The Unexpected Consequences of Collaboration

Marianne St Clair (Northern Institute, Charles Darwin University)
A Benefits Analysis
What role does collaboration play in seafood enterprise development in remote Indigenous communities?

Marianne St Clair,
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Motivation for the PhD.

$5.5$ billion in 2012-13 (CoA, 2014).

Significant proportion of projects fail…

Why do some fail and some succeed?

2007 NT Emergency Response.


Social determinants of health linked to living and working conditions (Health in the post-2015 development agenda, Joint statement of the Un Platform on Social Determinants of Health).
What is Collaboration?

People/organisations working together – common goal (Gray, 1989).

CS: Sector Linking, sharing, activities => outcome (Bryson et al, 2006).

TD: Integrative process…work jointly...extends discipline => new solution to problem (Stokols et al, 2008).

“when it works well you feel inspired…you can feel the collaborative energy” (Huxham & Vangen 2005).

*Collaborative Advantage vs Collaborative Inertia* (Huxham and Vangen, 2005).
Model of Collaboration developed from literature review.

Nurturing, Time, Networking, Distributed power +/- power shifts

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Common goal (Common goal)
Trust (Trust)
Knowledge (Knowledge)
Training (Training)
Communication (Communication)
Learning (Learning)
Leadership (Leadership)

Collaborative Leadership
Collaborative Thuggery

+ Collaborative Scheming (Wallace, 2015)?
♀ Seminar ≠ ♂ Seminar?
What is successful collaboration?
• Achieve a common goal.
• Solve a problem.

...attain a shared vision/goal.
Embryonic Collaboration

- Broadband for the Bush Alliance Forum V, Darwin 2015
- Indigenous Leadership Conference 2015 & 2016 (AMSANT, NI, CSL)
- Joint Funding Submissions
  - AMSANT
  - NI
  - B4BA
  - RDA
  - Ninti One
  - Telstra Health
Developing Collaboration:

- Telehealth
  - AMSANT, NI, B4BA, IRC, Telstra Health, eMerge, NT Dept Health, NACCHO, QAIHC, AHCSA, AHCWA, CSIRO, ADHA
- Animal Care and Management
  - ACCHOs, NI, B4BA, NTVS, iVet, The Ark, AMRRIC, CSIRO
- Recent work with NAQS
LEBA Collaboration Grant 2016: Expansion of Telehealth and digital inclusion in Northern Australia.

Summary: The benefits of telehealth in remote Australia have been demonstrated. Uptake of telehealth in the NT has been limited, for a variety of reasons eg inadequate access to broadband. Through collaboration between stakeholders, this program will develop staged implementation at different test sites with solutions based on staffing numbers and remoteness.
History of Telehealth

• Aeromedical Service
• eHealth
• Video conferencing & digital diagnostic tools
NT Context:

• 32% population Indigenous
• 79% live in remote communities (ABS, 2011)
• > 100 remote clinics
• Many of these have poor access to internet
• > 30 communities with >100 people – no internet! (NTG)
• NTG & Telstra – collaborative program eg Timber Creek => ADSL
• NTG invested in National Telehealth Connection Service (NTCS)
Northern Territory Government:
• 1,100 consults => $1.2 mill
• Keen to increase telehealth uptake
• Significant funding allocated

*NBN satellites are unsuitable for Telehealth*: Digital Policy Unit Department of Corporate and Information Services submission to the Joint Standing Committee on the National Broadband Network.
26 Specialties:

Paediatrics  General Medical
Infectious diseases  Endocrinology
Gastroenterology  Occupational Therapy
Renal  Burns
General Surgical  Pre-admissions
Gynaecology  Orthopaedics
Oncology  Psychiatric
Dermatology  Cardiology
Cardiac rehabilitation  Rheumatology
Thoracic medicine  Sleep disorders
Memory clinics  Hepatobiliary
Pain management  Spinal
Haematology  Addiction Medicine

(Michelle McGuirk, pers comm)
Last 18 months - Cross-sector Collaboration

- Aboriginal Medical Services NT Aboriginal Corporation (AMSANT)
- Broadband for the Bush Alliance Ltd (B4BA)
- Telstra Health
- Northern Institute, Charles Darwin University
- NT Department of Health (DoH)
- eMerge IT Solutions
AMSANT/B4BA/NI Telehealth Program

• Telstra Health - Secured $1.5 mill to upgrade connectivity for 15 remote clinics (Telstra RAP), including access to NTCS
• DoH – committed significant funds
• CDU Internal grant to support Telehealth Expansion $50k (seed funding)
• Regional Economic & Infrastructure, NTG $400k – Laynhapuy Homelands
• ACCAN Grant – Internet and telecommunications services in Australia – an evidence based approach – about $58k.
Acute Care:
- Cardiology emergency management
- Emergency cameras
- Internet connected diagnostics
  - ECG
  - iStat blood analysis
  - Blood pressure
  - Blood sugar monitoring
  - Weight scales
  - Ultrasound
Tertiary Services:

- Outpatient appointments and patient travel
- Cardiology recovery
- Wound management
- Palliative care
- Outreach services
- Mental health
- Social and emotional wellbeing
Support Services:
• Staff connectivity
• Education and training
• Access to government services

AHP...relationships with Physician
...Yesterday...Facetime & family conference (n=10)!
Expected Outcomes:

- ↑ Productivity
- ↑ Telehealth consults
- ↑ Health and social benefits
- ↓ Patient Travel $$
- ↓ Did Not Attend rates
- ↑ Access to training
- ↑ VC used in day-to-day practice
- ↑ Medicare income
- ↑ Availability internet based clinical systems
- ↑ Business efficiency, better recruitment
- ↑ Availability of services
- ↑ Access to specialist services
- ↓ Waiting times
- ↑ Support for remote staff
- Identification of barriers and enablers ↑ Telehealth
Remote Community Controlled Sector:
• Increase access to GP Services

Recommendation: Recent MBS Review => Increase GP Medicare items for Telehealth

1/11/17 – new items #s for remote ψ services
Outcomes of the NI/AMSANT/B4BA Collaboration:
• Nearly $5 million grant submissions, including 2 CRCs.
• Successful submissions generating over $640,000 for project partners.
• Approximately $270,000 for NI.
• 2 Presentations at national conferences.
• 1 Conference paper.

Unexpected outcomes?
• Network and collaboration expanding.
• Telehealth Workshop facilitated by Tim Kelsey, CEO ADHA.
• Contracts.
• Gaining > u/standing of workforce development in RICs.
• Generation of sustainable local jobs.
• Technology/training eg Stethoscopes (training tool, demonstration tool, learning strategy around demos ECG)
• Fixing the boss’s internet access???
Opportunities.

- “Close the Gap”
- Assist other Aboriginal Community Controlled Health Organisations
- Remote areas of China
- Indonesia?
- International collaborations
- PATS savings and Medicare income => employ more local people

1. % PATS savings need to be returned to the community sector (ACCHOs – worried about costs of NTCS connectivity, as well as reliable internet service)
2. MBS include item numbers for GP Telehealth services
References

http://www.abs.gov.au/websitedbs/d3310114.nsf/home/remoteness+structure#Anchor1


References.


References.


References.


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Questions?

- Suggestions?

Thank you!  Dundee Beach, Marianne St Clair