

**Latrobe Health  
Assembly**



**Strategic Plan**  
2020 - 2025

The Latrobe Health Assembly proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.



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# 1. Introduction

## 1.1 Organisation

The Latrobe Health Assembly is a key component of the Latrobe Health Innovation Zone. Comprising up to 50 members, the Assembly works with people who live, work and study in Latrobe to give voice to community aspirations in the planning and delivering of better health and well-being outcomes.

The primary role of the Assembly is to facilitate a new way of working that better enables the community, local and state-wide agencies and government to work together to improve health and wellbeing in the Latrobe Valley.

The majority of Assembly members are from the community. Membership is diverse and representative of various locations, communities, professions and demographics. In addition to community representation, the Assembly includes:

- An independent chair.
- A standing representative from the foundation agencies: Department of Health and Human Services, Latrobe Community Health Service, Latrobe Regional Hospital, Latrobe City Council and Gippsland Primary Health Network.
- Representatives from Government Departments and organisations, including the Department of Health and Human Services, WorkSafe, Environmental Protection Authority, Department of Education and Training, VicHealth, Commonwealth Department of Health, Latrobe Valley Authority and Department of Economic Development Jobs Transport and Resources.

## 1.2 Objectives of the Strategic Planning Process

The Assembly is committed to innovation and learning. This requires ongoing strategic reflection that builds on the experience thus far. This strategic plan seeks to consolidate learnings from the past three and a half years, including the recommendations of the Deloitte Evaluation.

Acknowledging the past and respecting the present, the Assembly looks to improve the future by:

- Articulating a shared vision and strategic priorities;
- Responding to and implementing community aspirations; and
- Documenting the journey so far.

## 1.3 Methodology

This document reflects a shared vision and plan for the future. Accordingly, its creation has been a collaborative process involving direct consultation, workshoping and evidence-based research. Coordination of this process has been led by Assembly staff and informed by The Latrobe Health and Wellbeing Charter, as well as guiding documents and key stakeholders.

The Assembly staff have conducted evidence-based research to help inform its strategic objectives. This work has included review of academic literature, as well as revising key guiding documents to ensure that the Assembly's operating model continues to align to the zone's shared priorities and principles. Key documents consulted in the preparation of this plan include:

- The Latrobe Health and Wellbeing Charter,
- The 2014 Hazelwood Mine Fire Inquiry Report and Implementation Plan,
- The Living Well Latrobe Health and Wellbeing Plan 2017-2021,
- The Victorian Public Health and Wellbeing Plan 2019-2023, and
- The Latrobe Health Advocate's Statement of Intent 2019-2020.

The Latrobe Health and Wellbeing Charter, in particular, has been pivotal to informing the content of this plan, as well as the values and principles that have underpinned its preparation.

Developing this document has also included additional consultation with key stakeholders. This consultation has targeted various groups via a range of methods, including:



- **Board Planning Day, August 29, 2019:** Facilitated by Linda Stoneman Consulting, this planning day provided an opportunity for Assembly Board members to reflect on their vision and ambitions for the Assembly moving forward.

- **Full Assembly Membership consultation:** Members of the Assembly were consulted both as individuals and as Pillar Groups throughout August 2019. Surveys and questionnaires provided opportunities for Assembly Members to reflect on their experiences so far, and to share their suggestions for the future. Ambitions for the Assembly moving forward were also captured at the February 2020 Full Assembly meeting, when members were asked to write newspaper headlines about the Assembly that they would like to see in the Latrobe Valley Express now, and in five and ten years' time. After collating and analysing the headlines submitted, the following key words were highlighted as important indicators for each time period:

- Current – transforming, committed, change, difference
- Five years – improvement, statistics, community, equity
- Ten years – healthiest, change, leading, future

- **Assembly staff surveying and discussion:** Ongoing staff discussions and consultation have taken place throughout 2020, including online surveying, one-on-one meetings and whole team discussions.

## 2. Organisational Profile



### 2.1 Context

In 2014, the Hazelwood Mine Fire Inquiry identified a strong need to improve health and wellbeing in the Latrobe Valley. In responding to the recommendations and affirmations the Victorian Government committed to 246 deliverables, of which deliverables 46 -113 pertained to Health and Wellbeing in the Latrobe Valley. Integral to these deliverables was:

- The designation of the Latrobe Valley as a Health innovation Zone (Deliverable 48),
- The establishment of the Latrobe Valley Health Assembly (Deliverable 55), and
- The appointment of a Health Advocate (Deliverable 57).<sup>1</sup>

In December 2016, the Latrobe Health Assembly was established and in May 2018 the Latrobe Health Advocate was appointed to listen to community and to help communicate their needs to the health system and governments.

