

Southern Grampians and Glenelg Primary Care Partnership

strategic plan



2013-2017

introduction

Welcome to the Southern Grampians and Glenelg Primary Care Partnership's 2013-2017 Strategic Plan. This is our second Strategic Plan, building on the accomplishments of the 2009-2012 Strategic Plan – our inaugural plan. The 2013-17 Plan is responsive to the changes that have occurred in our working environment over the past four years, of key note is the introduction of a new sub-region the Great South Coast and our stronger partnerships to work at this scale, establishment of Medicare Locals across Australia and the stronger role of local government in Municipal Public Health and Wellbeing planning and implementation. As a Partnership we have been proactive in adapting with these changes and therefore, this Plan is strongly integrated with other key local health and wellbeing planning processes, which supports collective partnership implementation.

The Southern Grampians and Glenelg Primary Care Partnership (SGGPCP) is located in South West Victoria, 300km west of Melbourne. The Southern Grampians and the Glenelg Shires form the catchment for the Partnership, with a combined population of 36,170 (estimated residential population, 2012). SGGPCP is an unincorporated joint venture consisting of organisations which have signed a partnership agreement. Membership is open to any incorporated body that has a commitment to enhancing the health and wellbeing of the community in the Southern Grampians and Glenelg Shires.

We would like to acknowledge the valuable contribution of all of our partner agencies in the development of this strategic plan:

- Aspire
- Balmoral Bush Nursing Centre Inc
- Brophy Family and Youth Services Inc
- Casterton Memorial Hospital
- Dartmoor & District Bush Nursing Service Inc
- Dhaurwurd Wurrung Portland & District Elderly Citizen's Association
- Glenelg Shire Council
- Great South Coast Medicare Local
- Hamilton Community House Inc
- Heywood Rural Health
- Kyeema Centre Inc
- Mulleraterong Centre Inc
- Old Courthouse Community Centre Inc
- OzChild
- Portland District Health
- Portland Workskills
- South West Healthcare
- Southern Grampians Shire Council
- Western District Health Service
- Winda Mara Aboriginal Corporation

