

**Evaluation of the Latrobe Health Innovation Zone,  
Latrobe Health Assembly and Latrobe Health Advocate**

Presentation 1

09 May 2018



# Executive summary

## Deloitte has been engaged to conduct a developmental evaluation of the Latrobe Health Innovation Zone, the Latrobe Health Assembly and the Latrobe Health Advocate

Deloitte has been engaged by the Department of Health and Human Services (DHHS) to conduct a **developmental evaluation** of the Latrobe Health Innovation Zone (Zone), Latrobe Health Assembly (Assembly) and Latrobe Health Advocate (Advocate) – referred to collectively as the Latrobe Health Initiatives.

Latrobe Valley communities have indicated they want these initiatives to do four main things:

1. Improved community opportunities and perception
2. Improved community connectedness and participation
3. Improved health service access and design
4. Improved health and lifestyle.

The purpose of this presentation is provide feedback about the **early progress** of the Zone, Assembly and Advocate in achieving the **short term outcomes identified by Latrobe Valley communities** – outlined in the evaluation framework. It will do this by answering:

- Evaluation question 4: What is going well?
- Evaluation question 5: What is not going well?
- Evaluation question 6: How could this be improved?

This presentation has been informed by data collected during consultations with 20 stakeholders in January and February 2018, and data that was collected during the development of the evaluation framework from May to December 2017, including 36 stakeholder consultations, over 90 responses to Latrobe Valley communities survey, 4 community workshops attended by more than 50 people, 20 responses to the draft consultation evaluation framework feedback survey.

### Summary of early insights: Latrobe Health Initiatives



#### What is going well?

- Optimism about the potential for these initiatives to make a positive contribution
- Providing a means to collaborate for a greater purpose

#### What are the opportunities for improvement?

*What could be improved? How could this be improved?*

- Communicate the purpose of these initiatives and how they interact
- Establish an overarching communications and branding strategy covering the three initiatives
- Generate excitement and engagement



# Executive summary

This presentation contains feedback about the early progress of the Zone, Assembly and Advocate in achieving the short term outcomes identified by Latrobe Valley communities

## Summary of early insights: Latrobe Health Assembly



### What is going well?

- Support for the potential of the Assembly
- Establishment of the Assembly as an incorporated association
- Establishment of a process for turning ideas into projects
- Gaining momentum by facilitating tangible projects

### What are the opportunities for improvement?

*What could be improved? How could this be improved?*

- Establish a strategic framework to clearly communicate the Assembly's purpose and objectives, and guide prioritisation of ideas
- Review the process for turning ideas into projects
- Engage more actively with the broader community
- Raise the profile of the Assembly and Assembly members
- Make the Assembly more accessible to the community, supported by technology
- Be proactive in ensuring ongoing engagement of Assembly members
- Clarify the role of evidence in guiding the Assembly
- Communicate funding availability and spending parameters

## Summary of early insights: Latrobe Health Innovation Zone



### What is going well?

- Positive community aspirations for the Zone
- Establishment and public launch of the Latrobe Health and Wellbeing Charter

### What are the opportunities for improvement?

*What could be improved? How could this be improved?*

- Raise awareness and understanding of the Zone within the broader community
- Implement a branding strategy for the Zone (part of overall communication strategy) to ensure health and wellbeing initiatives are branded with the Zone
- Reinforce that the Zone is an ongoing commitment
- Define innovation and how to be innovative in this context



# Executive summary

This early feedback considers what is going well, what is not going well, and how this could be improved

## Summary of early insights: Latrobe Health Advocate\*



### What is going well?

- Anticipation of the Advocate's appointment

### What are the opportunities for improvement?

*What could be improved? How could this be improved?*

- Appoint the Advocate
- Ensure the Advocate's role is understood

\*The Advocate had not been appointed at the time of writing.

## Key findings

**What is going well?** There is anticipation surrounding these initiatives. They represent an opportunity to do things differently. Stakeholders recognise the potential for these initiatives to contribute to improved health and wellbeing in the Latrobe Valley. Stakeholders anticipate more progress from these initiatives in 2018.

**What are the opportunities for improvement?** The community needs better communication about the purpose of these initiatives and how they inter-relate. A communication and branding strategy is needed. The community needs to be more actively engaged by all initiatives and they need to establish a sense of community ownership. The initiatives were established as a way of doing things differently and being innovative.

## Implications

The evaluation is an opportunity to review the progress of the Zone, Assembly and Advocate, and for stakeholders to provide their feedback. The evaluation will continue to deliver on its commitment to an empowering and developmental approach. Although areas for improvement have been identified this presentation has identified what is going well and has tried to make suggestions in the spirit of ongoing improvement and development.

## Next steps

The immediate next steps are collecting data to inform the interim report. This report is due to be delivered in mid-2018.

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# Introduction

- Latrobe Health Initiatives
- Evaluation of the Latrobe Health Innovation Zone, Latrobe Health Assembly and Latrobe Health Advocate
- Developmental evaluation
- Evaluation framework
- This presentation



# Introduction

The Victorian Government has established the Latrobe Health Innovation Zone – the first of its kind in Australia, along with the Latrobe Health Assembly and Latrobe Health Advocate



## LATROBE HEALTH INNOVATION ZONE

The Latrobe Health Innovation Zone is the first of its kind in Australia. The Zone is the place in which voice is given to community aspirations in planning and delivering better health and wellbeing outcomes. It is the place in which a process of co-design that actively engages with individuals and organisations is encouraged.



## LATROBE HEALTH ASSEMBLY

The Latrobe Health Assembly will provide input and direction for health initiatives within the Latrobe Health Innovation Zone. It will facilitate new ways of working to enable Latrobe Valley communities, local and state-wide agencies and government to work together to improve health and wellbeing in Latrobe. The Assembly consists of 38 members and is supported by a backbone.



## LATROBE HEALTH ADVOCATE

The Latrobe Health Advocate will provide independent community-wide leadership within the Latrobe Health Innovation Zone by enabling, mediating and advocating for health and wellbeing.



# Introduction

By having an evaluation in place, Latrobe Valley communities will have an opportunity to have their say on the early progress of the initiatives

## Evaluation of the Latrobe Health Innovation Zone, Latrobe Health Assembly and Latrobe Health Advocate

In May 2017, Deloitte was engaged by the Department of Health and Human Services (DHHS) to conduct a **developmental** evaluation of the Latrobe Health Innovation Zone (the Zone), the Latrobe Health Assembly (the Assembly) and the Latrobe Health Advocate (the Advocate) – referred to collectively as the Latrobe Health Initiatives.

To do this, **Deloitte**, with assistance from First Person Consulting, **is working with Latrobe Valley communities**, agencies, businesses, government, the Assembly and the Advocate (once appointed).

The first step in the evaluation was to **work with Latrobe Valley communities and others to design the evaluation** – this step is now complete. In doing so, Latrobe Valley communities were given an initial opportunity **to have their say on the things they would like these initiatives to achieve** and they will continue to have similar opportunities throughout the project.

We are now working with Latrobe Valley communities and others to carry out the evaluation – this started in early 2018. The **information collected will be used to make suggestions that can assist these initiatives** to best meet the needs of Latrobe Valley communities, and this presentation starts to do this. There will be opportunities for Latrobe Valley communities to **provide feedback** about the evaluation so that it can **improve its approach over time**.

The project is expected to **continue until 2020**. Regular updates on current activities and findings are being provided through the LHIZ evaluation Facebook page and other media.

## Developmental evaluation

**Developmental evaluation** uses **real-time information** to support **social innovation**. It does this by **learning** from things as they occur and providing **feedback** to inform **positive change** (Quinn-Patton, 2008).

The project is an opportunity for Latrobe Valley communities to **influence the impact of these initiatives**. This can help to **improve health and wellbeing** in the Latrobe Valley.

This is appropriate for the evaluation of the Latrobe Health Initiatives because they have been designed to represent an **innovative and community driven approach** to positively influencing health and wellbeing outcomes in Latrobe.

To be innovative, **new approaches and ways of working are expected to be tried**. The evaluation will look at what has been tried to understand what seems to have worked well and what has contributed to this. It is also possible that some things may not work as well and may be able to improve. The evaluation will share these insights and learnings so they may be incorporated in the future.

To do this, the evaluation will look at what has been tried to understand:

- What has **worked well**
- What has **contributed** to this
- What could **improve**
- **How** this could improve.

This **feedback will be shared** with Latrobe Valley communities, the Assembly, the Advocate and DHHS. This will mean that people can see how the information they have provided is being used and that the feedback provided by the evaluation contains **no surprises**.





# Introduction

This presentation celebrates the early successes that have occurred and identifies opportunities where things could improve

## Evaluation framework

The **evaluation framework** describes:

- What Latrobe Valley communities want these initiatives **to do** (outcomes)
- The **questions** the evaluation will help to answer.

The executive summary of the framework is available via the:

- LHIZ evaluation Facebook page:  
<https://www.facebook.com/LHIZeval/>
- Victorian Government website:  
<https://www2.health.vic.gov.au/about/health-strategies/latrobe-health-innovation-zone/evaluation-framework>

The evaluation framework is a living document that will be refined throughout the project based on feedback provided and insights gained during the project.

Over time, Latrobe Valley communities have indicated they want the initiatives to do four main things:

1. Improve community opportunities and perception
2. Improve community connectedness and participation
3. Improve health service access and design
4. Improve health and lifestyle.

## This presentation

The purpose of this presentation is provide feedback about the relatively **early progress** of the Zone, Assembly and Advocate in achieving the **short term outcomes identified by Latrobe Valley communities** – outlined in the evaluation framework. It does this by focussing on the following evaluation questions:

- Evaluation question 4: What is going well?
- Evaluation question 5: What is not going well?
- Evaluation question 6: How could this be improved?

This presentation has been informed by data collected during consultations with 20 stakeholders in January and February 2018, and data that was collected during the development of the evaluation framework from May to December 2017, including:

- 36 stakeholder consultations
- Over 90 responses to Latrobe Valley communities survey
- 4 community workshops attended by more than 50 people
- 20 responses to the draft consultation evaluation framework feedback survey.

This presentation provides an opportunity for the evaluation to receive feedback on early emerging findings. These are likely to be further refined and developed in the preparation of the evaluation interim report, due in mid-2018.



# Latrobe Health Initiatives

- What is going well?
- What are the opportunities for improvement?



# Latrobe Health Initiatives

Stakeholders are optimistic about the Assembly, Zone and Advocate provided they build on the community's existing strengths and listen

In line with its response to the Hazelwood Mine Fire Inquiry Board recommendations – as outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan – the Victorian Government has established the Latrobe Health Innovation Zone which is the first of its kind in Australia.

Key components of **the Latrobe Health Innovation Zone** include **the Latrobe Health Assembly** and **the Latrobe Health Advocate** (the Advocate is soon to be appointed).

This section contains an overview about the **early progress** of the **Latrobe Health Initiatives** in achieving their short term outcomes – as defined in the evaluation framework.

This section has been informed by data collected during consultations, workshops, and surveys conducted from May 2017 to February 2018.



## What is going well?

### Optimism about the potential for these initiatives to make a positive contribution

- Stakeholders are willing to give the Assembly, Zone and Advocate a chance provided they build on the community's existing strengths and listen to what the community wants. The Assembly, in particular, is seen to have potential to contribute positively across a broad range of outcomes.
- The Charter supports this broad notion of health and wellbeing, and reflects the values and aspirations of Latrobe Valley communities. The Charter provides guidance for the Assembly, the Advocate and other key stakeholders within the Zone on how to achieve these values and aspirations.

### Providing a means to collaborate for a greater purpose

- Improving health and wellbeing in the Latrobe Valley is an objective that exceeds the capacity of any one organisation on its own. This was recognised in the establishment of these initiatives.
- The Latrobe Health Initiatives provide an opportunity for key stakeholders within the Latrobe Valley to work together in achieving this higher order objective.



# Latrobe Health Initiatives

For the initiatives to work, stakeholder roles need to be clearly defined and well understood

## What are the opportunities for improvement?

### Communicate the purpose of these initiatives and how they interact

*What could be improved?*

- There is some uncertainty regarding the purpose of the Assembly relative to the Zone. It is important that this is worked through. Equally, to many stakeholders this is clear.
- The appointment of the Advocate will introduce another position. What this looks like will depend to some degree on the approach they take to their role.
- There are lots of things happening in the Latrobe Valley. Many of these things have similar names. Some stakeholders are concerned this is causing confusion and disengagement in Latrobe Valley communities.

