



HIMAA Stakeholder Engagement Plan

Definition

While the term 'stakeholder' is traditionally of legal origin, to define one with an interest in a financial 'stake' yet to be determined in law, today stakeholders are generally understood to be parties with a mutual interest or 'stake' in an issue(s) or matter(s) of mutual interest. This is how the term 'stakeholder' is understood in this document.

Introduction

The Health Information Management Association of Australia Inc. (HIMAA) has identified 53 organisations with which it seeks stakeholder engagement. In a separate Stakeholder Engagement Matrix, HIMAA has classified levels of engagement based on the following criteria:

- Status of relations
- Level of engagement desired by HIMAA
- Degree of functionality

The purpose of this plan is to detail how the Stakeholder Engagement Matrix will be operationalised.

Status of relations

The status of relationship is divided between established stakeholder relationships and stakeholders with whom contact is yet to be made. The former is assumed in the matrix, whereas the latter status is signified in either the Type of Engagement or Comments columns of the matrix as *Yet to contact* or *no contact* or *no formal contact*.

Level of Engagement Desired by HIMAA

The HIMAA Board has adopted an adaptation of the International Association of Public Participation (IAP2) levels of community participation. This is because, of available categories of stakeholder engagement, IAP2 levels of participation have been benchmarked in some Australian states and New Zealand and, as such, may support HIMAA benchmarking of its levels of stakeholder engagement.

The HIMAA adaptation of IAP2 entails the following levels of engagement:

HIMAA's IAP2 Level	HIMAA's Stakeholder Engagement Goal
Inform	To provide the stakeholder(s) with balanced and objective information to assist them in understanding activities, issues, alternatives, opportunities and/or solutions of interest or value to HIMAA.
Consult	To obtain stakeholder feedback on matters of interest or value to HIMAA, including policies, analysis, alternatives and/or decisions.
Involve	To work directly with the stakeholder to ensure that stakeholder views, concerns and aspirations are consistently understood, considered and

	respected in relation to issues of mutual interest.
Collaborate	To collaborate with the stakeholder on matters of mutual interest, including shared decision-making in the development of options, identification of preferred solutions, and working towards realisation of these
Partnership	To work in an arrangement of formal commitment with the stakeholder towards the joint achievement of goals of mutual interest, including advocacy and policy or program development.

Degree of functionality

The degree of functionality of the stakeholder relationship is colour coded in the Matrix. Degrees are:

Degree of Functionality	Description
Working functional relationships with MoU	Stakeholders with whom HIMAA has achieved an IAP2 level of collaboration, as recognised by a memorandum of understanding
Working functional relationship	Stakeholders with whom HIMAA has a working relationship at Consult or Involve levels of IAP2
Information/representation relations	Stakeholders with whom HIMAA may have representational status, or with whom HIMAA merely seeks an informational relationship
Aspirational relations	Stakeholders with whom HIMAA seeks either to form a relationship, or to raise the level of relationship from one IAP2 level to the next.
Unstable relations	Stakeholders with whom HIMAA has a relationship which has become untrustworthy or unreliable, but which may nevertheless need to be addressed by HIMAA at some level ie. risk managed
Barrier relations	A one-sided relationship in which the barrier stakeholder has regulatory or legislative control over HIMAA

Current State

HIMAA has established relationships with 37 stakeholders:

- 5 at MoU level
- 10 x working, functional relationships (varying degrees of functionality)
- 9 x aspirational
- 9 x inform/representation
- 3 x unstable
- 1 x barrier

Engagement Plan

HIMAA will manage its engagement with stakeholders in the Stakeholder Engagement Matrix using the following range of activities:

Strategy	Description
eNews	HIMAA will deliver a dedicated Stakeholder eNewsletter on a quarterly basis, which communicates to stakeholders HIMAA issues and activities of strategic, policy or profiling value.
Contact	HIMAA will contact the stakeholder as needed for specific consultation and, at IAP2 levels Involve and above, also with regular touch-base phone calls on at least an annual basis depending on the IAP2 level ie. Involve annually or quarterly, Collaborate quarterly or monthly. Contact will be recorded in the Comments field of the current Stakeholder Matrix, or in a dedicated 'current state' field in a future CRM.
Invite	Invitations are issued by HIMAA for stakeholder engagement in submissions, policy development and forums to provide feedback on submissions, policies and strategic issues.
Engage	Stakeholders are actively engaged at written, teleconference and meeting levels with a view to involving them meaningfully in HIMAA decision-making at a strategic level
Outputs	HIMAA engagement with stakeholders focuses not just on HIMAA decision-making but on joint outputs, such as advocacy, submissions and media, on which HIMAA and the stakeholders share consensus
Outcome	HIMAA engagement with stakeholders begins with a commitment to joint outcomes from outputs, and joint evaluation of joint activity.

In terms of IAP2 level of engagement, activities will be undertaken as follows (where column 'No.' is the number of stakeholders in that level of IAP2 engagement):

IAP2	No.	eNews	Contact	Invite	Engage	Outputs	Advocacy	Outcome
Inform	10	√						
Consult	24	√	√	√				
Involve	11	√	√ regular	√	√			
Collaborate	8	√	√ regular	√	√	√	√	
Partnership	0	√	√ regular	√	√	√	√	√

In relation to **unstable stakeholder relationships**, HIMAA will evaluate these stakeholders as risks in its Risk Register and manage risk in relation to them.

Evaluation

HIMAA's performance in stakeholder engagement will be measured by:

- Adherence to this plan
- Success in desired aspiration for stakeholders at that level of functionality
- Leadership outcomes exercised by HIMAA in stakeholder engagement eg. profiling, submissions made, advocacy meetings with target stakeholder, advocacy outcomes

Stakeholder performance will be measured by:

- Responsiveness to HIMAA engagement as appropriate to level of engagement
- Responsiveness to aspirational engagement by HIMAA
- Engagement of HIMAA in their initiatives, by level of engagement
- Advocacy outcomes in which HIMAA has been involved

An annual evaluation report will be presented to the P&AWG to inform their annual review of the Stakeholder Engagement Matrix (see Document Management below).

Document Management

- The **Stakeholder Engagement Matrix** will be maintained as changes in status, level of engagement and functionality indicate.
- **New stakeholders** will be added and **existing stakeholders retired** as directed by the HIMAA Board's Positioning & Advocacy Working Group (P&AWG) or the Board itself.
- The P&AWG is delegated **primary responsibility** for, through the CEO or delegate, maintenance and implementation of the Matrix and Plan.
- The Matrix is to be **reviewed** by the P&AWG annually.
- The aim is to move the Matrix to a Client Relations Management system as soon as this becomes affordable and achievable.

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