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We have to invest  
however much it takes for  
however long it takes to  
build trust with the  
people

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# Stakeholders and assets

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**Evaluating the needs of stakeholders**

**Asset mapping**



# Evaluating the needs of stakeholders

Once you know your population of interest, take a 360-degree view of the stakeholders who intersect or have an interest in the same population. Thinking about their values and challenges will help you hone your processes and metrics to demonstrate a value proposition that has meaning for multiple partners. Considering the needs of stakeholders also offers you the opportunity to identify future champions and partners in delivery.

The chart at right can help you complete an assessment. Consider interviewing key stakeholders to capture their perspectives, as well. Start with the individuals with whom you have access and ask for introductions to or recommendations for others.

Presenting this as a half-hour relationship-building session is a valuable way to open the door. Most people love to talk about what they do and what they care about as long as it doesn't involve excessive time on their part.

Depending on your organization, you may also want to consider other executive leaders' needs including the CNO, CMO, etc.

Stakeholder	What matters most to this person?	What problem are they trying to solve?	What keeps them up at night?	How does the action help meet their needs?	What impact will your work have on their day-today?	How is your work a threat to their goals?	How can you minimize the threat or maximize the partnership?
Board							
CEO							
CFO							
Leadership							
Clinicians							
Partner Agencies							
Community							
Business							
Payers							
Government							
Other							

EVALUATING THE NEEDS OF STAKEHOLDERS WORKSHEET

# Asset mapping

For efficiency in delivery, many programs also complete **asset mapping** before finalizing their intervention or as an annual assessment to determine potential changes in their intervention. Asset mapping allows you to review your community and identify who else is meeting the needs of the population or who else you could potentially partner with to improve delivery. Co-delivery, co-location, and shared intervention across the community can reduce cost, improve outcomes and strengthen the business case for your program. One of the places you may want to consult is your hospital's community benefit program as well as the work of other systems, like child welfare, who also aim to navigate families through services. In many cases, individuals in these departments have already done extensive mapping of community resources that can save you time and effort.

Some communities already have a web-based directory of assets built through **United Way 211, Aunt Bertha, Unite Us, NowPow**, or other technology platforms that have emerged in the last few years. Using this resource in your community will save time in the analysis.

Technology isn't required, however, to complete asset mapping. You can learn from your stakeholder interviews and tap into the knowledge of experienced case managers in your community. It is a growing norm in the industry to pay people with lived experience for their time when informing you of community resources, and offering their perspective. Keep this in mind (and in your budget) if you are planning to interview individuals who live in the community.

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## Key takeaways

- Evaluate the needs of stakeholders to identify key metrics for your program
- Consider adapting your program to better meet the needs of stakeholders
- Identify potential partners and champions from stakeholder analysis
- Complete asset mapping to identify resources for the population you serve