*How could this be improved?*

- These initiatives would benefit from a clear articulation of their purpose and how they interact, particularly with regard to:
  - How to align with the original intent of doing things in a fundamentally different way
  - The role of each of the three initiatives
  - The role of government
  - How each initiative relates to the other initiatives
  - How each initiative relates to stakeholders and Latrobe Valley communities

- What the governance model is, including responsibility and accountability
- Priorities and how priorities are defined.
- Figure 1 describes the primary relationship flows and roles for key stakeholders within the Zone. This has been developed by drawing on the evidence collected throughout the evaluation. This is provided to assist in clarifying the relationship flows. Perceived opportunities for key stakeholders within the Zone are provided in Appendix C.

### Establish an overarching communications and branding strategy covering the three initiatives

*What could be improved?*

- There are many things happening in the Latrobe Valley. It is important to convey that stakeholders within the Zone are working together to improve health and wellbeing.

*How could this be improved?*

- A coordinated communications and branding strategy needs to be developed to make it easier for people to understand what is happening and what it means for them.
- The evaluation's view is that health and wellbeing communications should be branded as "happening in the Zone" – or similar – where possible.
- Communications should clearly describe what the initiatives mean for Latrobe Valley communities. Information should be consistent and easy to understand.



# Latrobe Health Initiatives

Latrobe Valley communities need to be excited about what these initiatives can achieve. There is scope for this to improve

## What are the opportunities for improvement? (cont.)

### Generate excitement and engagement

*What could be improved?*

- These initiatives are about engaging Latrobe Valley communities. This means the communities need to be excited about what these initiatives can achieve.
- Currently, the Latrobe Valley communities are waiting to hear more about these initiatives, instead of being actively engaged.

*How could this be improved?*

- There are positive stories that could be told now. These stories can be associated with the Latrobe Health Initiatives.
- Implementing a coordinated communications and branding strategy will be essential to driving greater excitement and engagement.

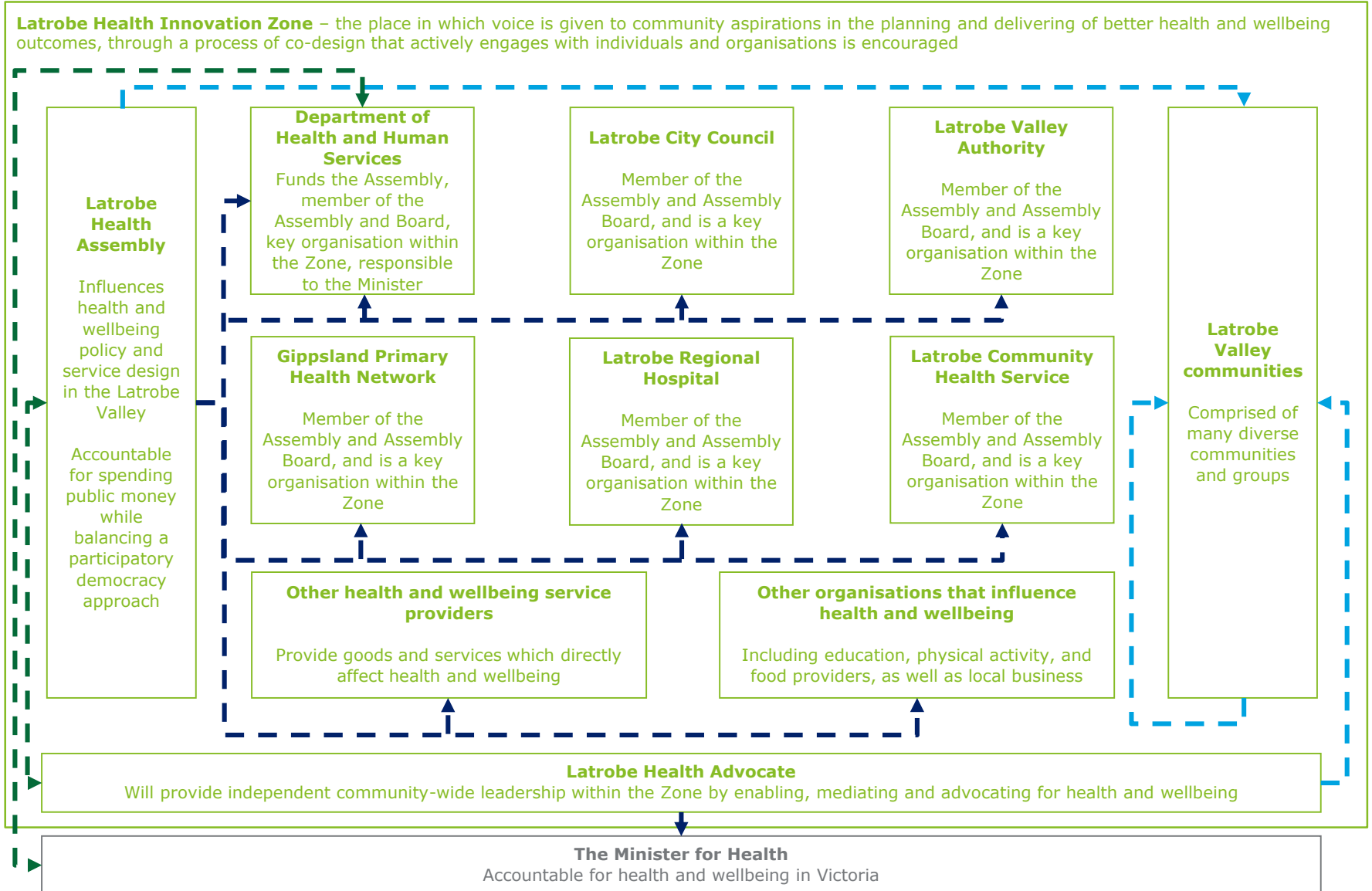


# Latrobe Health Initiatives



The below figure demonstrates the **primary relationship flows** between the key stakeholders within the Zone. The relationship flows depicted have been limited to 'works with', 'influences' and 'gives voice to' – noting that many relationships beyond those depicted in Figure 1 will take place within the Zone, including between a broad range of stakeholders.

**Figure 1. Primary relationship flows between key stakeholders within the Zone**





# Latrobe Health Assembly

- What is going well?
- What are the opportunities for improvement?



# Latrobe Health Assembly

Stakeholders recognised the importance of 2018 for the Assembly and were hopeful it would be a significant year of progress

**The Latrobe Health Assembly** will provide input and direction for health initiatives within the Latrobe Health Innovation Zone. It will facilitate new ways of working to enable Latrobe Valley communities, local and state-wide agencies and government to work together to improve health and wellbeing in Latrobe. The Assembly consists of 38 community representatives and is supported by a backbone.

This section contains feedback about the **early progress** of the **Latrobe Health Assembly** in achieving their short term outcomes – as defined in the evaluation framework

This section has been informed by data collected during consultations, workshops, and surveys conducted from May 2017 to February 2018.

## What is going well?

### Support for the potential of the Assembly

- Stakeholders felt that the Assembly can represent a new way of working for the key stakeholders within the Latrobe Valley.
- Many stakeholders recognised the importance of 2018 for the Assembly and were hopeful it would be a significant year of progress.

### Establishment of the Assembly as an incorporated association

- The time taken to set up the Assembly was longer than expected. However, stakeholders reflected that the time taken was necessary.
- Stakeholders reported that the incorporation of the Assembly was a significant milestone.

### Establishment of a process for turning ideas into projects

- The Assembly has made progress in relation to its set up. This progress includes:
  - Forming four working groups which meet monthly:
    1. Pride of place
    2. Chronic illness and wellness
    3. Make the move
    4. Children, families and young people.
  - Developing a project management framework detailing the process from idea conception to business case development, pilot initiation and project expansion – see Figure 2 for more detail. Stakeholders reported that this process was effective in providing rigour around the development of ideas. Opportunities for improving this process are discussed on the following page.
  - Appointing four community members to the Board
  - Launching the Assembly website and Facebook page
  - Commissioning the development of a governance framework.



# Latrobe Health Assembly

The Assembly is starting to gain momentum with a number of projects under development and in-progress

## What is going well? (cont.)

### Gaining momentum by facilitating tangible projects

- The Assembly has enabled the establishment of some tangible projects. At present, the Assembly has 17 projects in-progress and 24 under development. The in-progress projects are the:
  - Bike Restoration Program
  - BrainSTEM
  - Dental Fluoride Varnishing Scheme
  - Dental Voucher Scheme
  - Garmin's in Schools Program
  - Health Innovation Grants Program
  - Investigation of consumer experience of Latrobe health and social system for people with chronic disease
  - Latrobe Nutrition Network
  - Latrobe pop-up street games trial
  - Make the Move Latrobe
  - Mental Health education awareness
  - Planning and Research Officer
  - Social marketing Project
  - Social Prescribing
  - Traralgon East AusKick
  - Up-skilling Dental Assistants
  - Water Works Project.
- The following slides contains case studies of the Latrobe Health Assembly's "Up-Skilling of Dental Assistants Project" and the "Health Innovation Grants Program".
- Please refer to Appendix D for a summary of all Assembly projects under development.

***"The Assembly is detecting gaps in services and predicting problems – for example, dental – and addressing them locally"***

- Latrobe Health Assembly member



*Photo: Collingwood Football Club and children from the Traralgon East community at the Traralgon East AusKick program launch – a program developed by DHHS in conjunction with the Latrobe Health Assembly to engage families in physical activity*



# Latrobe Health Assembly

## Case study: Up-Skilling of Dental Assistants Project

### Case study: Up-Skilling of Dental Assistants Project

#### Background

Currently, there is a two and half year waiting list for adult public dental services in Latrobe City. This is a year and a half longer than the waiting list in metro areas.

The Assembly business case noted that Latrobe Community Health Service's (LCHS) Public Dental Program has been provided the same level of funding from the state government since 2011, which provides some funds for preventative services.

The Public Dental Program faces a number of different constraints, but has identified the lack of preventative programs as being significant.

#### Project description

Five Dental Assistants currently employed by LCHS would undertake training in Certificate IV Dental Assistant- Oral Health Assessor course. Training takes one year to complete and requires 2-3 days per month of on campus study (maximum of 19 days for the entire year). Once training is completed the five dental Assistant's will be qualified to perform the following:

- Limited oral examination (013)
- Oral Health risk assessments
- Oral Health diet analysis (131)
- Oral Hygiene analysis (141).

The five trained Dental Assistants will be placed in LCHS sites across Latrobe City (Moe, Churchill and Morwell). Having these Dental Assistants provide these services will likely result in:

- Patients on the adult public dental waiting list assessed by up-skilled dental assistants, resulting in better utilisation of clinicians scope during clinical sessions and more appointments available, in turn helping to reduce wait list time frames
- Attendance at more public events to promote dental health
- Increase in flexibility of services from the whole dental health team including dental assistants, dentists, oral health therapists and hygienists
- Allowing for more affordable services for patients without health care cards.

Throughout their training the Dental Assistants will be backfilled by relief staff, ensuring that no clinic is understaffed. Once the Dental Assistants complete their training and commence their new role, their existing positions will be backfilled via traineeship opportunities offered to the local community. The number of traineeships will depend on the demand of services provided by the Dental Assistants once they are up skilled. There is the potential for up to five 1.0 EFT positions however the number of EFT's is yet to be determined.

The "Up-Skilling of Dental Assistants Project" is one of three projects focussed on improving dental health in the Latrobe Valley. The two other projects - "Dental Voucher Scheme" and "Fluoride Varnish Treatment in Schools" are in the project initiation document stage - see Figure 2 for more detail on this process.



# Latrobe Health Assembly

## Case study: Health Innovation Grants Program

### Case study: Health Innovation Grants Program

#### Background

The health and wellbeing of Latrobe Valley communities is being negatively affected by a number of different causes, both environmental and economic.

Grant programs are common method of empowering community to deliver projects that they have identified as being important and impactful. Currently there are a number of existing grant programs in Latrobe Valley.

#### Project description

To enable the community to deliver their own identified initiatives and solutions to improve the health and wellbeing of Latrobe Valley, a small grants program focused on innovation is to be established.

The pilot of the grants program will be managed and administered by the LHA Project Team. The program will be guided by the following principles:

- Innovation – how the project is different, new or inventive for the organisation submitting the application and its membership/participants
- Meets Working Group Objectives – how the project will be achieving at least one of the Working Group Objectives:
  - Pride of Place – building confidence, feeling safe, employment/education opportunities and esteem and celebration in the community

- Make the Move – encouraging physical activity and healthy eating including high risk groups
- Children, Family & Young People – getting the best start in life possible
- Chronic Illness & Wellness – helping those in most need to live life to the full.
- Leverage – how other resources (cash or in-kind) will be found to compliment the grant
- Sustainability – how the project will be sustained after the grant funding is exhausted
- Locally focused – how the project will benefit the local community.

An engagement and marketing process was undertaken with the community to advise of the program, its guidelines and requirements and the application process. This engagement and advertising process was developed and managed by the LHA Project Team, in conjunction with the LHA Working Groups.

