

# MULTI-SITE COLLABORATION STRATEGY

| Step                                             | What To Do                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | What To Avoid                                                              |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Start with workforce need, not accreditation     | <p>Start with identifying a workforce gap and base your collaboration around addressing this. Consider:</p> <ul style="list-style-type: none"> <li>• Current workforce shortages</li> <li>• Future workforce risks</li> <li>• Retirement and succession planning</li> <li>• Service growth plans</li> <li>• Existing trainee pipelines</li> </ul>                                                                                                                            | Using accreditation as your metric for a successful training pathway.      |
| Map the existing system                          | <p>Map out existing partnerships your training hub already has with:</p> <ul style="list-style-type: none"> <li>• Public hospitals</li> <li>• Private hospitals</li> <li>• Community health services</li> <li>• Aboriginal Medical Services</li> <li>• General practices</li> <li>• Visiting specialist services</li> <li>• Metropolitan referral hospitals</li> <li>• Existing training posts</li> <li>• Existing accreditations</li> <li>• Existing supervisors</li> </ul> | Focusing on creating new partnerships while ignoring existing connections. |
| Identify complementary strengths                 | <p>Identify what each site does well, and utilise this to create a coherent training pathway. For example, one organisation may provide acute inpatient exposure, while another provides outpatient care, and a third offers subspecialty exposure.</p>                                                                                                                                                                                                                      | Attempting to make every site identical in what it provides.               |
| Build a coalition early                          | <p>Involve stakeholders early to develop a shared understanding. Bring together:</p> <ul style="list-style-type: none"> <li>• Clinical champions</li> <li>• Directors of Training</li> <li>• Medical workforce representatives</li> <li>• Health service executives</li> <li>• College representatives</li> <li>• Training hub staff</li> <li>• Relevant community providers</li> </ul>                                                                                      | Waiting until accreditation applications are already lodged.               |
| Design the pathway before designing the position | <p>Consider the entire pathway rather than just the isolated position. Where will the trainee start, and what experiences / exposure is required for their journey? Plan the pathway from end-to-end.</p>                                                                                                                                                                                                                                                                    | Designing the position in isolation.                                       |
| Negotiate shared responsibility                  | <p>Move towards the trainee belonging to a pathway rather than a site. This requires agreement between sites regarding:</p> <ul style="list-style-type: none"> <li>• Supervision</li> <li>• Educational delivery</li> <li>• Assessment responsibilities</li> <li>• Administration</li> <li>• Communication</li> </ul>                                                                                                                                                        | Considering the trainee as being owned by one site.                        |
| Build formal agreements                          | <p>Documentation ensures that collaborations are sustained. It reduces the dependence on individual champions to maintain the pathway. Administrators should document:</p> <ul style="list-style-type: none"> <li>• Placement arrangements</li> <li>• Rotation schedules</li> <li>• Educational responsibilities</li> <li>• Supervisor roles</li> <li>• Escalation processes</li> <li>• Data sharing arrangements</li> </ul>                                                 | Not having any collaboration agreements in writing.                        |

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| Build shared education systems                | <p>Education collaboration helps build relationships and create a pathway identity. This may precede formal pathway development.</p> <p>Some examples include:</p> <ul style="list-style-type: none"> <li>• Shared tutorials</li> <li>• Joint grand rounds</li> <li>• Virtual teaching</li> <li>• Regional simulation programs</li> <li>• Journal clubs</li> <li>• Multidisciplinary education</li> </ul> | Doubling up on activities provided by different sites rather than collaborating.                                          |
| Build shared supervision models               | <p>Collaborate between sites and consultants to provide supervision to your trainee. This spreads the workload while simultaneously increasing pathway resilience. This can be both in-person and virtual supervision, or a combination.</p>                                                                                                                                                              | Expecting one site to provide all the supervision.                                                                        |
| Develop a trainee movement strategy           | <p>Consider what model of movement works best for your trainee's educational goals and the workforce need.</p> <p><b>Rotational Model</b>      <b>Integrated Regional Model</b>      <b>Public-Private Model</b><br/> Metro → Regional → Metro      Site A → Site B → Site C      Public → Private → Community</p>                                                                                        | Basing trainee movement on what's most convenient to the site.                                                            |
| Support relocation between sites              | <p>Each movement of a trainee should feel like progression through a pathway rather than restarting at another site.</p> <p>Administrators should coordinate:</p> <ul style="list-style-type: none"> <li>• Accommodation</li> <li>• Travel support</li> <li>• Orientation</li> <li>• Local contacts</li> <li>• Community integration</li> </ul>                                                           | Leaving trainees to self-organise and orient themselves to every new site they are moved to.                              |
| Measure pathway success, not position success | <p>The goal is to develop a sustainable workforce.</p> <p>Base your success off:</p> <ul style="list-style-type: none"> <li>• Number of pathway stages available</li> <li>• Trainee progression through pathway</li> <li>• Completion rates</li> <li>• Retention within the region</li> <li>• Return after fellowship</li> <li>• Workforce outcomes</li> </ul>                                            | Focusing on the number of posts and trainees that are available in your region, or focusing purely on creating positions. |