



Primary Care and Population Health Plan

*Improving the Health of our Communities Together
2023-2029 Strategic Plan*

Goulburn Valley Public Health Unit acknowledges the contribution to this document by The Writing Room.

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Acknowledgement

GV Health would like to acknowledge the Traditional Owners and Custodians of this land in which we work and live. We acknowledge the Aboriginal and Torres Strait Islander people and their ongoing connection to land, water and community. We pay our respects to Elders past and present, and commit to building a brighter future together.

GV Health is committed to embracing diversity and welcomes all people.

Board Chair and Chief Executive Foreword

Goulburn Valley (GV) Health is pleased to present *Improving the Health of our Communities Together* Primary Care and Population Health Plan, 2023-2029 (the Plan). This is the first regional Primary Care and Population Health Plan to be coordinated and facilitated by the Goulburn Valley Public Health Unit (GVPHU). It aims to provide the GVPHU catchment, GV Health and its partners with clear direction and focus areas to improve the health and wellbeing of our community over the next six years. The Plan positions the GVPHU as a regional leader in promoting health and wellbeing outcomes that matter to our people, our communities and our environment.

Within the remit of primary care and population health there are a wide range of determinants of health and wellbeing, many of which lie beyond the reach of health and care services that determine the health of a population. An emphasis on reducing inequalities in health as well as improving health overall is core to population health approaches and these are included as part of visioning for this Plan.

At GV Health we strive for further success and are committed to a vision for

outstanding primary care and population health. We are committed to evidence based-based policy and empowering our catchment region to be the healthiest population it can be. We will work closely and partner with other agencies to achieve results, and engage in open and constructive consultation with other health providers and community groups.

We look forward to your ongoing support and collaboration in making this Plan a success.



MICHAEL DELAHUNTY
GV Health Board Chair



MATT SHARP
Chief Executive



Executive Summary



Changes in population health indicators can only be achieved through effective engagement, understanding and responding to the systemic changes needed to improve our communities' health. The remit of the Goulburn Valley Public Health Unit (GVPHU) to facilitate catchment Population Health planning will assist in providing regional leadership to address this change.

The *Improving the Health of our Communities Together* Primary Care and Population Health Plan, 2023-2029 (the Plan) aims to provide the GVPHU catchment, GV Health and its partners with clear direction and focus areas to improve the health and wellbeing of our community over the next six years.

Following an extensive consultation with stakeholders and community, compiled into a Health Needs Assessment 2023, the Plan responds to the region's health needs and challenges to promote health and wellbeing outcomes that matter to our people, our communities, and our environment.

In order to achieve our Community's vision of being empowered to be healthy and well, with equitable access to opportunities and resources that support healthy and

safe environments, the Plan is based on four pillars. They will guide a systems approach and place-based health promotion, primary prevention and early intervention priorities.

The four pillars are:

Pillar 1 Our community is empowered to be healthy and well

Pillar 2 Our community has equitable access to opportunities and resources

Pillar 3 Our community is supported to live, work, and play in a healthy and safe environment

Pillar 4 Our community is supported to respond to local emerging issues and challenges

Over the six-year period of the Plan, two-yearly implementation plans built on the four pillars and ten strategic actions will focus on the key priorities and deliverables to achieve our vision. The deliverables within the implementation plan relate to selected priorities within the *Victorian Public Health and Wellbeing Plan 2019-2023*.

Our organisation will utilise regional and local knowledge, community-based relationships, engagement and collaboration to effectively deliver state-wide programs and priorities locally to strengthen Victoria's public health impact.

Improving population health is a shared responsibility and GV Health will work closely with our communities and our partners, including local health services, primary and community health services, specialist services, priority population organisations, local and state government agencies to deliver regional outcomes.

This Plan will be monitored by the GV Health Board through the Primary Care and Population Health Advisory Committee. As the community generated plan title states; we will be *Improving the Health of our Communities Together*.

1. Introduction

1.1 The Goulburn Valley Public Health Unit

GVPHU is one of nine local public health units across Victoria, and covers the seven local government areas (LGAs) of Mitchell Shire, Murrindindi Shire, Strathbogie Shire, City of Greater Shepparton, Benalla Rural City, Mansfield Shire and Moira Shire. The unit was established in late 2020 in response to the COVID-19 pandemic and is now an integrated public health unit. The GVPHU works together with its communities to foster partnerships through collaboration and engagement that facilitate equitable, accessible health prevention, service provision and

information. GVPHU aims to empower people to optimise their individual wellbeing and works at a systems level to drive better health outcomes for regional people in the GVPHU catchment.