A Grants Review Panel – incorporating members from the LHA Board, LHA Project Team and representatives from each Working Group – will have the final decision in awarding or rejecting a grant application. Applications closed 09 March 2018.

All grants will be awarded prior to 30 June 2018.



# Latrobe Health Assembly

## The Assembly would benefit from a more clearly articulated strategic framework

### What are the opportunities for improvement?

#### Establish a strategic framework to clearly communicate the Assembly's purpose and objectives, and guide prioritisation of ideas

- There is no precedent for this type of initiative. This means it is unclear how long it will take for the Assembly to effect change. It is also unclear how the Assembly can be most effective. Working through these things will take time.

#### *What could be improved?*

- Stakeholders reported that members of the Assembly have mixed expectations of what the Assembly can, shall and will achieve – as well as how much control they ought to have. Stakeholders reported pockets of frustration within the Assembly driven by the seemingly slow pace of change.
- Stakeholders reported limited understanding of the Assembly's purpose and objectives within Latrobe Valley communities. It is essential that the communities understand what the Assembly is trying to achieve. This is important for building trust within the communities.

#### *How could this be improved?*

The Assembly would benefit from a more clearly articulated strategic framework. This would assist in clarifying and/or progressing:

- **Their strategy:** The Assembly needs to develop a strategy for how they will achieve their aspirational vision for the future of health and wellbeing in the Latrobe Valley. A clear understanding of how this strategy links-in with existing plans and priorities – such as the Latrobe City Municipal Public Health and Wellbeing Plan – is also required.

- **How to prioritise objectives:** The process for the Assembly to develop and initiate projects is shown in Figure 2. The evaluation notes that the Assembly backbone has plans to complete a review of this process. Opportunities for improving this process are discussed on the next slide.
- **How the Assembly will interact with the Zone and Advocate:** A clear understanding of the role of the Assembly, relative to the Advocate and in the context of the Zone is needed. This will need to be refined once the Advocate is appointed. Figure 1 in the previous section describes the primary relationship flows and roles for key stakeholders within the Zone. Perceived opportunities for key stakeholders within the Zone are provided in Appendix C.
- **How the Assembly should work with DHHS:** Principles for how the Assembly and DHHS should work together have recently been developed. This is a positive step that should help to reduce existing tensions, including those related to the accountability requirements of spending public money.
- **How to make things happen:** It is not clear that the Assembly has determined what it needs to drive relative to what it needs to influence. This is important to consider in relation to the resources available to the Assembly – including both person-time and funding.
- **How to gain traction:** The Assembly is making positive progress and developing momentum. It is important to promote this success while continuing to develop longer term initiatives to ensure momentum is maintained.

# Latrobe Health Assembly

Stakeholders reported that the project initiation workflow has been well received. A few opportunities exist for further refinement of this process

## What are the opportunities for improvement? (cont.)

### Review the process for turning ideas into projects

- Stakeholders reported that the project initiation workflow – shown in Figure 2 – has been well received.

*How could this be improved?*

- The evaluation notes that the Assembly backbone has plans to complete a review of this process.
- It would be useful for this review to consider how:
  - The Assembly will identify health and wellbeing issues in the Latrobe Valley
  - Evidence will inform the development of innovative approaches
  - To prioritise objectives and ideas
  - To promote innovation while maintaining a sufficient level of rigour in the process for turning ideas into projects
  - To involve the Assembly Board when an idea is developed that would require their involvement, or affect them. This would help to remove the risk of bottlenecks in the development of projects.

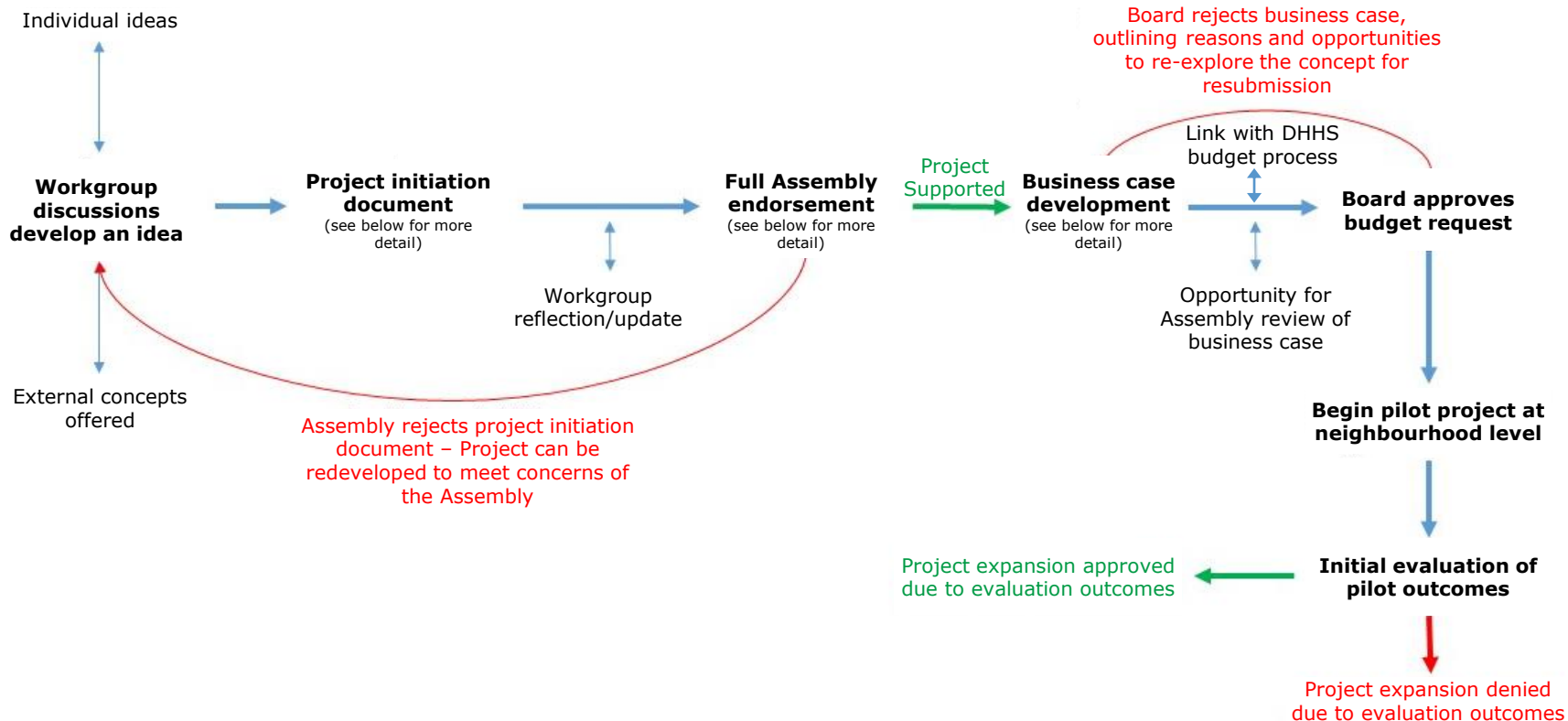


If you have an initiative that will benefit the health and wellbeing of Latrobe Valley residents, watch this space... **In 2018 the Latrobe Health Assembly will be launching a Health Innovation Grants Program.**

*Photo: Advertisement for the Health Innovation Grants Program – a Latrobe Health Assembly project.*

# Latrobe Health Assembly

Figure 2. Latrobe Health Assembly project initiation workflow



## **Project initiation document**

**Responsibility:** Assembly member/s with assistance of LHA staff as required.

### **Description:**

- Explores background of idea (reasons for, causes, known issues, etc.)
- Highlights the innovation
- Highlights co-design opportunities
- Initial scope of project (where possible)
- Identifies barriers, constraints and risks
- Identifies project partners (financial and non-financial)
- Basic budget estimates.

## **Full Assembly endorsement**

**Responsibility:** Assembly member/s with assistance of LHA staff as required.

### **Description:**

- Workgroup presents the project idea to the full Assembly using the project initiation document as the information guide
- Assembly provides a simple “proceed”, “need more information” or “abandon decision”.

## **Business case development**

**Responsibility:** LHA staffing team.

**Description:** Develop the full business case in conjunction with workgroup, including:

- Undertake co-design process to determine, need, desire for and possible alternative objectives
- Investigate in detail the projects budget requirements
- Gain official approvals/support of partners and financial partners.



# Latrobe Health Assembly

## The Assembly needs to reevaluate how they perceive their relationship with the community

### What are the opportunities for improvement? (cont.)

#### Engage more actively with the broader community

*What could be improved?*

- The Assembly itself represents community engagement. However, engagement with the community has not extended beyond the Assembly members and vocal members of Latrobe Valley communities.
- People who are not members of the Assembly are not as engaged as stakeholders would like. It is important for the Assembly to actively engage the community. This will help to establish a sense of community ownership.

*How could this be improved?*

- The Assembly needs to reevaluate how they perceive their relationship with the community. In doing this, it will be important for the Assembly to consider their optimal level of transparency, inclusion and community development.
- Key to achieving this will be improving the openness of the Assembly meetings and processes to provide increased opportunities for community participation. An example of a stepping stone toward this would be allowing community members to observe Assembly meetings.
- The Assembly member networks could be better utilised to improve engagement with a broader cross-section of Latrobe Valley communities.
- Technology can support the Assembly in engaging more actively with the community – please see the next page for more detail. It is important for the Assembly to maintain a mixed methods approach in recognition of network limitations in Latrobe Valley.

#### Raise the profile of the Assembly and Assembly members

*What could be improved?*

- The Assembly was established to be a participatory body that can facilitate community members having a voice. This will be achieved through having the community feel that people like them are participating in a forum that has their best interests in mind.
- If the Assembly does not increase its profile, Latrobe Valley communities will not feel ownership for what the Assembly delivers. This poses a serious risk to Assembly's ability to gain traction.

*How could this be improved?*

- The Assembly needs to elevate its public profile to ensure they build and maintain the trust of Latrobe Valley communities.
- This could be facilitated by having the Assembly members out in the community, identifying as members of the Assembly and speaking with people from the community about their needs and the Assembly's projects.
- The Assembly website contains a list of their members, some of which are linked to profiles. This could be improved by introducing greater interactivity to this page. Currently, Assembly members are identified by their place of employment. This should be revised.

# Latrobe Health Assembly

Increasing the Assembly's digital presence will assist them in improving awareness, understanding and the level of engagement within Latrobe Valley communities

## What are the opportunities for improvement? (cont.)

### Make the Assembly more accessible to the community, supported by technology

*What could be improved?*

- In 2018, community development initiatives should have a strong digital presence. Currently, the Assembly has a website and a Facebook page. These are good steps, however, more needs to be done. Increasing the Assembly's digital presence will assist them in improving awareness, understanding and their level of engagement within Latrobe Valley communities. It should also improve the accessibility and, therefore, the equity of participation.

*How could this be improved?*

- The Assembly should broaden their digital presence and could explore Twitter, Instagram and LinkedIn. Snapchat could also be a viable option.
- The Assembly should also increase the intensity with which they engage via digital mediums. For example, this could include posting photos and videos from Assembly and working group meetings, posting profiles of Assembly members, and interactive posts such as online polling.

### Be proactive in ensuring ongoing engagement of Assembly members

*What could be improved?*

- The Assembly model provides the greatest opportunity for engagement through participation in working groups. Some members, particularly those who are not actively engaged in working groups, may be disengaging.

*How could this be improved?*

- The Assembly needs to improve how they engage and communicate with their members. In doing so, it will be important for the Assembly to increase the openness of their model, and to introduce more opportunities for interaction in the Assembly meetings, as well as between meetings. Another option is to encourage more Assembly members to participate in the working groups.
- The engagement strategy for Assembly members could be improved by applying a strategic layer – considering the methods, frequency and content of communications to a greater level of detail. This should be driven by the Assembly backbone.
- It is worth noting that positive efforts have been made to get all Assembly members more involved – including having Professor Evelyne de Leeuw (a public health expert) speak at the February 2018 Assembly meeting. However, more needs to be done.



*Photo (left): Professor Evelyne de Leeuw (public health expert) and Professor John Catford (Assembly Chair) at the February 2018 Assembly meeting. Photo (right): Assembly members at the February 2018 Assembly meeting.*





# Latrobe Health Assembly

The Assembly could be more systematic in how they are reviewing and being informed by evidence

## What are the opportunities for improvement? (cont.)

### Clarify the role of evidence in guiding the Assembly

- Evidence (e.g. research articles and reports), can be useful to learn about what has worked or not worked before. These lessons can then be applied to what the Assembly is doing.

#### *What could be improved?*

- The Assembly could be more systematic in how they are reviewing and being informed by evidence.
- People shared different views of the Assembly's willingness to listen to experts and have regard to the existing evidence-base.

