

ATTACHMENT 2

EXAMPLES OF IHP INTERVENTION AND CAPACITY BUILDING IMPACT MEASURES

The following tables contain examples of what are widely accepted as impact reporting measures for IHP interventions and capacity building activities for the mandatory and optional reporting measures. These examples include:

- Measures used in state data collections, such as the Victorian Population Health Survey provide a suitable measure of the impact of health promotion activity in areas such as physical activity and community strengthening. Consistency between IHP reporting measures and data collected through established surveys will provide a benchmark for organisations against which to assess their activities.
- Reporting measures identified in the project consultations and review of national and international literature.
- Measures currently reported in 2006-09 IHP plans and reports.

These examples serve to assist organisations and consortia when planning and evaluating IHP interventions and capacity building activities to ensure that information collected as part of evaluation helps to measure the impact of the activities and meet the DH's reporting requirements.

Other examples will arise through the reporting process and will be added to the tables as evidence builds about the success of interventions and activities. The DH will also actively seek examples of impact measures from other program areas and government departments.

As experience grows in using, defining and evaluating impact measures in the sector more information will become available regarding the best methods for collecting data. Over time, organisations will develop a small set of measures most appropriate for their activities in addition to the mandatory measures.

The following acronyms feature in the tables:

ERASS	Exercise, recreation and Sport Survey
MCHS	Maternal Child Health Services
NRCS	Neighbourhood Renewal Community Survey
VCHWS	Victorian Child Health and Wellbeing Survey
VCAMS	Victorian Child and Adolescent Monitoring System
VPHS	Victorian Population Health Survey

Examples of impact measures for IHP interventions

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
1. Reach, participation and satisfaction			
1.1 Reach			
The intended target audience participates in the intervention		<ul style="list-style-type: none"> ▪ Percentage of people, organisations or settings from the target group who participate in the HP program (by key demographics and geographic location) ▪ Percentage of people, organisations or settings who are NOT from the target group who participate in the HP program ▪ Percentage of participants who 'drop-out' 	<ul style="list-style-type: none"> ▪ Percentage of local schools participating in a HP program
HP interventions reach groups with the poorest health status			<ul style="list-style-type: none"> ▪ Percentage of participants in a HP program who are from a Neighbourhood Renewal Area ▪ Percentage of participants from public housing estates or rooming houses ▪ Percentage of participants from schools located in NR areas ▪ % of participants in target group who fit into low SEIFA ▪ Number of planned interventions tackling determinants of health
1.2 Consumer participation and leadership			
Community members are actively involved in HP planning and development		<ul style="list-style-type: none"> ▪ Number of consumers participating in HP processes by type of activity (e.g. planning, participatory research) ▪ Evidence of improved service quality and/or greater responsiveness to consumer need as a result of consumer 	<ul style="list-style-type: none"> ▪ Number of key stakeholders involved in refugee needs analysis ▪ Percentage of project researchers who come from groups identified as parenting in difficult circumstances

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
		participation	
1.3 Consumer satisfaction			
Participants are satisfied with their involvement in HP activities and/or with services received		<ul style="list-style-type: none"> ▪ Percentage of consumers who are satisfied with their level of involvement in IHP planning and development ▪ Participant ranking of satisfaction with HP programs, the service environment and provision for special needs ▪ Increase in the level of community satisfaction regarding the effectiveness of processes for engaging and consulting the community 	<ul style="list-style-type: none"> ▪ Percentage of public housing residents involved in HP programs who are satisfied with their involvement or the project interventions. ▪ Percentage of participants who can nominate changes in behaviour as a result of intervention
2. Personal skills			
2.1 Increased Knowledge			
Increased health related knowledge and awareness including of where to go and what to do to obtain health services	<ul style="list-style-type: none"> ▪ Percentage of children with parents who are aware of appropriate methods of sun protection, including use of sunscreen, clothing, a hat, sunglasses, use of shade or avoiding the sun in the middle of the day (VCHWS) 	<ul style="list-style-type: none"> ▪ Improved understanding of the causes of illness and healthy behaviours amongst participants in a HP activity ▪ Improved understanding about the support available to help maintain or improve health amongst participants in a HP activity ▪ Enhanced awareness of the health system, including where to go and what to do to obtain health services (e.g. appropriate preventive screenings) amongst participants in a HP activity ▪ Degree of retention of information overtime 	<ul style="list-style-type: none"> ▪ Increased understanding amongst marginalised and disadvantaged community members of the value and benefits of physical activity on their mental and physical health ▪ Percentage of target group who have an increased knowledge of nutrition, budgeting and food safety ▪ Percentage of target group who have an increased awareness of how and where to access nutritious food ▪ Percentage of participants reporting an increased knowledge of health risks associated with unhealthy choices ▪ Percentage of targeted community members who have an increased awareness of the importance of physical activity

