

CONTRACTING AT THE MARGINS RESEARCH GROUP

Purpose

The *Contracting at the Margins Research Group* is an emerging international network of researchers interested in documenting the role of the Non-Government sector (NGO) in the provision of primary health care (PHC) services for those populations living in marginalizing circumstances. Our work is focused on developing a collective body of applied policy research aiming to:

- 1) Document the role of the NGO sector in provision of PHC across various jurisdictional contexts;
- 2) Describe, compare and develop alternative funding models and accountability frameworks to ensure that the NGO sector can realize its PHC objectives; and
- 3) Examine the effectiveness of NGOs and governments in the provision of PHC services to populations living in marginalizing circumstances.

Contact details

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Membership

Dr. Amohia Boulton, Whakauae Research for Maori Health and Development and Visiting Senior Research Fellow, Health Services Research Centre, School of Government, Victoria University of Wellington amohia@whakauae.co.nz



Dr Boulton is the Associate Director at Whakauae Research for Maori Health and Development, a tribally mandated research centre located in Whanganui. Trained as a health services researcher, Dr Boulton's research interests are in the fields of Māori health, particularly leadership and governance, service-level evaluation, and the interface between health policy and service implementation; interests which have led to research projects in mental health, primary health care, public health and community-based health promotion. Currently Amohia is leading a three year, HRC-funded project investigating the health service arrangements that best support traditional rongoā Māori practice in a contemporary setting and supervising a post-doctoral student who is exploring Maori views on rongoā Maori and primary health care. She is a member of the Māori Health Committee of the Health Research Council of New Zealand, an Executive Member of the Health Services Research Association of Australia and New Zealand, a Visiting Research Fellow at the Health Services Research Centre, School of Government, Victoria University of Wellington and an Adjunct Research Associate at the Graduate School of Nursing, Midwifery and Health, Victoria University of Wellington.

Dr. Jackie Cumming, Associate Professor, Director, Health Services Research Centre, School of Government, University of Victoria at Wellington Jackie.Cumming@vuw.ac.nz



Dr. Cumming became Director of the Health Services Research Centre in 2001. She originally joined the Centre as a Research Fellow in 1993. She has qualifications in both economics and public policy. Jackie previously worked for a number of government departments and agencies, including the Public Health Commission and the Department/Ministry of Health, and spent time on secondment to the Health Services Taskforce and the Core Services Committee secretariat. Her research interests include health economics and health policy issues, particularly priority setting, core services, economic evaluation and health services structures and policy. Her PhD in Public Policy at Victoria University of Wellington focused on the theory and practice of defining core health services. As well as managing the Centre, she is working on a number of projects at the Centre, including projects on assessing the impact of recent health reforms, evaluating the NZ Primary Health Care Strategy, hospital outcomes, and on waiting times for elective surgery. The Primary Health Care Strategy recognizes the importance of Māori and Pacific Islander health organizations in the pursuit of closing the inequity gap. Funding pathways to support these services are however undefined.

Dr. Helen Dickinson, Senior Lecturer in Health Policy and Management, School of Social Policy, University of Birmingham, Birmingham, UK, h.e.dickinson@bham.ac.uk



Dr. Helen Dickinson is senior lecturer at the Health Services Management Centre & Senior Researcher Third Sector Research Centre, University of Birmingham UK. Helen has research interests in governance and collaboration in health and social care, the role of the third sector in health and social care and priority setting and decision making. Helen heads the health and social care partnership programme at HSMC and is co-editor of the Journal of Health Organization and Management.

Professor Judith Dwyer, Department of Health Care Management, School of Medicine, Flinders University, Adelaide
judith.dwyer@flinders.edu.au



Judith Dwyer is the Director of Research in the Department of Healthcare Management, Flinders University School of Medicine, where she teaches in a Master of Health Administration and conducts research on health systems and services. She is also a Research Program Leader for the Cooperative Research Centre for Aboriginal and Torres Strait Islander Health, for the CRC's work on 'enabling systems and policy'. She is a former Chief Executive of Southern Health Care Network in Melbourne and Flinders Medical Centre in Adelaide, and was the inaugural President of Women's Hospitals Australasia.