#### *How could this be improved?*

- To improve the use of evidence, information must be delivered to the Assembly, and the community, in a way that is tailored to their needs and prior knowledge.
- Evidence could include learnings from previous collaborative approaches to improving health and wellbeing, such as Healthy Together Latrobe, and data illustrating the biggest health and wellbeing gaps in the Latrobe Valley.
- The recent employment of a full-time Planning and Research Officer by the Assembly backbone is expected to assist in improving the level of evidence available to the Assembly.

### Communicate funding availability and spending parameters

#### *What could be improved?*

- Some stakeholders remain unclear about funding arrangements.
- The uncertainty appears to be primarily due to different:
  - Understanding of what funds would be available to the Assembly and how these funds would be made available – key to this understanding is awareness of the other deliverables committed to in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan.
  - Appreciation for the governance and accountability requirements of spending public money.
  - Communication channels.

#### *How could this be improved?*

- Alleviating this tension requires communications that are clear, concise and timely. This is important for communications about funding availability and spending parameters, including governance and accountability requirements.
- A shared understanding of accountability requirements relating to the expenditure of public monies is required. DHHS has taken steps to provide this understanding to Assembly members.

# Latrobe Health Assembly



The below table captures the **early progress** of the **Latrobe Health Assembly** in achieving their short term outcomes – as defined in the evaluation framework – using the following key:

**Key:** ● **EQ4 Going well** ● **EQ5 Not going well** ● **EQ6 Could be improved** ● **No evidence of progress at this stage**

Table 1. Latrobe Health Assembly					
Outcome	Timeframe	Impact area	EQs	Status	Evidence
(SO11) Sectors within Latrobe are influenced to invest in working together in new ways due to strong relationships between Assembly members and sector leaders including sectors not traditionally associated with health such as small business and education	Short	IA1	4-6		Stakeholders felt that the Assembly and the Board represent new ways of working for the key organisations within the Latrobe Valley. Another example of this is the Bike and Scooter Restoration Program which involves establishing an ongoing bike restoration program with FLO School, with restored bikes being distributed to local charities supporting kids in need. Students who participate and complete the restoration are award a Certificate I in Work Preparation.
(SO12) Latrobe Valley communities are aware of the Assembly and understands their role	Short	IA2	4-6		The Assembly consists of 38 members. More work is needed to leverage the networks of these members.
(SO13) Latrobe Valley communities are supported to plan, develop and implement programs	Short	IA2	4-6		The Health Innovation Grants Program was developed to enable the community to deliver their own identified initiatives and solutions to improve the health and wellbeing of Latrobe City.
(SO14) Health and wellbeing service providers within the Latrobe Valley are influenced to improve the type and volume of services due to strong relationships between Assembly members and service provider leaders, including those not traditionally associated with health such as employment, education and justice	Short	IA3	4-6		The Up-Skilling of Dental Assistants Project will see the up-skilling of five Dental Assistants in a Certificate IV Dental Assistant- Oral Health Assessor. Allowing them to provide a range of different preventative dental health services to the Latrobe City community and resulting in better dental health practice and reduced waiting times for public dental services.
(SO15) Service providers plan, develop and implement services to address local health and wellbeing service gaps	Short	IA3	4-6		No evidence of progress attributable to the Assembly at this stage.
(SO16) Latrobe Valley communities have improved access to health and wellbeing educational materials	Short	IA4	4-6		The Mental Health Education Awareness Campaign will complement the Lifeline Gippsland 'Healthy Harold' Campaign.
(SO17) Food providers plan to increase healthier options	Short	IA4	4-6		No evidence of progress attributable to the Assembly at this stage.
(SO18) Physical activity providers plan to increase available options	Short	IA4	4-6		The Make a Move Latrobe program will complement "Active Living" in the Latrobe City Municipal Health & Wellbeing Plan in achieving increased physical activity of sedentary and isolated workers through social sport & recreation. It will do this by promoting social connectedness of employees and an increase in productivity.



# Latrobe Health Innovation Zone

- What is going well?
- What are the opportunities for improvement?



# Latrobe Health Innovation Zone

The idea of the Zone is generally welcomed by those who are aware of it and understand its purpose

**The Latrobe Health Innovation Zone** is the first of its kind in Australia. The Zone is the place in which voice is given to community aspirations in the planning and delivering of better health and wellbeing outcomes. It is the place in which a process of co-design that actively engages with individuals and organisations is encouraged.

This section contains feedback about the **early progress** of the **Latrobe Health Innovation Zone** in achieving its short term outcomes – as defined in the evaluation framework.

This section has been informed by data collected during consultations, workshops, and surveys conducted from May 2017 to February 2018.

## What is going well?

### Positive community aspirations for the Zone

- Although there is some uncertainty about what the Zone is and what it can do, the idea of the Zone was welcomed as a means of focussing attention on health and wellbeing in the Latrobe Valley.
- The community has a broad interpretation of health and wellbeing encompassing lifespan, diverse service systems and outcomes.
- It is thought that designating the Zone can have a positive influence on the behaviours and identity of people in the Latrobe Valley.

### Establishment and public launch of the Latrobe Health and Wellbeing Charter

- The Latrobe Health and Wellbeing Charter was co-designed with Latrobe Valley communities through a series of community and stakeholder workshops, surveys and collaborative discussions. It is “a commitment to shared values and principles. Its supporters commit to driving innovation and change to improve health and wellbeing”.
- The Charter was publicly launched on Sunday 18 March 2018.



Photo: The Latrobe Health and Wellbeing Charter logo

Please refer to Appendix E for a Summary of projects for the Zone under development (point in time view).



# Latrobe Health Innovation Zone

Future improvement opportunities for the Zone are centred around developing a stronger brand narrative to facilitate greater awareness and buy-in by communities members and other key stakeholders

## What are the opportunities for improvement?

### Raise awareness and understanding of the Zone within the broader community

- Stakeholders discussed that knowing about the Zone is the first step. The next step is understanding what the Zone means, and how it is aligned with everything else in the Latrobe Valley.

#### *What could be improved?*

- Awareness and understanding of the Zone is in a formative stage. Many stakeholders reported that they didn't understand what the Zone was.
- Some community members are concerned about the word "zone" and what this means to everyday people. They are concerned that this is contributing to the lack of awareness and understanding of the Zone.
- The Charter launch activities should positively contribute to raising the profile of the Charter and the Zone.

#### *How could this be improved?*

- Additional effort is required to make the Zone better understood. The Zone will not be able to influence change if people do not understand what it is.
- However, the best way to do this is to reference the Zone brand consistently in health and wellbeing related initiatives in Latrobe.
- Stakeholders expressed that the level of awareness and support for the Charter needs to change given its centrality to the Zone.

### Implement a branding strategy for the Zone (part of overall communication strategy) to ensure health and wellbeing initiatives are branded with the Zone

#### *What could be improved?*

- The brand for the Zone is unclear. It is important for the Zone to have a prominent brand. This is because there are a lot of things happening in the Latrobe Valley, and many of these things are related to health and wellbeing.

#### *How could this be improved?*

- The designation of the Zone symbolises an intention for improving health and wellbeing in the Latrobe Valley. The logo developed for the Latrobe Health and Wellbeing Charter – see previous page – could be the logo for the overarching brand of the Latrobe Health Initiatives and, therefore, the Zone. Brand expertise should inform this decision.
- Developing a unified communications and branding strategy for the Latrobe Health Initiatives – see pg.12 – is essential for generating awareness and understanding of the Zone, and the other initiatives.

### Reinforce that the Zone is an ongoing commitment

#### *What could be improved?*

- Stakeholders are unsure about the intended longevity of the Zone. Some stakeholders also expressed concerned about the Zone's ability to withstand changes in Government.



# Latrobe Health Innovation Zone

The Zone was set up to be innovative, recognising that a new and bold approach to health and wellbeing was needed

## What are the opportunities for improvement? (cont.)

### Reinforce that the Zone is an ongoing commitment (cont.)

*How could this be improved?*

- Consistent messaging reinforcing the long-term commitment to the Zone could help to build trust and engagement within the Latrobe Valley.
- One stakeholder from a health and wellbeing service provider felt that legislation was the best way to ensure the Zone is permanent.

### Define innovation and how to be innovative in this context

*What could be improved?*

- People expressed different views of what innovation means. This means there is not shared understanding of this concept and how it can be used to improve health and wellbeing in the Latrobe Valley.
- Innovation was most commonly defined as something that has not been done before in the Latrobe Valley. However, it could be argued this is not a sufficiently ambitious definition of innovation (see example definition right).

*How could this be improved?*

- As its name suggests, the Latrobe Health Innovation Zone was set up to be innovative, recognising that a new and bold approach to health and wellbeing was needed.

- It is important that a shared understanding of innovation and how to be innovative is developed. This should contribute to making the Zone better understood. It will also inform future planning of projects for the Zone.

**“Innovation** involves deliberate application of **information, imagination** and **initiative** in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products [or projects]” (Business Dictionary, n.d.).

Innovation in a social context helps to create new methods for creating alliances and joint ventures. The Business Dictionary defines two broad categories of innovation:

1. Evolutionary innovation – brought about by many incremental advances in technology or processes. Also called continuous or dynamic evolutionary innovation.
2. Revolutionary innovation – often disruptive and new. Also called discontinuous innovation (adapted from Business Dictionary, n.d.).

Innovation is synonymous with risk-taking. Imitators take less risk because they will start with an innovator's product and take a more effective approach (adapted from Business Dictionary, n.d.).

Please refer to Appendix B for more information about innovation.



# Latrobe Health Innovation Zone

The below table captures the **early progress** of the **Latrobe Health Innovation Zone** in achieving its short term outcomes – as defined in the evaluation framework – using the following key:

**Key:** ● **EQ4 Going well** ● **EQ5 Not going well** ● **EQ6 Could be improved** ● **No evidence of progress at this stage**

Table 2. Latrobe Health Innovation Zone					
Outcome	Timeframe	Impact area	EQs	Status	Evidence
(SO1) Sectors within Latrobe are aware the region is a designated Zone, including sectors not traditionally associated with health such as small business and education	Short	IA1	4-6		Many stakeholders reported that they didn't understand what the Zone was. This means that additional effort is required to make the Zone better understood because it is supposed to generate change.
(SO2) Sectors within the Zone work together in new ways	Short	IA1	4-6		The fact that these initiatives have been established is seen as an example of doing things differently in the Latrobe Valley.
(SO3) Latrobe Valley communities are aware of and understand the role of the Zone	Short	IA2	4-6		Many stakeholders reported that they didn't understand what the Zone was. This means that additional effort is required to make the Zone better understood because it is supposed to generate change.
(SO4) Latrobe Valley communities feel ownership of the Charter for the Zone	Short	IA2	4-6		Many stakeholders shared concerns of poor awareness and involvement in the process to develop the Charter.
(SO5) Latrobe Valley communities participate in programs for the Zone	Short	IA2	4-6		No evidence of progress attributable to the Zone at this stage.
(SO6) The Zone is a focal point for the coordination and integration of health and wellbeing services, including service providers not traditionally associated with health such as employment, education and justice	Short	IA3	4-6		No evidence of progress attributable to the Zone at this stage, however, regional partnerships exist within the Zone.
(SO7) Local service providers invest in new ways of working together to improve service integration in the Zone	Short	IA3	4-6		Stakeholders felt that the Assembly and the Board represent a new way of working for the key organisations within the Latrobe Valley.
(SO8) Latrobe Valley communities are aware they are in the Zone when making choices related to their health and wellbeing	Short	IA4	4-6		No evidence of progress attributable to the Zone at this stage.
(SO9) Food providers plan to increase healthier options	Short	IA4	4-6		No evidence of progress attributable to the Zone at this stage.
(SO10) Physical activity providers plan to increase available options	Short	IA4	4-6		No evidence of progress attributable to the Zone at this stage.



# Latrobe Health Advocate

- What is going well?
- What are the opportunities for improvement?





# Latrobe Health Advocate\*

People welcomed the idea of the Advocate but would like more information about the process of appointing the position

## A brief description of the Latrobe Health Advocate model

The World Health Organisation (WHO) defines health advocacy as a “combination of individual and social actions designed to gain political commitment, policy support, social acceptance and systems support for a particular health goal or programme” (WHO, 1995).

In the 2014 Hazelwood Mine Fire Inquiry Report, the Board recommended that a Health Advocate be appointed to provide “advice, mediation and advocacy on health-related matters’ for Latrobe Valley communities”.

The objective of the Advocate, as described by DHHS, is to provide independent advice to the Victorian Government on behalf of Latrobe Valley communities on system and policy issues affecting their health and wellbeing.

The Advocate will report to the Minister for Health. They will also provide community-wide leadership for the Latrobe Health Innovation Zone by enabling, mediating and advocating for health improvements through health and broader system improvements and change.