The GVPHU is focused on creating a resilient and sustainable local public health system and has key roles in communication and engagement, emergency management, health protection, intelligence systems and digital innovation and health prevention and promotion.

The GVPHU is committed to five core principles of engagement.

- i) Regular accessible information – We are transparent, trustworthy, responsive and relevant
- ii) Local participation, interaction and collaboration – We have grassroots understanding and are active in our involvement
- iii) Partnerships – We partner with our communities, with leaders, and with organisations
- iv) Inclusiveness – We understand our region, acknowledge our differences and embrace inclusivity
- v) Empowerment – Our communication and engagement leads to individual and community empowerment.

In partnership with key stakeholders, the GVPHU has developed a Primary Care and Population Health Plan that identifies priorities for place-based health promotion, primary prevention and early intervention including measures of impact aligned the

Victorian Public Health and Wellbeing Outcomes Framework. This Plan is informed by the GVPHU Health Needs Assessment completed in May 2023.

1.2 Public Health and Wellbeing

Health “is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity” (World Health Organisation, 1946), and it reflects the complex interactions of a person’s genetics, lifestyle, and environment. People’s health is created in their day-to-day lives – where and how they grow, live, work, play and age. Many factors influence health and wellbeing such as income, employment, education, housing, social connections and support,

the environment and behaviours (World Health Organisation, 2023) . For regional and rural Victorians and vulnerable groups, these determinants of health can contribute to avoidable differences in health status that we see between groups and regions.

The framework in *Figure 1* summarises the determinants of health, protective and risk factors, and their relationship and interactions.

Figure 1: The social determinants of health



Victorian Government, 2019

1.3 Victoria's Public Health approach

GVPHU's focus on primary care and population health supports Victoria's public health vision (Figure 2) that Victorians are the healthiest people in the world, and that every Victorian has trust in our health system and feels confident that:

1. The environments where people live, work, play and study are safe and healthy, and promote the wellbeing of future generations
2. Everyone is supported to live their healthiest life and intergenerational health outcomes are improved
3. People are connected with the right supports, in the right place and at the right time to deliver outcomes that matter.

Figure 2: Victoria's public health vision



GVPHU's work is shaped and guided by programs, priorities and policy set by the Victorian Department of Health.

1.4 Victorian Prevention and Population Health Priorities

The Plans that set statewide health and wellbeing priorities for the local public health unit's population health catchment planning are:

- *The Victorian Public Health and Wellbeing Plan 2019-23; required by the Public Health and Wellbeing Act 2008. Within the Victorian Public Health and Wellbeing plan there are 10 priorities (Table 1).*
- *The Victorian Cancer Plan 2020-2024; required by the Improving Cancer Outcomes Act 2014.*

Table 1: The Victorian Health & Wellbeing priorities

Increasing active living	Increasing healthy eating
Improving mental wellbeing	Reducing injury
Preventing all forms of violence	Tackling climate change & its impact on health
Reducing tobacco-related harm	Reducing harmful alcohol & drug use
Decreasing the risk of drug resistant infections in the community	Improving sexual & reproductive health

The plans are supported by a range of strategies and action plans that have been developed to inform the following planning and interventions:

1. *Healthy Kids, Healthy Futures: Victoria's five-year action plan to support children and young people to be healthy, active and well*
2. *Sexual & reproductive health and viral hepatitis strategy 2022-30*
3. *Victorian Cancer Screening Framework Strategic Plan 2022-26*
4. *Victorian Action Plan to Prevent Oral Disease 2020 – 2030*
5. *Ageing well in Victoria: An action plan for strengthening wellbeing for senior Victorians 2022-2026*
6. *Victoria's Climate Change Strategy and Hume Regional Climate Adaptation Strategy 2021*
7. *Free from violence: Victoria's strategy to prevent family violence and all forms of violence against women, and Free from Violence Second Action Plan 2022-2025*



