NAPCRG
Annual Meeting
November 20 - November 24, 2024
Québec City Convention Center

Context

○ Socioeconomic insecurity increases the risk of developing physical and/or mental health problems (Kivimaki et al, 2007)

○ Problems in more than one of these areas (social, physical and mental) can generate complex needs (Grembowski et al, 2014)

Context

- They require integrated services with actors from different sectors
  - Healthcare
  - Social services
  - Community network

- Intersectoral collaboration : coordinated effort of governmental and nongovernmental agencies from multiple aspects of society to address public problems

- Few studies assessed the factors influencing intersectoral collaboration between non-profit organizations (NPOs) and primary healthcare partners

Objective

To identify challenges and facilitators to collaborations between a NPO and primary healthcare partners

Design

Instrumental case study via fieldwork

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Setting and sampling

○ Rural regional county municipality of southern Quebec

○ Local non-profit organization (NPO) and some of its healthcare and social services partners (convenience sampling)
   ○ Family medicine group (FMG)
   ○ Integrated university health and social services centres (CIUSSS)
   ○ Community organizations
   ○ Private partners

○ Participants (snowball sampling)
   ○ Patient with complex needs (n=2), healthcare and social services professionals (n=10), managers (n=7), board of directors' members (n=2) and support staff (n=1)

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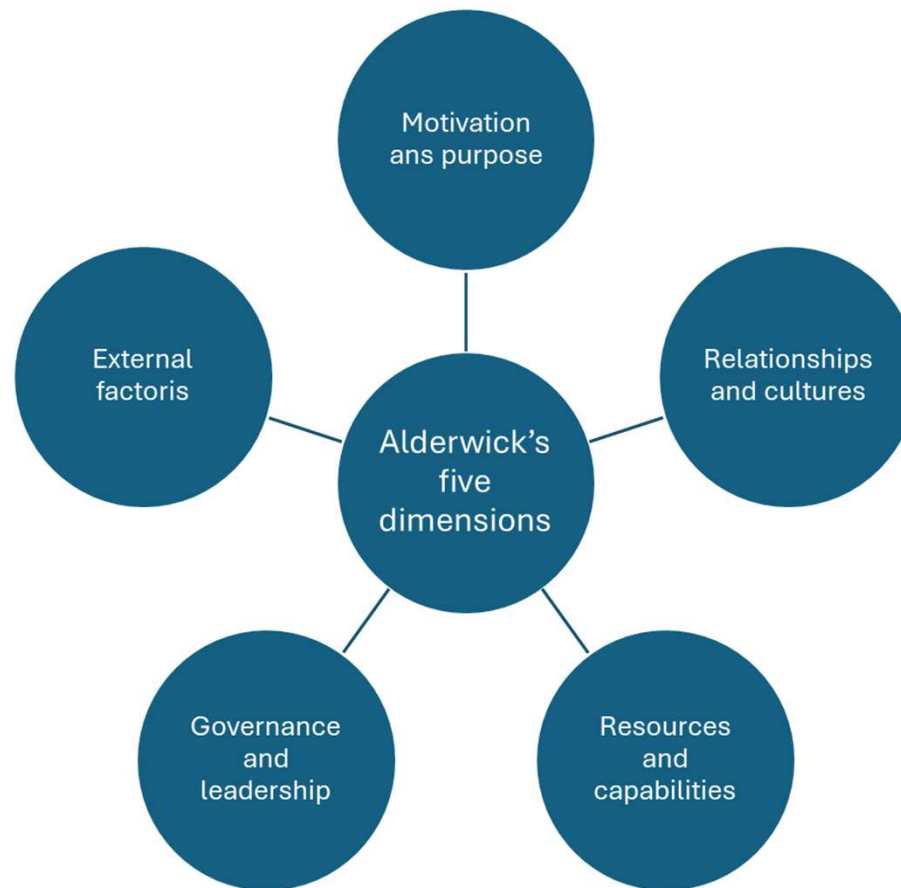FOR PEOPLE WITH COMPLEX NEEDS

Data collection

○ Non-participant observation (32h)

○ Semi-structured interviews (n=22)

○ Relevant documents provided by the NPO (n=7)

Analysis

○ Mixed thematic analysis method

   ○ Inductive (Miles et al, 2014)

   ○ Deductive: Themes based on Alderwick's systematic review of reviews (2021) of factors influencing collaboration functioning

Analysis

Alderwick's five dimensions:
- Motivation ans purpose
- Relationships and cultures
- External factoris
- Governance and leadership
- Resources and capabilities

Case story (pt. 1)

○ The FMG and other instigators responded to a call for government projects targeting vulnerable populations. They received funding the following summer.

