

BUILDING RURAL SURGICAL NETWORKS:

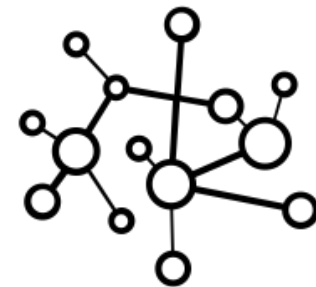
An evidence-based approach to service delivery and evaluation

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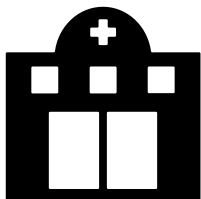
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Centre for Rural Health Research
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Objective

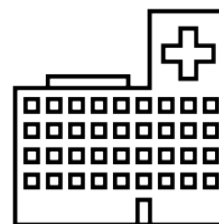
To describe in detail the content and context of an example Network, and to offer a framework with which to build the Network.



Rural Surgical Services Scenario



RURAL HOSPITAL:
9,800 IN CATCHMENT
2 ESS PHYSICIANS/3 GPAS

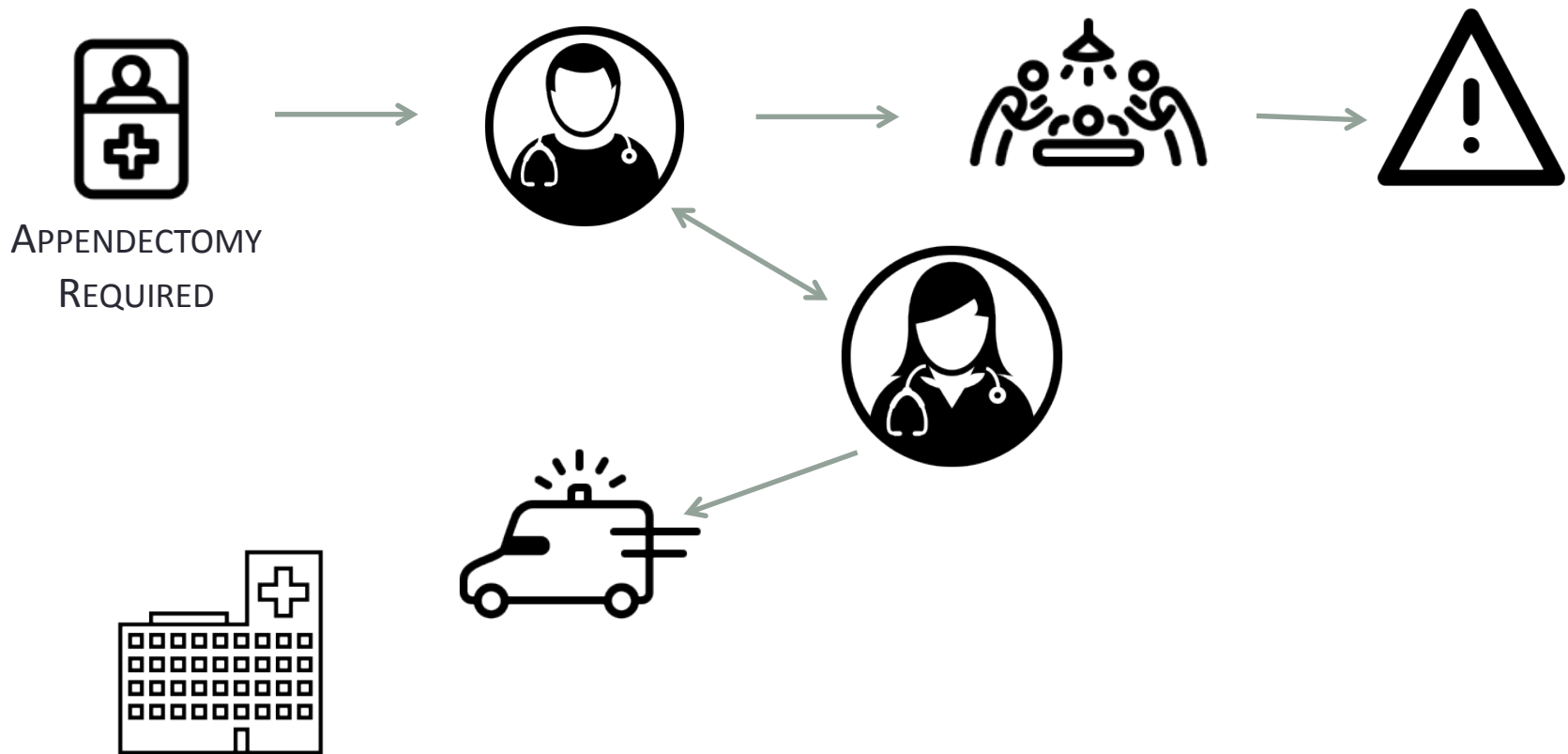


REGIONAL REFERRAL CENTRE:
105 KM'S AWAY (112 MINUTES)



APPENDECTOMY
REQUIRED

Scenario A:



Scenario A Background



- LOCAL GPESS TRAINED IN GRAND PRAIRIE AFTER 6 YEARS OF FAMILY PRACTICE IN THE COMMUNITY.
- HAD CHALLENGES GETTING PRIVILEGES AND IS NOT WORKING TO FULL SCOPE OF ESS.
- 'HIT AND MISS' SUPPORT FROM SPECIALISTS IN REGIONAL REFERRAL CENTRE.