## Evaluation of the Latrobe Health Advocate

**The Advocate is yet to be appointed.** As such, this section contains feedback about the **perceived role** for the Advocate and the **process** leading to their appointment.

This section has been informed by data collected during consultations, workshops, and surveys conducted from May 2017 to February 2018.

\*The Advocate had not been appointed at the time of writing.

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## What is going well?

### Anticipation of the Advocate’s appointment

- People welcomed the idea of the Advocate. Stakeholders saw the Advocate’s role as providing leadership, identifying gaps, empowering Latrobe Valley communities and providing another way for the community’s voice to be heard.

### What are the opportunities for improvement?

#### Appoint the Advocate

*What could be improved?*

- The presence of an Advocate is considered desirable. Appointing the Advocate has taken longer than expected.

*How could this be improved?*

- More communication about the process and status of the appointment may assist in alleviating concern. It is important that this communication is distributed broadly.

#### Ensure the Advocate’s role is understood

*What could be improved?*

- Stakeholders did not clearly differentiate expectations of the Advocate from those of the Assembly.

*How could this be improved?*

- The Advocate and Assembly will need to discuss their respective priorities. This detail will also depend on who the Advocate is, and how they interpret their role. Once the Advocate is appointed, the Advocate and Assembly should work collaboratively.



# Latrobe Health Advocate\*

The Advocate is yet to be appointed\* – the exact activities and outcomes of the Advocate will likely be refined after the Advocate is appointed. The below table of short term outcomes for the Advocate – as defined in the evaluation framework – has been included for completeness.

**Key:** ● **EQ4 Going well** ● **EQ5 Not going well** ● **EQ6 Could be improved** ● **No evidence of progress at this stage**

Table 3. Latrobe Health Advocate					
Outcome	Timeframe	Impact area	EQs	Status	Evidence
(SO19) Latrobe Valley communities' needs are better represented to the Government, and other services and systems, due to strong relationships between the Advocate and key government stakeholders	Short	IA1	4-6		NA – The Advocate is yet to be appointed*
(SO20) Latrobe Valley communities are aware of and understand the role of the Advocate	Short	IA2	4-6		NA – The Advocate is yet to be appointed*
(SO21) Latrobe Valley communities feel heard, respected and understood by the Advocate	Short	IA2	4-6		NA – The Advocate is yet to be appointed*
(SO22) Latrobe Valley communities have confidence in the Advocate's ability to represent their needs	Short	IA2	4-6		NA – The Advocate is yet to be appointed*
(SO23) The Advocate is a respected representative of Latrobe Valley communities in health and wellbeing service planning at a local and State level	Short	IA3	4-6		NA – The Advocate is yet to be appointed*
(SO24) Latrobe Valley communities' health and wellbeing needs are communicated effectively	Short	IA3	4-6		NA – The Advocate is yet to be appointed*
(SO25) The Advocate is a focal point for health and wellbeing leadership within Latrobe Valley communities	Short	IA4	4-6		NA – The Advocate is yet to be appointed*

\*The Advocate had not been appointed at the time of writing.



# Implications

# Implications

The evaluation is an opportunity for Latrobe Valley communities to influence the impact of the Zone, Assembly and Advocate – and improve health and wellbeing in the Latrobe Valley

## Implications for the evaluation

- Stakeholders could see the value of commencing the evaluation early on, in the interest of identifying what is working and what could be improved sooner rather than later. However, this support recognised the importance of a developmental approach.
- It can take many years, or even decades, to measurably influence health outcomes. The evaluation will be conscious of this and, consistent with a developmental approach, will look at the processes followed by the initiatives to help understand whether they are on the right track, as well as considering broader social improvements. This is an opportunity for shared learning and insight.
- The evaluation will continue to adopt a strengths based lens when considering the impact of these initiatives, rather than a deficit based perspective.
- It is important for the evaluation to deliver on its commitment to an empowering and developmental approach. While there is support for this approach, ultimately the evaluation will need to earn the trust of the community by implementing it in practice.
- The evaluation should seek to link in and leverage existing engagement opportunities. This will ensure greater community visibility of how the many initiatives in Latrobe fit together and are working holistically to improve the community's health and wellbeing.
- The evaluation will need to be flexible to adapt to change as it occurs and to enable a breadth of community participation.





# Next steps

# Next steps

The evaluation will share regular feedback via scheduled presentations and reports, as well as via the LHIZ Evaluation Facebook page. The immediate next steps are collecting data to inform the interim report

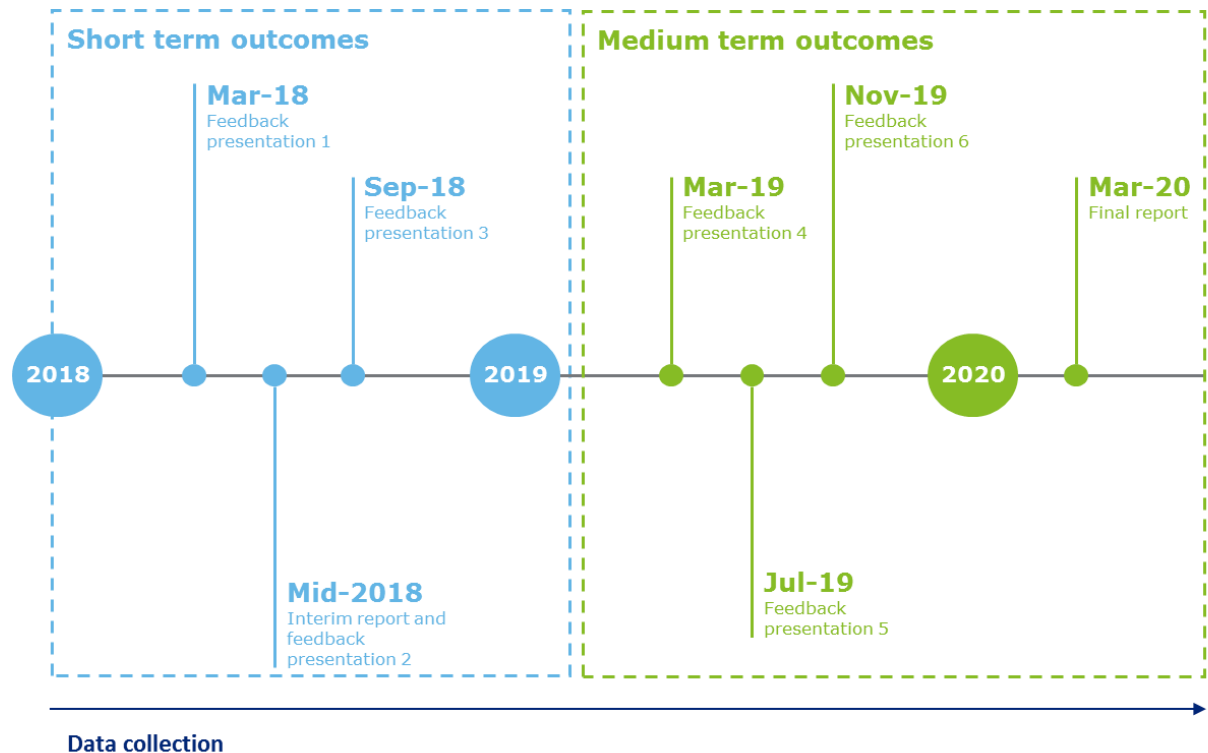
## Next steps

**The immediate next steps are collecting data to inform the interim report.**

The interim report will share feedback – at a more detailed level – on the early progress of the Zone, Assembly and Advocate in achieving their short term outcomes.

This will be a larger document that will include information obtained through surveys, interviews, workshops, case studies, review of documents and data from the Assembly, and a targeted review of the literature. **Baseline quantitative data about the current state of health and wellbeing in the Latrobe Valley** will also be included.

More information regarding the timeframe for sharing feedback from the evaluation is provided on the right.





# Appendix

- A: Summary of improvement opportunities
- B: Defining innovation
- C: Perceived opportunities for key stakeholders within the Zone
- D: Summary of Assembly projects under development
- E: Summary of projects for the Zone under development (point in time view)
- F: References



# A: Summary of improvement opportunities

**Table 4. Summary of improvement opportunities**

Initiative	Improvement opportunity	What could be improved?	How could this be improved?
Latrobe Health Initiatives	Communicate the purpose of these initiatives and how they interact	<ul style="list-style-type: none"> <li>• There is some uncertainty regarding the purpose of the Assembly relative to the Zone. It is important that this is worked through. Equally, to many stakeholders this is clear.</li> <li>• The appointment of the Advocate will introduce another position. What this looks like will depend to some degree on the approach they take to their role.</li> <li>• There are lots of things happening in the Latrobe Valley. Many of these things have similar names. Some stakeholders are concerned this is causing confusion and disengagement in Latrobe Valley communities.</li> </ul>	<ul style="list-style-type: none"> <li>• These initiatives would benefit from a clear articulation of their purpose and how they interact, particularly with regard to:               <ul style="list-style-type: none"> <li>• How to align with the original intent of doing things in a fundamentally different way</li> <li>• The role of each of the three initiatives</li> <li>• The role of government</li> <li>• How each initiative relates to the other initiatives</li> <li>• How each initiative relates to stakeholders and Latrobe Valley communities</li> <li>• What the governance model is, including responsibility and accountability</li> <li>• Priorities and how priorities are defined.</li> </ul> </li> <li>• Figure 1 describes the primary relationship flows and roles for key stakeholders within the Zone. This has been developed by drawing on the evidence collected throughout the evaluation. This is provided to assist in clarifying the relationship flows. Perceived opportunities for key stakeholders within the Zone are provided in Appendix C.</li> </ul>
Latrobe Health Initiatives	Establish an overarching communications and branding strategy covering the three initiatives	<ul style="list-style-type: none"> <li>• There are many things happening in the Latrobe Valley. It is important to convey that stakeholders within the Zone are working together to improve health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>• A coordinated communications and branding strategy needs to be developed to make it easier for people to understand what is happening and what it means for them.</li> <li>• The evaluation's view is that health and wellbeing communications should be branded as "happening in the Zone" – or similar – where possible.</li> <li>• Communications should clearly describe what the initiatives mean for Latrobe Valley communities. Information should be consistent and easy to understand.</li> </ul>
Latrobe Health Initiatives	Generate excitement and engagement	<ul style="list-style-type: none"> <li>• These initiatives are about engaging Latrobe Valley communities. This means the communities need to be excited about what these initiatives can achieve.</li> <li>• Currently, the Latrobe Valley communities are waiting to hear more about these initiatives, instead of being actively engaged.</li> </ul>	<ul style="list-style-type: none"> <li>• There are positive stories that could be told now. These stories can be associated with the Latrobe Health Initiatives.</li> <li>• Implementing a coordinated communications and branding strategy will be essential to driving greater excitement and engagement.</li> </ul>





# A: Summary of improvement opportunities

**Table 4. Summary of improvement opportunities (cont.)**

Initiative	Improvement opportunity	What could be improved?	How could this be improved?
Assembly	Establish a strategic framework to clearly communicate the Assembly's purpose and objectives, and guide prioritisation of ideas	<ul style="list-style-type: none"> <li>Stakeholders reported that members of the Assembly have mixed expectations of what the Assembly can, shall and will achieve – as well as how much control they ought to have. Stakeholders reported pockets of frustration within the Assembly driven by the seemingly slow pace of change.</li> <li>Stakeholders reported limited understanding of the Assembly's purpose and objectives within Latrobe Valley communities. It is essential that the communities understand what the Assembly is trying to achieve. This is important for building trust within the communities.</li> </ul>	<p>The Assembly would benefit from a more clearly articulated strategic framework. This would assist in clarifying and/or progressing:</p> <ul style="list-style-type: none"> <li><b>Their strategy:</b> The Assembly needs to develop a strategy for how they will achieve their aspirational vision for the future of health and wellbeing in the Latrobe Valley. A clear understanding of how this strategy links-in with existing plans and priorities – such as the Latrobe City Municipal Public Health and Wellbeing Plan – is also required.</li> <li><b>How to prioritise objectives:</b> The process for the Assembly to develop and initiate projects is shown in Figure 2. The evaluation notes that the Assembly backbone has plans to complete a review of this process. Opportunities for improving this process are discussed on the next slide.</li> <li><b>How the Assembly will interact with the Zone and Advocate:</b> A clear understanding of the role of the Assembly, relative to the Advocate and in the context of the Zone is needed. This will need to be refined once the Advocate is appointed. Figure 1 in the previous section describes the primary relationship flows and roles for key stakeholders within the Zone. Perceived opportunities for key stakeholders within the Zone are provided in Appendix C.</li> <li><b>How the Assembly should work with DHHS:</b> Principles for how the Assembly and DHHS should work together have recently been developed. This is a positive step that should help to reduce existing tensions, including those related to the accountability requirements of spending public money.</li> <li><b>How to make things happen:</b> It is not clear that the Assembly has determined what it needs to drive relative to what it needs to influence. This is important to consider in relation to the resources available to the Assembly – including both person-time and funding.</li> <li><b>How to gain traction:</b> The Assembly is making positive progress and developing momentum. It is important to promote this success while continuing to develop longer term initiatives to ensure momentum is maintained.</li> </ul>