Aboriginal Health and Wellbeing will be supported by a sector and community designed self-determined Aboriginal public health model (State of Victoria, Department of Health, 2023). There are a number of State level plans directing this work, including Korin Korin Balit-Djak Aboriginal Health, Wellbeing and Safety Strategic Plan 2017–2027 and plans to drive local Aboriginal health and wellbeing, such as

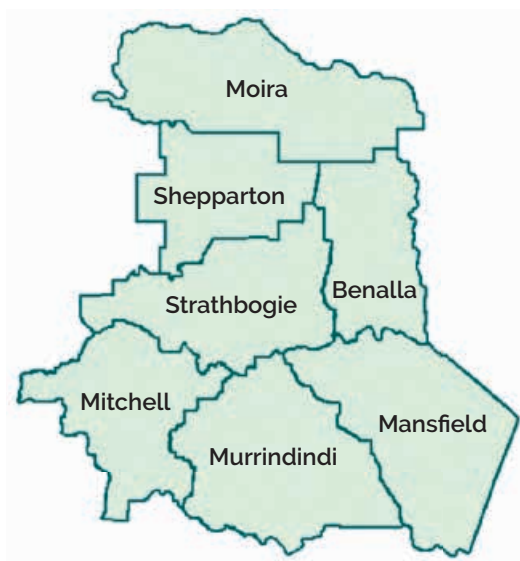
organisational Reconciliation Action Plans.

In line with the obligations under the Victorian Gender Equality Act 2020, a gender impact assessment has been undertaken for the Plan. This has been conducted utilising the GV Health Gender Impact assessment tool as a requirement detailed in the GV Health Gender Equality Action Plan 2021-2025, endorsed by the Gender Equality Commission.

2. The Community and its Strengths

The GVPHU catchment community includes people residing in seven local government areas (LGAs) in the Hume region – Benalla Rural City, City of Greater Shepparton, Mansfield Shire, Mitchell Shire, Moira Shire, Murrindindi Shire and Strathbogie Shire (Figure 3). Overall, the catchment has an estimated total population of 199,598 people and represents 3.1% of the total population of Victoria (ABS, 2021). The community is growing as more people move for the lifestyle and opportunities in the region. The population is expected to increase by 32% by 2036, with 62,720 new people moving into the region (ABS, 2021).

Figure 3: LGAs within the GVPHU



The GVPHU catchment community includes the largest regional population of Aboriginal and Torres Strait Islander people in Victoria and is also one of the most culturally and linguistically diverse communities.

The community generally has high self-rated levels of life satisfaction and a higher proportion of the population who self-rate their health status as excellent or very good. Almost half of the adult population report feeling valued by society and believe that multiculturalism has made life in their area better (DoH, 2020).

In the GVPHU catchment community more than half of the adults belong to a community or action group e.g. sport, religious, school, professional or other group, (DoH, 2019) and over 15% engaged in voluntary work through an organisation or group in the last 12 months (ABS, 2021).

More than a third of the population agree that most people can be trusted, and more than two thirds of people felt safe walking in their street at night (DoH, 2019). More than 85% of adults reported that they have someone outside their household they can rely on to care for them or their children in an emergency (DoH, 2020).

We know that recognising, mobilising and continuing to develop the population's strengths and people's positive behaviours will improve health and wellbeing in the catchment.

3. The Population Health Challenge

The GVPHU catchment has a diverse population that offers many strengths but also poses many challenges in achieving equitable health outcomes. The community faces a range of population health challenges brought about by changes in lifestyle behaviours, environments, patterns of disease and where we live, work and play. The Health Needs Assessment conducted in 2023 showed that the population experiences more socio-economic disadvantage, has a higher prevalence of modifiable risk

factors that impact health and wellbeing, and has higher rates of non-communicable diseases and mental ill-health in comparison to other regions.

The health and wellbeing of the community, health equity and accessibility to primary care services is complex and inter-connected. This influences and informs how the GVPHU designs and delivers population health and prevention initiatives, with a focus on preventable chronic disease and modifiable risk factors.

