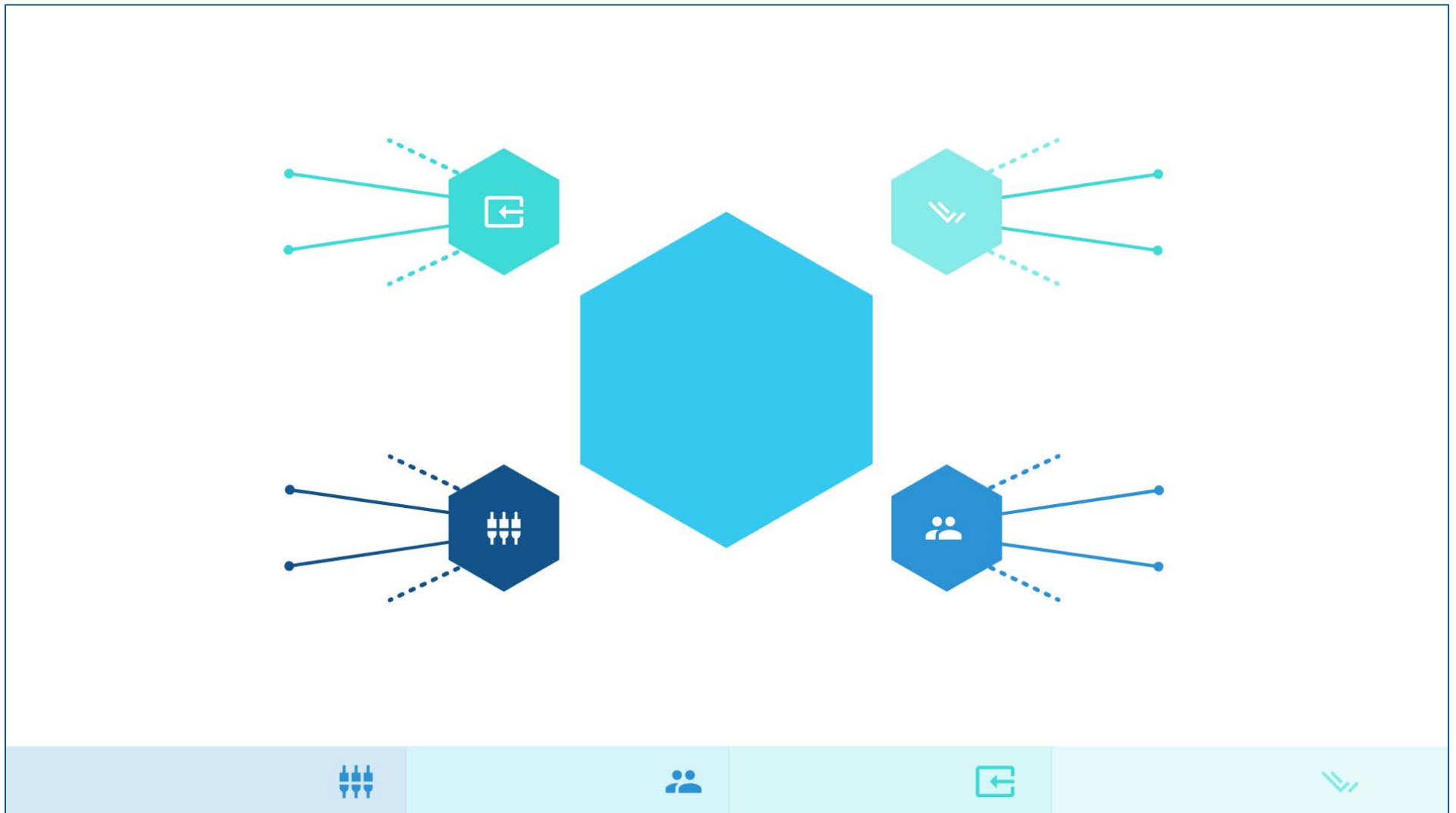
Asset Map Future Application

[Add after Session 3]

Stakeholder Engagement Plan Next Steps

[Add after Session 3]

Sample Stakeholder Asset Maps



Sample Stakeholder Asset Map: Ohio

OHIO Person-Centered Thinking and Practices
(Shortened for Visual Purposes Only)

Workgroup Members

Hope Roberts, Ohio Department of Medicaid Home and Community-Based Services Policy
Monica Lichi, Ohio State University Brain Injury Program
[Full list of members removed]

Asset Map Scope

Who do we want to engage?	• People who are accessing Home and Community-Based Services (HCBS) programs (Nursing Facility Level of Care) • End User and their informal supports (this initiative is not focusing on intellectual/developmental disability) • Cross age and disability, including brain injury • People of diverse cultural and linguistic backgrounds • Self-Advocates/Peers • Advocates who want to support improvements to HCBS systems
What entities provide the funding for supports?	Medicaid, (4) 1915c waivers
Where do individuals receive support?	Home, work, volunteering, socializing in community, school, day services, assisted living, and nursing facilities (who may be transitioning)
What settings do they live in?	Home and community settings. The definition for home and community is being refined as a result of the HCBS Settings Rule. This can be individuals' homes, family homes, and assisted living. Also, people living in nursing facilities who may transition in the future.
Who are we not including, at least in this first phase?	Individuals with intellectual or developmental disabilities (but may be integrated in the future).