Dr. Josée Lavoie, Associate Professor, Health Sciences, University of Northern British Columbia, Prince George jlavoie0@unbc.ca



Dr. Lavoie is an Associate Professor at University of Northern British Columbia, and maintains a faculty position at the University of Manitoba, and an affiliation with the University of British Columbia Centre for Health Services Policy and Research (CHSPR). She has worked in First Nation and Inuit PHC systems since 1989. She has research expertise in health policy, financing, and contracting in health. She has been involved in the development of optimal models of contracting in health in indigenous environments in Canada, Australia and New Zealand.

Dr. Angelita Martini, Senior Research Fellow, Department of Health Care Management, School of Medicine, Flinders University, Adelaide Angelita.martini@flinders.edu.au



Dr. Martini is a Senior Research Fellow with a research focus in indigenous health policy, and collaborative cancer services. She has extensive experience in the university sector in Public Health teaching, the development of medical curriculum, coordination of research programs in Aboriginal Studies, and teaching of qualitative research methods. Her PhD looked at community engagement with the public and private sector in rural and remote areas. Angelita has lived and worked with Aboriginal people since 1988: in the Northern Territory as a Remote Area Nurse, in Aboriginal Health Worker education, and as an educator to determine education needs of Aboriginal prisoners. She was invited to coordinate a university wide Aboriginal Health topic; supervise and support indigenous research students; and was recently a member of the SA Indigenous National Bowel Council Screening Committee.

Dr. Pat Neuwelt, Senior Lecturer, School of Population Health, University of Auckland p.neuwelt@auckland.ac.nz



Dr. Neuwelt is a Senior Lecturer in public health at the School of Population Health, the University of Auckland. Pat worked for ten years as a family physician (GP) with disadvantaged communities in urban and rural settings, in both Canada and New Zealand. She has a particular interest in health equity for indigenous, and other marginalized, peoples. Now a public health medicine specialist, she is engaged in research on comprehensive primary health care as the interface between public health and primary care. Pat's doctoral research focused on community participation in primary health care in New Zealand, out of which she published a book entitled *Community Participation Toolkit: resource for primary health organisations* (Steele Roberts, 2007).

Dr. Tim Tenbensen, Senior Lecturer, School of Population Health, University of Auckland t.tenbensen@auckland.ac.nz



Tim Tenbensen is a Senior Lecturer in health policy at the School of Population Health, University of Auckland, New Zealand. He has published extensively on the implementation of New Zealand health system restructuring in the 2000s. His research interests include the governance of health systems, the role of knowledge in public policy, policy implementation, co-ordination and accountability. His disciplinary background is in policy studies and public management. He is interested in the effect of multiple and competing frameworks of accountability on the work of health sector organizations, particularly public sector and non government organizations. One of the central emerging questions is how community governance and accountability is integrated with other forms of governance and accountability in community-controlled organizations such as indigenous health providers.

Dr. Sabrina Wong, Associate Professor, School of Nursing and Centre for Health Services and Policy Research, University of British Columbia Sabrina.Wong@nursing.ubc.ca



Dr. Wong is a nurse, an Associate Professor in the UBC School of Nursing, a health services researcher and a core faculty at the UBC Centre for Health Services and Policy Research (CHSPR). She is a well known scholar in BC and Canada. She has expertise in examining patients' perspectives (both Aboriginal and non-Aboriginal) of PHC, working with marginalized groups, and using mixed-methods. She also has experience using administrative datasets to examine medical expenditures for American Indians/Alaska Natives and children from different ethnic backgrounds. She is particularly interested in the delivery and organization of comprehensive PHC, through collaboration between primary care and public health, innovative models of care delivery, and coordination between different health sectors, in order to address health and health care inequities.