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
			<ul style="list-style-type: none"> Percentage of participants in a workshop who indicate they learnt something new regarding services and support
2.2 Improved Skills			
Increased health related skills/capability		<ul style="list-style-type: none"> Improved capacity to make informed choices about health and wellbeing amongst participants in a HP activity Improved health-related skills amongst participants in a HP activity 	
2.3 Changed Attitudes			
Change in individuals' attitudes, motivation, and behavioural intentions concerning healthy lifestyles		<ul style="list-style-type: none"> Percentage of people who have accessed health information and intend to take the action promoted by that message 	<ul style="list-style-type: none"> Percentage of parents using MCHS and preschools who plan to review their child's immunisation status
Change in public opinion regarding health issues		<ul style="list-style-type: none"> Percentage of people who are aware of the key message of a social marketing intervention and intend to take the action promoted by that message 	<ul style="list-style-type: none"> Percentage of smokers who intend to quit following a social marketing campaign Percentage of young people who increase their use of safer sex practices following a community marketing campaign
2.4 Enhanced social skills, self esteem and self efficacy			
Higher levels of skills, self esteem and self efficacy enable individuals to achieve better health outcomes		<ul style="list-style-type: none"> Increased ability and confidence in communicating with health and other professionals amongst participants in a HP activity 	<ul style="list-style-type: none"> Percentage of participants with increased confidence to approach teachers/schools Number of participants with sense of increased control over the factors affecting their health and wellbeing

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
3. Healthy lifestyles			
3.1 Change in health related behaviours			
Increased physical activity			
Achievement of desired action or behaviour change in relation to physical activity	<ul style="list-style-type: none"> ▪ Percentage who participate in sport and recreation activities (ERASS) ▪ Amount of time spent walking continuously in previous week (VPHS) ▪ Amount of time spent doing vigorous activity (VPHS) ▪ Number of children/young people 5 to 18 years physically active for 60 minutes or more everyday (VCHWS) ▪ Trips to school made by children on foot, by car, by public transport or by bike (VCHWS) ▪ Percentage of children who meet the guideline to spend no more than two hours a day with electronic media (TV, DVDs and computers) (VCHWS) ▪ Average length of time children spend playing out of doors on weekdays and weekend days (VCHWS) ▪ Number of participants continuing to exercise after completing the program 		<ul style="list-style-type: none"> ▪ Increased utilisation of physical activity options by disadvantaged and marginalised community members ▪ Percentage of children in grades 3-6 that are involved in organised sport ▪ Percentage of residents participating in neighbourhood walking groups ▪ Percentage of children using active transport ▪ Percentage of participants in the cycling group that maintain their participation six months post commencement ▪ Percentage of participants in the Pedometer challenge that maintain their walking three months post program ▪ Changes in economic, social or built environments to enable people from low SES groups to participate in physical activity