○ The instigators asked a local community organization to manage the funds, but they refused this responsibility → tensions between the community organization and the project's instigators.

○ The NPO was created, along with its board of directors and the appointment of a director.
  ○ The NPO has moved away from the vision of the project's instigators → concern, tension and unclear communications between them.
  ○ The NPO's employees were caught up in the situation. One of them quit.

○ The multi-role interpersonal relationships prevalent in rural areas have made communication between the NPO and FMG complex and delicate.

Case story (pt. 2)

◌ The local CIUSSS was dissatisfied with the lack of a clear service offer from the NPO = complementarity was difficult to foresee + fear of duplication.

◌ The community organization was reluctant to enter into a partnership because of previous negative experiences (fund management).

◌ The private physiotherapy center was consulted from the start of the project. It took only a few meetings to establish the partnership.

◌ The leadership of the NPO changed hands to someone from outside the region.
  ◌ Opening of a new service point + in-house management + actual service provision.
  ◌ The FMG doesn't understand or appreciate these steps, creating further tensions.
  ◌ CIUSSS reacts because it perceives a duplication of services.

Case story (pt. 3)

Resolution:

○ With the FMG: formal meeting between NPO management, NPO board of directors and a FMG MD to have an open and transparent discussion → truce and new start.

○ With CIUSSS: several meetings to work together without duplicating services; the NPO management expressed its fears of non-refinancing and its need for support from partners → softened CIUSSS's stance on duplication → Both aim to work together for the benefit of the vulnerable population.

○ With the community organization: the management of the NPO and the organization already knew each other → they had a transparent exchange about the organization's reluctance to collaborate → led to a collaboration agreement.

Factors influencing partnerships

Factors	Consequences (+)	Consequences (-)
Level of vision sharing	Team spirit (internal + partnership) Willingness to collaborate Trust Easy communication	Division Competition for power and resources Mistrust Difficult communication
Clarity of goals/missions	Clear roles and framework Motivation	Unclear roles and framework Fear of duplication/competition for financial resources (stats) Tensions
Interpersonal and inter-organizational trust level	Transparent communication Easy relationships Positive atmosphere Willingness to collaborate	Nebulous communication and apprehensiveness Difficult relationships Noxious atmosphere Reluctance to collaborate

Factors influencing partnerships

Factors	Consequences (+)	Consequences (-)
Quality of relationships	Transparent communication Positive atmosphere Trust Motivation/commitment	Backbiting and confrontation Noxious atmosphere Mistrust Burn-out/resignation
Quality of communication	Transparency Cohesion Nebulous goals and roles Trust	Passive aggressiveness/backbiting Disregard Clear goals and roles Mistrust
Clarity of roles and responsabilities	Motivation (for work and partnership) Clear service offering Focused energy	Frustration and confusion Unclear service offering/competition (stats) Energy drain

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Factors influencing partnerships

Factors	Consequences (+)	Consequences (-)
Competition for power and resources		Hinders collaboration Negative atmosphere and relationships Nebulous communication/backbiting
Institutional and organisational context		Demotivation (organizational slowness) Competition (stats)
Economic and social context (rural area)	Tight network/easy networking Understanding of local needs	Multi-roles relationships Nebulous communication/backbiting

Conclusion

○ Intersectoral collaborations raised many challenges:
  ○ Competition (financial, human resources, power)
  ○ Fragmented vision
  ○ Interpersonal conflicts
  ○ Cloudy communication

○ To resolve conflicts and establish fruitful collaboration:
  ○ Transparent and honest communication
  ○ Consideration of each other's perspectives

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