<p>199,598 people in the community 32% projected population increase by 2036.</p> 	<p>33-49% of adults are eating sufficient fruit Compared to 43% for Victoria</p> 
<p>3% of the population identify as Indigenous 1% Victoria-wide</p>	<p>4-8% of adults are eating sufficient vegetables Compared to 5% for Victoria</p> 
<p>14.0% of people born overseas 11% of the population speak a language other than English at home</p> 	<p>5 out of 7 LGAs have higher rates of adults who smoke daily Compared to Victoria</p> 
<p>28% of people are aged 60+ years Compared to 22% for the State</p>	<p>Over 70% of boys and girls in grades 4 and 6 are eating sufficient fruit</p>
<p>Unemployment rate of 2.3% Compared to 3.1% in Victoria</p> 	<p>1 in 5 adults reported high or very high psychological distress</p> 
<p>17% of adults consume sugar sweetened beverages everyday Compared to 10% for Victoria</p>	<p>76-86% of adults rate their life satisfaction as high or very high Compared to 77% in Victoria</p> 
<p>Almost 2 out of 3 adults are overweight or obese. Compared to 1 in 2 for Victoria</p> 	<p>Arthritis is the most commonly reported long-term health condition In 6 out of 7 LGAs</p>
<p>41-58% of adults undertake insufficient physical activity Compared to 47% for the State</p> 	<p>Hospitalisations for assault are consistently higher than State levels Over the past 10 years</p> 

4. Developing the Plan

The Primary Care and Population Health Plan has been developed and informed by a Health Needs Assessment process (Figure 4) which included:

- A review of data and evidence identifying the strengths, challenges and population health needs of the region (the Population Health Profile)
- Mapping and a gap analysis of existing population health, prevention and health promotion initiatives across the catchment
- Community and stakeholder consultations to understand and inform local population health needs and priorities

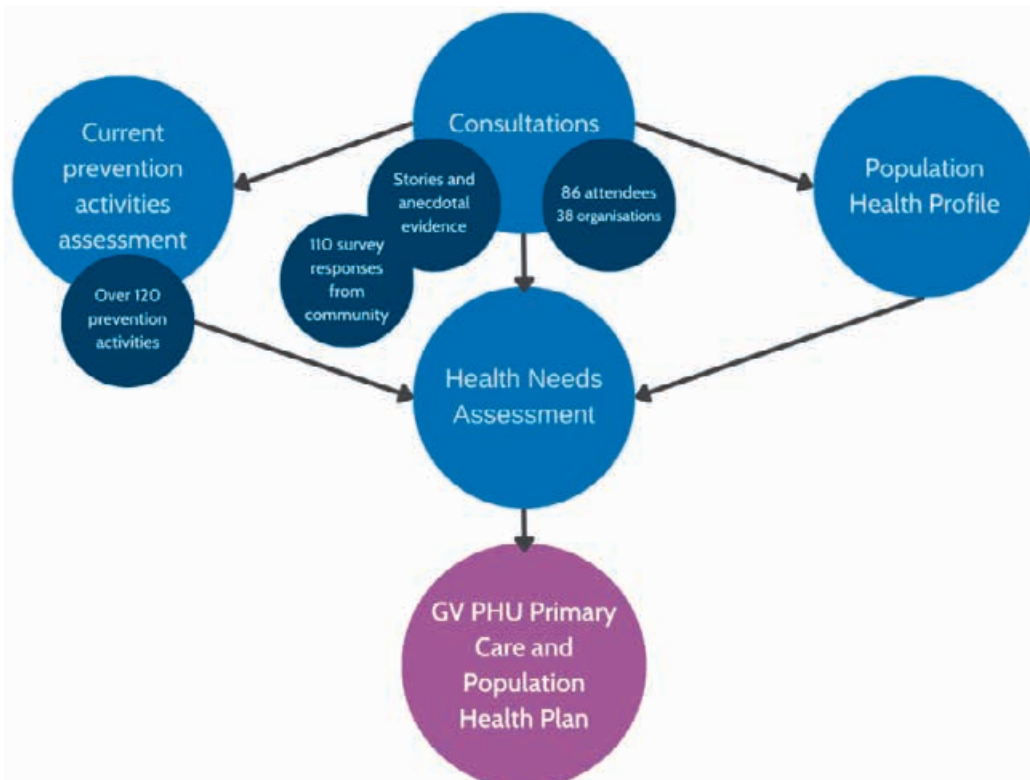
Through the consultation process, the communities and stakeholders prioritised increasing healthy eating, increasing active living, improving mental wellbeing,

reducing all forms of violence and reducing harmful alcohol and other drug use as the top 5 areas for catchment action.

