



FORSTER FORCHANGE 49 Southwark Street London SE1 1RU T: 020 7403 2230	STAGE	03	DATE	14/02/08	CLIENT	DRE	JOB DESCRIPTION	How-to Guide 3	ARTWORKER	Colette Langford
---	--------------	----	-------------	----------	---------------	-----	------------------------	----------------	------------------	------------------

Guide Three

Developing relationships
with stakeholders

Introduction

Community Development Workers (CDWs) are central to implementing and delivering the Department of Health's 'Delivering Race Equality' (DRE) in mental health care programme.

Evidence shows that individuals from some black and minority ethnic (BME) communities fear isolation and discrimination from both mainstream society and their own culture if they are to seek help for any form of mental illness.

The five year DRE programme aims to address this by supporting individuals and encouraging them to have the confidence to seek support in a secure environment. Key to achieving this is knowledge of who can help them and which local organisations to contact. Communicating to them how you work, and highlighting the support you and your partner organisations can give, is key to this success.



What is this guide for?

This 'How to' guide is the third in a series of publications to help you better understand communicating with your local BME communities and maximise your work with them through activities that really work.

This third guide captures the importance of partnerships. You can create engaging opportunities to speak to your BME communities by linking with like-minded organisations. From mental health trusts to community groups and local charities and shops, you can team up to pool resources and create strong messages to reach your core audience.

This guide will not only highlight who your potential partners might be, but will also outline how to get started, suggest activities for you to explore and give real examples of what works.



How will it help my work?

The advantage of working with your stakeholders is fourfold:

- 1 You can strengthen existing working relationships with partner organisations
- 2 You can generate new opportunities, both practical systems and communications activity, by working together
- 3 You can demonstrate to individuals in the community the wealth of support available, and capture who does what
- 4 You can both benefit by pooling resources, ideas, and by developing a fresh focus

How best to use it?

Please read this guide at your leisure – we hope it will inspire you to act. A helpful first step would be to outline your potential partners and then select some for a meeting to talk through communication opportunities and agree some initial activities to test out.

Please remember to include any communications or media colleagues in these discussions, and consult them before liaising with partners or media.

For further communications ideas, look out for the other guides in this series:

- What's working where – examples of effective communications
- How to develop a communications plan
- How to work with the media

For copies, log on to www.drenetwork.org/downloads

What is a stakeholder?

A 'stakeholder' is "a person with an interest or concern in a business or similar venture" (Ref: Oxford English Dictionary).

For the purpose of your work, consider local, like-minded organisations who are liaising with the same individuals that you wish to speak to – BME audiences who potentially suffer with mental health problems. Many of these will be companies or teams you already work with. They may be community groups or even shops who interact with your audience. And don't be afraid to approach new groups whose work strikes you as relevant – they will probably be flattered at your interest.

Remember that you are looking for companies or organisations to enter a partnership – it's a two way relationship so that both you and they gain something from it.

Who are your stakeholders?

We have talked about the importance of developing relationships with stakeholders and potential partners – but who are they?

Firstly, create a list of all relevant stakeholders. For ease, this could be split into two main groups:

- 1 mental health stakeholders and health professionals with an interest in mental health
- 2 non-health stakeholders who have an influence within the community, and are a trusted voice for your audience

You may find these examples helpful as a starting point for you to create your own list relevant to your local environment and work:

Mental health stakeholders/ health professionals:

- Primary Care Trusts (PCTs)
- Drug and Alcohol Action Teams (DAATs)
- Mental Health Trusts, including planners and commissioners
- Mental health charities
- Mental health community groups e.g. Ethnic Health Forum Northwest
- Specialist mental health clinics/hospitals
- Local general hospitals
- GP surgeries
- Dental surgeries
- A&E waiting rooms
- Counselling services
- Pharmacies
- Regional branches of mental health charities e.g. MIND

Non-health community stakeholders:

- Faith communities/religious leaders, ministry/prayer teams
- Local politicians
- Local councils
- Local support charities
- Community groups e.g. welfare associations
- Local supermarkets
- Shopping centres or individual retailers e.g. newsagents or local barbers
- Libraries
- Transport providers
- Schools/universities

To help you gather relevant regional associations, search websites such as the Mental Health Alliance (www.mentalhealthalliance.org.uk) with its coalition of 75 mental health-related companies and charities.

Case study:**Preston CDW's 'Barbershop' magazine**

Think creatively when listing your stakeholders, just as the CDWs in Preston did. They realised that the majority of men – young and old, black and white – still like to look well groomed. Which means a regular trip to the barber, and a potential hour's wait for their 'number one all over' or something less severe.

