

## SPOTLIGHT ON:

# Using a Social Media-Based Communication Strategy to Enhance Stakeholder Engagement<sup>1</sup>



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The purpose of this Spotlight is to provide potential users with information on the added value and feasibility of creating change through the use of social media in Monitoring Evaluation and Learning.

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<sup>1</sup> For further details please read: *Implementation and Evaluation of a Social Media-Based Communication Strategy to Enhance Employee Engagement: Experiences From a Children's Hospital, Pakistan*. Rasheed MA, Hookmani AA, Waleed S, Fatima HS, Siddiqui S, Khurram M and Hasan BS (2021) *Front. Public Health* 9:584179. doi: 10.3389/fpubh.2021.584179  
<https://www.frontiersin.org/articles/10.3389/fpubh.2021.584179/full>

## **I. Why we chose to recommend using Social Media-Based Communication Strategy to Enhance Stakeholder Engagement**

Several reasons:

- i) Almost everyone uses some form of social media,
- ii) You can stay connected anywhere, anytime,
- iii) Social media provides real-time connection with an informal touch,
- iv) Social media reduces the distance between leadership and other stakeholders, thus enhancing approachability, an issue in hierarchical contexts,
- v) It is transparent-anyone on the platform one can read the statements made by leadership,
- vi) It creates an online community and sense of connectedness,
- vii) The power of community can be harnessed to gently create pressure on the leadership to stay committed,
- viii) Social Media is an excellent medium to recognize stakeholders in the (virtual) presence of all.

## **II. The Context:**

In this example we focused on enhancing the role of service providers in a health care system. The strategy was designed as part of an intervention to improve patient and family experience outcomes.

The context was the paediatric unit of a private tertiary care hospital. All employees including housekeeping, guards, administrative staff, nursing, receptionists, faculty, allied health staff and senior C-suite roles were part of the social media platform. We had a total of 625 members in 2 years.

## **III. Selecting the Platform:**

We selected the Facebook closed group as the medium, for most of the reasons listed on Item I. The majority of our employees were users of Facebook. We wanted something they regularly accessed rather than create a new portal. That would have been a barrier to consistent engagement.

## **IV. The Key questions we used social media to answer:**

We were interested in two broad questions: 1) How can we engage employees with the social media platform? 2) Can that engagement lead to

enhanced employee engagement with the vision of enhanced patient experience?

## V. The indicators we used to measure/track change.

We used quantitative and qualitative indicators. The former were available from the Facebook group analytics and included number of members, number of posts, comments and reactions per post and number of expressed intents to execute a quality improvement (QI) project.

Qualitative indicators entailed profile of the members, theme of the posts and the discussion threads around these posts and the nature of QI projects.

## VI. What we learnt about

- a. **Application:** The authors would highly recommend the use of social media platform when there is a vision to change a system in which employees play a key role. Employees need a safe space where they can be heard and responded to. It is an extrapolation of the *responsive care* to your employees who will deliver these interventions. They need to experience *responsive care* so they can enable other to experience the same.
- b. **Skills and Training required to utilise this process:** The training for employees is minimal. The moderators of the page need to be well-experienced with the notion of moderation similar to facilitating a focus group discussion. The idea is to hear employees and facilitate the process of resolution of their challenges. An understanding of the underlying motivations for human behaviour and choices made, and of workplace systems would be a recommended skill.

## VII. Evaluation of the method we used.

We carried out an implementation evaluation of the strategy across these dimensions: reach, discussion and outcomes. The evaluation suggested continual high engagement with the page (90%) in terms of active viewing of the page throughout the initiative. Several ideas for QI projects emerged from the discussion but we could not track the exact number of ideas.

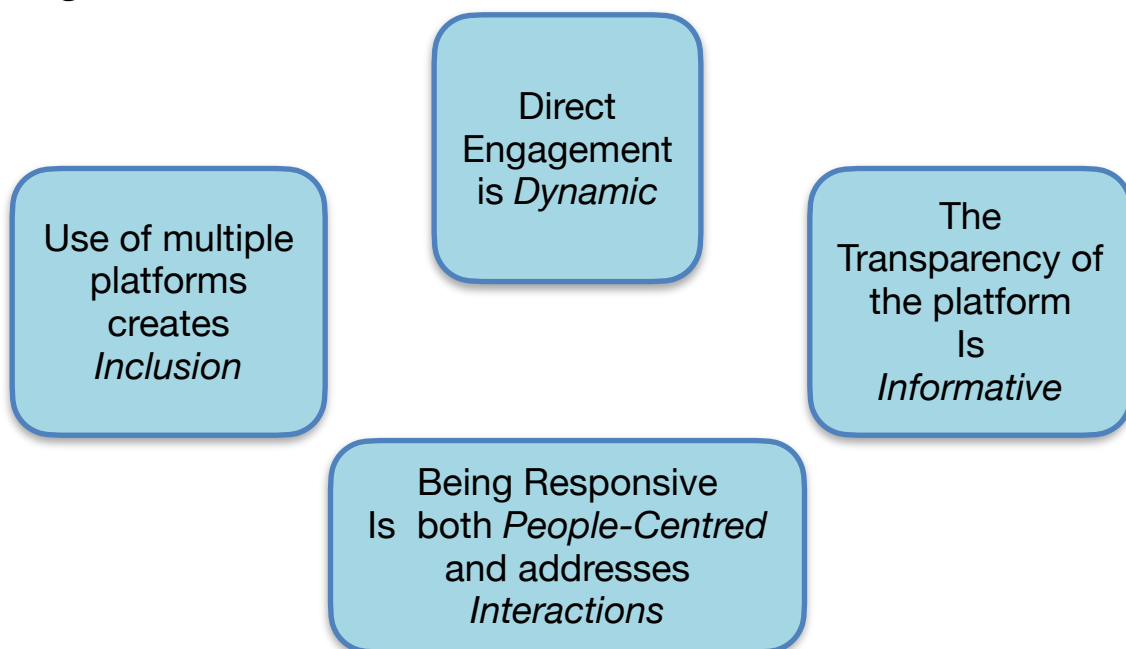
### VIII. What would strengthen the process?

What we would have liked is regular feedback about the strategy from the employees. This requires more dedicated time that we had available in our team. Building in that process would have added to the iterative design. We relied on the social media data for continuous improvement and but may have missed insights from those who were not engaged with the platform.

### IX. Any additional information to guide potential users?

A key element that will ensure success is fair recognition of the contribution of the employees, as key stakeholders in the network. This can occur through the setting of objective criteria, communicating to the employees and letting them take a lead on the nominations for the employee of the week/month. To beget engagement a real role in the process provides motivation to engage. A lack of such a role may both lead to disengagement and undermine the workplace relationships the system has been designed to build.

### ***How this process links with the Aspirations of Measurement FOR Change<sup>2</sup>***



<sup>2</sup> *The Aspirations of Measurement for Change*. (2020) Krapels J, van der Haar L, Slemming W, de Laat J, Radner J, Sanou AS, Holding P. *Front Public Health*. Nov 26;8:568677. doi: 10.3389/fpubh.2020.568677. PMID: 33330315; PMCID: PMC7732529.