# A: Summary of improvement opportunities

**Table 4. Summary of improvement opportunities (cont.)**

Initiative	Improvement opportunity	What could be improved?	How could this be improved?
Assembly	Review the process for turning ideas into projects	<ul style="list-style-type: none"> <li>Stakeholders reported that the project initiation workflow – shown in Figure 2 – has been well received.</li> </ul>	<ul style="list-style-type: none"> <li>The evaluation notes that the Assembly backbone has plans to complete a review of this process.</li> <li>It would be useful for this review to consider how:               <ul style="list-style-type: none"> <li>The Assembly will identify health and wellbeing issues in the Latrobe Valley</li> <li>Evidence will inform the development of innovative approaches</li> <li>To prioritise objectives and ideas</li> <li>To promote innovation while maintaining a sufficient level of rigour in the process for turning ideas into projects</li> <li>To involve the Assembly Board when an idea is developed that would require their involvement, or affect them. This would help to remove the risk of bottlenecks in the development of projects.</li> </ul> </li> </ul>
Assembly	Engage more actively with the broader community	<ul style="list-style-type: none"> <li>The Assembly itself represents community engagement. However, engagement with the community has not extended beyond the Assembly members and vocal members of Latrobe Valley communities.</li> <li>People who are not members of the Assembly are not as engaged as stakeholders would like. It is important for the Assembly to actively engage the community. This will help to establish a sense of community ownership.</li> </ul>	<ul style="list-style-type: none"> <li>The Assembly needs to reevaluate how they perceive their relationship with the community. In doing this, it will be important for the Assembly to consider their optimal level of transparency, inclusion and community development.</li> <li>Key to achieving this will be improving the openness of the Assembly meetings and processes to provide increased opportunities for community participation. An example of a stepping stone toward this would be allowing community members to observe Assembly meetings.</li> <li>The Assembly member networks could be better utilised to improve engagement with a broader cross-section of Latrobe Valley communities.</li> <li>Technology can support the Assembly in engaging more actively with the community – please see the next page for more detail. It is important for the Assembly to maintain a mixed methods approach in recognition of network limitations in Latrobe Valley.</li> </ul>



# A: Summary of improvement opportunities

**Table 4. Summary of improvement opportunities (cont.)**

Initiative	Improvement opportunity	What could be improved?	How could this be improved?
Assembly	Raise the profile of the Assembly and Assembly members	<ul style="list-style-type: none"> <li>The Assembly was established to be a participatory body that can facilitate community members having a voice. This will be achieved through having the community feel that people like them are participating in a forum that has their best interests in mind.</li> <li>If the Assembly does not increase its profile, Latrobe Valley communities will not feel ownership for what the Assembly delivers. This poses a serious risk to Assembly's ability to gain traction.</li> </ul>	<ul style="list-style-type: none"> <li>The Assembly needs to elevate its public profile to ensure they build and maintain the trust of Latrobe Valley communities.</li> <li>This could be facilitated by having the Assembly members out in the community, identifying as members of the Assembly and speaking with people from the community about their needs and the Assembly's projects.</li> <li>The Assembly website contains a list of their members, some of which are linked to profiles. This could be improved by introducing greater interactivity to this page. Currently, Assembly members are identified by their place of employment. This should be revised.</li> </ul>
Assembly	Make the Assembly more accessible to the community, supported by technology	<ul style="list-style-type: none"> <li>In 2018, community development initiatives should have a strong digital presence. Currently, the Assembly has a website and a Facebook page. These are good steps, however, more needs to be done. Increasing the Assembly's digital presence will assist them in improving awareness, understanding and their level of engagement within Latrobe Valley communities. It should also improve the accessibility and, therefore, the equity of participation.</li> </ul>	<ul style="list-style-type: none"> <li>The Assembly should broaden their digital presence and could explore Twitter, Instagram and LinkedIn. Snapchat could also be a viable option.</li> <li>The Assembly should also increase the intensity with which they engage via digital mediums. For example, this could include posting photos and videos from Assembly and working group meetings, posting profiles of Assembly members, and interactive posts such as online polling.</li> </ul>
Assembly	Be proactive in ensuring ongoing engagement of Assembly members	<ul style="list-style-type: none"> <li>The Assembly model provides the greatest opportunity for engagement through participation in working groups. Some members, particularly those who are not actively engaged in working groups, may be disengaging.</li> </ul>	<ul style="list-style-type: none"> <li>The Assembly needs to improve how they engage and communicate with their members. In doing so, it will be important for the Assembly to increase the openness of their model, and to introduce more opportunities for interaction in the Assembly meetings, as well as between meetings. Another option is to encourage more Assembly members to participate in the working groups.</li> <li>The engagement strategy for Assembly members could be improved by applying a strategic layer – considering the methods, frequency and content of communications to a greater level of detail. This should be driven by the Assembly backbone.</li> <li>It is worth noting that positive efforts have been made to get all Assembly members more involved – including having Professor Evelyne de Leeuw (a public health expert) speak at the February 2018 Assembly meeting. However, more needs to be done.</li> </ul>



# A: Summary of improvement opportunities

**Table 4. Summary of improvement opportunities (cont.)**

Initiative	Improvement opportunity	What could be improved?	How could this be improved?
Assembly	Clarify the role of evidence in guiding the Assembly	<ul style="list-style-type: none"> <li>The Assembly could be more systematic in how they are reviewing and being informed by evidence.</li> <li>People shared different views of the Assembly's willingness to listen to experts and have regard to the existing evidence-base.</li> </ul>	<ul style="list-style-type: none"> <li>To improve the use of evidence, information must be delivered to the Assembly, and the community, in a way that is tailored to their needs and prior knowledge.</li> <li>Evidence could include learnings from previous collaborative approaches to improving health and wellbeing, such as Healthy Together Latrobe, and data illustrating the biggest health and wellbeing gaps in the Latrobe Valley.</li> <li>The recent employment of a full-time Planning and Research Officer by the Assembly backbone is expected to assist in improving the level of evidence available to the Assembly.</li> </ul>
Assembly	Communicate funding availability and spending parameters	<ul style="list-style-type: none"> <li>Some stakeholders remain unclear about funding arrangements.</li> <li>The uncertainty appears to be primarily due to different:               <ul style="list-style-type: none"> <li>Understanding of what funds would be available to the Assembly and how these funds would be made available – key to this understanding is awareness of the other deliverables committed to in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan.</li> <li>Appreciation for the governance and accountability requirements of spending public money.</li> <li>Communication channels.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Alleviating this uncertainty requires communications that are clear, concise and timely. This is important for communications about funding availability and spending parameters, including governance and accountability requirements.</li> <li>A shared understanding of accountability requirements relating to the expenditure of public monies is required. DHHS has taken steps to provide this understanding to Assembly members.</li> </ul>
Zone	Raise awareness and understanding of the Zone within the broader community	<ul style="list-style-type: none"> <li>Awareness and understanding of the Zone is in a formative stage. Many stakeholders reported that they didn't understand what the Zone was.</li> <li>Some community members are concerned about the word "zone" and what this means to everyday people. They are concerned that this is contributing to the lack of awareness and understanding of the Zone.</li> <li>The Charter launch activities should positively contribute to raising the profile of the Charter and the Zone.</li> </ul>	<ul style="list-style-type: none"> <li>Additional effort is required to make the Zone better understood. The Zone will not be able to influence change if people do not understand what it is.</li> <li>However, the best way to do this is to reference the Zone brand consistently in health and wellbeing related initiatives in Latrobe.</li> <li>Stakeholders expressed that the level of awareness and support for the Charter needs to change given its centrality to the Zone.</li> </ul>



# A: Summary of improvement opportunities

**Table 4. Summary of improvement opportunities (cont.)**

Initiative	Improvement opportunity	What could be improved?	How could this be improved?
Zone	Implement a branding strategy for the Zone (part of overall communication strategy) to ensure health and wellbeing initiatives are branded with the Zone	<ul style="list-style-type: none"> <li>The brand for the Zone is unclear. It is important for the Zone to have a prominent brand. This is because there are a lot of things happening in the Latrobe Valley, and many of these things are related to health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>The designation of the Zone symbolises an intention for improving health and wellbeing in the Latrobe Valley. The logo developed for the Latrobe Health and Wellbeing Charter – see previous page – could be the logo for the overarching brand of the Latrobe Health Initiatives and, therefore, the Zone. Brand expertise should inform this decision.</li> <li>Developing a unified communications and branding strategy for the Latrobe Health Initiatives – see pg.12 – is essential for generating awareness and understanding of the Zone, and the other initiatives.</li> </ul>
Zone	Reinforce that the Zone is an ongoing commitment	<ul style="list-style-type: none"> <li>Stakeholders are unsure about the intended longevity of the Zone. Some stakeholders also expressed concern about the Zone’s ability to withstand changes in Government.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent messaging reinforcing the long-term commitment to the Zone could help to build trust and engagement within the Latrobe Valley.</li> <li>One stakeholder from a health and wellbeing service provider felt that legislation was the best way to ensure the Zone is permanent.</li> </ul>
Zone	Define innovation and how to be innovative in this context	<ul style="list-style-type: none"> <li>People expressed different views of what innovation means. This means there is not shared understanding of this concept and how it can be used to improve health and wellbeing in the Latrobe Valley.</li> <li>Innovation was most commonly defined as something that has not been done before in the Latrobe Valley. However, it could be argued this is not a sufficiently ambitious definition of innovation (see example definition right).</li> </ul>	<ul style="list-style-type: none"> <li>As its name suggests, the Latrobe Health Innovation Zone was set up to be innovative, recognising that a new and bold approach to health and wellbeing was needed.</li> <li>It is important that a shared understanding of innovation and how to be innovative is developed. This should contribute to making the Zone better understood. It will also inform future planning of projects for the Zone.</li> </ul>
Advocate	Appoint the Advocate	<ul style="list-style-type: none"> <li>The presence of an Advocate is considered desirable. Appointing the Advocate has taken longer than expected.</li> </ul>	<ul style="list-style-type: none"> <li>More communication about the process and status of the appointment may assist in alleviating concern. It is important that this communication is distributed broadly.</li> </ul>
Advocate	Ensure the Advocate’s role is understood	<ul style="list-style-type: none"> <li>Stakeholders did not clearly differentiate expectations of the Advocate from those of the Assembly.</li> </ul>	<ul style="list-style-type: none"> <li>The Advocate and Assembly will need to discuss their respective priorities. This detail will also depend on who the Advocate is, and how they interpret their role. Once the Advocate is appointed, the Advocate and Assembly should work collaboratively.</li> </ul>



# B: Defining innovation

Successfully innovative organisations have implemented a system of innovation around four key components

**Innovation** is “**any combination of activities or technologies** that breaks existing performance trade-offs in the attainment of an outcome, in a manner that **expands the realm of the possible**” (Raynor, 2013).

According to Doblin, innovation:

- Is not invention – innovation may involve invention but it requires many other things as well – including a deep understanding of consumer need or desire, how organisations can work with other partners to deliver it, and how it will pay for itself over time.
- Involves very little that is truly new – most innovations are based on previous advances. Innovations do not have to be new to the world – only to a market or industry.
- Should think beyond products – innovations should encompass new ways of doing business, new systems of products and services, and new forms of engagement with consumers (Keeley et al., 2013).