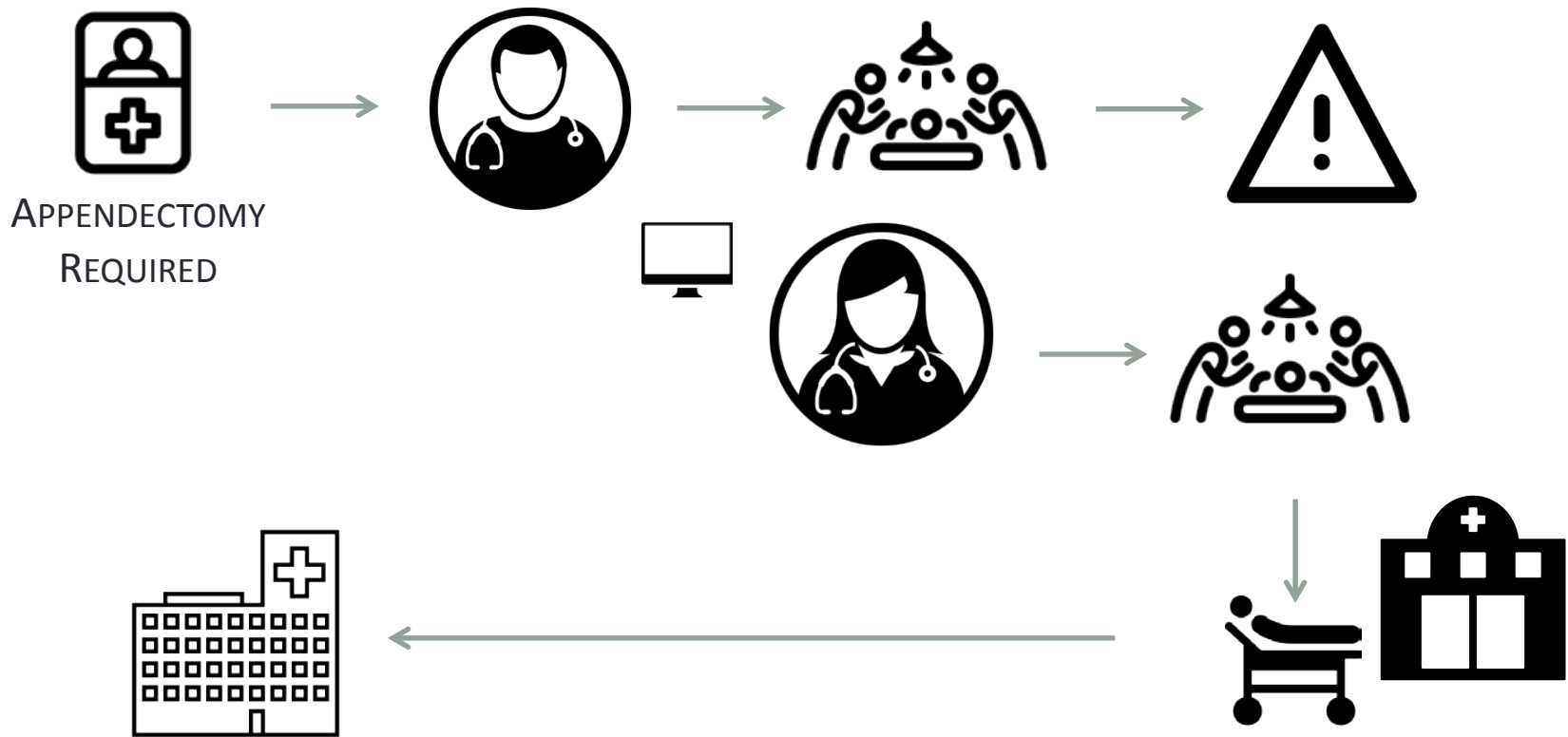


- 2 GSx AND 2 OBGYN IN REGIONAL REFERRAL CENTRE;
- 2 HAVE CONCERNS ABOUT ESS PRACTICE IN GENERAL; FEEL THE LACK OF ACCREDITATION OF TRAINING PROGRAMS IS A LIABILITY;
- HAVE MET THE SURGICAL NEEDS OF RURAL RESIDENTS FROM GPESS COMMUNITY PREVIOUSLY IN REFERRAL CENTRE: WOULD LIKE TO CONTINUE TO DO THIS.