The communities and stakeholders were particularly concerned about our children and youth. They believe our population health approach could be improved by investing in community mobilisation and community-led approaches and by increasing awareness and education to support individual behaviour change.

A working group representing organisations and population groups across the GVPHU catchment supported the development of the Plan. Feedback and community/stakeholder voting defined the final Vision for the Plan and the title *Improving the Health of our Communities Together*.

Figure 4: Development of the Plan



The community and stakeholders have said:

"We need to integrate what we are already doing to tackle multiple priority areas and support what's already working."

"Let's support community to connect with country and spend time nurturing relationships with each other and the environment."

"We need community connections, social connections, and a grass roots approach to develop local solutions."

"We must work in partnership across sectors and systems."

"Services are not accessible, affordable or easily available to those that need them the most."

"Mental wellbeing is intrinsically linked to physical health and wellbeing. It should be prioritised to have multiple benefits in improving overall health and wellbeing."

"Inequity within communities is currently impacting on wellbeing outcomes."



5. The Strategic Plan Foundations

Improving the Health of our Communities Together

5.1 Vision

Our regional community is empowered to be healthy and well. They have equitable access to opportunities and resources that support healthy and safe environments.

5.2 Pillars

Four pillars will guide the strategic actions of the Primary Care and Population Health Plan, and the priorities and deliverables of the implementation plans (*Figure 5*).

Figure 5: The Pillars



5.3 Strategic Actions

Over the next six years, the GVPHU catchment will work towards ten strategic actions to address the health and wellbeing needs and opportunities that our region has identified are important to them. (Table 2).

Table 2: The Strategic Actions

Action 1	Enhance opportunities to influence collective community behaviours
Action 2	Strengthen our community action through co-design of prevention activities
Action 3	Improve individual knowledge and skills for behaviour change
Action 4	Strengthen safe, inclusive and equitable access to primary care services
Action 5	Improve access and health outcomes for priority populations
Action 6	Advocate for cultural and environmental change to improve the region's health & wellbeing
Action 7	Develop supportive cultures & environments
Action 8	Develop culturally responsive and safe healthcare for Aboriginal and Torres Strait Islander People
Action 9	Create opportunities for population health innovation and research
Action 10	Address local needs and explore possibilities

The strategic actions align with the five action areas of the Ottawa Charter for Health Promotion and help direct thinking, planning and action to enable people to increase control over, and to improve their health.

- Building health public policy
- Strengthening community action
- Creating supportive environments for health
- Developing personal skills
- Reorienting health services

World Health Organisation, 1986

The GVPHU catchment strategic actions will aim to address our region's high incidence of risky behaviours, comparatively poorer health and wellbeing status, and the challenges and inequities associated with accessing primary care services and improving health outcomes. The strategic actions have a focus on primary and secondary prevention, and a co-benefits approach to support improvement in multiple health and wellbeing outcome.

5.4 The Approach and Guiding Principles

This plan and response sets the foundation for bringing about positive and sustained change and achieving the vision. The GVPHU will:

- Provide strong regional leadership for collaborative and coordinated action and systems change
- Build the capacity of our partners and community, and empower them to lead community and individual actions to improve their health and wellbeing
- Be informed by population health data and evidence-based interventions
- Co-design solutions with our partners and communities

- Address barriers to access and care, informed by values of inclusivity, equity and safety
- Measure, monitor and evaluate our actions to inform continuous improvement, build an evidence-base and scale initiatives

Three key principles will guide the effective planning, implementation and evaluation of the deliverables in the Primary Care and Population Health Plan:

- Partnerships
- Systems change
- Collective impact

5.4.1 Partnerships

The responsibility for creating positive health and wellbeing change by 2029 is shared by the GVPHU, its key prevention partners in health, all levels of government,

academia, industries, communities, and individuals residing in the catchment (*Table 3*).