And so they created a partnership of Preston's Mental Health Race Equality Team, two local artists, a group of Preston prisoners and community organisations to produce a glossy, high quality and arty A4 magazine. Distributed through barbershops, it raises awareness of mental health in a contemporary, non-threatening way, with the launch issue covering religion, 'what is depression?', cartoon strips and profiles.

**Mental Health Race Equality Officers,
Central Lancashire Primary Care Trust.
For more information, email dre@forster.co.uk.**





Why are stakeholders important? Aims and objectives

Each of the groups or organisations you have thought about may interact in some way with the very individuals you are hoping to communicate with.

Shop assistants chat to them, posters in the community halls are read by them, healthcare professionals advise them, and so on. These are all opportunities for you to put across your messages – by teaming up to help communicate the full range of support available.

This guide is all about helping each other do just that. You can communicate effectively with BME audiences by creating partnerships to get the message about DRE out there through as many different routes as possible, communicating together, and reinforcing each others' work and roles.

So what do you hope to achieve? When you plan any stakeholder activity, it is helpful to have clear aims and objectives in mind. Be as clear as you can and, where possible, set a target to aim for. For example, do you want to attract 100 requests for information, or increase attendance at an event by 20%?

Your objectives might include any of the following:

- To promote local mental health activity specifically to BME groups
- To ensure your services better reflect the needs and aspirations of BME communities, making them more willing to engage voluntarily with you
- To encourage responsibility for community engagement across the whole health and social care system, focussing particularly on the Local Strategic Partnership
- To create a wider understanding amongst the BME community of all the support available for those with mental health issues
- To challenge the stigma surrounding mental health within a particular BME community
- To develop three partnerships to raise awareness of the opportunities for individuals to voice concerns about their mental health
- To encourage BME groups to participate in the planning, designing, commissioning and delivery of services
- To secure 40 local BME representatives at a community event
- To deliver talks on mental health services and provision to four BME community groups

To achieve these objectives you will need to create a plan of action with your stakeholder partners. Read on to find out how.





How and when to approach your stakeholders

Well, there is no time like the present! If you have been considering setting up a partnership, or even if this is a totally new concept, why not make a start now?

Step 1 List all your potential partners (see page 3)

Step 2 Decide what you want to achieve by setting your objectives (see page 6) – and specifying which BME audience you wish to reach

Step 3 Consider which potential partners will best help you achieve your objectives, and consider some initial ideas (see pages 10-12 and case study on page 4)

Step 4 If you already have a contact within a potential partner organisation call them directly and arrange a meeting to discuss joint communication opportunities. Invite their media/communications colleague along as well (if they have one)

If you do not have a contact at the organisation, try and find out as much about them as possible from their website or local information, then call their communications contact, project leader or company director to introduce yourself

Step 5 Attend the meeting armed with initial ideas, clear objectives and an open mind. Encourage all present to 'brainstorm', to share ideas on how to communicate with your chosen audience. They may well make suggestions you had not considered, and at this stage, welcome all ideas

Partners are more likely to get involved if they can see something in it for them. E.g. it will also promote their organisation within the community. Bear this in mind during your initial conversations – the best partnerships are those that all stakeholders can benefit from

Step 6 Look through the ideas generated and propose which activity you should embark on first – perhaps something simple, to 'test' your working relationship

Step 7 As you plan your activity – whether it is creating a joint leaflet, or preparing a talk for a community group – keep thinking about your objectives and your audience. Are you getting across everything you wish to say?

Step 8 Ensure your partner is happy with their level of involvement, and that they too are meeting their objectives. It can be helpful to agree a to-do list with clear assignment of roles, so as to avoid confusion

Step 9 The activity itself. Consider who else you can let know – for example, invite a local journalist along to the talk, or share the leaflet with them and explain why it has been created. You may then generate some newspaper coverage, which will in turn reach a much greater audience than the activity alone

Step 10 Evaluation (see page 13). Has the activity been successful? Have you started a strong partnership with your stakeholder and how can you take that relationship forward?

Case study:

Enhanced Pathways Into Care (EPIC), Sheffield Care Trust

Aim of activity

To enable health professionals to engage with the needs of the Pakistani community in Sheffield by raising awareness of the services available and promoting home treatment options.

Main audience

The Pakistani community – the largest BME community in Sheffield – where there was a lack of awareness of health services, treatment procedures and of mental health conditions themselves.