- LHA ADMINISTRATOR IS CONCERNED WITH POTENTIAL COSTS OF A RURAL SURGICAL PROGRAM, ALTHOUGH RECOGNIZES THE DIFFICULTY OF TRAVEL FOR RESIDENTS

Scenario B:



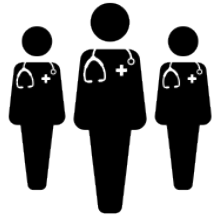
Scenario B Background



REGIONAL CENTRE CHIEF OF STAFF

- CHIEF OF STAFF IN REGIONAL CENTRE **HAD CONCERNS ABOUT DISTANCE RURAL RESIDENTS** — PARTICULARLY PARTURIENT WOMEN — HAD TO TRAVEL FOR CARE;
- WORKED WITH RURAL HOSPITAL TO RECRUIT **GPESS**;
- ON ARRIVAL, CONVENED A MAC MEETING TO INTRODUCE **GPESS AS PART OF THE REGIONAL DEPT OF SURGERY**;
- CLARIFIED TRAINING AND SCOPE OF PRACTICE.
- **CREATED EXPECTATION OF COLLABORATION** BETWEEN RURAL AND REGIONAL CENTRE;
- SET UP FRAMEWORK FOR **INTEGRATED SURGICAL ROUNDS** THROUGH TELEHEALTH AND FOR **CQI AND CME**;
- IDENTIFIED THAT ANY CONCERNS BE BROUGHT DIRECTLY TO HIM.

Scenario B Background

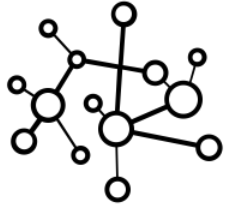


**REGIONAL
HOSPITAL
SPECIALISTS**



GPESS

- SURGICAL STAFF SET UP REGULAR OPPORTUNITIES FOR GPESS TO ASSIST WITH PROCEDURES IN REGIONAL CENTRE;
- HAVE OFFERED TO TRAVEL TO REFERRAL COMMUNITY FOR PROCEDURES 2X/MONTH;
- PARTICIPATES IN WEEKLY SURGICAL ROUNDS/CHART AUDIT VIA TELEHEALTH;
- ASSISTS IN PROCEDURES 2X/MONTH AT REGIONAL CENTRE;



Networked Model of Rural Maternity and Surgical Services

KEY ASSUMPTIONS:

- Networks are a known entity (most of rural health care is delivered within a network of collaboration and triage)
- Form must follow function
- Networks are built on geographic population catchments
- It is the responsibility of the network to meet the health needs of the entire population within its geography;
 - Supporting the appropriate level of services for each community
 - Maintaining appropriate triage to appropriate level of care for patient need (primary care → regional referral hospitals → tertiary care)

Core Concepts:





Leadership

- 
- Validates Network
 - Promotes Collaboration
 - Facilitates communication
 - Provides support and direction
 - Bridging function
 - Boundary spanning*
 - Fosters collaboration & Trust



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“Boundary spanning is reaching across borders, margins, or sections to 'build relationships, interconnections and interdependencies'* in order to manage complex problems. Boundary-spanning individuals develop partnerships and collaboration by 'building sustainable relationships, managing through influence and negotiation, and seeking to understand motives, roles and responsibilities.'* **Boundary-spanning organizations create 'strategic alliances, joint working arrangements, networks, partnerships and many other forms of collaboration across organizational boundaries.'”**