Table 3: GVPHU Partners

Academia	Communities	Non-government organisations
ACCHOs	Community & cultural settings	Primary Health Networks
Aged Care	Families	Professional associations
All governments	Healthcare system	Schools
Business sector	Individuals	Volunteers
Childcare	Industry	Workplaces

In the Health Needs Assessment 2023 it was identified that our prevention partners in the GVPHU catchment have a focus on health promotion and prevention initiatives which prioritise:

- Increasing health eating (12 organisations across 7 LGAs)
- Increasing active living (12 organisations across 7 LGAs)
- Preventing all forms of violence (10 organisations across 7 LGAs)

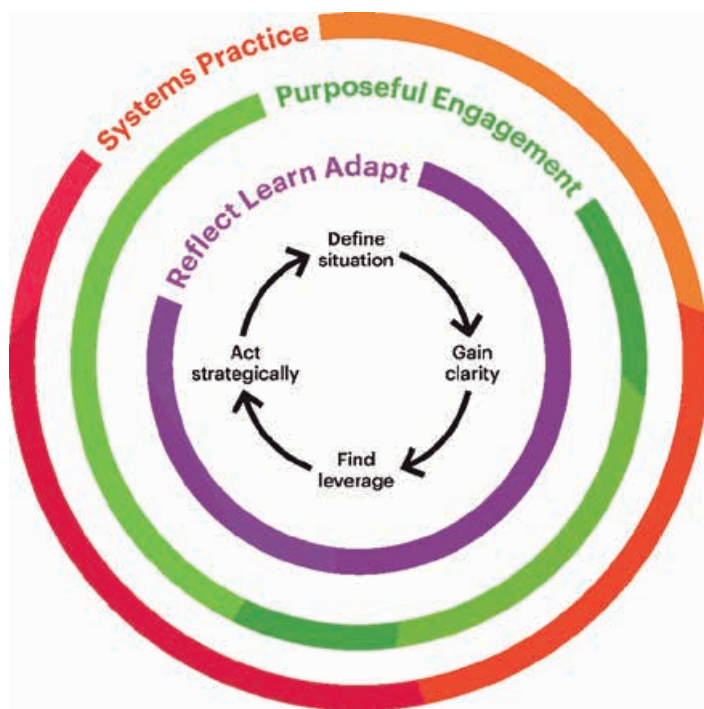
- Improving mental wellbeing (9 organisations across 7 LGAs)
- Reducing tobacco-related harm (8 organisations across 7 LGAs)

The initiatives are delivered in small communities within LGAs and more broadly across the catchment. They demonstrate partnerships between organisations, across sectors and with communities. The initiatives offer opportunities for multiple health and wellbeing benefits.

5.4.2 Systems Change

The complex nature of disease prevention requires health and wellbeing challenges to be addressed from a systems perspective, engaging as many parts of the system as possible and shifting different parts and levels of the system (leverage points) for the most effective outcomes (figure 6).

Figure 6: Systems Change Framework



Using a system change framework in practice allows us to identify the fundamental and interconnecting causes of the complex issue, such as the patterns of behaviour, the underlying structure and the beliefs of the people and organisations responsible for creating that complex issue. This then allows for more effective, comprehensive and sustainable decision making (The Australian Prevention and Partnership Centre, 2023).

The Australian Prevention Partnership Centre, 2023.



5.4.3 Collective Impact

The strategic actions and priorities in the implementation plan (outlined in Section 7) build on the partnership principle and strongly align to a collective impact approach (Figure 7). To improve the health outcomes and wellbeing of people across our catchment and to support Victoria's public health vision a coordinated approach with our partners and stakeholders is required.

Figure 7: Collective impact approach



The strategic actions address the Victorian Public Health and Wellbeing Plan priorities and support the implementation of state-wide programs and prevention activity across the catchment including:

- Healthy eating and oral health (Vic Kids Eat Well, Achievement program, Healthy Eating Advisory Service and Smiles 4 Miles)
- Active living (Achievement program, Active schools)
- Early years (INFANT program)
- Tobacco and e-cigarettes (Achievement program)

- Free from Violence prevention actions in key settings
- Climate change and its impact on health, prevention action and health co-benefits

Implementation will build on the existing health promotion and prevention strategies and actions described by our partners in their Municipal Health and Wellbeing Plans, Community Health - Health Promotion Plans and other organisation's strategic plans, as well as other community-led initiatives.