Method used

Partnership: The Sheffield Crisis Assessment and Home Treatment Team (CAHT) created partnerships with Imams and the local Pakistani Muslim Centre.

Community: The Pakistani Muslim Centre is a focal point for the whole community and has begun to offer gym, cooking and exercise classes for patients and their carers. It has also played a key role in supporting patients undergoing home treatment and in raising awareness of mental health issues in a non-threatening setting.

Understanding: CAHT has also provided mental health awareness training to support all centre staff, while nursing staff have received cultural and race awareness training in the ward environment.

Local reactions

Rashna Hackett, Consultant Nurse for Acute Care at Sheffield Care Trust, says "The whole community feels comfortable with the set-up."

And it is the local Imams who are forming a vital bridge between Sheffield's Pakistani community and the statutory sector. "The Imams have been helping us with the delivery of home treatment," says Hackett. "It's so important. Before, when a patient became ill, they might have believed that black magic was responsible and so would have been reluctant to go and see a clinician. But now, the Imams are providing prayer with advice on where to go for help simultaneously."

Benefits of community partnerships

So far, EPIC's community approach has been particularly beneficial for recipients of home treatment, with BME patients responding better than their white counterparts on both HoNOS (Health of the Nation Outcome Scales) and BPRS (Brief Psychiatric Rating Scale). In-patient length of stay has reduced for 12.5% of Pakistani patients as community treatment options have been extended. There is greater satisfaction with services and numbers being referred for treatment have increased as an awareness of mental health conditions has been triggered in the community.

Looking ahead

For Hackett, the most important objective for EPIC's future is to ensure that members of BME communities can access services and care in a non-intimidating way. EPIC will shortly start work with a breast cancer nurse so that women with other health concerns are able to discuss mental health at the same time. "I want a one-stop shop so that if Mrs Khan comes in for her diabetes she can also mention that she's been having problems sleeping," says Hackett. "I want to mobilise health professionals to come together in a holistic way."

If you want to do something similar

- Explore opportunities with local religious leaders
- Consider which community events are in existence and which you can add to, rather than creating them from scratch
- Clearly outline support available so religious leaders can be easily briefed to pass that information on

Key considerations before you start

- You need to have a range of health specialists on board and willing to work in this way i.e. maximising health discussions to cover a range of issues including mental health
- This type of partnership is a long-term activity which will take special planning, though the effort put in should certainly be worthwhile

For more information, email dre@forster.co.uk.

Examples of what works

There is a range of activities which you and your partners could develop in order to reach your specific BME audiences. Here are some examples for you to consider and case studies of events which have successfully taken place:

Events

- Consider what is already in the diary for the year ahead. You may find your partners in the local community have events coming up where you can secure a presence – perhaps taking a stall at a fair, positioning posters at key sites or placing information or giveaways in event goodie bags
- Providing a speaker at an event; perhaps a presentation on the challenges facing the BME community relating to mental health. Or ‘the road to recovery’, describing the journey for mental health sufferers as they face their illness. Allow time for questions and answers after the talk and potentially invite a local newspaper journalist to attend in order to write up a feature on the topic. You can offer a speaker at community groups, religious groups, business societies etc
- Talks are an ideal partnership event – by pooling resources you will find the planning easier, costs cheaper, and the content of the talk more varied. You may find that some local businesses or schools would welcome you to go and speak to employees / parents etc
- Newspaper coverage of the topic provides a powerful way of bringing the issue of mental health to the surface, helping to break away from any stigma or the idea that it should not be talked about or confronted. This is a cost effective method of reaching the very heart of the community you wish to speak to
- For an example of a successful speaker event, where Bradford-based community development mental health organisation Sharing Voices organised presentations and a drama production for the local South Asian community, see page 6 of the first ‘How to’ guide or download from www.drenetwork.org/downloads
- Get creative! Commission some art – from music to painting – to encourage your community to embrace the issue of mental health. Team up with a partner so that you can create a competition amongst a community group, with work to be displayed at either a place of worship, hospital waiting room or community hall. The unveiling of the art could coincide with a speaker event as outlined above, or an open day at a community centre (where all partners could attend)
- If rap is your thing, and you are keen to reach younger audiences, check out the cool music created and recorded in Leeds to appeal to young black Caribbean men, and distributed as an MP3 file on memory sticks in the community there. See page 8 of the first ‘How to’ guide or download from www.drenetwork.org/downloads



Case study:

Youth health advice

Anissa Hussain, a CDW for South Tyneside, has set up a new youth project in conjunction with CREST (the Compact for Race Equality in South Tyneside). The project runs sessions on mental health, drugs, alcohol and sexual health for young people from across the BME and white communities in the area. And they are already very successful, with 70 young men and 25 young women attending every week.