Cumulatively, these initiatives provide the Latrobe Valley with a unique opportunity to collaborate on community-led change, to tackle inequity and to help pave the way to better health and wellbeing for all.

In February 2018, the Latrobe Health and Wellbeing Charter was published, formalising a commitment to shared values and guiding principles across the Zone. Developed by and for residents of the Latrobe Valley and their collaborators, the Charter gives voice to community aspirations and provides a framework for driving innovation. It provides the Assembly with a compass for collaborating across boundaries, integrating shared goals and, ultimately, for embarking collectively on a journey that charts new ground.

Pursuing improvement and new ways forward requires an understanding of how things have reached their current juncture. Innovation, then, is about more than just the new. It requires us “to take a chance, to try new and unusual solutions” but also to acknowledge that mistakes provide opportunities to learn from.<sup>2</sup> Innovating requires listening and being responsive in order to meaningfully adapt.

<sup>1</sup> State Government of Victoria, 2016. Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan.

<sup>2</sup> State Government of Victoria, 2018. Latrobe Health and Wellbeing Charter. Quote from page 12.

The development of the Zone itself reflects this. It is the first of its kind in Australia; a place-based whole of community approach to improving health and wellbeing. But it is not without precedents. The Zone reflects learnings from similar area-based initiatives, including the World Health Organisation's Healthy Cities (established in 1986) and the UK's Health Action Zones (launched in 1997). These precursors demonstrate that area-based work can secure greater health equity, but they also highlight key learnings that underpin the Assembly's current innovation in this space. Namely, "that clear value-based, community connected and politically endorsed terms of reference with transparent accountability and sustainable resourcing are critical ingredients for health development and greater health equity".<sup>3</sup>

In addition to learning from the experience of others, self-reflection and external evaluation have also been essential to the journey thus far. Between 2018 and 2020, Deloitte Australia was commissioned by the Department of Health and Human Services to evaluate the Latrobe Health Initiatives. Findings and recommendations from this process have been essential to the Assembly's growth and help form the basis for this plan.

This document symbolises the ongoing nature of this growth and offers an opportunity to build on the first three years of operation as the Assembly maps where to next. It is intended as a living document, designed not only to foster work that is responsive, but to also, itself, be dynamic and adaptive.

## 2.2 Vision

The Latrobe Health Assembly is a community-led organisation that seeks to positively shape and facilitate new ways of working to improve health and wellness in Latrobe. This is achieved by facilitating and enabling collaboration among the local communities, local organisations and state-wide agencies and government.

## 2.3 Priority Areas

As part of the evolution process, the Latrobe Health Assembly has undergone a number of restructures and changes in operation since establishment in 2016. This has reflected a commitment to growth and adaptability, and has been responsive to Assembly feedback and the Deloitte evaluation.

The Latrobe Health Assembly has four key priority and focus areas which underpin all initiatives and activities. As voted by the full Assembly, the priority areas for 2020 are:

1. **Active living,**
2. **Early childhood development and learning,**
3. **Community connectedness and vulnerability, and**
4. **Mental health<sup>4</sup>**

<sup>3</sup>de Leeuw and Wise, 2015. Population Health and Wellbeing in the Latrobe Valley. A literature review of world best practice in building healthy communities and healthy systems. Global Health Consultants, Drumcondra & University of New South Wales, Sydney, Australia. Quote from page 47.

