



An tSeirbhís Náisiúnta Scaghástála
National Screening Service

Stakeholder Engagement Framework



The need for a stakeholder engagement framework

Stakeholder engagement has always been a core part of the National Screening Service (NSS); however, a clear vision for engagement, shaped with our stakeholders, is a new initiative.

We have co-developed this framework with our stakeholders. It includes why we engage, the purpose of our engagements, the principles we plan to work through and our new strategic objectives.

This document will act as a reference point for staff and stakeholders as we move to develop engagement further within the NSS.

Benefits of engagement

To identify learning on good stakeholder engagement and its benefits we looked at the work of other bodies that have mature stakeholder engagement strategies. We surveyed our own internal and external stakeholders to determine the benefits, enablers and barriers to good stakeholder engagement.

Together, we determined that the benefits we seek from engagement are as follows:



Our stakeholders

A stakeholder has been defined as “any group or individuals who is affected by, or can affect, the achievement of an organisation’s objectives”.

The term ‘stakeholder engagement’ refers to the process of meaningful involvement of those who are key to making decisions, or are affected by the work of our four national screening programmes.

Engaging with our stakeholders is key to improving people’s experience of participating in screening, the relevance of our communications materials, our involvement in research studies, the outcomes of our health promotion activities and the impact of our disease-prevention initiatives.

The figure below illustrates the broad range of internal and external stakeholders we work with and who have developed this strategy with us. Stakeholders include: our screening participants, voluntary sector and advocacy partners, screening providers, our staff, healthcare professionals, academia, public representatives and the media.



Our stakeholder engagement framework

Our strategy has been co-developed with stakeholders to ensure an inclusive and transparent process that nurtures our key relationships.

Our co-development processes

To set the direction for stakeholder engagement we wanted to include input from our stakeholders, to learn from previous engagement and outline the focus for the future. The feedback we received was supported by our research on best practice and consolidated in a workshop to agree our principles and objectives.

Staff across the NSS were involved at every point in our strategy process. We are mindful that our staff have a dual role - both as stakeholders and as points of contact for engaging with external stakeholders.

Stakeholder engagement surveys

We know stakeholders have different characteristics, roles, needs, expectations and interests. While their motivations may overlap, we know our stakeholders often have individual motivations for engaging with us.

To understand our stakeholders, we issued two surveys. In total, 314 stakeholders responded, providing a representative sample of our stakeholder's views. The survey results highlight that many of our stakeholders engage with us to access the most up-to-date information and training on screening. They do this so they can continue to provide a quality service and/ or to represent the views of vulnerable or marginalised groups.

Co-development process	Objective
Public Health and Communications internal workshop	Map initial stakeholder engagement needs of the NSS.
Stakeholder surveys (staff & external)	Assess stakeholder engagement levels and processes and seek opinions on how we can improve.
Stakeholder workshop	A cross-section of stakeholders and staff involved in setting the purpose, objectives and principles of the strategy.
Feedback on draft strategy	Draft stakeholder strategy to be reviewed by workshop attendees to ensure accuracy.

Our purpose

Why we engage

To learn from, understand and include our stakeholders in the planning, delivery and evaluation of screening services.

To improve the quality and effectiveness of the services we provide.

What we want to achieve

Transparent decision-making that is informed by stakeholder insights.

To develop mutual understanding between the NSS and our stakeholders.

To build trust and confidence in our services and keep pace with external changes.

We will engage by being



**Inclusive and
Dynamic**



**Open and
Transparent**



**Partnered and
Collaborative**



**Timely and
Responsive**








**Balanced and
Proportionate**

Our stakeholder engagement principles

Our principles explain the way we engage with our stakeholders and how we plan to drive our engagement efforts. They help us deliver our ambition by defining the culture we want to develop and the behaviours we want to adopt.

Co-developing these principles with our stakeholders has ensured that we are “not taking our way as the right way” but also ensuring that we strike a balance between stakeholder input and business needs.

 <p>PRINCIPLE 1 Inclusive and Dynamic</p>	 <p>PRINCIPLE 2 Open and Transparent</p>	 <p>PRINCIPLE 3 Partnered and Collaborative</p>	 <p>PRINCIPLE 4 Timely and Responsive</p>	 <p>PRINCIPLE 5 Balanced and Proportionate</p>
<p>We deliver an equitable and innovative screening service that is accessible for everyone.</p> <hr/> <p>We will work with our broad range of stakeholders to ensure we are meeting the needs of our participants now and in the future.</p>	<p>We deliver a service where information on decisions, processes, changes, issues and successes are made available and accessible, where appropriate.</p>	<p>We learn from our stakeholders’ experiences and expertise and, where appropriate, share our expertise and experience.</p> <hr/> <p>We will seek to foster mutually beneficial relationships through collaboration.</p>	<p>We engage with our stakeholders in a timely and appropriate manner and will be responsive to changes outlined in research and prompted by participant feedback.</p>	<p>Our engagement will encompass a broad range of representative views and aim to minimise any potential biases. At the same time, engagements will be proportionate to the project and conducted at a suitable level.</p>

The objectives that will help us do this



Inform and Influence	Listen and Learn	Deliver a Quality Service	Build Systems and Partnerships	Foster Good Culture and Governance
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Under each objective, priority outcomes have been identified by our stakeholders that will inform our actions and processes for stakeholder engagement, as follows:

Our action plan

Inform and Influence	Listen and Learn	Deliver a Quality Service	Build Systems and Partnerships	Foster Good Culture and Governance
<p>Continue to develop our communication updates.</p>	<p>Be an open, attentive, reflective and learning service.</p>	<p>Work with our stakeholders to achieve measurable service improvements.</p>	<p>Build sustainable partnerships across our health service and internationally.</p>	<p>Engagement is an integral part of working within our governance structures.</p>
Priority Outcomes	Priority Outcomes	Priority Outcomes	Priority Outcomes	Priority Outcomes
<p>Information that is accessible, consistent and timely.</p> <hr/> <p>Take an innovative approach.</p> <hr/> <p>Improve our external communication channels.</p> <hr/> <p>Address barriers and seek enablers to communications.</p> <hr/> <p>Share our challenges along with our successes.</p>	<p>Improve communication and feedback mechanisms.</p> <hr/> <p>Translate insights, experiences and evidence into action.</p> <hr/> <p>Ask if we are hearing diverse voices.</p> <hr/> <p>Share learning from stakeholders across our programmes and functions.</p> <hr/> <p>Build trust and confidence with our stakeholders and the general public.</p>	<p>Strengthen accountability, quality assurance and adherence to our standards throughout the screening pathway.</p> <hr/> <p>Monitor engagement efforts against standards.</p> <hr/> <p>Show how we meet national and international standards.</p>	<p>Scheduled review of stakeholder lists to ensure appropriate engagement.</p> <hr/> <p>Engagement with stakeholders at their preferred level.</p> <hr/> <p>Clear rules of engagement with clear decision-making processes.</p> <hr/> <p>Seek out opportunities for networks and communities of practice internationally and nationally.</p>	<p>A commitment to active and meaningful engagement at all levels.</p> <hr/> <p>Share how we have acted on stakeholder input.</p> <hr/> <p>Targeted and effective use of resources.</p> <hr/> <p>Ensure alignment of engagement objectives with other strategic objectives.</p> <hr/> <p>Transparency in processes and decisions.</p>



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