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
Improved nutrition			
Achievement of desired action or behaviour change in relation to healthy eating	<ul style="list-style-type: none"> ▪ % of adults/children meeting recommended levels of fruit and vegetable consumption (VPHS/VCHWS) ▪ Consumption of takeaways (VCHWS) ▪ Number of times per week people eat pasta, rice, noodles or other cooked cereal excluding breakfast cereal (National Nutrition Survey) ▪ Percentage of children aged under four years who were ever breastfed (VCHWS) ▪ Percentage of children who were fully breastfed or exclusively breastfed to three and six months (VCHWS) 	<ul style="list-style-type: none"> ▪ Reduction in student consumption of high sugar drinks and increased water consumption 	<ul style="list-style-type: none"> ▪ Increase in consumption of fruit and vegetables ▪ Reduction of energy dense nutrient poor foods in lunchboxes ▪ Increased number of schools that have developed and actively implemented their Food & Nutrition Policy ▪ Increased uptake of healthy meal choice incentives in workplace cafeteria ▪ Decreased use of food banks due to improved skills in budgeting and cooking ▪ Number of community kitchens being set up ▪ Number of community gardens being created ▪ Increased percentage of healthy options provided in workplace food & beverage vending machines ▪ Increased percentage of healthy meal choices on workplace cafeteria menu ▪ Increased number of early childhood settings have and actively implement Food & Nutrition policies ▪ Increased number of local eateries that have healthy menu options for children
Reduced tobacco-related harm			
Achievement of desired action or behaviour change in relation to use of tobacco	<ul style="list-style-type: none"> ▪ Smoking status (VPHS) ▪ Frequency of smoking (VPHS) ▪ Percentage of children who are exposed to tobacco smoke in the home (VCHWS) 	<ul style="list-style-type: none"> ▪ Reduced uptake of smoking 	<ul style="list-style-type: none"> ▪ Increased resilience of Year 9 students to factors which impact on early uptake of tobacco smoking ▪ Number of teachers that have improved access and use of resources that promote

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
			harm minimization strategies regarding AOD
Reduced harm from alcohol and other drugs			
Achievement of desired action or behaviour change in relation to use of alcohol and drugs	<ul style="list-style-type: none"> Frequency of having an alcoholic drink of any kind (VPHS) Level of frequency of high risk drinking (VPHS) 		
Adoption of safe sex practices			
Achievement of desired action or behaviour change in relation to adoption of safe sex practices			<ul style="list-style-type: none"> Increased number of young people tested for STI's. Increased number of young people who have increased access to condoms, and are using safer sex practices. Increased number of young people who have increased access to sexual health education and testing
Increased utilisation of health services			
Achievement of desired action or behaviour change in relation to utilisation of health services			<ul style="list-style-type: none"> Evidence of increased connections between the Indigenous community and mainstream services Utilisation of MCHS in a region relative to state average Use of dental and medical services by 'at risk' groups (e.g. homeless youth) Services reorienting to provide more culturally responsive services
Other behaviours			
Achievement of desired action or behaviour change in relation to other	<ul style="list-style-type: none"> Percentage of children with a main carer who reports that they attempted to protect their child from the summer sun every day 		

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
behaviours	in the summer (VCHWS)		
3.2 Action to reduce health risks			
Appropriate action is taken to reduce health risk by people participating in screening, risk assessment or immunisation programs		<ul style="list-style-type: none"> Percentage of participants who take recommended actions (e.g. consulting a general practitioner) to reduce their level of risk following screening 	<ul style="list-style-type: none"> Implementation of the nutrition risk screening tool to support the early identification of nutritional issues for older people (output measure)
3.3 Measurable improvements in participants' physiological and biological risk factors			
Measurable improvements in participant's physiological and biological risk factors		<ul style="list-style-type: none"> Percentage of participants who reduce their health risk following screening (e.g. decreased body weight, decreased blood pressure) and these changes are maintained three months following the completion of screening Percentage of people participating in sessions addressing cardiac risk factors who achieve appropriate reductions in blood pressure and reduce their risk of cardiovascular disease 	

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
4. Community strengthening			
4.1 Social capital			
Better access to supportive relationships including family relationships, peer support and social networks	<ul style="list-style-type: none"> ▪ Residents' assessment of personal and family relationships shows improvement (NRCS) ▪ Social networks and support structures (VPHS) ▪ Percentage of participants reporting access to network of likeminded peers ▪ Percentage of children with a main carer who reports high levels of social support (VCHWS) ▪ Percentage of people able to get help when needed (VPHS) ▪ Percentage of people who believe that have an opportunity to have a say (VPHS) 		<ul style="list-style-type: none"> ▪ Level of parental support for health of children ▪ Increased social connectedness, social networks and sense of community among groups at risk of social isolation – e.g. housing estate residents, isolated families, older people, people living with a disability, people who are homeless or at risk of becoming homeless ▪ Increase in key indicators measuring the 'friends, family and neighbourhood connection' components of social connectedness'
Increased participation in community life including social and physical activities	<ul style="list-style-type: none"> ▪ Increased participation of residents volunteering (VPHS) ▪ More residents are members of a community group (VPHS) ▪ Social and community participation (VPHS) ▪ Civic involvement and empowerment (VPHS) ▪ Increased participation in local services (e.g. recreational services such as the local gym, senior citizens) ▪ More resident interaction and participation in the community 		<ul style="list-style-type: none"> ▪ Increased participation in community events by Indigenous community ▪ Number of socially isolated and marginalised group members who participate in social, educational, recreational and training opportunities ▪ Percentage of older people, people from CALD backgrounds, youth and women alone participating in community events, meetings, etc.