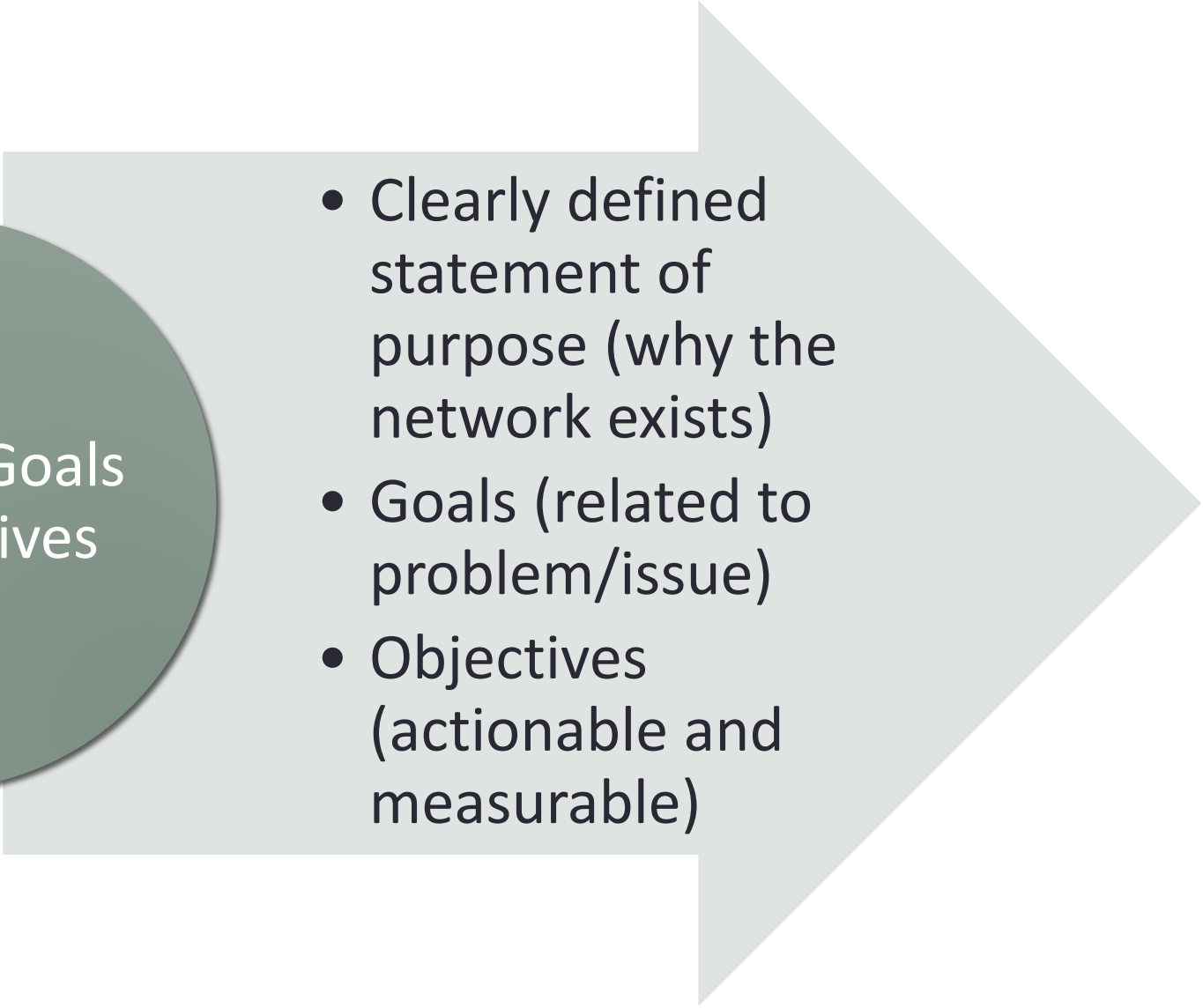
PHBA (Promoting Health Across Boundaries)

<http://www.phab.us/about/what-is-boundary-spanning/>

Williams, P. The Competent Boundary Spanner. Public Admin. 2002; 80: 103-124.