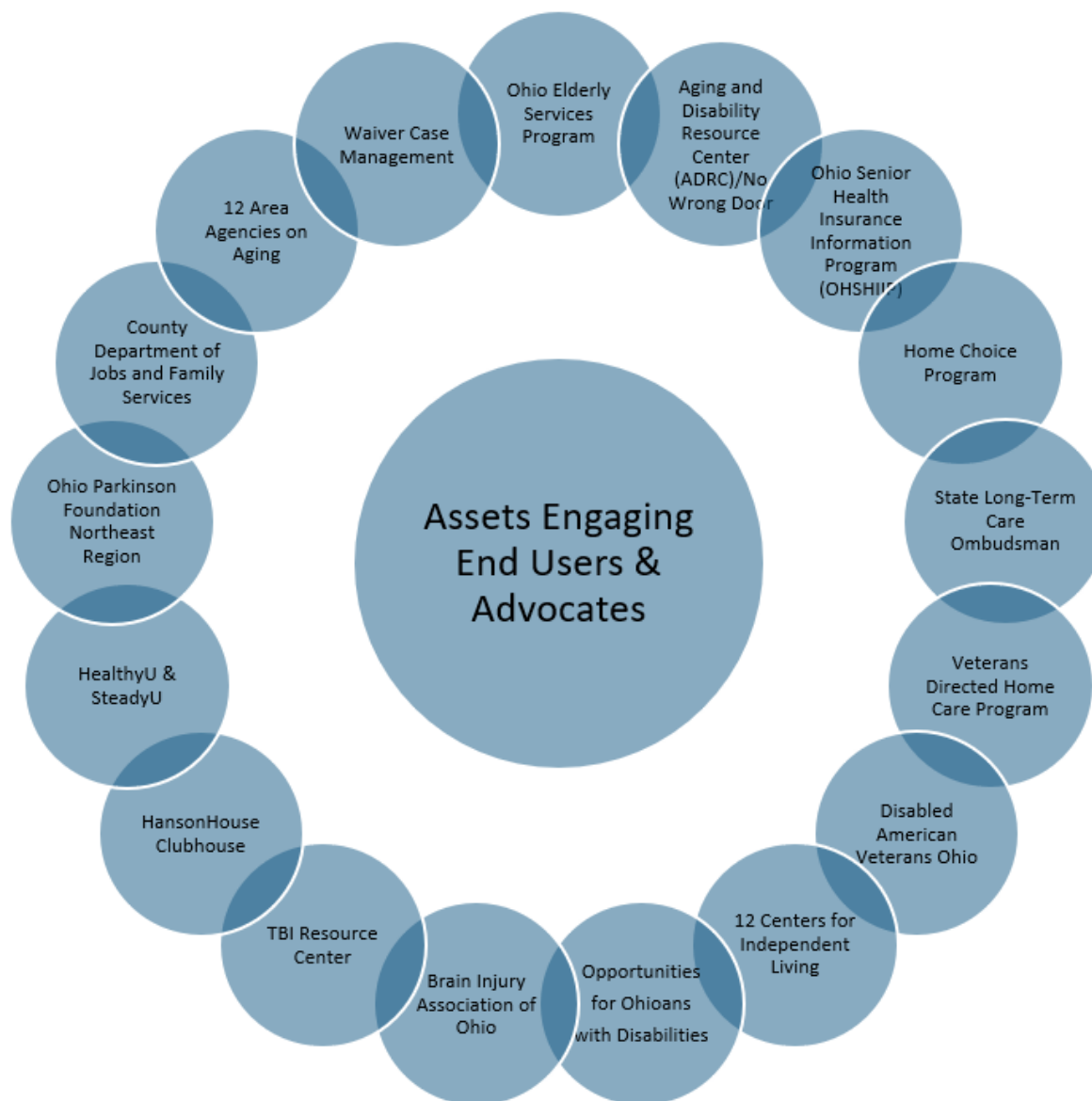
Based on the information listed above, please provide your “Scope” for Asset mapping in the box below.

Our Scope for Asset Mapping	Our goal is to develop an overarching, systematic strategy for stakeholder engagement to inform our HCBS programs’ design, implementation, and evaluation activities. To this end, we seek to better understand our existing engagement strategies for engaging older adults and people with disabilities who require Long-Term Services and Supports (End Users/Survivors). Our focus will be on individuals who access one of the four 1915c waivers. This focus will include people with brain injury who access services through these waivers. We also want to understand our unique assets already engaging End Users of diverse cultural and linguistic backgrounds as well as our existing strategies for engaging End Users’ informal supports. We recognize that there are individuals in nursing facilities who would like to live in a community setting, and as a result, we are looking to better understand ways in which these individuals are already engaged in systems design and improvement.
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Clarifying Our Target Groups
HCBS End Users
Nursing Facility Residents
Informal Supports
Self-Advocates/Peers
Advocates

Defining Our Terms for the Asset Map

Term	Definition
HCBS End Users	Individuals accessing services through four 1915c Waivers. This includes older adults, children (served through the Home Care Waiver), and people with a range of disabilities, including brain injury
Nursing Facility Residents	Individuals in nursing facilities who may transition to a community setting and access 1915c Waivers
Informal Supports	Unpaid caregivers supporting friends, family, and/or loved ones who are accessing HCBS services
Self-Advocates/Peers	Individuals who have functional limitations due to aging or disability who support and/or advocate for others with similar experiences. May or may not be individuals paid for this role or have formal training. May or may not be individuals who access HCBS services
Advocates	Individuals or organizations that have direct experience with End Users and/or Informal Supports and assume a paid or unpaid role in systems change. May or may not be a person with lived experience accessing HCBS services



[Names have been removed from the “Lead” column.]

Initiative Name	Lead	Targeted Group	Initiative Purpose
Ohio Elderly Services Program		Older adults seeking to live at home or in the community.	To provide personal care assistance; allows certain family members, excluding spouses and legal guardians, to be hired and paid as the personal care provider.
Aging and Disability Resource Center (ADRC)/ No Wrong Door		Aging individuals, individuals with disabilities, family members, caregivers, professionals	To provide information to individuals with disabilities, aging individuals, caregivers regarding available resources, Medicare, and other questions regarding long-term services and support.
Ohio Senior Health Insurance Information Program (OHSHIIP)		Individuals with disabilities, older adults, families	To assist with eligibility questions and problems related to Medicare, including prescription drug coverage under Medicare Part D, managed care, long-term care planning, health insurance and other health care issues.
HOME Choice Program		Individuals eligible for HCBS transfer/ those eligible for Money Follows the Person	To move individuals out of nursing homes and into home and community-based settings and provide independence for individuals enrolled in the program.
State Long-Term Care Ombudsman		Individuals receiving homecare, assisted living and nursing home care, advocates, service providers	To advocate for person-centered approaches in care, aid individuals who need advocacy among service providers, provide resources and assistance in attaining benefits and insurance.
Veteran Directed Care Program		Veterans of all ages at risk for nursing home placement	To create a consumer-directed system that supports the growing number of veterans who prefer independence to nursing home placement.
Disabled American Veterans Department of Ohio		Disabled Veterans; wounded, gassed, injured, or disabled in the line of duty during time of war	To assist veterans who access services and benefits.
The Ability Center (1 of 12 Centers for Independent Living)		Individuals with disabilities	To provide six core programs – advocacy, information/referral, independent living skills, peer support/mentoring, transition, and diversion – so to promote community living and independence for individuals with disabilities.
Opportunities for Ohioans with Disabilities		Individuals with disabilities, employers, professionals in education	To partner with individuals with disabilities so to promote independence through specially designed plans of employment.