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
Changes in community attitudes regarding diversity and acceptance of difference	(NRCS) <ul style="list-style-type: none"> ▪ Community acceptance of diverse cultures (Community Indicators Victoria Survey) ▪ Tolerance of diversity (VPHS) ▪ Trust in people and social institutions (VPHS) 		<ul style="list-style-type: none"> ▪ Opportunities for same sex attracted young women to meet in safe and supportive environments ▪ Safety and sense of wellbeing in women who experience violence ▪ Evidence of intersectorial support for violence against women ▪ Local government area has registered White Ribbon involvement
4.2 Social action and influence			
Improved community capacity to take collective action on local determinants of health		<ul style="list-style-type: none"> ▪ Number of new community led advocacy groups, self help and support groups created to promote health ▪ Number of HP initiatives where the community has taken ownership and leadership so the initiative has a continued life of its own ▪ Number of schools that initiate HP activities/ changes without partnership assistance as a result of intervention ▪ Increase in the stock of skills, understanding and confidence to allows individuals and the community to take action that will lead to improved health outcomes ▪ Increased capacity of community members to participate in health services governance 	<ul style="list-style-type: none"> ▪ Number of men who exhibit leadership skills which will assist with the day to day running of the Men's Shed ▪ Empowerment of the local Indigenous community to voice their concerns and take action ▪ Increased community action through development of tenant committees to address concerns regarding safety and violence ▪ People starting to have conversations on issues such as healthy lifestyles and the environment ▪ Public housing residents participation in Public Transport review

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
4.3 Community capacity			
Development of an independent capacity among community organisations for the delivery of quality health promotion		<ul style="list-style-type: none"> ▪ Number of health promotion initiatives sustained by the community in the absence of ongoing support 	
5. Supportive environments			
5.1 Natural and built environment			
Improved living conditions that are safe, stimulating, satisfying and enjoyable and promote physical and other healthy activities	<ul style="list-style-type: none"> ▪ Percentage of children from a household where the respondent reports living in an area with good parks and play spaces (VCHWS) ▪ Percentage of adults who express satisfaction with accessibility and appearance of public areas (DPCD Community Satisfaction Survey) ▪ Percentage of children from a household where the respondent reports heavy traffic in the street or road (VCHWS) ▪ A more positive view of the physical environment by residents (NRCS) ▪ Improved perceptions of safety (VPHS/VCAMS) ▪ Percentage of children from a household where the respondent reports living in a safe neighbourhood (VCHWS) 	<ul style="list-style-type: none"> ▪ Increased opportunities provided for people experiencing psychiatric disability to participate in physical activity 	<ul style="list-style-type: none"> ▪ Improvements made in neighbourhood walk-ability ▪ Safe bicycle facilities available across the catchment area ▪ Road safety improved in identified hazard spots ▪ Increased number of bus services and increased number of low rider buses

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
5.2 Social, economic and political environment			
Improved social, political, and economic conditions (including safe working conditions) and enhanced access to resources and opportunities	<ul style="list-style-type: none"> ▪ Reduction in number of residents reporting having gone without food in the last 12 months (NRCS) ▪ Percentage of children from households that ran out of food in the past 12 months (VCHWS) ▪ Percentage of children with parents who consider their home adequately meets their housing needs (VCHWS) ▪ Percentage of children from a household where the respondent reports good, affordable, easily accessible public transport (VCHWS) ▪ Improved local transport options(NRCS) 	<ul style="list-style-type: none"> ▪ Percentage of students at local schools that have access to healthy foods from their school canteen ▪ Increased access and utilisation of health and welfare services by target groups 	<ul style="list-style-type: none"> ▪ Number of community food security projects implemented that target disadvantaged people ▪ Establishment of well-equipped community kitchens ▪ NHR residents perceive improved availability of health and welfare services ▪ Utilisation of health services by Indigenous community members ▪ Network established of community organisations offering low cost culturally appropriate sporting opportunities ▪ PCPs work with local council to produce guidelines to encourage developments that are safe, life enhancing, health promoting, and environmentally sustainable ▪ Increased supportive environments for isolated community members to connect with health and welfare workers and services ▪ Increased opportunities to access affordable, nutritious foods
6. Healthy public policy and practice			
6.1 Regulatory and policy environment			
Health is on the agenda of policy makers in all sectors and at all levels, directing them to be aware		<ul style="list-style-type: none"> ▪ Percentage of organisations participating in HP activities that have changed their thinking about HP and related issues and have adopted new practices ▪ Percentage of organisations participating in HP activities that are more responsive 	<ul style="list-style-type: none"> ▪ Number of mental health case managers with increased capacity to identify and address low levels of physical activity in their clients ▪ Number of community and local organisations aware of available services