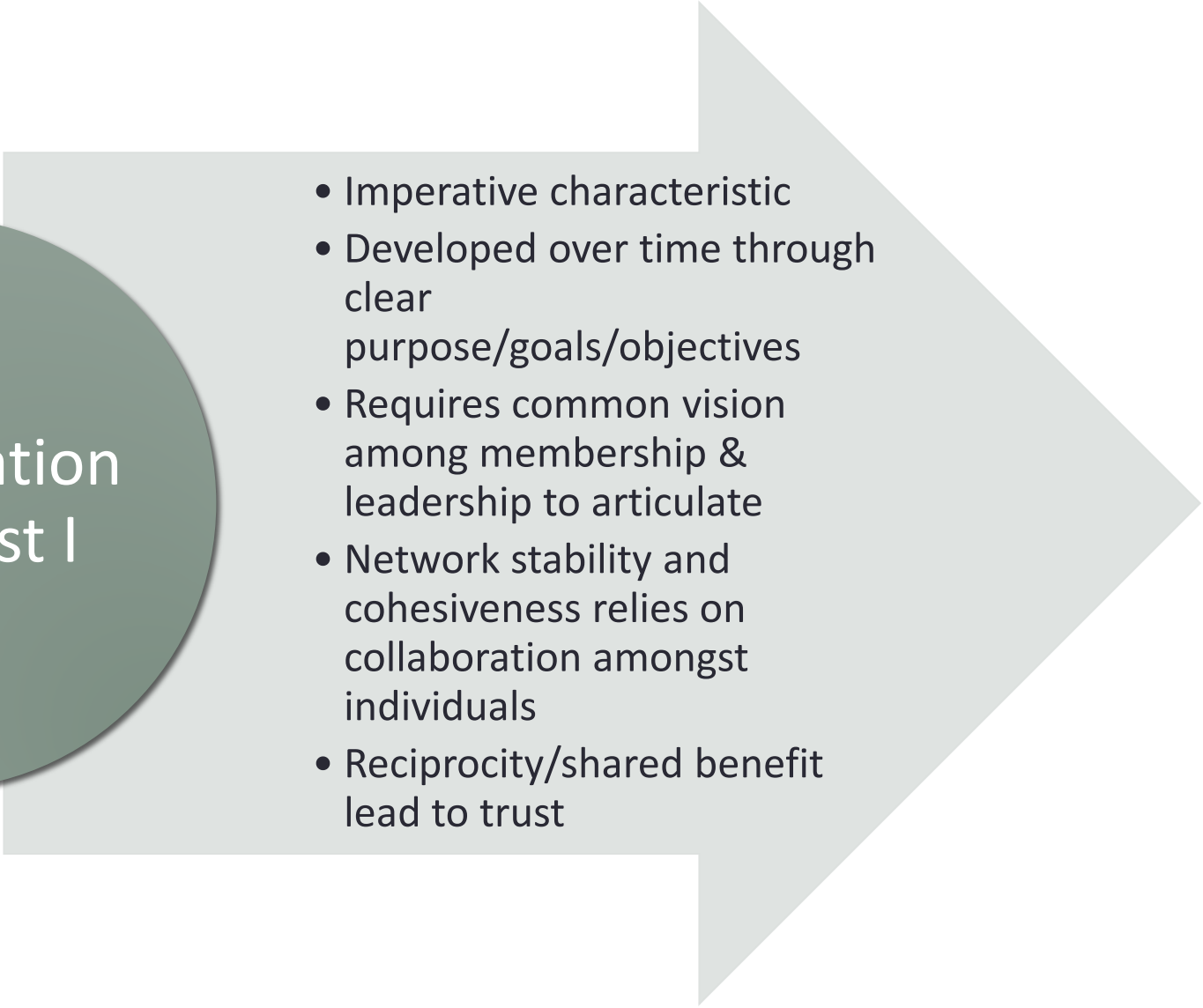


Purpose/Goals
& Objectives

- 
- Clearly defined statement of purpose (why the network exists)
 - Goals (related to problem/issue)
 - Objectives (actionable and measurable)