Trainees

Viviane Josewski, PhD student, Faculty of Health Sciences, Simon Fraser University, Vancouver, viviane.josewski@gmail.com



Ms. Josewski has a nursing background and holds a BA in Psychology from the University of Montana and a Master's in Population and Public Health from SFU. Her research interests are in critical health policies and health inequities with special foci on mental health and addictions service delivery and programming, contracting and financing in the Aboriginal non-governmental health sector. Over the last two years, she has worked as a research manager on two CIHR-funded studies examining structural access barriers to culturally safe health and social supports and service for Aboriginal and non-Aboriginal men and women in BC. Her scholarly contributions on advancing the concept of cultural safety in a Canadian context have been an important resource for the Mental Health Commission of Canada.

Kim O'Donnell, Dr Public Health student, School of Medicine, Flinders University, Adelaide, kim.odonnell@flinders.edu.au



Ms O'Donnell is a Malyangapa/Barkindji woman who has taught in remote and urban settings since 1986. She has extensive understanding and experience working with Aboriginal people in health, education and land management; is a custodian of the Mutawintji Lands in Western NSW and was Chair of the Management Board from 2005-2009. Kim coordinated the Overburden project (2009) that investigated government contracting for Indigenous Health Services nationally and is the Flinders University Link Person with the Lowitja Institute, a not-for-profit company formed to build a national strategic research agenda to improve the health and wellbeing of Aboriginal and Torres Strait Islander people.

Kim is in the final year of a Doctorate of Public Health titled: Negotiating Accountability: trust in the relationship between Aboriginal community controlled health organisations and Australian government funders.

Jamie Reschny, Research Program Manager, PhD student, School of Health Sciences, University of Northern British Columbia, Prince George, jreschny@unbc.ca



Mr. Reschny holds a BA with a major in Northern Studies from the UNBC and a Master's in Geography from the Memorial University of Newfoundland. He has extensive experience working with the NGO sector in BC, and is currently working towards a PhD in Health Sciences comparing the role of NGOs delivering HIV/AIDS specific PHC services in northern BC and globally. He will also bring his working knowledge of project coordination, research grant proposal, progress and final report writing.

Background

Members of the *Research Group* met as a group following the November 2007 Health Services Research Association of Australia and New Zealand conference held in Auckland (Boulton, Cumming, Dwyer, Lavoie). These members were speaking or attending the same session, and identified the need to create a collaborative network to work on a common international program of research. We have since managed to meet either through videoconferencing or at international conferences to further our discussions. We have expanded our Research group to fill knowledge gaps and expand our capacity to make a difference in our area of focus.

Activities to date

In addition to on-going email and telephone conversations, our group has met face to face regularly to advance our objectives.

Meeting date	Attendance
Inaugural meeting: Wellington February 11 th 2008	Lavoie, Cumming, Boulton, Rayment
Wellington, September 18 th and 19 th 2008	Lavoie, Cumming, Boulton, Rayment
Brisbane, December 7 th 2009 (Health Services Research Association of Australia and New Zealand conference)	Lavoie, Cumming, Dwyer, Boulton, Tenbensen
Wellington, May 4 th and 5 th 2010 (CIHR meeting grant)?	Lavoie, Cumming, Dwyer, Boulton, Tenbensen, Marlina
Wellington, December 6 th 2010 (CIHR meeting grant)	Lavoie, Cumming, Dwyer, Boulton, Tenbensen, Wong, Reschny
Dublin, April 14 th and 15 th , 2011 (International Research Society for Public Management conference)	Boulton, Tenbensen, Lavoie
Wellington, September 23 rd and 24 th , 2011	Lavoie, Cumming, Dwyer, Neuwelt, Tenbensen
Adelaide, December 7 th (Health Services Research Association of Australia and New Zealand)	Lavoie, Cumming, Dwyer, Neuwelt, Tenbensen, Boulton, Martini, O'Donnell, Reschny, Josewski
Wellington, May 1 st 2013	Lavoie, Boulton, Cumming, Dwyer, Tenbensen