For more detail log on to
www.drenetwork.org/casestudies

Case study:Notable Development Site:
Community Engagement

The Cares of Life Project in Southwark (South London and Maudsley NHS Trust) aims to improve mental health services for African and Caribbean people by introducing graduate Community Health Workers to connect these communities with health care, housing, employment and education.

The workers will belong to their local communities, and being aware of health and social support networks already available, will establish links between these communities and the health care service. The project aims to build partnerships and social support networks to sustain people within their communities and to date it has undertaken a social network analysis of partner stakeholders. These include barbers, hairdressers, black businesses, faith groups and black voluntary organisations. The Cares of Life Project links service users and Lay Health Volunteers with partner businesses to encourage individual empowerment, social networking and community regeneration.



Literature

- Launch a new leaflet – or even a series of leaflets – highlighting both your and your partners' services. Potentially include quotes from someone within the community you are hoping to reach and consider translating it to make it totally relevant for these BME communities. By preparing the literature jointly with your partner(s) you can make this a cost effective activity as well as a strong communication of the wide range of support available
- You may consider engaging even more stakeholders to create a joint newsletter for BME communities. This could be produced quarterly (or even bi-annually) and demonstrate real results being achieved in your town or region for people with mental health issues. It could be jointly produced and then issued to each partners' database of contacts as well as distributed directly to BME community groups, places of worship, hospitals etc
- Posters can also create an effective form of communication. A4 size, or even up to A2, can provide a strong strap line and brief message to encourage individuals in the BME community not to ignore mental health. They may promote a helpline, local charity, website or simply give advice on where to go for support. As many regard mental health as a sensitive issue, they may find it easier to act upon a brief message which they have noticed on a waiting room poster rather than openly picking up a leaflet on the issue.
You can liaise with your stakeholders (see page 3) to gain their support for displaying the posters in their offices, halls or reception rooms etc
- As well as paper literature, think about the great opportunities you now have on-line. Gain presence on each others' websites and, where possible, create links so web users can easily move between the partnership websites
- It is worth reviewing what literature is currently available and asking the opinion of the groups you wish to reach. You can then have confidence that new leaflets will directly appeal to particular BME audiences. Read how this was tackled in Manchester and London by seeing page 9 of the first 'How to' guide or download from www.drenetwork.org/downloads

Giveaways

- If you have some budget to create 'ambient media' this provides an excellent, and simple, opportunity to get over short, sharp facts. Ambient media refers to the messages that surround us in everyday life in the form of leaflets, posters, giveaways, carrier bags, banners etc. You can create your own branded giveaways such as:
 - Posters
 - Leaflets
 - Stickers
 - Pens
 - Diaries
 - Appointment cards with branded message
 - Post-it notes
 - Travel ticket holders
 - Key rings

Distribute through as many channels as possible e.g. through each of your partners, hospitals, local shops (give free in carrier bags), barbers (ideal setting for poster displays), dentists (provide appointment cards for distribution to all BME patients) etc

Media

- Develop a relationship with local journalists to offer a spokesperson from your organisation for radio or quotes for newspaper articles
- Develop media features, advice columns commenting on mental health issues, awareness of events you are planning
- For advice on working with the media, refer to the fourth 'How to' guide



Evaluating the relationship

It's important to keep evaluating your partnership relationships – right from the outset when selecting which organisations to approach, throughout your partnership and once activities are complete.

Questions, questions, questions! To evaluate your stakeholder partnership, ask yourself:

- Q: Are we both achieving something from this relationship?
- Q: Are there additional activities we could take on together?
- Q: Does either organisation (you or them) have literature which could include reference to this activity?
- Q: Are there things which you could have done better?
- Q: Are you dealing with the ideal person in your partner company?
- Q: Have you included the communications expert from their company (if they have one) to maximise their knowledge and contacts?

By working through these questions, you are checking whether the partnership is working its hardest. And by evaluating throughout the activity (rather than just at the end) you give yourself time to change something which could be improved.

When you have completed the activity, evaluate again:

- Q: Did you achieve your objectives?
- Q: Are you noticing results amongst the BME community you are trying to reach?
- Q: What could you have done better?
- Q: Did your partner(s) achieve their specific objectives?
- Q: Was it a positive working relationship i.e. did you work well together?

If you were pleased with what happened, it will be worth considering:

- Q: Are there other opportunities for us to work together?
- Q: Can we continue this partnership and make it grow?