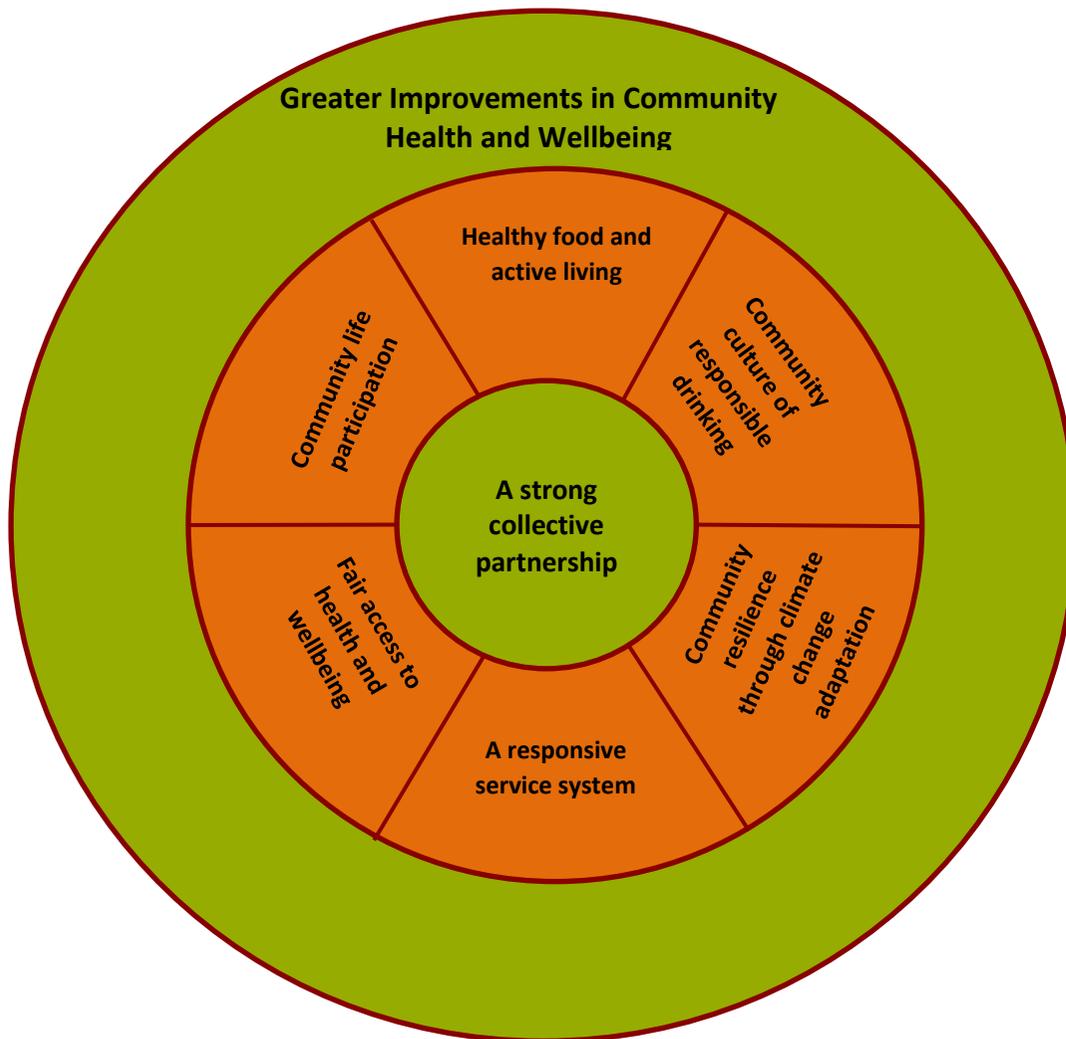
Adele Kenneally
Chair

Janette Lowe
Executive Officer

methodology and supporting documentation

This Strategic Plan details the objectives and strategies for seven focus areas that the Partnership has agreed to work collectively to achieve. The objectives and the strategies are those of the Partnership, and the Partnership will be supported in achieving these through the efforts of member organisations and the PCP support staff. There will be variation between the Partnership members for each focus areas. In this plan the term 'we' refers to the Partnership, whether it is all or some member agencies working with or without PCP support staff assistance.

The SGGPCP 2013-2017 Strategic Plan was developed in conjunction with both Glenelg Shire and Southern Grampians Shire Council Municipal Public Health and Wellbeing Plans. This provided the opportunity to facilitate close integration in process and plans which will greatly assist integrated implementation. As part of these processes, the Partnership developed a set of Background Papers to share the learnings of past work, inform prioritisation processes and make recommendations for future direction. These documents can be viewed on our website <http://sggpcp.com/healthpromotion/index.htm>.



To facilitate integrated implementation, action plans are developed for each twelve month implementation period. In many cases these action plans are also used as the implementation plans for the corresponding priority within the MPHWP. SGGPCP Executive Committee will oversee the progress on implementation of these action plans quarterly, and this will also be reported to each LGA for inclusion in MPHWP reporting processes.

Along with the strategic plan, the current action plan is available for viewing on our website www.sggpcp.com

vision - mission – values - principles

OUR VISION: To collectively achieve greater improvements in the health and wellbeing of our community.

OUR MISSION: Build strong partnerships and capacity to respond to local health and wellbeing needs of our community

OUR VALUES:

Our behaviour will be guided by the following values:

- Leadership: We will define the future, align others with this vision, inspiring them to make it happen despite obstacles, whilst keeping our eye on the bigger picture
- Collaborative willingness: We will always put our shared goal of focussing on local community outcomes first and foremost and be respectful to and sharing with our partners.
- Agility: We will be responsive to local needs, acting swiftly with minimal bureaucracy
- Innovation: We will seek new ways to do things, challenging the status quo, proactively pursuing solutions with nothing being too hard

OUR PRINCIPLES:

Our decisions will be guided by the following principles:

- That we work in areas where working collectively that adds value and has a greater impact than if we were to work separately.
- That we strive for an inclusive society.
- That we make decisions based on evidence, we strive to find the most effective solutions and we evaluate our effectiveness to identify ongoing improvements.
- That any issue that impact on the health and wellbeing of our community is our core business.
- That we focus on achieving long lasting outcomes and that building the capacity of Southern Grampians and Glenelg community is a key to sustaining outcomes

focus area

a strong collective partnership

goal as a partnership, we will achieve significantly more through our collective impact, than ever possible through working separately