92% of innovative organisations have implemented a system of innovation around four key components:



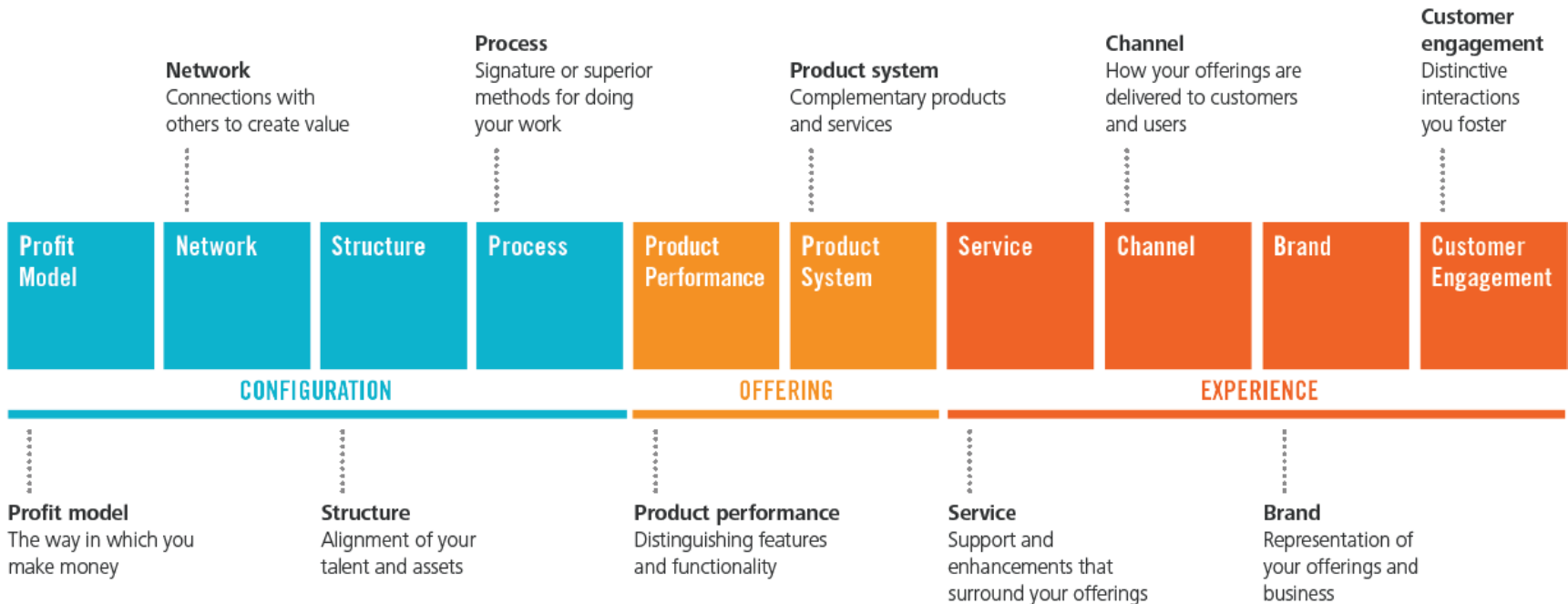
These components can be used as a checklist for examining the strength of an organisation’s innovation approach.



# B: Defining innovation

Doblin's Ten Types of Innovation® framework is a tool that can be used to enrich the pursuit of innovation

**Doblin's Ten Types of Innovation® framework (Deloitte, 2015):**



More information can be found here: Deloitte (2015). In pursuit of Innovation: A CEO checklist. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/life-sciences-health-care/us-chs-ceochecklist-012815.pdf>



# C: Perceived opportunities for key stakeholders within the Zone

The below table describes some of the existing and future **perceived opportunities** for key stakeholders within the Zone – drawing from the evidence collected throughout the evaluation. Where available, the vision/mission statement of stakeholders are provided to give context to each stakeholder’s formal role.

**Table 5. Perceived opportunities (existing and future) for key stakeholders within the Zone**

Stakeholder (A-Z)	Vision/mission statement	Perceived opportunities (existing and future) for this stakeholder within the Zone
Department of Health and Human Services	“Deliver[ing] policies, programs and services that support and enhance the health and wellbeing [of the Latrobe Valley, and] all Victorians”	<ul style="list-style-type: none"> <li>Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>Managing their role as funder of the Assembly, member of the Assembly Board, important organisation within the Zone, and conduit to the Minister</li> <li>Striking a balance between their formal role, role on the Assembly, delivering the actions and activities outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan and delivering on other statutory requirements</li> <li>Incorporating greater flexibility in their processes for working and sharing information with the Assembly and the Advocate</li> </ul>
Gippsland Primary Health Network	“Supporting general practice, health planning, health system integration and commissioning services in line with national and local health priorities”	<ul style="list-style-type: none"> <li>Having their CEO sit on the Assembly Board</li> <li>Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>Striking a balance between their formal role, role on the Assembly, delivering the actions and activities outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan, and meeting other Government requirements</li> <li>Incorporating greater flexibility in their ability to try new things and work in new ways</li> <li>Developing greater clarity about their role within the Zone</li> </ul>
Latrobe City Council	“Empower[ing] and position[ing] the community to pursue opportunities; be proactive in determining our collective future state; and reach our full potential as a regional city of integrity and success—based firmly in a shared understanding of the values, principles and aspirations of who and what we want to become...by form[ing] a concentrated focus on employment, economic growth, liveability, and a connected Latrobe City”	<ul style="list-style-type: none"> <li>Having their CEO sit on the Assembly Board</li> <li>Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>Striking a balance between their formal role, role on the Assembly, contributing to the actions and activities outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan, delivering against the Municipal Public Health and Wellbeing Plan (MPHWP) 2017-21, and meeting other Government requirements</li> <li>Incorporating greater flexibility in their ability to try new things and work in new ways</li> <li>Developing greater clarity about their role within the Zone</li> </ul>
Latrobe Community Health Service	“Support[ing] healthier individuals, families and communities... [by] preventing health problems through information and awareness...providing coordinated services that treat our clients as a whole person, and not as a series of isolated medical problems”	<ul style="list-style-type: none"> <li>Having their CEO sit on the Assembly Board</li> <li>Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>Striking a balance between their formal role, role on the Assembly, contributing to the actions and activities outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan, and meeting other Government requirements</li> <li>Incorporating greater flexibility in their ability to try new things and work in new ways</li> <li>Developing greater clarity about their role within the Zone</li> </ul>





# C: Perceived opportunities for key stakeholders within the Zone

**Table 5. Perceived opportunities (existing and future) for key stakeholders within the Zone (cont.)**

Stakeholder (A-Z)	Vision/mission statement	Perceived opportunities (existing and future) for this stakeholder within the Zone
Latrobe Health Advocate	Not available – the Advocate is yet to be appointed.	<ul style="list-style-type: none"> <li>• Provide independent community-wide leadership by enabling, mediating and advocating for health and wellbeing</li> <li>• Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>• Defining their role in an environment of high expectations</li> <li>• Operating in a complex and overlapping environment</li> <li>• Quickly building trust with Latrobe Valley communities</li> </ul>
Latrobe Health Assembly	“The primary role of the Assembly is to facilitate a new way of working to enable the community, local and state-wide agencies and government to work together to improve health and wellbeing in the Latrobe Valley”	<ul style="list-style-type: none"> <li>• Provide input and direction for health initiatives</li> <li>• Driving community development</li> <li>• Facilitating new ways of working between Latrobe Valley communities, agencies, organisations and government to improve health and wellbeing in the Latrobe Valley</li> <li>• Working and sharing information with the Advocate, and other key stakeholders within the Zone</li> <li>• Developing greater clarity about their role within the Zone</li> <li>• Developing a realistic and sustainable strategic direction</li> <li>• Engaging with the broader Latrobe Valley communities, particularly those who are disadvantaged and disengaged</li> <li>• Learning how to operate in the context of public sector procurement and financial probity requirements</li> </ul>
Latrobe Regional Hospital	“Delivering timely, accessible, integrated and responsive services to the Gippsland community”	<ul style="list-style-type: none"> <li>• Having their CEO sit on the Assembly Board</li> <li>• Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>• Striking a balance between their formal role on the Assembly, contributing to the actions and activities outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan, and meeting other Government requirements</li> <li>• Incorporating greater flexibility in their ability to try new things and work in new ways</li> <li>• Developing greater clarity about their role within the Zone</li> </ul>
Latrobe Valley Authority	“Bring[ing] together local people, councils, industry, education providers and governments to secure the economic future of the Latrobe Valley. Work[ing] with the community to build the future of the Valley”	<ul style="list-style-type: none"> <li>• Having their CEO sit on the Assembly</li> <li>• Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>• Striking a balance between their formal role, role on the Assembly and meeting other Government requirements</li> <li>• Effectively communicating their brand and purpose in an environment with another relatively new organisation that has a similar name (i.e. Latrobe Health Assembly)</li> <li>• Developing greater clarity about their role within the Zone</li> </ul>
Latrobe Valley communities	-	<ul style="list-style-type: none"> <li>• Sharing their thoughts about health and wellbeing in the Latrobe Valley</li> <li>• Sharing relevant information with their distributed networks, when appropriate</li> <li>• Understanding which stakeholder they can turn to, to have a say about health and wellbeing in the Latrobe Valley</li> <li>• Being supported to plan, develop and implement programs for the Zone</li> </ul>

# C: Perceived opportunities for key stakeholders within the Zone



**Table 5. Perceived opportunities (existing and future) for key stakeholders within the Zone (cont.)**

Stakeholder (A-Z)	Vision/mission statement	Perceived opportunities (existing and future) for this stakeholder within the Zone
Other health and wellbeing service providers	-	<ul style="list-style-type: none"> <li>• Providing health and wellbeing services to the Latrobe Valley</li> <li>• Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>• Understanding their role in the Zone</li> <li>• Building and maintaining a meaningful relationship with the Assembly and the Advocate</li> <li>• Striking a balance between their formal role, role on the Assembly (if relevant), and meeting other Government requirements (if relevant)</li> </ul>
Other organisations that influence health and wellbeing	-	<ul style="list-style-type: none"> <li>• Providing products and services to the Latrobe Valley</li> <li>• Working and sharing information with the Assembly, and other key stakeholders within the Zone</li> <li>• Understanding their role in the Zone</li> <li>• Building and maintaining a meaningful relationship with the Assembly and the Advocate</li> <li>• Striking a balance between their formal role, role on the Assembly (if relevant), contributing to the actions and activities outlined in the Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan (if relevant), and meeting other Government requirements (if relevant – e.g. other Government departments and agencies)</li> <li>• Meeting consumer demand whilst also providing products and/or services which contribute to improving health and wellbeing</li> </ul>



# D: Summary of Assembly projects under development

**Table 6. Summary of Latrobe Health Assembly projects under development (point in time view)**

Project	Description	Working group	Status
Black Dog Ride - Community Carnival sponsorship	A community 'wellness' day at Old GippsTown during Black Dog ride to and from Heyfield	Pride of Place	Delivery Complete
Health Innovation Grants Program	A small grants program that will enable local community groups, work places, schools, sporting clubs and community members to implement innovative projects / initiatives that improve the health and wellbeing of the Latrobe City community. The pump priming funding available through the LHA should seek to enable (i) leverage of other support in cash or kind and (ii) opportunities for ongoing sustainability of the initiative (Figure includes employment of a grants assistant position for six months).	All	Delivery In progress
BrainSTEM	The BrainSTEM Innovation Challenge is a program designed to match up a university academic who specializes in the STEM field, with a group of four students from a high schools in Gippsland , to develop a STEM innovation with a real-world application. The Assembly would help guide the girls participating on their area of focus.	All	Delivery In progress
Dental Fluoride Varnishing Scheme - Grade 1's	Over a 6 month period attend all 29 primary schools within Latrobe City to provide fluoride varnishing treatment to grade 1 students.	Chronic Illness & Wellness	Delivery In progress
Up-skilling Dental Assistants	The up-skilling of five Dental Assistants in a Certificate IV Dental Assistant- Oral Health Assessor. Allowing them to provide a range of different preventative dental health services to the Latrobe City community and resulting in better dental health practice and reduced waiting times for public dental services.	Chronic Illness & Wellness	Delivery In progress
Dental Voucher Scheme	This project will provide vouchers to those on the waiting list in aim of reducing the wait list by 6 months.	Chronic Illness & Wellness	Delivery In progress
Investigation of consumer experience of Latrobe health and social system for people with chronic disease.	Workshops / focus groups with people with a chronic illness and their carers. This will help identify any gaps and/or areas of focus to assist those living with a chronic illness.	Chronic Illness & Wellness	Delivery In progress
Mental Health education awareness	Lifeline Gippsland 'Healthy Harold' Campaign	Chronic Illness & Wellness	Delivery In progress
Bike Restoration Program	To establish an ongoing bike restoration program with FLO School, with restored bikes being distributed to local charities supporting kids in need. Students who participate and complete the restoration are award a Certificate I in Work Preparation.	Make the Move	Delivery In progress
Make the Move Latrobe	The Make the Move program will promote a more vibrant, healthy & active work force. Currently 57.5% of Latrobe City residents do not meet the daily guidelines for physical activity which is higher than the Victorian rate. Office workers who operate in sedentary environments and sit for prolonged periods will experience great health benefits of becoming more active. The program will complement "Active Living" in the Latrobe City Municipal Health & Wellbeing Plan as it will achieve incidental activity at the workplace. It will achieve increased physical activity of sedentary and isolated workers through social sport & recreation. It will promote social connectedness of employees and an increase in productivity.	Make the Move	Delivery In progress
Garmin's in Schools	This project focuses on encouraging students of Year 8/9 Kurnai College Churchill Campus to further engage in more incidental activity by providing them with a class assigned set of Garmin watches (or similar device) for a period of 1 term (10 weeks).	Make the Move	Delivery In progress