Initiative Name	Lead	Targeted Group	Initiative Purpose
Brain Injury Association of Ohio		Survivors of TBI, service providers, families of survivors	To improve services and supports to Ohioans with brain injury and their families through statewide advocacy and education. Engaged in Ohio BRAINS, which is the comprehensive public policy strategy for brain injury awareness, prevention, and treatment, which links survivors of TBI with resources, improve access to rehabilitation services, create support groups, and assist communities in supporting independence.
Traumatic Brain Injury (TBI) Network		Individuals with TBI and a diagnosed substance use disorder; medical/vocational professionals may also be engaged	To offer multifaceted care to individuals with both TBI and substance abuse disorders including assessments, case management, vocational rehabilitation, crisis intervention, and individual counseling.
HansonHouse Clubhouse		Survivors of TBI	To provide a community for individuals recovering from TBI, support independence, and match marketable skills to employment opportunities that benefit the community.
Traumatic Brain Injury Resource Center		Survivors of TBI, caregivers, family members, professionals	To support survivors, their families, and caregivers; inform professionals; promote TBI prevention; and raise awareness of TBIs.
SteadyU/ HealthyU		Adults interested in preventing falls, service providers, businesses. Adults with chronic health conditions.	A statewide collaborative falls prevention initiative that provides educational workshops to self-advocates, businesses, and service providers in fall prevention. To help individuals manage their chronic health conditions through self-management workshops and by providing information.
Ohio Parkinson Foundation Northeast Region		Caregivers, survivors, and medical professionals	To provide a wide range of services such as social, educational, and emotional support.
Ohio Department of Jobs and Family Services		Aging individuals, individuals with disabilities, family members, caregivers, professionals	To manage vital programs that directly affect the lives of Ohioans. The agency's mission is to improve the well-being of Ohio's workforce and families by promoting long-term self-sufficiency and ensuring the safety of Ohio's most vulnerable citizens.
Council on Aging of Southwestern Ohio (1 of 12 Areas on Aging)		Aging individuals, individuals with disabilities, family members, caregivers, professionals	To provide publicly funded services that promote independence, dignity, and health and safety for people of all ages and income levels throughout Butler, Clermont, Clinton, Hamilton and Warren counties.

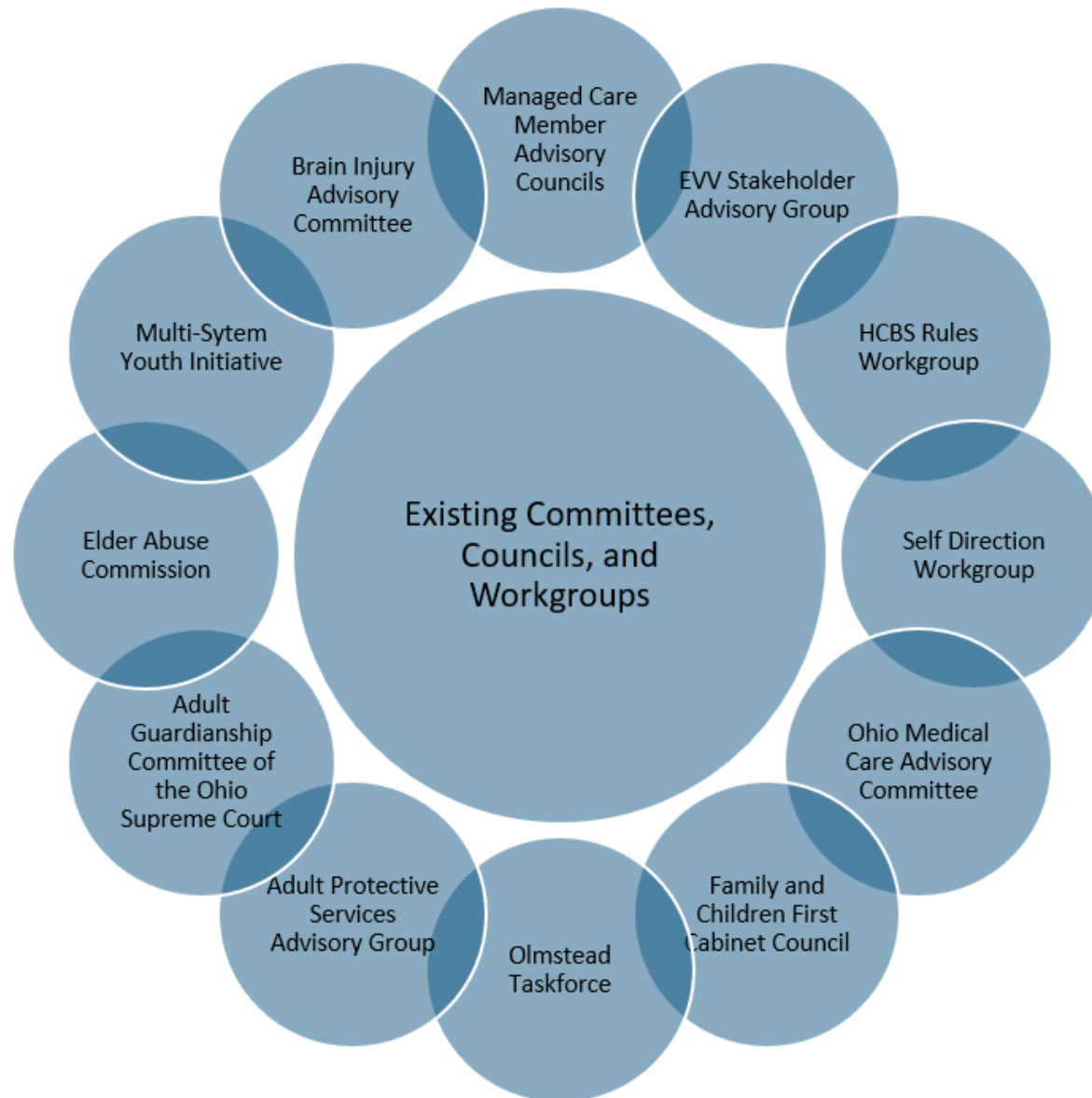
Initiative Name	Lead	Targeted Group	Initiative Purpose
Ohio Waiver Case Management		Individuals accessing HCBS waivers	To support the Agency's efforts by assisting in the implementation and management of these home and community-based programs and interfacing with individuals and providers at the local level to ensure individuals' health and welfare, including but not limited to clinical and program management functions.



[Names have been removed from the “Lead” column.]

Initiative Name	Lead	Targeted Group	Initiative Purpose
Ohio Statewide Independent Living Council (SILC)		Centers for Independent Living	Dedicated to promoting the independence, empowerment, and inclusion of Ohioans with disabilities.
American Association of Service Coordinators (AASC)		Service coordinators and “other professionals in affordable housing”	Specific information on Ohio chapter is only available to AASC members; however, as a national organization, the AASC self-described mission is to provide “education, support and advocacy” to their members.
National Church Residences		Self-advocates in need of HCBS, providers	A resource for linking individuals with housing, HCBS, Healthcare, and other services such as service coordination. One of two contracted transition vendors for the HomeChoice Programs.
Brain Injury Association of Ohio		Survivors of TBI, providers, families	To improve services and supports to Ohioans with brain injury and their families through statewide advocacy and education.
Voices for Ohio Children		Self-advocates, policy makers, youth advocates	Advocates for the wellbeing of children by focusing on policy change; educating legislators, service providers and youth; and collaborating with self-advocates and child-serving systems.
Children in the Vanguard		Medicaid, CHIP, and Title V, advocates	Brings advocates together with policy makers to advance and protect children’s healthcare coverage.
Ohio Person-Centered Care Coalition		Gov agencies, consumers, providers	Supports a transformational culture change regarding person-centered care for individuals in nursing home, assisted living, or homecare settings.
LeadingAge Ohio		Long-term care providers	Represents approximately 400 long-term care organizations and hospices, as well as those providing ancillary health care and housing services in more than 150 Ohio towns and cities.
Ohio Association of Area Agencies on Aging		Area Agencies on Aging	Statewide network of agencies that provide services for older Ohioans, people with disabilities and their families. The Association engages in national and statewide advocacy to address issues which have an impact on the aging and disability ... serves as a voice for Ohio’s Area Agencies on Aging.
Alzheimer’s Association- Ohio			The Central Ohio Chapter provides educational programs and support groups for people living with Alzheimer’s disease and other forms of dementia, caregivers, and health care professionals.
AARP Ohio		Legislators, aging individuals, caregivers	To work with legislators to improve programs for seniors, connect aging individuals with healthcare and services, and support caregivers.