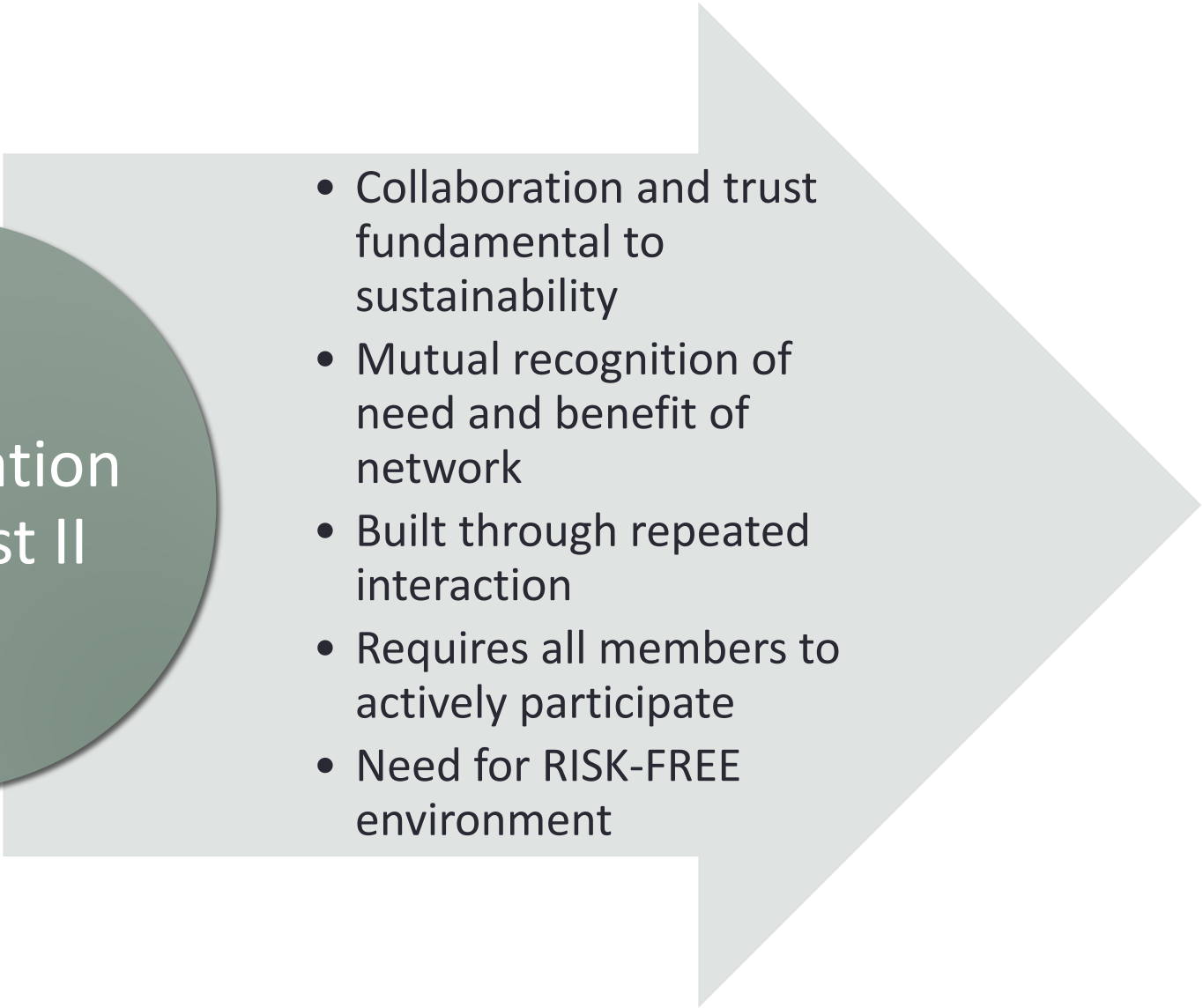


Collaboration and Trust I

- 
- Imperative characteristic
 - Developed over time through clear purpose/goals/objectives
 - Requires common vision among membership & leadership to articulate
 - Network stability and cohesiveness relies on collaboration amongst individuals
 - Reciprocity/shared benefit lead to trust