You might find that some partnerships are suitable for one-off activities such as a joint stall/display at a summer fair, while others offer much longer-term opportunities, such as an ongoing communications programme.

It is worth remembering that the more effort one puts into a partnership, the greater the rewards. A quick hit with a new partner can be great in the short-term, e.g. you and a local charity can do a mail drop of leaflets highlighting services. However, by investing the time, creative thought and effort to turn that into a larger campaign – such as talking at each others' events, liaising with local hospitals and support groups, working with the media – you can achieve so much more.

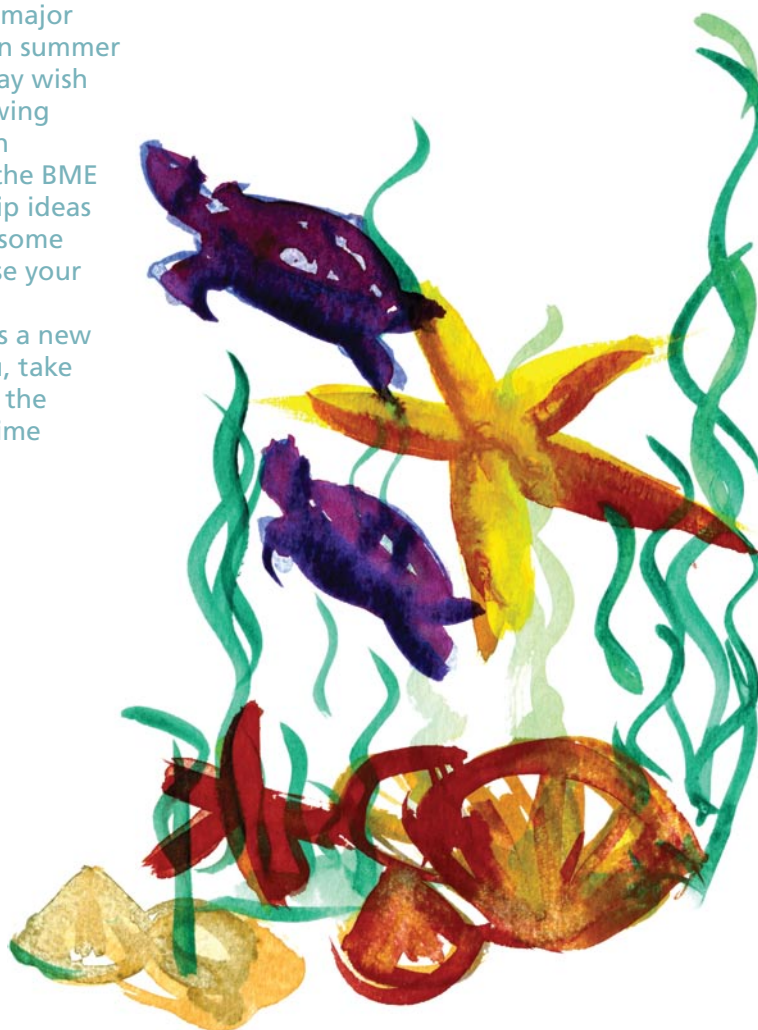


- Quick activity = takes less time = achieves brief results
- Longer activity = takes more time = establishes full partnership and greater results

Top tips

As you plan and engage your partners to create communications activities that work in your local area, these top tips might be helpful:

- The more partners you involve, the more opportunities there are for the local community to hear about your work through newspaper articles
- Ambient media is an easy way to spark conversation amongst your audience, and a simple method to raise awareness of phone numbers etc
- When selecting partners, remember that organisations with a strong media profile will be particularly helpful as they will already be familiar to local journalists
- Remember the partnership itself might be of interest to the media – let them know! (For guidance on working with the media, see the fourth 'How to' guide)
- When planning your activities, don't forget timing. For example you may not want to clash with another major community event such as a town summer fair or Mela festival, and you may wish to avoid religious festivals, showing respect for your audience's faith
- If you have a strong contact in the BME community, run your partnership ideas past them first – they may give some good advice on how to maximise your planned activities
- Don't be too ambitious! If this is a new area of communications for you, take one step at a time and build up the partnerships and activity over time



Have you found this guide useful?

We welcome feedback on this guide. We would also like to hear about any communications activities you are currently running in BME communities, and any lessons learned in the process that other CDWs might find helpful.

Please email any ideas and experiences to dre@forster.co.uk

Useful contacts:

General

- Department of Health:
www.dh.gov.uk
- NHS Choices:
www.nhs.uk