5.5 Priority Populations

There are groups of people within our catchment who experience a disproportionate burden of disease, leading to differences in health and wellbeing outcomes. Inequitable burden of disease is largely a result of social inequality and social disadvantage and is largely avoidable (WHO, 2018). This means there are groups of people who have different health and wellbeing needs and experiences that must be considered.

The Plan and its implementation will focus on identifying and addressing barriers to equity through shared decision-making, strategic partnerships and involving organisations and people with lived experience. This will be important to create meaningful change.

The Plan focuses on engagement with organisations and groups representing:

- Aboriginal and Torres Strait Islander people
- Culturally and linguistically diverse (CALD) people
- Lesbian, gay, bisexual, transgender, intersex, queer or questioning, asexual or other sexuality and gender diverse people (LGBTIQ+)
- People lived or living experience of mental illness
- People of low socioeconomic status
- People with disability
- Young people
- Older adults
- Women



5.6 Governance

The GV Health Primary Care and Population Health Advisory Committee will provide leadership, strategic oversight and monitoring of the Plan, its priorities, deliverables and timelines. They will ensure population health needs are addressed collaboratively, improve health outcomes and reduce inequities.

The GVPHU Primary Care and Population Health Implementation Group will govern implementation of the Plan, ensuring accountability for the deliverables and

regular monitoring and review of the Plan. The Implementation Group membership consists of diverse cross sector representation of state, regional and local prevention partners.

Existing and newly established priority working groups will provide collaborative regional leadership and expertise to ensure key initiatives are planned, implemented, monitored and evaluated.

The governance and committee structure are represented in *Figure 8*.

Figure 8: The Governance and Committee structure



5.7 The GVPHU Team and Resources

The GVPHU Health Planning and Prevention team provide regional leadership and support for systems change and place-based prevention and population health efforts across the catchment.

The GVPHU Health Planning and Prevention team includes experienced health promotion officers. The team is responsible for:

- providing leadership and expertise for catchment population health planning
- working collaboratively with prevention partners and communities
- facilitating and supporting catchment-wide prevention initiatives (e.g. RESPOND initiative in 2022-2024)
- coordinating and supporting new and established priority working groups
- operational management of GVPHU-led prevention projects
- providing capacity building support and resources for catchment prevention initiatives including:

- regional leadership for collaborative grant-funded, pilot or research project and opportunities
- workforce and organisational development (e.g. professional development opportunities)
- representing the catchment on state-wide population health and prevention partnerships

The Health Planning and Prevention team is supported by the GVPHU teams, including Health Protection, Communication and Engagement, and the Data and Analytics teams to deliver, implement and evaluate the priorities and strategies in this Plan.

Together with other LPHUs across the state, GVPHU, along with partners at a local level, will be driving collective action to improve the health of Victoria's population.

6. The Strategic Plan Overview

Improving the Health of our Communities Together, 2023-2029

Pillar 1


Our community is empowered to be healthy and well



Strategic Action	Expected Impacts and Outcomes
1. Enhance opportunities to influence collective community behaviour	<ul style="list-style-type: none"> • Improved access to resources that support healthy lifestyles • Increase in local place-based and community-led prevention activities
2. Strengthen our community action through co-design of prevention activities	<ul style="list-style-type: none"> • Improve the community's ability to self-manage health including mental health and wellbeing • Increased learning and positive behaviour change • Positive changes in children's weight status and associated behaviours
3. Improve individual knowledge and skills for behaviour change	<ul style="list-style-type: none"> • Contribute to evidence-base for co-designed interventions that positively impact children's health • Positive changes in harmful alcohol, smoking, e-cigarette and drug use

Pillar 2

Our community has equitable access to opportunities and resources



Strategic Action	Expected Impacts and Outcomes
4. Strengthen safe, inclusive and equitable access to primary care services	<ul style="list-style-type: none"> • Improved awareness of, and access to primary care services focusing on health literacy • Better and fairer access and outcomes for all people, notably our priority populations
5. Improve access and health outcomes	<ul style="list-style-type: none"> • Integration of health programs and services • Effective linkages and collaboration with health services for prevention, screening and early intervention • Preventing secondary hospital admissions for chronic conditions • Increased reach with priority groups to address inequity • Reducing all forms of violence