objective	1.1	By 2017, through strong leadership, the partnership will have clear strategies, supportive processes and be using common language, as measured by the Victorian Partnership Analysis Tool
strategies	1.1.1	Continually improve our governance, policies and processes
	1.1.2	Recruit and retain quality staff to support the partnership and have the agility to respond to opportunities
	1.1.3	Establish evaluation processes across the partnership, for objective and strategy tracking, review and amendment and share and celebrate achievements
	1.1.4	Develop effective communication tools including websites, newsletters and forums
objective	1.2	By 2015, we will have the right partnerships that recognise the value of collaborative partnerships, measured by the existence of supported partnership facilitation after the expiry of our current Department of Health Service Agreement
strategies	1.2.1	Broaden and strengthen partnerships within the Southern Grampians and Glenelg region, that create opportunities for sustaining strong partnership work
	1.2.2	Build and strengthen partnerships in the Great South Coast region where it will add value to working locally
	1.2.3	Build and strengthen partnerships with experts and leaders within and outside our region to ensure our partnership is innovative and delivering best practice
	1.2.4	Strengthen our partnership with government, to ensure strong regional advocacy for local issues, decision making and policy development and ensure our successes are well understood
	1.2.5	Maintain an understanding of changes in the policy environment and proactively review and adapt our direction to ensure the best outcomes for our community
objective	1.3	By 2017 we will have enhanced the Partnership's capacity to deliver evidence based best practice health and wellbeing initiatives and services, as measured by Community Capacity Index (UoQ) or equivalent
strategies	1.3.1	Broaden the understanding of social determinants of health and wellbeing across sectors and within our member organisations
	1.3.2	Develop an information and knowledge hub at Great South Coast scale to easily locate health and wellbeing data, research resources, best practice evidence and evaluation progress

focus area**healthy food and active living**

goal increase physical activity and the consumption of fruit and vegetable intake whilst reducing the consumption of nutritionally poor energy dense (NPED) food and beverages for children and their families, while concurrently improving their oral health

objective 2.1 By 2017 there will a significant increase in our community capacity to undertake sustainable community based obesity prevention work as measured by Community Capacity Index (UoQ) or equivalent

strategies 2.1.1 Build collaborative and sustainable partnerships

2.1.2 Develop community driven action plans through undertaking systems mapping and an “ANGELO” process across the Glenelg and Southern Grampians area

objective 2.2 By 2017 there will be 15 significant process changes relating to either physical activity or healthy eating across Southern Grampians and Glenelg areas

strategies 2.2.1 Implement systems changes as detailed from the community driven action plans (see strategy 2.1.1)

2.2.2 Track systems changes from community driven action plans to inform ongoing improvement

objective 2.3 By 2017 there will be three significant changes to the built environment that support improvements in physical activity or healthy eating

strategy 2.3.1 Implement built environment improvements as outlined in the community planning process (see strategy 2.1.2)

objective 2.4 By 2017 six influential workplaces across the Southern Grampians and Glenelg will use the health promoting framework “Healthy Together Victoria Achievement Program”, and of these workplaces, four will achieve all five benchmark indicators for both “physical activity” and “healthy eating” and the remaining registered workplaces will achieve a 50% improvement

strategies 2.4.1 Implement the “Healthy Together Victoria Achievement Program” in workplaces for “healthy eating” and “physical activity”

objective 2.5 By 2017 twelve primary schools and four childcare centres across the Southern Grampians and Glenelg area will utilise the health promoting framework “Healthy Together Victoria Achievement Program”, and of these nine schools and three childcare centres will achieve all five benchmark indicators for both “physical activity” and “health eating and oral health”, and the remaining registered sites will achieve a measurable improvement

strategy 2.5.1 Implement the “physical activity” and “healthy eating and oral health” components of the Achievement Program for “Primary Schools” and “Early Childhood Education and Care Service Settings” (or equivalent) in the Southern Grampians and Glenelg primary

schools and childcare centres

- 2.5.2 Implement Top Teeth Oral Health Project within pre-school settings to improve early childhood centres setting promoting oral health and increase access to dental services

focus area **community culture of responsible drinking**

goal **develop a community culture of responsible drinking and reduced harm from smoking**

objective 3.1 By 2017 there will a significant increase in our community capacity to undertake sustainable community driven responsible drinking health promotion work as measured by Community Capacity Index (UoQ) or equivalent

strategies 3.1.1 Update key information about reducing the harm from alcohol and smoking

3.1.2 Engage key organisations, stakeholders and community leaders about reducing the harm from alcohol and smoking

3.1.3 Develop local action plans through community based planning processes

objective 3.2 By 2017 eight influential workplaces across the Southern Grampians and Glenelg area will utilise the health promoting framework - 'Healthy Together Victoria Achievement Program', and of these workplaces, four workplaces will achieve all benchmark indicators for 'Alcohol' and 'Smoking' and the remaining registered workplaces will achieve a measurable improvement

strategy 3.2.1 Implement the Achievement Program's alcohol and smoking components in workplaces

objective 3.3 By 2017 more than 5 significant changes will be implemented to improve the community culture of responsible drinking and reduced harm from smoking

strategy 3.3.1 Implement system change activities as developed in the action plans through community based local planning (see strategy 3.1.3)