Initiative Name	Lead	Targeted Group	Initiative Purpose
Ohio Association of Senior Centers		Senior Center staff	To enhance care by training senior center staff via educational programs, workshops, and seminars.
BH Redesign		Youth with mental health concerns, addiction, or I/DD...	To advocate for funding for independent study, create safety net for the uninsured/underinsured, and address variances/holes between service providers.



[Names have been removed from the “Lead” column.]

Initiative Name	Lead	Targeted Group	Initiative Purpose
Managed Care Member Advisory Councils		Service users and family members	To provide a platform for members “to have a voice and share their opinions.”
EVV Stakeholder Advisory Group		Individuals receiving HCBS that may be eligible for electronic visit verification (EVV), case management agencies, non-agency providers	To discuss further with stakeholders to review the potential impact of EVV before proceeding to implementation.
HCBS Rules Workgroup		Caregivers, providers, service users, provider organizations, representatives from Medicaid serving agencies, advocates	To “review and recommend administrative rule changes governing HCBS waivers.” This Workgroup includes the mailing list from the now dissolved Ohio Department of Medicaid Stakeholder Workgroup (originally formed to design MLTSS).
Ohio’s Medical Care Advisory Committee		Advocates, service providers, public agencies	To advise the development of Ohio’s Medicaid program through an advisory group that focuses on maximizing services for low income Ohioans.
Family and Children First Cabinet Council		Children and families seeking government services, gov agencies, advocates	A council dedicated to representing and mobilizing children and families seeking government services by supporting family-centered planning, recruiting families to be active members on the council, and actively advocating for the needs of families.
Olmstead Task Force		Self-advocates, advocates	To advocate “for people with disabilities to live, work, and participate in community life.”
Adult Protective Services Advisory Group		Physicians, dentists, nurses	To advise the development of health and medical policies regarding the protections of adults via an advisory committee.
Elder Abuse Commission		Advocates, government agencies	A commission representative of at least 32 stakeholders in care for aging individuals- website does not provide further information on responsibilities of the commission.
Multi System Youth Initiative		Youth with mental health concerns, addiction, or I/DD, and/or at risk for involvement with child services or juvenile justice and their families	To operate numerous committees, including Ohio Family and Children First (OFCF) addressing BH Redesign, improve peer support systems, and enhance data collection.

Initiative Name	Lead	Targeted Group	Initiative Purpose
Brain Injury Advisory Committee		State agencies, BI advocates, BI self-advocates, physicians	To advise the Brain Injury Program so to best meet the needs of TBI survivors and their families and establish training programs.

Sample Stakeholder Asset Map: Utah

Utah Department of Human Services Division of Services for People with Disabilities
(Shortened for Visual Purposes Only)

Workgroup Members

[List removed]

Asset Map Scope

We want to understand our existing strategies to engage service users, self-advocates, family members, and advocates. Our Asset Map will include engagement methods that seek to improve home and community-based services, social integration/inclusion, employment support, and personal care strategies across a wide range of community settings. Our Asset Map will focus on services funded by Medicaid Waivers. Our focus is on individuals who are accessing or would like to access home and community-based services, and with this focus in mind, we will include individuals who are living in Intermediate Care Facilities (ICFs).

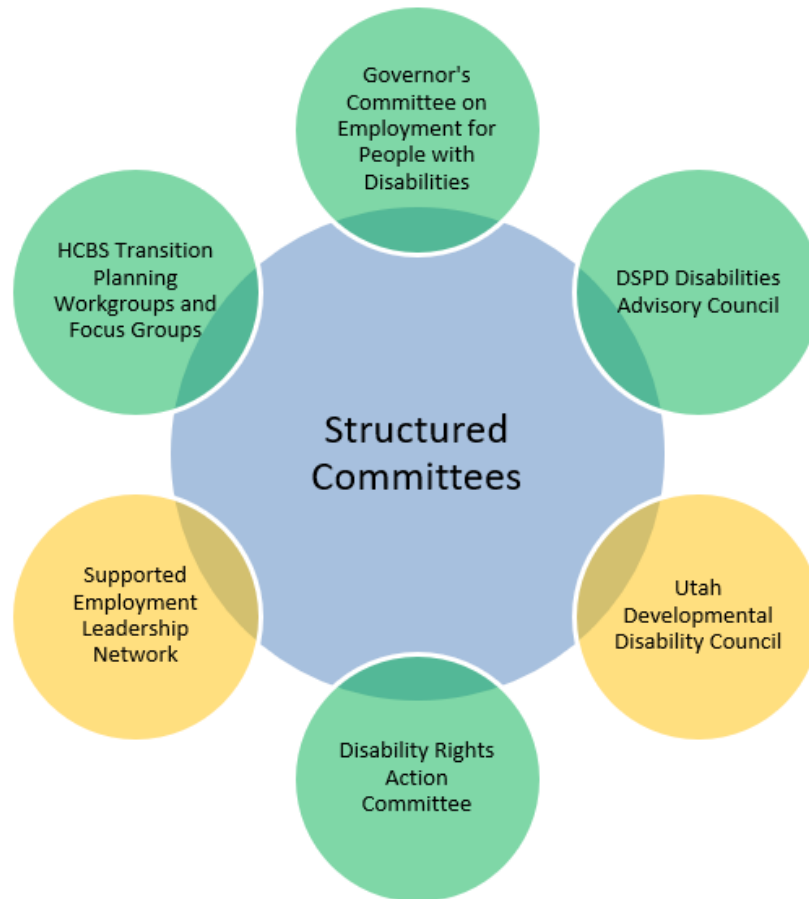
Clarifying Our Target Groups
Service Users
Self-Advocates
Family Members
Advocates

Defining Our Terms for the Asset Map

Term	Definition
Service Users	Individuals accessing and/or waiting to access one of the three Medicaid Waivers. This includes people on a waiting list who access short-term bridging services.
Self-Advocate	Individuals with a physical disability, intellectual or developmental disability, and/or brain injury who are eligible for Medicaid waivers and assume an advocacy role to improve services and/or systems. Individuals may or may not have formal training to be a self-advocate. For the purpose of this asset mapping process, we identify those with disabilities who are not eligible for waiver services as advocates.
Family Members	A group of people that an individual with a disability defines as within their network of informal support. This may include partners, children, parents, aunts, uncles, cousins, grandparents, neighbors, and friends.