Outputs: Research projects

Granting Agency	Subject	Amount	Begin	Principal Investigator	Co-Investigators	Status
NZ Health Research Council	Assessing the effectiveness of the NZ primary healthcare system across reforms	\$??		Neuwelt, Boulton, Cumming, Tenbensen	Lavoie, ...	In development
Cooperative Research Centre for Aboriginal Health	Funding, Accountability and Results for Aboriginal health services – closing the policy: implementation gap?	\$500,000	2011	Professor Judith Dwyer	Lavoie, Martini, O'Sullivan, Pekarsky, Boulton, Tenbensen, Cumming	Funding

Granting Agency	Subject	Amount	Begin	Principal Investigator	Co-Investigators	Status
Canadian Institutes of Health Research	Contracting at the Margins Research Group meeting grant	\$20,000	2009-10	Dr. Josée Lavoie	Wong	Funded
Cooperative Research Centre for Aboriginal Health, Australia	Overburdened: Current funding and accountability arrangements for Aboriginal and Torres Strait Islander Health Services	\$460,000	2009-14	Professor Judith Dwyer	O'Donnell, Lavoie, Sullivan, Marlina	Funded

Outputs : Publications

a) Journal articles

Tenbense T, Dwyer J, Lavoie JG, How not to kill the golden goose?: Reconceptualising accountability relationships in community-based third sector organisations, *Public Administration Review*, published online 16 Apr 2013.

Boulton A, Tamehana J, Brannelly P M, (2013). Whānau-centred health and social service delivery in NZ: the challenges to, and opportunities for, innovation. *MAI Journal: A New Zealand Journal of Indigenous Scholarship*. Vol 2, No 1, pp18-32.

Lavoie JG, Boulton AF, Tenbense T & Gervais L, 2012. Regionalization as an opportunity for meaningful participation in primary health care: comparing Canada and New Zealand, *International Indigenous Policy Journal* (accepted Nov 2011).

Forrest T, **Neuwelt PM**, Gotty R, Crengle S (2011) The Role of the Community Health Worker in a Māori Person's Health Journey, Report to the *Revitalizing Health Care for All* Teasdale Conti Research Project, Health Care Aotearoa and the University of Auckland.

Dwyer J, Lavoie JG, Sullivan P, **O'Donnell K** 2011. Contracting for indigenous health care: towards mutual accountability *Australian Journal of Public Administration*, 70(1): 34-46.

Lavoie JG, Boulton AF and Dwyer J. 2010. Analyzing contractual environments: Lessons from Canada, Australia and New Zealand, *Public Administration*, 88:3 (665-679). doi: 10.1111/j.1467-9299.2009.01784.x

Dwyer J, O'Donnell K, Lavoie JG, Marlina U and Sullivan P 2009. The Overburden Report: Contracting for Indigenous Health Services Summary Report, *Aboriginal and Islander Health Worker Journal*, 33(6):24-26.

b) Book Chapters

Lavoie JG & Gervais L 2011 Access to primary health care in rural and remote Aboriginal communities: progress, challenges and policy directions, Kulig J. and Moss A., *Rural Health: A Canadian Perspective*. Vancouver: UBC Press.