<sup>4</sup>Latrobe Health Assembly, 2020. Theme Selection Vote Count



## 2.4 Principles

Drawing on the principles in the Latrobe Health and Wellbeing Charter, the Latrobe Health Assembly will:

1. Enable and support the community-led approach to ensure all people, including those who are marginalised and under-represented, have choice, control and a voice in developing the supports and services they need in their lives.
2. Work with First Nations communities and health service providers to improve health and wellbeing.
3. Do something different, try new approaches and learn from mistakes to create new and innovative health and wellbeing models and programs.
4. Be fair and transparent and follow through on commitments to Latrobe Valley communities.
5. Communicate in plain language to build trust and respect among individuals, families, communities and service providers.
6. Work to improve the lives of everyone, especially the most vulnerable and disadvantaged people in the Latrobe Valley community.
7. Develop equitable access to the most appropriate supports and services for all people in Latrobe Valley.
8. Grow and nurture collaboration and coordination between agencies to develop new ways of delivering services that cut across boundaries to best meet the needs of each person.
9. Use a co-design model to reshape and reimagine health services in the Latrobe Valley, and create innovative approaches to their design and delivery<sup>5</sup>.

<sup>5</sup>State Government of Victoria, 2018. Latrobe Health and Wellbeing Charter.





## 2.5 Values

The Latrobe Health Assembly adheres to the core values identified by the Latrobe Valley community in the Latrobe Health and Wellbeing Charter. These values are:

- Collaborative enablement of engagement,
- Integrity,
- Innovation,
- Access,
- Inclusion, and
- Equity<sup>6</sup>.







<sup>6</sup>State Government of Victoria, 2018. Latrobe Health and Wellbeing Charter.

## 2.6 Ways of Working

In addition to these values, a number of defining principles were identified by stakeholders. The Assembly works in ways that are:

- Responsive, dynamic and agile; as well as
- Sustainable. Sustainability needs to be considered in two ways: the first being that programs that the Assembly implement need to be sustainable in the future after the initial funding has finished; the second being that the Assembly also need to consider environmental sustainability and impact in program design and adaptation

# 3. Plan

	GOAL 1	GOAL 2	GOAL 3	GOAL 4
	 <p><b>Improve health, wellbeing and safety in the Latrobe Valley.</b></p>	 <p><b>Make collaboration the new normal.</b></p>	 <p><b>Work with community to set and achieve goals.</b></p>	 <p><b>Share the journey and learnings.</b></p>
 <p><b>How?</b></p>	<p>Promoting health, safety, equality and equity.</p> <p>Listening and learning.</p> <p>Working in new ways to address community needs.</p>	<p>Working in partnership across sectors.</p> <p>Communicating clearly with all stakeholders.</p> <p>Mapping strengths and collaborative opportunities.</p>	<p>Using diverse strategies for engagement.</p> <p>Engage in ways that reflect and respect diversity and inclusion.</p> <p>Providing a platform that gives people increased control over their health and wellbeing.</p>	<p>Developing scalable programs.</p> <p>Storytelling and journey mapping to celebrate success.</p> <p>Working with community, the Latrobe Health Advocate and stakeholders to champion change</p>
 <p><b>What Success Looks Like</b></p>	<p>Improved access to health and wellbeing services.</p> <p>Ongoing community participation in Assembly activities and programs.</p> <p>A healthier and safer environment and community.</p>	<p>Better-integrated services.</p> <p>Evident Collaboration across local community groups, organisations, state-wide agencies and government.</p> <p>Recognition that the Latrobe Health Assembly is the hub for facilitating collaboration.</p>	<p>Increased understanding of local strengths and challenges.</p> <p>Stronger connections and resilience in the community.</p> <p>Community-led programs and initiatives.</p> <p>Increased understanding of health and wellbeing.</p>	<p>Latrobe Health Assembly has a strong profile in the community.</p> <p>Local pride and a shift in cultural norms.</p> <p>Policy change that reflects the needs of the community.</p> <p>Latrobe Health Assembly is seen as a model of best practice.</p>

## 4. Next Steps

It is one thing to have a plan, it is quite another to bring it to life. To do this the Assembly commits to developing a Work Plan, which will include a Communication and Engagement Strategy and a Risk Management Plan, that clearly articulates how we will go about achieving these outcomes. In particular, the Work Plan will describe how we will:

- Recognise and enable communities to lead the Assembly implementation,
- Focus efforts on the four priority areas throughout 2020-2021,
- Build local capacity and capabilities,
- Use evidence to inform decision making,
- Use data to inform our work,
- Test and trial new ways of working, and
- Report on progress and outputs.

The Work Plan will also outline those programs and projects that will form the basis of our work going forward and the expected outputs for each of these. It will therefore be a living document, a document which will evolve as Assembly and community priorities change.







**Latrobe Health  
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A Latrobe Health Innovation Zone Initiative.