

# Strategic Stakeholder Engagement for Enhanced Public Health Outcomes in HIV Services: A Community-Centric Proposal for the JACQUES Initiative

Carmen Andrea Moreno & Massiel Garcia-Lluch, MBA

Department of Epidemiology and Public Health, University of Maryland School of Medicine



## BACKGROUND:

Key points for understanding stakeholders and their importance for public health programs:

- Stakeholders play a crucial role in community health programs, significantly influencing their effectiveness and reach.<sup>1</sup>
- Collaborating with local partners and stakeholders enhances the operational capacity of community health programs, enabling them to better address community needs.<sup>2</sup>
- Stakeholders are essential contributors to program evaluations, and quality improvement which is particularly important in health programs.<sup>1,2</sup>

Stakeholders can be characterized by their relations to specific health prevention and education efforts, such as HIV/HCV:

- Primary stakeholders:** people who are directly affected by actions of the program.
- Secondary stakeholders:** groups, organizations, or partnerships that are indirectly affected by actions of the program.
- Key stakeholders:** people or organizations who hold power or influence outcomes of the agency, such as government officials, heads of businesses, clergy, and other community leaders.

## PURPOSE:

- Identify current partnerships and expand stakeholders
- Outline strategies for building partnerships with stakeholders
- Develop program evaluation tool to identify the program's areas of strengths and any gaps for stakeholder expansion and community engagement

## METHODS:

### Strategic Approach to Engage Stakeholders

Conduct a preliminary analysis by assessing the strengths, weaknesses, opportunities, and threats (SWOT) of the JACQUES Initiative through a SWOT analysis.

The SWOT analysis will be the method used to shape the identification process of essential stakeholders and approaches needed to inform the strategies to address gaps.

### Current Stakeholders

- Primary stakeholders:** Individuals at the UMB Community Engagement Center, the community at Lexington Market
- Secondary stakeholders:** Morgan State University, BD Health, Peace Healthcare, Black Nurse's Association of Baltimore, Paul's Place, Safe Haven, Good Trouble Church, Mt. Lebanon Baptist Church
- Key stakeholders:** University of Maryland, Institute of Human Virology, local hospitals, Baltimore Veterans Affairs Medical Center.

