

TITLE

Leading change using outcomes thinking

BACKGROUND

Initiated in 2017, the EGPCP have transitioned organisational planning and reporting across East Gippsland from a focus on action-based outcomes and evaluation (for example number of participants or feedback on number of quality of sessions conducted) to focus on changes in outcomes across the community. Development of collective, local theories of change are challenging with competing agendas and changes in funding direction across multiple organisations. Particularly challenging is the ability to translate these strategic directions into action that staff from all organisations can connect with operationally. EGPCP have encouraged the use of overall community outcomes to transcend boundaries of funding or shifting priorities between partners to ensure local activity aligns directly to local changes, while simultaneously aligning with priorities identified regionally and across Victoria.

The Department of Health and Human Services (DHHS) Public Health and Wellbeing Outcomes Framework (the Outcomes Framework) and Victorian Health & Wellbeing Plan 2015-2019 have been the cornerstone of this work, providing a strong foundation with which to identify local changes and data sources.

PARTNERS

All organisations and community groups working within East Gippsland contribute to this work, well beyond those who are partnership signatories. These include over 40 agencies from the following sectors:

- community health
- child, youth and family services
- government departments (e.g. VicPol, Department of Education and Training)
- health promotion
- women's health
- Aboriginal health
- alcohol and other drugs
- mental wellbeing
- sport and recreation
- community

METHOD

The Outcomes Framework was used alongside the Victorian Health and Wellbeing Plan to guide the development of Well Placed for Wellbeing (East Gippsland’s municipal health and wellbeing plan).

EGPCP have led local networks and organisations through the identification of local changes for three of four prevention priority areas (Healthy Eating and Active Living, Mental Wellbeing, Reducing Alcohol & Drug Use) including the development of local measures to provide indications of local changes as they occur. The fourth priority area, prevention of violence (and gender equity) has been led by one of the PCP partner organisations, with transition towards of outcomes thinking guided in part by PCP staff.

These changes have then been directly connected to local action, ensuring that local decision making and investment in action is instrumental in changing outcomes for the community. The flowchart below demonstrates how this influences local planning and action.