# D: Summary of Assembly projects under development



**Table 6. Summary of Latrobe Health Assembly projects under development (point in time view) (cont.)**

Project	Description	Working group	Status
Garmin's in Schools	This project focuses on encouraging students of Year 8/9 Kurnai College Churchill Campus to further engage in more incidental activity by providing them with a class assigned set of Garmin watches (or similar device) for a period of 1 term (10 weeks).	Make the Move	Delivery In progress
Traralgon East AusKick	This is a place based initiative that supports the needs of the children and their families living in Traralgon East, it removes the barrier of limited access to Transport and encourages people to be active where they live.	Make the Move	Delivery In progress
Latrobe pop-up street games trial	To be discussed with Rec-link, the DHHS and the Assembly. Possible campaign with a local partner involved.	Make the Move	Delivery In progress
Planning and Research Officer	Full time position based at Latrobe Health Assembly office	N/A	Delivery In progress
Social marketing Project	Two full time positions to deliver health promotion social marketing campaigns in Latrobe. This resource could have an initial campaign focus on 'Active living' with a dedicated budget to support the initial campaign. Over time the team could support campaigns on other topics to be determined in partnership with the Assembly, such as healthy eating, reducing sugary drinks/promoting water as the drink of choice, smoking, promoting use of HealthCheck, and participation in cancer screening programs.	N/A	Delivery In progress
Latrobe Nutrition Network	A strategic and coordinated effort across critical partners is required to address food security in Latrobe City, which is significantly higher than the state average.	Pride of Place	Delivery In progress
Social Prescribing	Social prescribing, is a means of enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services. This project would include a feasibility study too assess the if implementing a service of this kind would be successful in the Latrobe Valley.	Pride of Place	Delivery In progress
Water Works Project	A public campaign that focuses on increasing the availability and consumption of tap water as an alternative to encourage a reduction in the consumption of sugary drinks and bottled water.	Pride of Place	Delivery In progress
PhD Scholarship	In order to develop programs that meet the needs of the Latrobe City community, significant research is required. This proposal will provide a resource to undertake research on the topic selected by the Assembly through it working group structure.	Children, Families & Young People	In Development
Kunai Young Parents Program - Support	Group is in discussions with KYPP's to determine how LHA can support the program going forward	Children, Families & Young People	In Development
Development of therapeutic playgroup for the community.	A plan to establish a playgroup in the Traralgon East area, following consultation with the local community.	Children, Families & Young People	In Development
Community Health Nursing in Primary Schools	Establish a Health and wellbeing (Prevention / early intervention) program in local schools to support vulnerable children and their families to be healthy and well.	Children, Families & Young People	In Development
Medicinal Cannabis Trial	The proposed project will establish a clinical trial which will examine the use of medicinal cannabis for patients identified with CACS treated at the Gippsland Cancer Care Centre, located at Latrobe Regional Hospital, Latrobe City.	Chronic Illness & Wellness	In Development
Smoking Cessation Engagement	Quit Victoria has been running anti-smoking public education campaigns across the State and region for a considerable period of time. While the activities have led to a significant decrease in smoking across most of Gippsland, the rates of smoking in Latrobe City are still high, with the number of people who have quit successfully low compared to most other areas of the State.	Chronic Illness & Wellness	In Development



# D: Summary of Assembly projects under development

**Table 6. Summary of Latrobe Health Assembly projects under development (point in time view) (cont.)**

Project	Description	Working group	Status
Smoking Cessation Engagement	Quit Victoria has been running anti-smoking public education campaigns across the State and region for a considerable period of time. While the activities have led to a significant decrease in smoking across most of Gippsland, the rates of smoking in Latrobe City are still high, with the number of people who have quit successfully low compared to most other areas of the State.	Chronic Illness & Wellness	In Development
Asthma Management Engagement program	Asthma prevention and awareness campaign that is conducted through Latrobe City that educates the community on asthma treatment and asthma causes through a variety of different innovative methods.	Chronic Illness & Wellness	In Development
Development of Internet-based Chronic Disease and Rehabilitation Support Systems	An online system to support rehabilitation	Chronic Illness & Wellness	In Development
Tracks and Trails App	This project proposes an online, interactive tool that will provide a multimedia approach to increasing awareness, encouraging participation and improving overall health and wellbeing.	Make the Move	In Development
Healthy messaging billboards	Billboards strategically placed throughout Latrobe City that provide a series of health messaging	Make the Move	In Development
Sporting access sponsorship to high risk (juniors)	A sponsorship program that allows sporting clubs to apply for sponsorships for under privileged players. The sponsorship would cover the cost of membership, uniform / equipment and transport. Sporting clubs would also receive a monetary contribution as an incentive to apply for the sponsorships and engage new players.	Make the Move	In Development
Sporting club membership vouchers	The provision of membership to sporting clubs for junior players who either hold a health care card or whose parents hold a health care card to ensure they have access to sport.	Make the Move	In Development
Green prescriptions'	Health professional's written advice to a patient to be physically active, as part of the patient's health management. This project would provide a program for green prescriptions to be referred to.	Make the Move	In Development
This girl can' social marketing campaign	Based on a UK model, which is being picked up by VicHealth in Victoria.	Make the Move	In Development
Increased participation in structured and unstructured recreation by under-represented groups	In discussion with DHHS and Sport & Rec Victoria	Make the Move	In Development
Governance, strategic planning and health and wellbeing plan	Funding to support the current contract with KPMG, support Board Strategic Planning activities and assist development of an overarching health and wellbeing plan.	N/A	In Development
Locally-based project evaluation team	Develop local evaluation capability that could support a range of programs in the Innovation Zone. An academic and a service partner could be identified to establish a LHIZ evaluation unit in partnership with a University, the department and the Assembly.	N/A	In Development
Evaluation of mental health and chronic disease management collaborative project	Evaluation is being undertaken by KPMG	N/A	In Development



# D: Summary of Assembly projects under development

**Table 6. Summary of Latrobe Health Assembly projects under development (point in time view) (cont.)**

Project	Description	Working group	Status
Community Engagement to The Gathering Place:	The objective of this project is to fund and appoint a full time paid Community Engagement Worker who will generate demand and engagement to The Gathering Place as an epicentre where people gather, connect, get support and advice, learn and do community-led activities in support of the needs and interests of the local A&TSI community.	Pride of Place	In Development
Aged Care Centre of Excellence	To develop the Latrobe Valley as a Hub of Excellence in Aged Care, establishing the region's reputation for specialist skills and knowledge while generating employment, education and investment opportunities.	Pride of Place	In Development
Volunteering / Connectedness Expos	To run a series of events that will connect more community members to existing clubs and organisations, increasing membership, volunteering and social engagement.	Pride of Place	In Development
Gratitude Wall	Recognising what you are grateful for has often been linked to improvement in a person's wellbeing. A pop-up blackboard gratitude wall, that is displayed in public areas across Latrobe city for people to write up what they are grateful for that day.	Pride of Place	In Development
Community Self Defence Classes	Five self defence sessions run in each of the major towns over a period of 6 months. Feeling safe is a major concern of our community, as is domestic violence, this course is aimed at educating women on how to protect themselves.	Pride of Place	In Development
Chronic Disease Innovation Project Backbone	A position to support implementation of chronic disease activities.		In Development
Partners in Parenting	The project aims to work in partnership with disadvantaged communities in the Gippsland region (focusing primarily in the Latrobe Valley) to adapt Partners in Parenting (PiP) in a co-design approach, then evaluating the short and medium-term benefits of the adapted PiP for parents and their adolescents.	Children, Families & Young People	Not Endorsed

# E: Summary of projects for the Zone under development



**Table 7. Summary of projects for the Zone under development (point in time view)**

Initiative	Project	Approach	Stage
Whole of LHIZ Activities	Health Advocate	-	Planning
Whole of LHIZ Activities	Latrobe Health Assembly Expenses	-	Implementation
Whole of LHIZ Activities	Latrobe Health Innovation Zone Charter	-	Implementation
Whole of LHIZ Activities	Evaluation of the LHA, the Health Advocate and the Latrobe Health Innovation Zone (2017-18)	-	Implementation
Preventive Health	KPMG Consultancy re LHA Governance and Protocols	Governance	Contract
Preventive Health	Planning officer (Prevention contribution)	Capacity Building	Contract
Preventive Health	Projects coordinator (6 months)	Capacity Building	Contract
Preventive Health	Overarching Health and Wellbeing Plan	Capacity Building	Contract
Preventive Health	Project level evaluation (Prevention contribution)	Capacity Building	Planning
Preventive Health	Latrobe Nutrition Network	Assembly led	Planning
Preventive Health	Make the move (Physical activity) project coordinator	Assembly led	Planning
Preventive Health	Physical activity programming (workplaces and other settings)	Assembly led	Planning
Preventive Health	This girl can social marketing campaign localisation	Short-term expansion in-line with Make the move	Planning
Preventive Health	Latrobe pop-up street games trial	Short-term expansion in-line with Make the move	Implementation
Preventive Health	(A cost sharing agreement with youth space project being negotiated and subject to endorsement.)		
Preventive Health	Increased participation in structured and unstructured recreation by under-represented groups	Short-term expansion in-line with Make the move	Planning
Preventive Health	Latrobe Social marketing team	Capacity Building	Contract
Early Intervention and Screening	GPHN – Project Officers for Screening and Preventative Messages	Direct Funding to Organisations	Implementation
Early Intervention and Screening	Health Check Trial	Direct Funding to Organisations	Completed
Early Intervention and Screening	Cancer Screening Initiative	Direct Funding to Organisations	Implementation
Early Intervention and Screening	Risk Assessment and Opportunistic Screening	Direct Funding to Organisations	Implementation
Early Intervention and Screening	Smoking Cessation Initiative	Direct Funding to Organisations	Implementation
Early Intervention and Screening	Project level evaluation (Early Intervention and Screening contribution)	Capacity building	Planning
Service expansion - Chronic Disease	Deliverable 80 – Provide an additional 1,000 hours of respiratory nursing service at Latrobe Community Health Service (compared to 2015–16 base level)	Direct Funding to Organisations	Monitor
Service expansion - Chronic Disease	Deliverable 81 - Expand the early intervention in chronic disease program, delivered by Latrobe Community Health Service, to provide an additional 2,500 hours of allied health and care coordination services (compared to 2015–16 base level)	Direct Funding to Organisations	Monitor
Service innovation - Chronic Disease	Planning officer (Service Innovation contribution)	Capacity building	Contract

# E: Summary of projects for the Zone under development



**Table 7. Summary of projects for the Zone under development (point in time view) (cont.)**

Initiative	Project	Approach	Stage
Service innovation - Chronic Disease	Chronic disease innovation project backbone	Capacity building	Implementation
Service innovation - Chronic Disease	Project level evaluation (Service Innovation contribution)	Capability building	Implementation
Service innovation - Chronic Disease	Dental assistant - oral health assessor training	Capacity building	Implementation
Service innovation - Chronic Disease	Investigation of consumer experience of Latrobe health and social system for people with chronic disease	Capacity building	EOI
Service innovation - Chronic Disease	Community health nurses in schools	Capacity building	Planning
Service innovation - Chronic Disease	Improving Latrobe Dental Health	Assembly led / LCHS	Contract
Service innovation - Chronic Disease	Chronic disease forums	Assembly led	Planning
Service Expansion - Aboriginal Health	First 1000 Days Initiative	CYAP (DHHS & DET) Lead	Implementation
Service Expansion - Aboriginal Health	Gathering Place	TBA	Planning
Service expansion - Improving access to Acute Specialist Care	Funding to LRH for Specialists and Telehealth initiatives.	Direct funding to organisations	Monitor
Service expansion - Mental Health	Evaluation of Mental Health and Chronic Disease Management Collaborative Project	DHHS contract with KPMG	Planning
Service expansion - Mental Health	Mental Health Awareness Campaign	DHHS Lead with Latrobe Health Assembly	EOI
Service expansion - Mental Health	Development of Therapeutic Playgroup with the Community	Direct funding to the Latrobe Regional Hospital	Initiation
Service expansion - Mental Health	Mental Health Education and Awareness – Lifeline Healthy Harold Campaign	Direct Funding to Lifeline Gippsland	Planning
Service expansion - Mental Health	Traralgon East Community Engagement Officer and Mentor	Direct Funding to Traralgon Neighbourhood House	Planning
Service expansion - Mental Health	Mental Health Forums	Mental Health Alliance	Planning
A new place-based approach	backbone for the LHA entity	Working with the Latrobe Health Assembly	Implementation
A new place-based approach	Community engagement strategy	Working with the Latrobe Health Assembly	Implementation



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