Term	Definition
Advocates	Individuals who may not have a disability and may not be eligible for one of the three Medicaid Waivers, but seeks ways to improve the systems of supports provided to Medicaid Waiver eligible individuals. Individuals may or may not have formal training to be an advocate.
Individuals with a physical disability, intellectual or developmental disability, and/or brain injury	Individuals who have one or a combination of any of these disabilities and is eligible for one of our three Medicaid Waivers. Individual may not yet be receiving services (e.g., not yet assessed or on a waiting list).

Existing Engagement Systems (Structured Committees)



Existing Engagement Systems: Structured Committees

These are existing structures for stakeholder engagement. These Assets may be called upon in future stakeholder engagement strategies.

[The first four assets listed below serve multiple disability populations; the last two serve people with intellectual and developmental disabilities.]

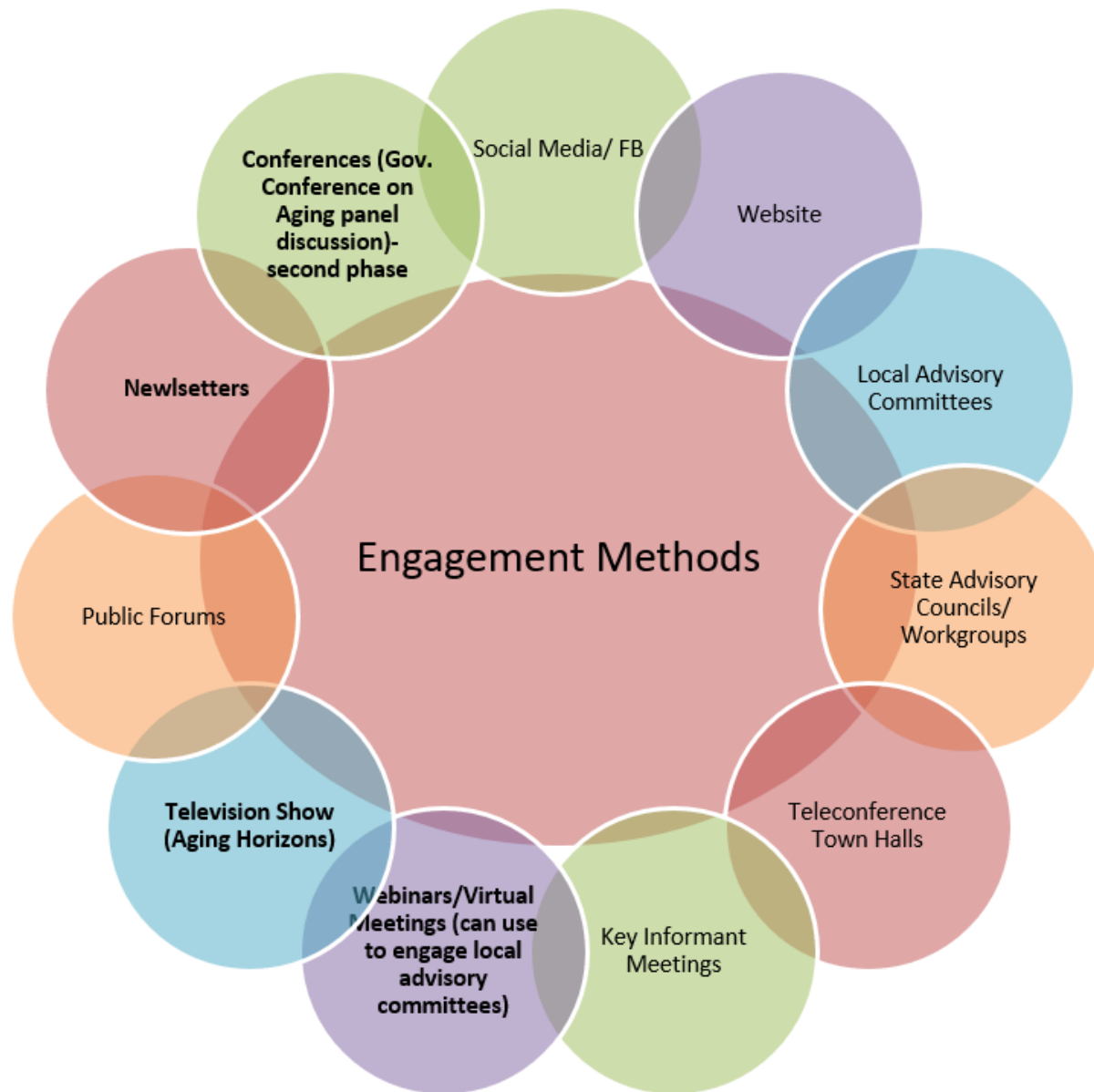
Initiative Name	Sponsoring Organization	Lead Contact/ Email	Who is Engaged	Summary of Initiative
Disability Rights Action Committee (DRAC)	Connected to ADAPT-Utah Chapter, a partner of ADAPT Nation		Individuals with disabilities/self-advocates, family members, community activists, legislators	To advocate for equal rights for and inclusion of individuals with disabilities through enforcement of federal and state laws- focused on treatment, housing, and accessibility.
Division of Services for People with Disabilities , Disabilities Advisory Council	Utah Department of Human Services		Meetings are public and listed on Utah Public Notice Website, provide address of meetings as well as phone-in option	Created in accordance with 62A-5-102, the purpose of the Disability Advisory Council is to provide the DSPD with regular input and technical assistance from stakeholders - rules dictate individuals with disabilities and family members of individuals with disabilities be represented in the group make up.
Governor's Committee on Employment for People with Disabilities	Utah State Office of Rehabilitation		As one of the committee's key objectives is to enforce ADA compliance, all those covered by the ADA may be engaged as well as potential employers and businesses	To encourage employment for individuals with disabilities by offering training and counseling, as well as empowering businesses to achieve inclusion and equality in their hiring practices and promote equal employment.
HCBS Final Rule Work and Focus Groups	Utah Department of Health- Medicaid		To include individuals receiving HCBS Waiver services in review process	Work/ focus groups used to support compliance during Utah's HCBS Setting Transition.
Supported Employment Leadership Network	National Association of State Directors of Developmental Disabilities Services		State I/DD agencies, individuals with I/DD seeking employment	To offer technical assistance to I/DD state agencies so to develop supportive systems of employment for individuals with I/DD
Utah Developmental Disability Council	A Utah state agency		Individuals with I/DD and their families	To advocate for systems change that supports individuals with disabilities in their communities, and allows for communal participation and independence.