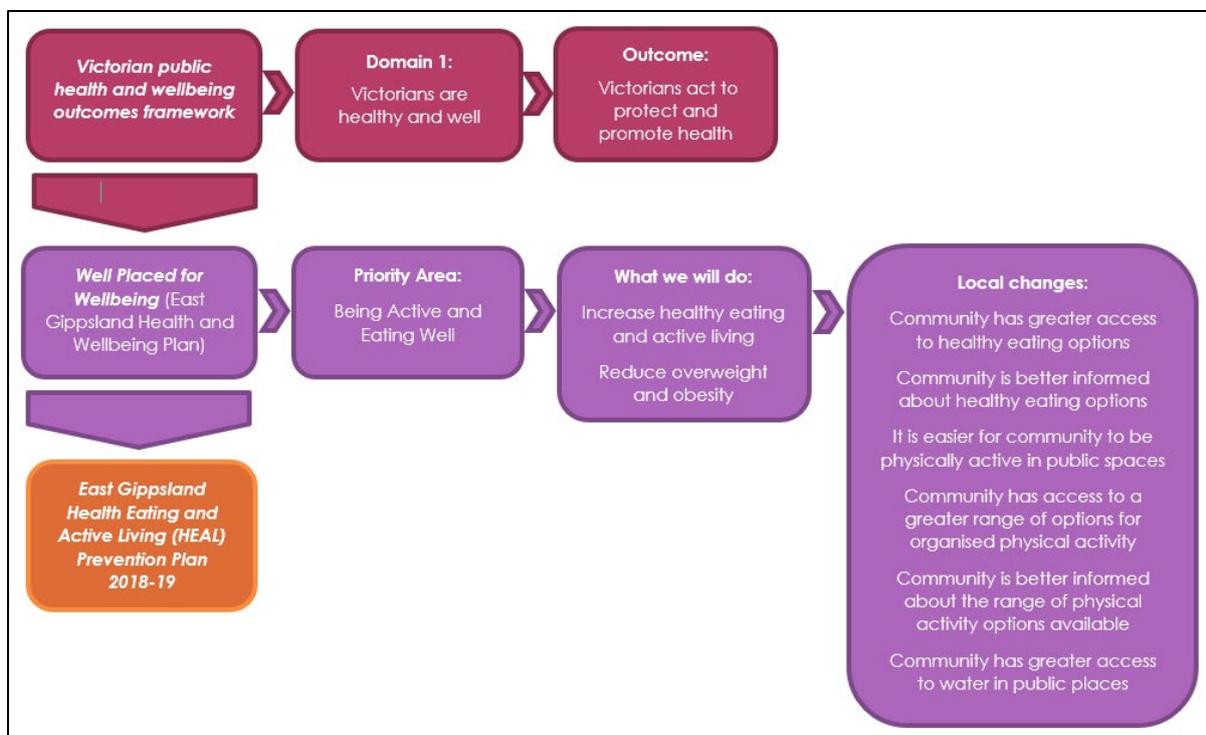


OUTCOMES

A review of meaningful action is constantly occurring, ensuring effort aligns to local changes. All networks and organisations are encouraged to ask - *How does this action get us closer to the change we want to see?* This creates an environment of safe critique of collaborative effort, prioritising collective actions that are feasible and have the greatest impact for our community.

Examples of this work can be seen across all priority areas.

The Healthy Eating and Active Living (HEAL) Partnership have used this approach to guide their annual planning (see diagram 2). Actions for this group include an increased focus on actions that increase water available in public places and community events, actions that promote use of public spaces for physical activity and actions that focus on encouraging workplaces and education settings across East Gippsland to make healthy eating and physical activity easy for the staff and students.



The Drug & Alcohol Alliance (DAPA) has recently endorsed the group latest Terms of Reference, which includes the statement below. Actions from this group include working in close partnership with East Gippsland Shire Council to align all prevention efforts across the catchment, actions that focus on working with alcohol supply outlets to reduce underage alcohol consumption, supporting local education institutions to strengthen positive school participation and reduce mental health issues and working with local media outlets to address the misconceptions of benefits of underage alcohol supply across the community.

The Drug and Alcohol Prevention Alliance (DAPA) is committed to the primary prevention of first use of drug and alcohol use in East Gippsland.

This is now supported in the East Gippsland Municipal Public Health and Wellbeing plan, Well Placed for Wellbeing. that outlines reducing harmful alcohol and drug use as one of its four priority areas. The measures in this document link back to the Victorian public health outcomes framework. The related/guiding local changes of relevance to this group are:

- Sports clubs increasingly encourage moderate alcohol consumption
- Community is more aware of the effects of illicit drug use
- Community is more aware of the effects of alcohol
- Parental modelling of moderate alcohol consumption is improved
- Community is less accepting of underage alcohol consumption
- Community is more aware of support available for families and individuals impacted by drug and alcohol use

- Community access to alcohol consumption is reduced:
 - Through sports clubs
 - Through workplaces
 - Through retail outlets

The East Gippsland Mental Wellbeing Network has recently been established to take action in primary prevention of mental health across East Gippsland. Prior to this planning cycle, this group did not exist. This group was established after consultation during the planning process identified that local changes identified did not align with local direction and activity. This was an incredibly important outcome as it highlighted a critical gap in our community. As a result of this, this group has been working on identifying local changes they want to see. Following this, local measures will be identified along with aligning and developing local action.

Currently this group have identified action is required in the areas of:

- Socially isolated families and children
- Prioritising mental health primary prevention at leadership levels across East Gippsland

The East Gippsland Partners of Violence Prevention is led by Save the Children Australia. The work of this network also aligns with the measures identified in both the Public Health and Wellbeing Outcomes Framework and the Prevention of Violence Outcomes Framework. Local changes and measures have been identified by this group collaboratively. Action is aligned to the local outcomes the group are working towards, including identifying actions that focus the identified changes.

Other

This is also influencing other work in partner organisations and communities. For example, in the Omeo region, local changes have been determined with community members identifying and implementing local actions. The East Gippsland Children's Wellbeing Collective are also now using outcomes thinking to guide the changes they want to see across the East Gippsland community.