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
of the health consequences of their decisions and to accept their responsibilities for health		<p>to the health needs of women and their children</p> <ul style="list-style-type: none"> Percentage of staff from various settings (e.g. medical practices, schools, police, kindergartens) who have improved understanding of cultural and gender issues 	<p>and supports to assist families affected by the drought</p> <ul style="list-style-type: none"> Number of schools that value working with HP staff to increase physical activity levels
Implementation of policy statements, legislation or regulations that support healthy choices		<ul style="list-style-type: none"> Number of outlets that fully comply with regulations relating to advertising and sale of tobacco products following a IHP campaign 	
6.2 Reoriented health services			
Health services have refocused on the total needs of the individual as a whole person and embraced an expanded mandate which is sensitive and respects gender and cultural needs		<ul style="list-style-type: none"> Increase in the number of health services that engage individuals in the process of informed decision making about their own health and that of family members Increased sensitivity of health services to the needs and expectations of specific groups in the community, including gender and age differences, as well as religious, ethnic and other cultural determinants 	<ul style="list-style-type: none"> Percentage of service providers' who show improved sensitivity to women's diverse sexual and reproductive health needs Increased uptake of local services by indigenous community The question about a client's aboriginality is asked when a new client is admitted to service.
6.3 Organisational practice			
Modification of organisational policies, service directions and practices within organisations, such		<ul style="list-style-type: none"> Percentage of kindergartens who develop policy and practice guidelines to promote respectful family relationships Percentage of participating schools who alter or amend policies, procedures or activities to support smoking prevention 	<ul style="list-style-type: none"> Number of schools that phase out high sugar drinks in the school canteen in line with State government policy Number of 'take-away' food outlets that formally commit to promoting healthy food options

Performance measure	Measures included in State data collections	Examples from the project consultations and literature review	Examples from 2006-09 IHP plans
as schools to align these with IHP practice		<ul style="list-style-type: none"> ▪ Percentage of participating schools who incorporate healthy eating information into the school curriculum 	<ul style="list-style-type: none"> ▪ Number of schools that offer healthy food choices at lunchtime and recess ▪ Number of local supermarkets that have a traffic light system available which allows shoppers to identify healthy food choices ▪ Number of schools in which the Schools' charter reflects healthier lifestyle principles

Examples of impact measures for capacity building activities.

Domain	Impact Measure	Examples of impact measures
Organisational development	Increased organisational commitment to make HP a priority	<ul style="list-style-type: none"> ▪ Increase in the level of internal funding and in-kind support for the organisations own HP initiatives ▪ Increase in the level of agency funding and in-kind support for PCP initiatives ▪ Increase in the number of senior managers participating on HP committees and working groups ▪ Increased representation of HP interests on the senior management team of the agency ▪ Increase in the number of management positions with formal responsibility for HP ▪ Increase in the amount of time spent by the Board on HP issues ▪ Increase in the percentage of the general workforce who have received HP training ▪ Percentage of organisations that assess staff involvement in HP programs as part of their staff performance appraisal processes
	More effective targeting of HP investment through evidence-based practice	<ul style="list-style-type: none"> ▪ Percentage of HP projects that demonstrate use of evidence to support identification of need and proposed interventions ▪ Integration of planning processes at catchment, regional and sub-regional level as evidenced by number of shared priority issues across organisations ▪ Number of PCP facilitated integrated planning sessions between Local Government and others
	Enhanced organisational learning and improved practice through evaluation and dissemination of findings	<ul style="list-style-type: none"> ▪ Number of consumer evaluations undertaken and outcomes acted on to further improve services
Workforce development	Gaps in HP skills and training needs have been identified and addressed	<ul style="list-style-type: none"> ▪ Number of organisations who have undertaken staff and organisational audits to identify gaps in HP skills and training needs ▪ Number of staff who attend training in areas of need specifically identified through the audits ▪ Number of staff who report enhanced skills in areas identified through the audits as 'skill gaps'