## SWOT Analysis

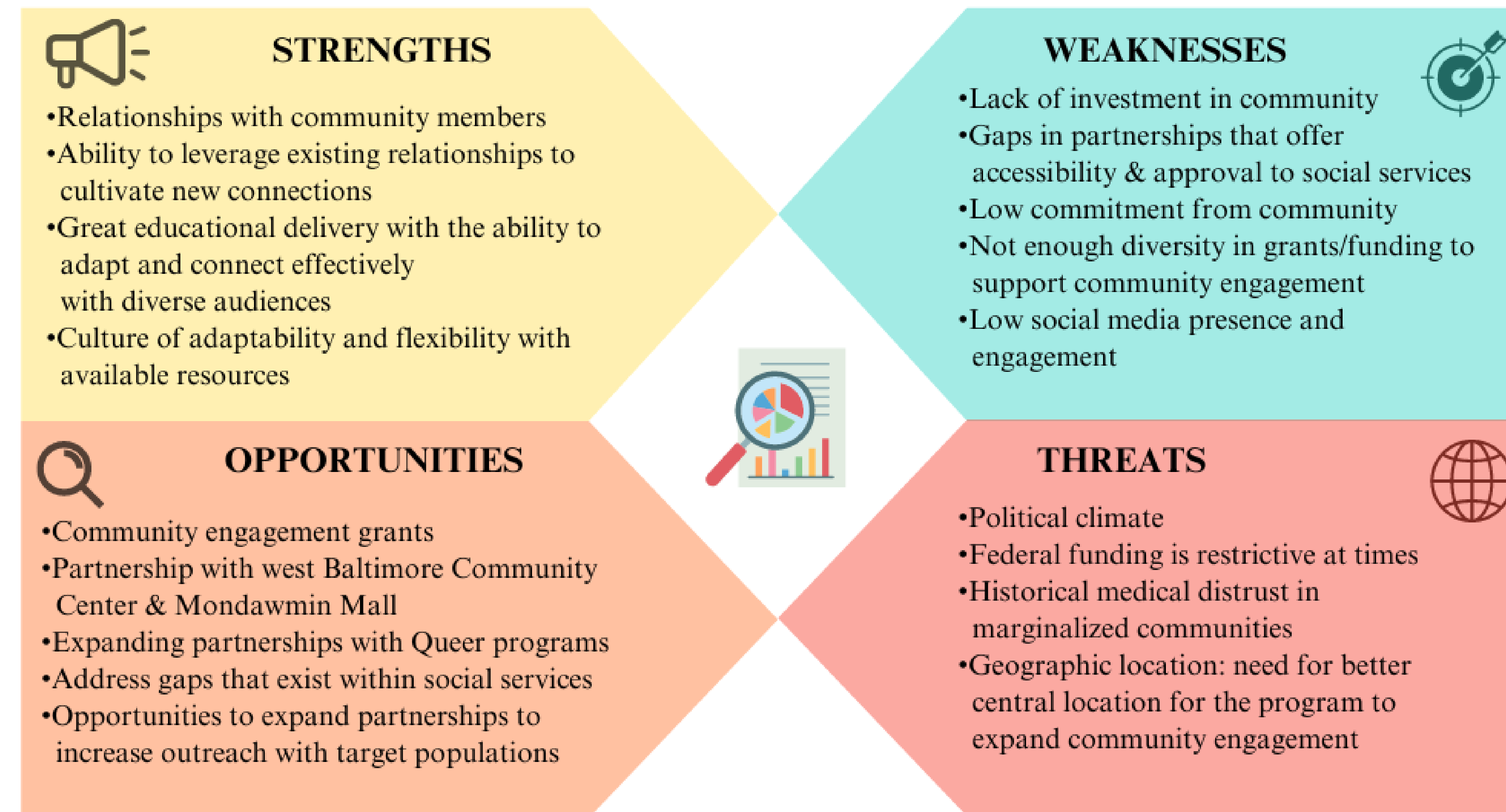


Figure 1. The data presented in the SWOT analysis was collected in the Spring of 2024 through informal and formal interviews with staff employed at the JACQUES Initiative program.

## RESULTS:

### Proposed Strategies:

Strategy	Purpose	Strategy in Action
<b>Windshield Analysis:</b> Systematic observations made to gain an overview of a community. <sup>3</sup>	To consider assets and available resources that will inform outreach efforts.	<b>Strategy for Primary Stakeholders:</b> Identify gathering places and community members. <b>Strategy for Secondary Stakeholders:</b> Identify health programs or organizations the program can partner with.
<b>Strategic Networking:</b> Deliberately identifying and engaging with key stakeholders across the healthcare industry. <sup>4</sup>	To foster collaboration, share knowledge, and uncover new opportunities.	<b>Strategy for Secondary Stakeholders:</b> Participating in health fairs to discover other HIV related organizations.
<b>Facilitating Relationship-Based Engagement:</b> Establishing relationships, building trust, working stakeholders, and seeking commitment from community leaders. <sup>5,6</sup>	To build trust and breakdown the power dynamic between people affiliated with the academic institutions and community members.	<b>Strategy for Primary Stakeholders:</b> Digital storytelling, photography, drawing, or River of Life presentations. Enhances equitable inclusivity among marginalized communities.
<b>Community Advisory Board (CAB):</b> Group of community members who regularly meet with the health program. <sup>7,8</sup>	Serves as a bridge between the program and local community ensuring the community's needs are met.	<b>Strategy for Primary Stakeholders:</b> Recruit community members to serve in roles to support with access to community information and networking.

Figure 2. The proposed strategies will be used by the JACQUES Initiative to identify primary and secondary stakeholders and build coalitions and partnerships for influencing public health outcomes.

## New Partnerships

- The JACQUES Initiative leveraged its network to promote services in the Lakeland community to participate in a local health fair.
- Partnerships were established with local community-based organizations at the health fair.
- At the health fair, 15 community members received services, including HIV and HCV screening.
- Target audiences were reached by expanding services to Latinx communities.
- Connections and contact info were shared with the JACQUES Initiative for the University of Maryland Baltimore County Pride Center and Women's Center.
- Continuing these community partnerships will enable the JACQUES Initiative to sustain its HIV and HCV testing efforts and reach new patients.

## DISCUSSION:

The data highlights the critical need for community investment, which aligns with evidence-based frameworks emphasizing the importance of involving the communities impacted by the program's work.<sup>3-8</sup>

Major takeaway points:

- A need for the JACQUES Initiative to expand partnerships with primary and secondary stakeholders.
- Community investment is important as it includes the individuals who are directly impacted by the program's services.<sup>8</sup>
- The primary stakeholder must have the opportunity to provide input on the services impacting them to improve the effectiveness and equity of these services.<sup>8</sup>
- Additional partnerships can address gaps and offer community-centered social services such as housing, legal, substance use, and harm reduction services.
- Working collaboratively with primary, secondary, and key stakeholders can promote equitable health outcomes.<sup>3-8</sup>

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