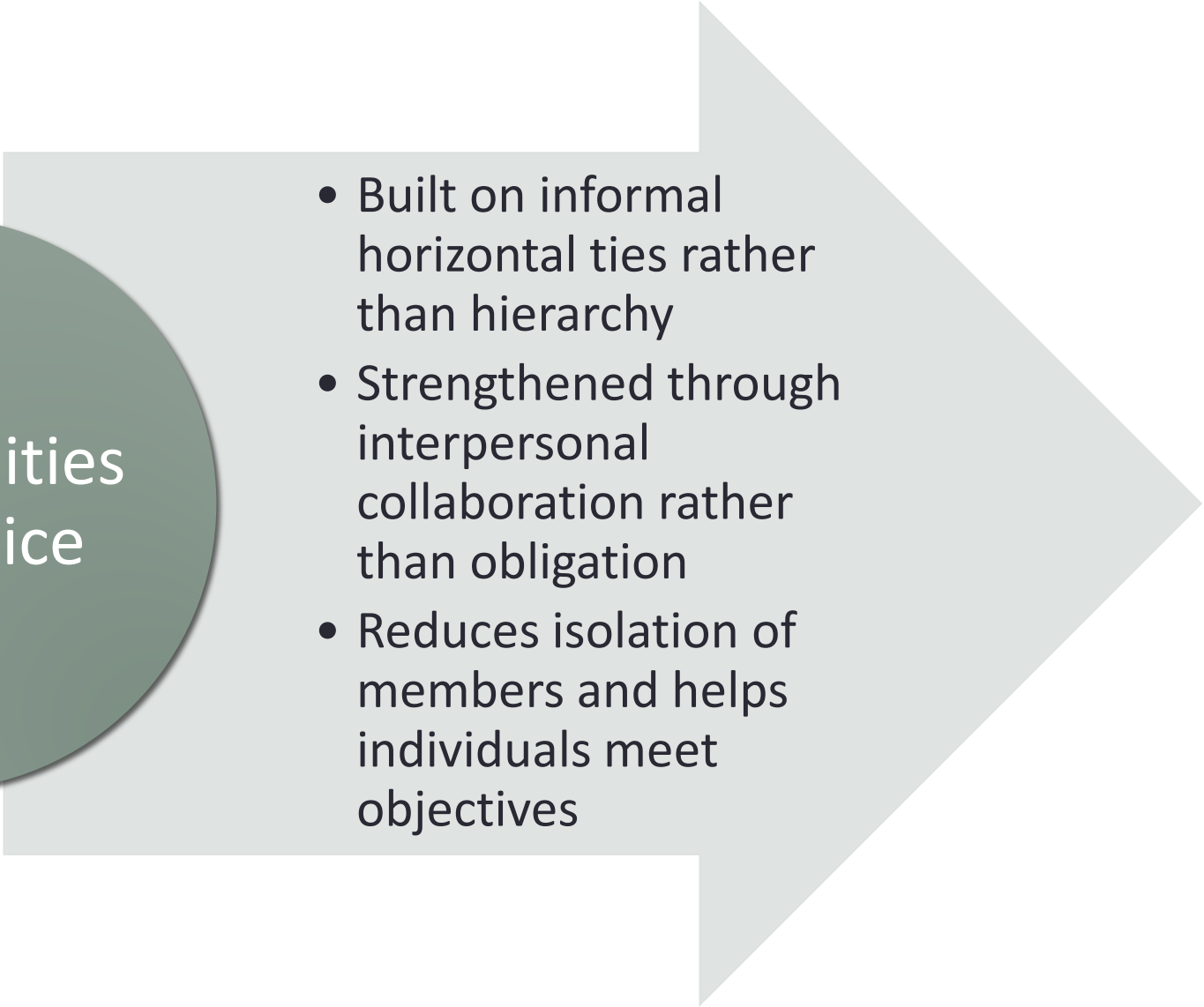


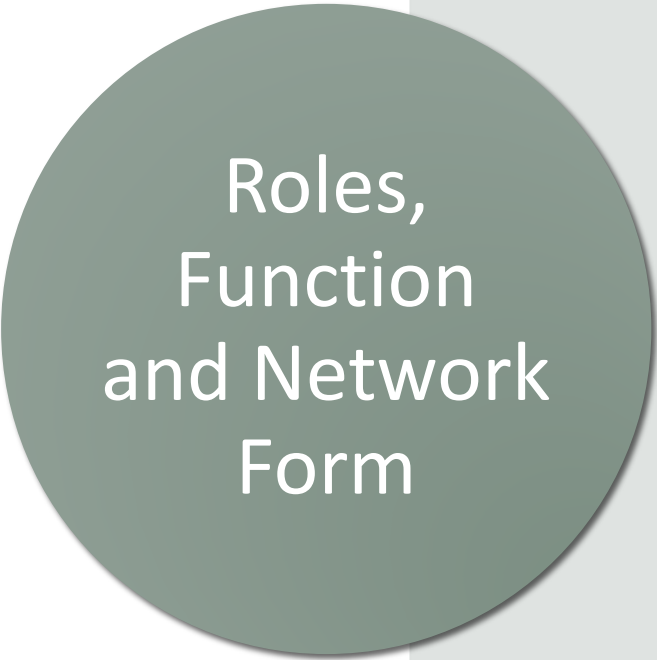
Collaboration and Trust II

- 
- Collaboration and trust fundamental to sustainability
 - Mutual recognition of need and benefit of network
 - Built through repeated interaction
 - Requires all members to actively participate
 - Need for RISK-FREE environment