Domain	Impact Measure	Examples of impact measures
	Newly acquired knowledge and skills amongst the HP workforce are integrated into their daily work	<ul style="list-style-type: none"> ▪ Percentage of staff who participate in workforce development activities who integrate the specific HP knowledge and skills into their daily work ▪ Percentage of staff participating in workforce development activities who are able to engage in collaborative opportunities with improved confidence and skills ▪ Percentage of staff with who participate in workforce development activities who are able to deliver safe, quality strength and balance training to older adults ▪ Increase in the percentage of mental health case managers who participate in workforce development activities who are able to identify and address low levels of physical activity in their clients ▪ Increase in staff knowledge and confidence in using interpreter and translation services
	Increased confidence and understanding of HP by the Board of Management and amongst the general workforce in the agency	<ul style="list-style-type: none"> ▪ Percentage of Board Managers and agency staff who report confidence/adequate knowledge/training in HP
Resources	More efficient and effective targeting of resources	<ul style="list-style-type: none"> ▪ Increase in percentage of HP resources directed to groups with the poorest health status ▪ Increase in percentage of HP funding used in evidenced based programs
	Greater success in leveraging financial and other resources for HP from internal and external sources (in addition to Primary Health)	<ul style="list-style-type: none"> ▪ Increased number of successful funding submissions ▪ Percentage of total agency HP funding from sources other than IHP funding through Primary Care (DH) ▪ Increased amount of IHP project funding attracted by the agency
	A more informed Sector through broader access to knowledge and evidence based information	<ul style="list-style-type: none"> ▪ Percentage of HP practitioners participating in PCP forums ▪ Increase in the number of staff actively participating in HP conferences, workshops and seminars on specific HP issues ▪ Number of papers presented by agency staff conferences, workshops and seminars on specific HP issues

Domain	Impact Measure	Examples of impact measures
Leadership	Establishment of specialist positions, such as HP managers or coordinators, to lead organisational change and support other staff in the delivery of HP programs	<ul style="list-style-type: none"> ▪ Increase in the number of specialist HP positions with the agency ▪ Number of Health Program Evaluator positions established in organisations to provide expertise and resourcing in evaluation and evidence based practice
	Organisations take a leadership role in IHP within a sub-region, region or catchment (e.g. leadership of PCP projects)	<ul style="list-style-type: none"> ▪ Number of agency staff who actively participate in and provide leadership for planning mechanisms and working groups established through the PCPs ▪ Number of agency staff who actively participate in and provide leadership for regional and sub-regional HP planning, networking and working groups established through groups such as local councils
Partnerships	Maturing of partnerships from <i>networking</i> , involving the sharing of information, to <i>collaboration</i> where organisations work together to achieve a shared goal	<ul style="list-style-type: none"> ▪ Average ratings on quality and effectiveness of partnerships (from assessments of senior managers using the VicHealth Partnership Analysis Tool or the New York Partnership Tool) ▪ Number of additional joint projects developed ▪ Increase in the percentage of agency resources allocated to joint partnership projects ▪ Increase in the amount of agency staff time dedicated to partnership projects
	Greater percentage of planned HP initiatives is delivered in partnership with the local community and other organisations. Includes	<ul style="list-style-type: none"> ▪ Increase in the percentage of planned HP initiatives that are delivered in partnership with local community and other organisations ▪ Increase in the number of joint projects and shared funding submissions
	Reduction in fragmented and duplicated effort as organisations work together and pool their resources and skills	<ul style="list-style-type: none"> ▪ Percentage of partnership members who report reduced duplication and fragmentation of activity across member organisations
	Increased capacity to mobilise around new priority areas	<ul style="list-style-type: none"> ▪ Number of innovation opportunities identified and championed by the PCP