Note: The Utah DSPD has posted a full list of its community engagement resources – developed through the Asset Mapping Process – [on its website](#).

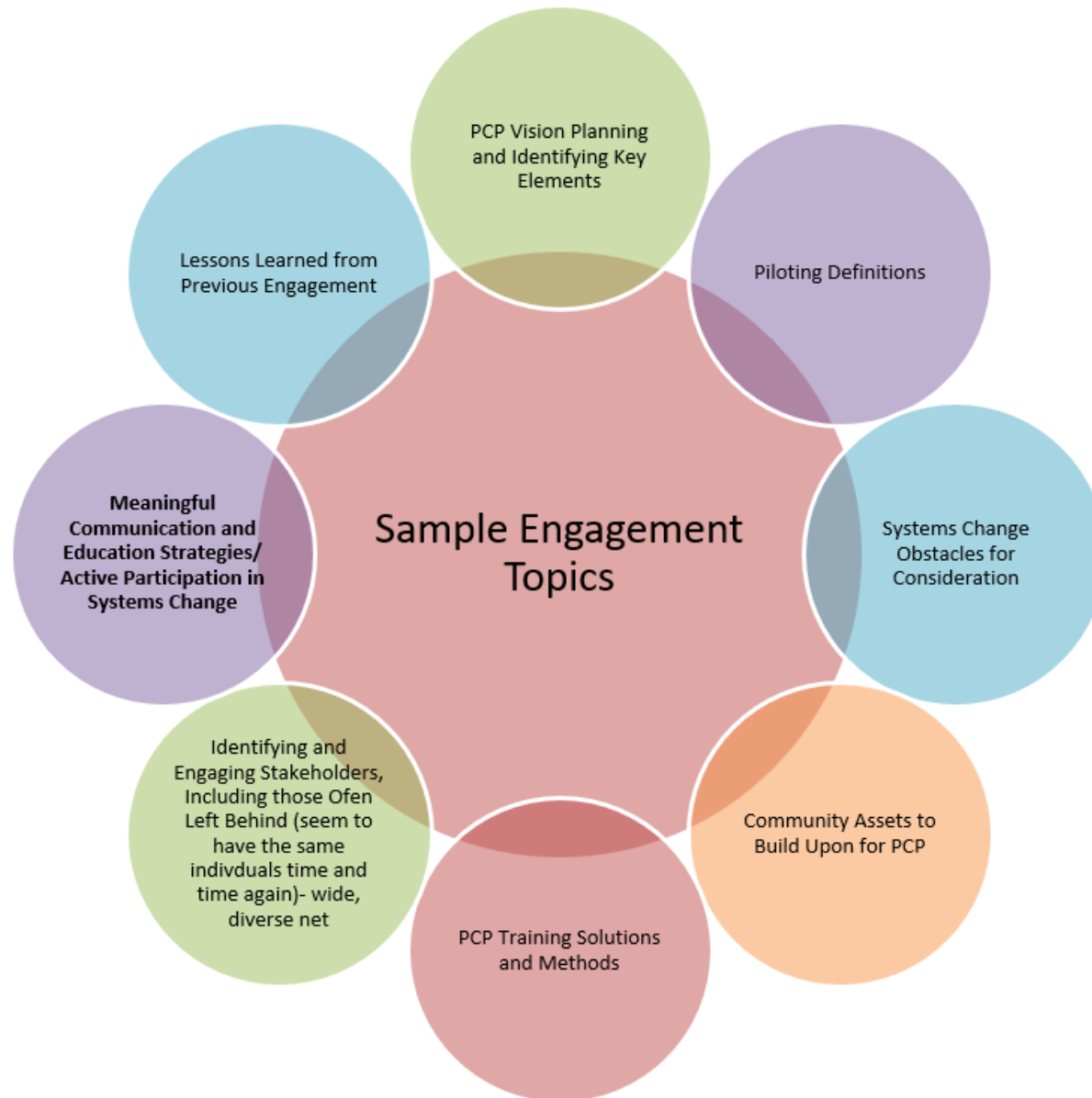
Sample Stakeholder Asset Map: Montana



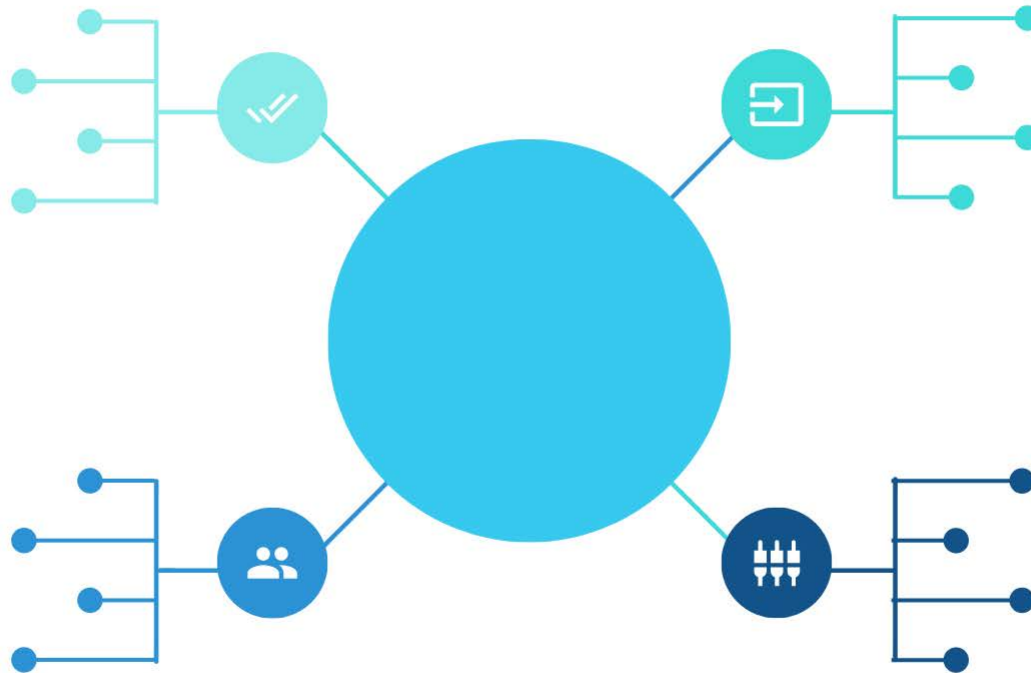
- **Existing Councils/ Advisory Groups** include CFC Council, Big Sky Waiver Workgroup, Governor's Advisory Council (TBI), Governor's Advisory Council on Aging
- **Existing Webinars** include Monthly Discussion Group
- **Existing Conference** options include MyLife (youth in transition) and Annual Governor's Conference (older adults)
- **Other models to build from** include State Health Improvement Model (statewide initiative informed by local activity, BI social media activity, provider survey model inclusive of incentives)







Sample Stakeholder Engagement Plans



Sample Stakeholder Engagement Plan: Ohio

Engagement Purpose and Target Audiences

Our goal is to develop an overarching, systematic strategy for stakeholder engagement to inform our Home and Community-Based Service (HCBS) programs' design, implementation, and evaluation activities.