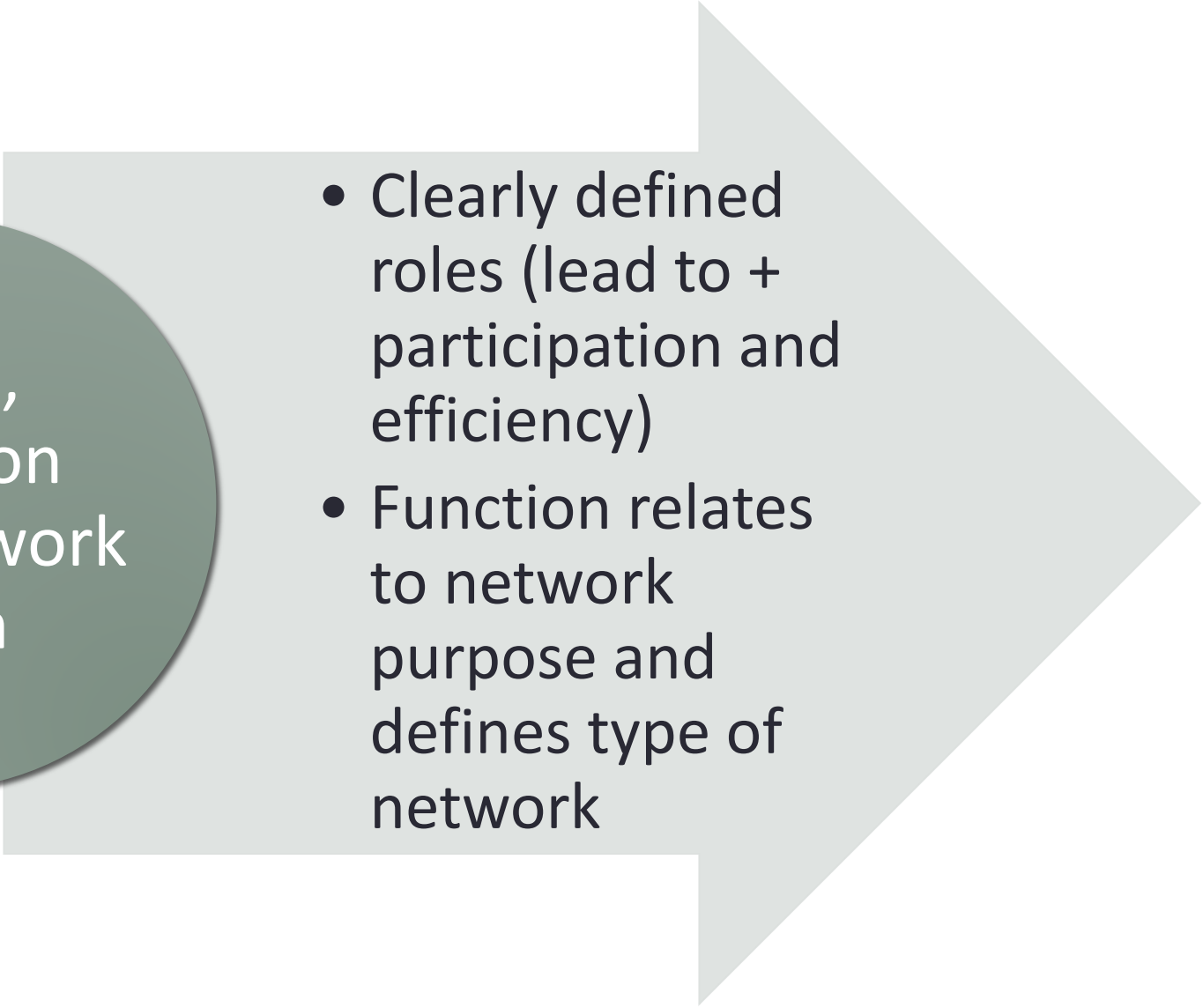


Communities of Practice

- 
- Built on informal horizontal ties rather than hierarchy
 - Strengthened through interpersonal collaboration rather than obligation
 - Reduces isolation of members and helps individuals meet objectives



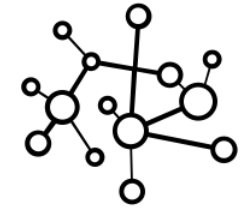
Roles,
Function
and Network
Form

- 
- Clearly defined roles (lead to + participation and efficiency)
 - Function relates to network purpose and defines type of network



Communication

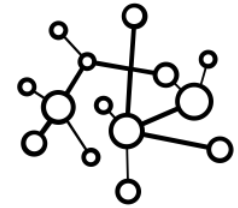
- Communication infrastructure is essential in network development for clinical and administrative communication;
- Requires both real-time and asynchronous modes;
- Telehealth should play a significant role in facilitating communication between the sites.



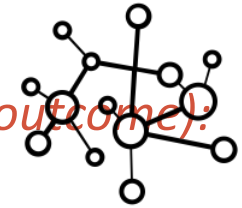
Rural Surgical Services Network: A Template for Health Care Delivery



NETWORK PURPOSE: *(why does the network exist?)*



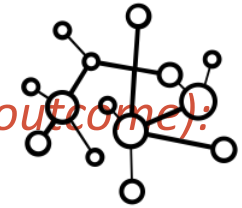
Network
Purpose



NETWORK GOALS: *(Broad, related to the problem, focuses on outcome):*

Purpose

Goals

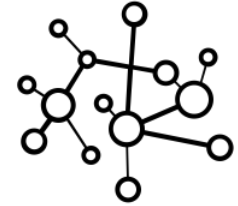


NETWORK GOALS: *(Broad, related to the problem, focuses on outcome):*

Purpose

Goals

NETWORK OBJECTIVES: *(actionable, measurable, provides benefit to individual members and links to overall purpose):*

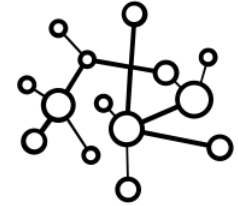


Purpose

Goals

Objectives

MEMBERSHIP: *(role-based; need for contained diversity):*



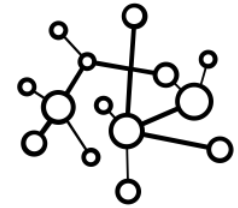
Purpose

Goals

Objectives

Membership

ROLES AND RESPONSIBILITIES:



Purpose

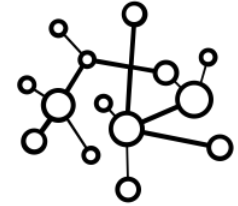
Goals

Objectives

Membership

Roles and
Responsibilities

FORM: *(structural/organizational characteristics of the network [formal vs informal])*



Purpose

Goals

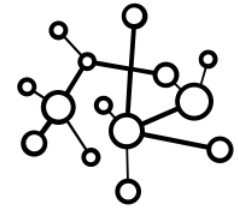
Objectives

Membership

Roles and
Responsibilities

Form

COMMUNICATION: *(actualization of communicative structure including telehealth]*



Purpose

Goals

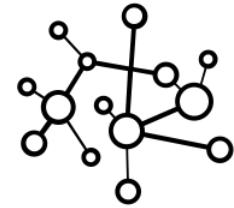
Objectives

Membership

Roles and
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Form

RESEARCH & EVALUATION: *(On-going, process and outcome; linked to CQI)*



Purpose

Goals

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Membership

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Form

Evaluation