Kearns RA and Neuwelt PM (2009). Chapter 11: Within and Beyond Clinics: Primary Health Care and Community Participation, in Andrews G and Crooks V (eds) *Primary Health Care: People, Practice, Place*, Ashgate Press.

c) Peer reviewed reports or report chapters

- Lavoie JG 2013. A Comparative Financial Analysis of the 2003-04 and 2009-10 Health Care Expenditures First Nations in Manitoba. Manitoba, Centre for Aboriginal Health Research.
- Martini, A., Marlina, U., Dwyer, J., Lavoie, J., O'Donnell, K. & Sullivan, P. 2011, *Aboriginal Community Controlled Health Service Funding: Report to the Sector 2011*, The Lowitja Institute, Melbourne.
- Dwyer J, O'Donnell K, Lavoie JG, Marlina U and Sullivan P, 2009, *The Overburden Report: Contracting for Indigenous Health Services*, Cooperative Research Centre for Aboriginal Health, Darwin. Available at:
<http://www.lowitja.org.au/crcah/list-crcah-publications>

d) Conference presentations

- Dwyer J, Tenbensen T, Lavoie JG, Boulton A, Cumming J, Martini A *Indigenous peoples' health care: new discourses and technologies of policy and governance*, 10th International Conference of International Society for Third Sector Research, Siena, July 10th to 13th 2012;
- Lavoie JG, Boulton AF, Dwyer J, Tenbensen T, Browne A, Varcoe C, Wong S, *Is community engagement good for one's health? The need for stepping stones...*, Invited Presentation, The Rural Interest Group, Society for Community Research and Action, American Psychological Association, IVth International Conference of Community Psychology, Barcelona, Spain, 21 to 23 June, 2012;
- Dwyer J, Martini A, Lavoie JG, O'Donnell K, Sullivan P, Pekarsky B, *Reform in the relationship between Aboriginal Community Controlled Health Services and their funding bodies: Northern Territory and Queensland*, Health Services Research Conference of Australia and New Zealand, Adelaide, Dec 5th-7th, 2011;
- O'Donnell K, 'Negotiating Accountability: trust in the relationship between Aboriginal community controlled health organisations and government funders, Health Services Research Conference of Australia and New Zealand, Adelaide, Dec 5th-7th, 2011;
- Dwyer J, Martini A, Lavoie J, O'Donnell K, Sullivan P and Pekarsky B, 2011, *Reform in the relationship between ACCHSs and government: Aboriginal Primary Health Care policy and program implementation in the NT and Queensland*, Health Services Research Association of Australia and New Zealand Biennial Conference, Adelaide, December 2011.
- Dwyer J, O'Donnell K, Lavoie JG, Marlina U, Sullivan P, *The overburden project: funding and accountability of Australian Aboriginal health services*. International Research Society for Public Management conference, Dublin, April 11th to 13th 2011.
- Boulton A, *Providing appropriate services for indigenous peoples: the role of innovation and partnerships in whānau (family) centred health and social service delivery in New Zealand*, International Research Society for Public Management conference, Dublin, April 11th to 13th 2011.
- Tenbensen T, Lavoie JG, Dwyer J, *A framework for mapping accountability tensions in third sector organizations*. International Research Society for Public Management conference, Dublin, April 11th to 13th 2011.
- Lavoie JG, *Partnerships at the margins: Lessons from indigenous providers in Canada, Australia and New Zealand*. International Research Society for Public Management conference, Dublin, April 11th to 13th 2011.
- Lavoie JG, Cochrane A, Prakash T, Forget E, Dahl M, Martens P, O'Neil J *Pathways to closing the gap in First Nations health*, Canadian Association for Health Services and Policy Research, Calgary, May 11th to 14th 2010.
- O'Donnell K, Dwyer JM, Lavoie J, Marlina U and Sullivan P (2010) 'The Overburden Project: Contracting for Indigenous Health Services' 6th *Healing our Spirit Worldwide Conference*, Honolulu, Hawaii.