Engagement Focus Areas

1. By December 31, 2020, Ohio Department of Medicaid (ODM) will implement a sustainable stakeholder engagement plan to effectively gather input from a range of stakeholder groups regarding gaps and opportunities to enhance person-centered practices.
2. By September 30, 2020, ODM will develop a plan and timeline for creating person-centered planning tools to guide discussions and decisions related to self-directed service options.
3. By December 31, 2020, ODM in coordination with other NCAPPS grantees will develop materials conveying the systemic benefits of person-centered planning that can be shared with target audiences.

Engagement Target Groups

- End User (person with a Nursing Facility Level of Care need who may transition to the community, or who resides in the community)
- End User informal supports
- Cross age and disability, including brain injury
- People of diverse cultural and linguistic backgrounds
- Self-Advocates/Peers
- Advocates who want to support improvements to HCBS systems

Strategic Engagement Activities

Short-Term

- Engage the Statewide Independent Living Center (SILC) as a primary Advisory Group for informing HCBS Systems Transformation activities
- Educate SILC on our initiative and seek buy-in from SILC to act as formal advisory structure (February 2020)
- Seek buy-in from SILC to assume primary role in engagement activities, including stakeholder communication (email blasts, newsletters, website), community meetings, etc.
- Create website landing page (with direct link to Medicaid website) to share initiative information, pertinent meeting dates, and collect feedback- will not be able to get in front of them before January 2020
- Work with SILC to provide timely input on initiative and to identify and prepare for broader community engagement (e.g., attend Association meetings, host community forums, etc.)
- Work with SILC to review data from existing data sources (surveys, focus groups, forums) to guide this initiative
- Engage in the Olmstead Taskforce Strategic Planning efforts to inform our HCBS Systems Transformation activities and support implementation of system change activities
- Work with Olmstead Taskforce to identify obstacles to systems change, educate the community, seek input not otherwise collected through SILC approach
- Identify internal resources (e.g., intern, recent graduates) to support our engagement plan and activities, including supporting relationship development, email blasts, planning and follow up with SILC and Olmstead Taskforce, etc.

- Build on NCAPPS resources (e.g., webinar) and communication strategies (e.g., existing website language on NCAPPS purpose) to communicate through existing email listservs to engage the broader community in NCAPPS activities

Long-Term

- Host community meetings/forums, designed in direct partnership with Advisory Group
- Post planning materials, dates, and meeting notes from community meetings on website
- Share information on initiative in Member Handbook and teleconferences
- Present progress and seek input at local conferences
- Determine how existing quality management structures should be modified to account for systems change and new ways needed to collect data

Sample Stakeholder Engagement Plan: Utah (Working Document)

1. Assign an Engagement Coordinator who is implementing all of these activities in direct partnership with stakeholders, state leads, technical assistance partners, etc.

- Work in direct partnership with website lead and staff to ensure NCAPPS TA Plan/ Person-Centered Support Planning (PCSP) activities are informed by input received through engagement strategies.
- TA is available to ensure activities align with what was heard during onsite e.g., Assets and Communication Strategy) and best practices in meaningful, effective, feasible engagement.

2. Develop and Consistently Updated (e.g., Monthly) Website Landing Page, which includes information on the following:

- Website purpose (e.g., to engage stakeholders in PCSP process; keep them informed of engagement events and subsequent products; keep them informed of draft products as they are developed so they can provide input; allow providers, associations, etc. to access information to then gain input from those they support/represent)
- Systems change goals, values, objectives (also opportunity to provide input on these)
- Existing Assets Division of Services for People with Disabilities can call upon to ensure meaningful engagement of stakeholders (also opportunity to provide input on who is missing)* need to identify contact information for those in the Asset Map for outreach/engagement
- Communication goals and methods (also opportunity to provide input on these)

- Description of engagement strategy, updated with information on upcoming events, documentation of events that have occurred
- Description of values and sample tools/methods as they are being developed to allow people to provide comments throughout the process (e.g., deliverables being drafted as a part of Goal 2 and Goal 3)

3. Create process for the website to be a venue to collect input from stakeholders who are often left behind. For instance:

- Provider page that includes how they can inform this process, but also request for them to share tools/ strategies with service users/ self-advocates to get their input (include helpful tools and collection strategies to inform this process; use asset map to target, via email, those that are entry points for service user engagement that links them directly to the website to learn more)
- Email for comments option
- Information on who to contact to be more engaged

4. Ensure Structured Advisory Committee Engagement

- Decide which existing committee will be the engagement structure (e.g., PCSP Workgroup, HCBS Transition Workgroup, Coordination Council for PWD)—**Decided Disability Advisory Council**
- Clarify role and get agreement on level of engagement/ frequency of engagement in initiative
- Share enough information and resources to set the stage on their role
- Ensure representation of users of services and self-advocates (use asset map for outreach/identification)- one open service user

position on Council/ possibly add additional service users in the future

- o Flyer- dissemination, presentations, website, etc.

- Be clear on required feedback loop with those individuals represent, if they represent broader communities
- Ensure transparency of existence of this group (website subpage)
- Ensure accessibility of meetings (schedule ahead of time with meeting reminders, virtual, transportation, prep support, materials)
- Ensure incentives for participation (food, small stipend, etc.)
- Clarify strategy for communicating progress/seeking input from other existing advisory structures to feed into this group (and vice versa)
- Ensure they are engaged in TA Plan Goal 2 and Goal 3 activities (developing information and training tools, developing protocols/manuals, and piloting tools)

5. Monthly/ Quarterly Meetings (Providers, Self-Advocates, Support Coordinators)

- Confirm purpose and approach (what we will focus on, one-time audience vs. reoccurring audience, regional vs statewide, use of technology and accommodations)

- Ensure feedback loop between this structure and other engagement structures (e.g., advisory group to inform the focus of these quarterly touchpoints, outreach, and follow up)
- Use website to communicate purpose, planned dates, planned methods, partners that are supporting engagement, related meeting materials and follow up deliverables
- Develop marketing strategy that includes assets in asset map and website/communication strategy
- Ensure strategy engages people not typically engaged, e.g. use of community assets for site locations, virtual engagement
- Ensure they are engaged in TA Plan Goal 2 and Goal 3 activities (developing information and training tools, developing protocols/manuals, and piloting tools)

6. Piloting of Tools

- Process informed by Structured Advisory Committee and quarterly Service User/Self-Advocate/ Family Engagement process
- Ensure approach and feedback received clearly communicated on website

Sample Stakeholder Engagement Plan: Montana (May 2020)