focus area **community resilience through climate change adaption**

goal **vulnerable communities have increased their resilience through adaptation to climate change**

objective 4.1 By 2017 we will build community capacity to adapt to climate change as measured by the four domains of the Community Capacity Indexⁱ; network partnerships, knowledge transfer, problem solving and infrastructure

strategies 4.1.1 Expand our partnerships to increase integration

4.1.2 Increase our current knowledge of our communities vulnerability to climate change and develop a plan for action

4.1.3 Develop indicators to measure resilience to indirect impacts of climate change

objective	4.2	By 2017 we will implement responsive action and test local solutions to increase resilience through adaptation to climate change as measured by indicators (to be developed)
strategies	4.2.1	Continue to develop and implement local programs that pilot adaptation solutions
	4.2.2	Expand the implementation of successful adaptation programs

focus area	community life participation
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goal	Increase whole of community participation in community life
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objective	5.1	By 2017 there will be a significant increase in the community capacity within the Southern Grampians and Glenelg area to support whole of community participation in all aspects of life, as measured by Community Capacity Building Index (UoQ) or equivalent
strategies	5.1.1	Compile local data, develop narratives of the lived experience in our community and share this information with key decisions makers, community leaders and service providers
	5.1.2	Establish mechanisms to share learnings and good practice that support implementing changes in the way we work which better meet the needs of all the community particularly disadvantaged groups
	5.1.3	Coordinate workforce training and promote resources to build skills in engaging and delivering services and programs to disadvantaged populations

objective	5.2	By 2017 more than 15 significant changes in the way we work will be implemented to better meet the needs of all the community, particularly disadvantaged groups
strategies	5.2.1	Review and improve civic engagement processes, to ensure we hear and respond to their voices of disadvantaged groups
	5.2.2	Apply a social inclusion lens to all integrated health promotion activities within the Southern Grampians and Glenelg area
	5.2.3	Implement changes in the way we work to better meet the needs of all the community

focus area	fair access to health and wellbeing services
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goal	to improve our community's access to health and wellbeing services
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objective	6.1	By 2017 there will be a significant increase in the Great South Coast community capacity to provide fair access for all consumers to health and wellbeing services across the Southern Grampians and Glenelg area, as measured by Community Capacity Index (UoQ) or equivalent
strategies	6.1.1	In partnership with GSCML, undertake an assessment of service system improvement priorities across GSC with the community, consumers and service providers

objective	6.2	By 2017 there will be an improvement in access to health and wellbeing services for rural communities, as measured by an improvement in service access indicators (to be developed)
strategies	6.2.1	Implement the priorities identified for service system improvements (see strategy 6.1.1)
	6.2.2	Develop indicators to benchmark and measure improvements in providing fair access for all our community to health and wellbeing services
	6.2.3	Investigate, promote and support the implementation of innovative best practice service delivery models for rural communities
	6.2.4	Work with service providers to increase their capacity to embed Telehealth practices in service delivery
objective	6.3	By 2017 information about services and supports will be more accessible for the Southern Grampians and Glenelg community and consumers, as measured by an improvement in information accessibility indicators (to be developed)
strategy	6.3.1	Develop and use agreed community information accessibility indicators
	6.3.2	Develop a range of strategically co-ordinated dissemination mechanisms for community information about health and wellbeing services and supports

focus area

a responsive service system

goal

objective	7.1	By 2017 there will be at least ten partner organisations meeting best practice standards for consumers in planning, design and evaluation of health and wellbeing services
strategies	7.1.1	Share knowledge and experience on best practice in engaging consumers
	7.1.2	Implement best practice in the way we engage consumers in planning, design and evaluation
objective	7.2	By 2017, health and wellbeing services across the Southern Grampians and Glenelg area will be delivering on agreed standard of care co-ordination practice excellence, as measured by agreed indicators (to be developed)
strategies	7.2.1	Implement and support Barwon South West Enhancing Care Co-ordination project to increase internal agency accountability and service system accountability and formulate agreed indicators
	7.2.2	Implement, support and sustain improvement achieved in strategy 7.2.1, post project completion
objective	7.3	By 2017 there will be a significant increase in the use of e-health tools to support the flow of consumer health information across the Great South Coast health service system, as measured by agreed indicators

- strategies
- 7.3.1 Agree on appropriate indicators to measure progress against objective 7.3
 - 7.3.2 Develop, implement and embed e-health practices in service delivery, with an initial focus on secure messaging and shared care plan, in partnership with SWPCP and GSCML

ⁱ Bush, R., Downer, J. and Mutch A Community Capacity Index (V2) University of Queensland (2002).