- O'Donnell K, Dwyer JM, Lavoie J, Marlina U and Sullivan P (2010) 'The Overburden Project: Contracting for Indigenous Health Services' *Fullbright Symposium on Housing, Employment, Health & Closing the Gap*, Adelaide.
- Dwyer JM, Lavoie J, O'Donnell K, Marlina U and Sullivan P (2010) 'The Overburden Project: Contracting for Indigenous Health Services', paper given at the inaugural *Congress Lowitja*, Sydney.
- Dwyer JM, Shannon C and Godwin S (2010) 'Learning from Action: Management of Aboriginal Health Services', paper given to the inaugural *Congress Lowitja*, Sydney.
- Kelly J, Dwyer JM, Willis E, Mackean T (2010) 'The System and the Other', *ALARA World Congress*, Melbourne.
- Dwyer JM & Kelly J (2010) Skilling up: Towards good hospital care for rural and remote Aboriginal people, *Australian Hospitals and Healthcare Association-AHIPS Annual Congress*, Adelaide, September 2010.
- Lavoie JG *Have the last decades of investments improved First Nations' health?* 6th Health Services & Policy research conference 2009, Brisbane, Australia, November 25th to 29th, 2009.
- O'Donnell K, Dwyer J, Lavoie JG, Marlina U, *The Overburden Project: contracting for Indigenous health services*, 6th Health Services & Policy research conference 2009, Brisbane, Australia, November 25th to 29th, 2009.
- O'Donnell K, Dwyer JM, Lavoie J, Marlina U and Sullivan P (2008) 'The Overburden Project: Contracting for Indigenous Health Services' *Australasian College of Health Services Executives Annual Conference*, Alice Springs.
- Dwyer JM, Shannon C and Godwin S (2008) 'Learning from Action: Researching with Aboriginal Health Care Managers', *Australian College of Health Service Executives Annual Conference*, Alice Springs, August 2008.
- O'Donnell K, Dwyer JM, Lavoie J, Marlina U and Sullivan P (2007) 'Contract theory and research in Aboriginal and Torres Strait Islander Primary Health Care, 5th Health Services & Policy Research Conference, Auckland.
- Dwyer JM, Shannon C and Godwin S (2007) 'Learning from Action: Researching with Aboriginal Health Care Managers', paper presented to the *Action Learning, Action Research and Process Management Association Annual Conference*, Adelaide, September 2007.
- Dwyer JM, Shannon C and Godwin S (2007) 'Learning from Action: Researching with Aboriginal Health Care Managers', paper presented to the 2nd *International Conference on Interdisciplinary Social Sciences*, University of Granada, Spain, July 2007.

e) Government/decision-makers briefing

- Lavoie JG, Dwyer J, Policy roundtable: *Relational contracting in Indigenous primary health care services: Moving from ideal to reality* Office of Aboriginal and Torres Strait Islander Health, Department of Health and Aging, Canberra, March 12th 2013;
- Lavoie JG, *The where to Invest project*, Manitoba Health Senior Management Briefing, Winnipeg, June 2011;
- Lavoie JG, Canadian Institutes of Health Research Best Brains Exchange, *Health System Enhancements for Improvements to Remote Healthcare Services in the NWT*, Yellowknife, May 2011;
- Lavoie JG, Canadian Institutes of Health Research Best Brains Exchange, Social Determinants of Health and Policy, Ottawa, February 2011;
- Lavoie JG *Good things to know if we want to close the gap in First Nations health in BC*, BC Ministry of Health Policy Rounds, May 25th, 2010;
- Tu D, Lavoie JG, Browne A, Littlejohn D, Demerais L. *Funding Structures and Health Services at Vancouver Native Health Society*. Presentation to the Vancouver Coastal Health Aboriginal Health Division, Vancouver, Jan 22, 2009;

f) Work submitted or in progress

Dwyer J, Boulton A, Lavoie JG, Tenbensel T, Cumming J, Martini A Indigenous peoples' health care: new approaches to contracting and accountability at the public administration frontier (*submitted to Public Administration, April 2013*).

Lavoie JG, Dalsvold I, Boulton A, The right to be counted, the risk of being discounted: measuring health inequalities among Sámi, Māori and First Nations, *International Journal of Circumpolar Health* (in progress)