Engagement Purpose and Target Audiences

Element	Detail
Engagement Goal	Our goal is initiate a meaningful and feasible engagement strategy that 1) helps build a constructive environment for stakeholders to inform our person-centered planning systems change activities and 2) identifies preliminary Community First Choice lessons learned that are applicable to multiple Division programs and broader stakeholder engagement strategies.
Engagement Objectives	By September 30, 2020: 1. Participate in three Community First Choice Advisory Council and/or Subcommittee meetings to inform Council members of our NCAPPS activities, seek guidance on person-centered principles and focus areas, and summarize what is heard/what it means for NCAPPS. 2. Disseminate one newsletter article (e.g., Aging Horizon Special Addition) on the NCAPPS initiative that includes the input received to date on person-centered principles and focus areas; include this language in a CFC distribution list email. 3. Produce one Aging Horizons segment on the NCAPPS initiative that includes the input received to date on person-centered principles and focus areas. By November 30, 2020: 4. Engage one to three tribal-affiliated CFC providers in two meetings (could be individual or small group) to discuss person-centered planning and systems change and to inform the design of our Tribal Consultation Meeting. 5. Develop a plan to further identify and engage various local advisory councils (e.g., Mental Health Local Advisory Councils) in person-centered planning systems change activities.
Engagement Target Groups	• Individuals Accessing Services (CFC, BigSky, SDMI, 0208, PAS) (especially CFC/PAS for this first phase) • Informal Supports of Individuals Accessing Services (especially CFC/PAS for this first phase) • Community-Based Service Providers (especially CFC/PAS for this first phase) • Divisions impacted (especially those impacted by CFC/PAS for this first phase) • State Legislators/ Elected Officials (secondary, information sharing)

Engagement Strategies

Objective	Estimated Timeline	Activities	Responsible Parties	TA Ideas for Consideration
1. Participate in three Community First Choice Advisory Council and/or Subcommittee meetings to inform Council members of our NCAPPS activities, seek guidance on person-centered principles and focus areas, and summarize what is heard/what it means for NCAPPS.	September 30, 2020	1. Hold meeting with Chair to plan focus for meetings 2. Develop materials for meetings, seek input from Chair on these materials, and disseminate meeting materials before meetings 3. Develop 2-3 open ended questions (with Chair) for input for each meeting 4. Participate in meetings and document person-centered themes 5. Debrief on (and document) lessons learned pertaining to the engagement process (e.g., what did we learn from this process, and how can this inform future engagement activities?) 6. Share all themes with NCAPPS Team for CFC and broader application 7. Follow up to thank Chair and Council for meeting, share themes, and share how themes will be applied to NCAPPS activities	Abby (lead) and Tom	Attend Chair meeting, inform agenda, and develop input questions. Help organize themes for communication/distribution.
2. Disseminate one newsletter article (e.g., Aging Horizon Special Addition) on the NCAPPS initiative that includes the input received to date on person-centered principles and focus areas; include this language in a CFC distribution list email.	September 30, 2020	1. Review and identify newsletter options and target populations 2. Review input provided to date and key themes for the article 3. Draft article 4. Disseminate article; forward article to key stakeholders (including CFC list serv) for further dissemination	Freddi (lead), Kimme, and Abby	Help organize themes for communication/distribution.
3. Produce one Aging Horizons segment on the NCAPPS initiative that includes the input received to date on person-centered principles and focus areas.	September 30, 2020	1. Review date options and choose date 2. Identify who will appear and ask them to draft talking points 3. Review input provided to date and key themes for segment 4. Draft script and supportive materials 5. Produce segment 6. Disseminate segment; forward segment to key stakeholders for further dissemination	Freddi (lead) and Kimme	Help organize themes and review/inform talking points for segment.

4. Engage one to three tribal-affiliated CFC providers in two meetings (could be individual or small group) to discuss person-centered planning and systems change and to inform the design of our Tribal Consultation Meeting.	November 30, 2020	1. Identify key contacts at tribal-affiliated CFC provider agencies 2. Review and identify feasible methods for tribal-affiliated CFC provider engagement 3. Draft an outline for proposed approach for tribal-affiliated CFC provider engagement, including 2-3 open ended questions for input on PCP and content and focus of future Tribal Consultation Meeting 4. Review proposed approach with Lesa; make edits based on Lesa's guidance 5. Modify existing materials/ develop high level talking points to inform meetings with tribal-affiliated CFC providers 6. Outreach to chosen contacts and engage them in meetings 7. Participate in meetings and document themes, including recommended strategies for 2020/2021 Tribal Consultation Meeting and preliminary PCP themes unique to tribal communities 8. Debrief on (and document) lessons learned pertaining to the engagement process (e.g., what did we learn from this process, and how can this inform future engagement activities?) 9. Share all themes with NCAPPS Team for CFC and broader application 10. Follow up to thank tribal-affiliated CFC provider contacts for meeting, share themes, and share how themes will influence Tribal Consultation Meeting and be applied to NCAPPS activities	Freddi/ Barb (leads), Lesa, and Abby	Inform input questions. Help organize themes for communication/ distribution.
5. Develop a plan to engage various local advisory councils (e.g., Mental Health Local Advisory Councils) in person-centered planning systems change activities.	November 30, 2020	1. Review and build upon notes from preliminary NCAPPS Team stakeholder engagement discussions (e.g., previous experiences and assets) to identify local advisory groups/networks for possible engagement 2. Prioritize local advisory groups/ networks for engagement given existing relationships and windows of engagement opportunities 3. Discuss feasible methods for local advisory group engagement and draft preliminary engagement strategy, including objectives, lead contacts, strategy for nurturing relationships, and strategy for two-way communication loop 4. Review proposed plan with the NCAPPS Team and key local leaders for input 5. Incorporate input and draft engagement supportive materials, including talking points, overview materials, and open-ended questions for input	Tom (lead) and Freddi	Attend Chair meeting, inform agenda, and develop input questions. Help organize themes for communication/ distribution.

Phase Two Stakeholder Engagement Plan Proposed Activities (for consideration)

- Governor's Conference (September 2021)
- Tribal Consultation Meeting (December 2020 or later)
 - Objective: Plan and implement one Tribal Consultation Meeting (may be as early as December 2020) to inform them of our NCAPPS activities, seek guidance on person-centered principles and focus areas, and summarize what is heard/what it means for NCAPPS.
 - Compile Contact Lists for formal Tribal Consult invitation and to support ongoing Branch/ Division/ 8 Tribe Communication
 - Develop Tribal Consultation agenda and materials
 - Confirm meeting date
 - Invite stakeholders to Tribal Consultation and assess outreach progress
 - Distribute Reminder and Final Materials
 - Host Formal Tribal Consult
 - Debrief on Formal Tribal Consultation Meeting and incorporate themes into NCAPPS activities
- Hold Local Advisory Committee webinars (or other engagement strategies TBD) (2021)