The Strategic Plan Overview

Improving the Health of our Communities Together, 2023-2029

Pillar 3


Our community is supported to live, work and play in a healthy and safe environment



Strategic Action	Expected Impacts and Outcomes
6. Advocate for cultural and environmental change to improve the region's health & wellbeing	<ul style="list-style-type: none"> Improved access to environments that support healthy lifestyles and promote safety Cultural and environmental changes to enhance health and wellbeing outcomes
7. Develop supportive cultures & environments	<ul style="list-style-type: none"> Improved learning, networking and workforce support Stronger leadership and collaboration in health promotion and prevention.
8. Develop culturally responsive and safe healthcare for Aboriginal and Torres Strait Islander People	<ul style="list-style-type: none"> Reducing smoking and e-cigarette related harm

Pillar 4

Our community is supported to respond to local emerging issues



Strategic Action	Expected Impacts and Outcomes
9. Create opportunities for population health innovation and research	<ul style="list-style-type: none"> Shared strategy for addressing climate change and it's impacts on health Leveraging or scaling of existing successful prevention strategies
10. Address local needs and explore possibilities	<ul style="list-style-type: none"> Develop and maintain a research focus for population health and prevention initiatives Contribute to evidence-base for local food systems Improved vaccination rates

7. Implementation Plan

The implementation plan sets out the pillars, strategic actions, priorities and deliverables that will be led or supported by the GVPHU within annual resourcing allocations. It will outline the four key pillars, ten strategic actions and a number of priorities to support local communities to live healthier lives, using both collective impact and system change approaches to deliver place-based population health interventions in partnership with local organisations.

The implementation plan will run in two-yearly cycles with annual reporting and two-yearly reviews (see figure 9). These reviews will evaluate the implementation plan and its priorities and deliverables and provide amendments and direction for the following two-year cycle.

The implementation plans will provide a summary of the key deliverables, the expected impacts and outcomes, the key partners and the timeframes for action. The implementation plan is intended to be actively utilised to guide the responsibilities of the GVPHU Unit, GV Health and their associated partners in delivering collective prevention activity. The implementation plan will be reviewed quarterly and updated as initiatives are planned, implemented and evaluated.

Each of the priorities in the implementation plan will have a detailed project plan which outlines:

- problem definition and scope
- aim and objectives
- key stakeholders
- key stages, deliverables and timeframes
- desired outcomes and measures of success
- workforce and other resource requirements
- governance arrangements
- project risks
- project budget
- evaluation plan

The implementation plan includes deliverables that continue from both transitioned functions and projects from the establishment of Planning and Prevention in LPHUs in 2022, as well as new projects identified within the catchment for delivery that started in 2022.

The deliverables in the initial implementation plan will primarily focus on year one and two and further monitoring and evaluation will determine the following year's deliverables.

Figure 9: Implementation Process



8. Monitoring, Evaluation and Reporting

8.1 Evaluating Strategies and Deliverables

The GVPHU will evaluate priorities and deliverables in the implementation plan to ensure they are delivered effectively. This work will allow activity to be refined while it happens, better understand and share knowledge about what works, and inform decision-making and evidence-informed priorities for leveraging, scaling and future investment. Where there are gaps in the effectiveness of interventions, GVPHU will seek opportunities to engage in research or pilot projects.

GVPHU will develop an Evaluation Framework to support consistent monitoring and evaluation for the Plan. This will include who is responsible for evaluation, what evaluation methods will be used and when evaluation should happen. Where possible evaluation plans for each deliverable will measure cost metrics to understand the cost-benefits and understand costs avoided as a result of interventions i.e. hospital avoidable admissions.

8.2 Focus on Outcomes

To ensure continual improvement in the evidence-base for health promotion and prevention, GVPHU will monitor and measure the process and impacts of the deliverables and strategies.

The process measures will primarily focus on the quality and effectiveness of partnerships and governance structures, on the capacity of the catchment prevention system to deliver action, and on the reach of deliverables across the catchment.

The impact measures will focus on the ten strategic actions, and where appropriate, utilise validated questionnaires and tools to collect data related to individual, group, and broader community impacts of the prevention initiatives.

Measuring the collective impact of our activities on the key areas described below will provide an early indication of the changes in communities, individuals, and their environments:

- Health literacy – health related knowledge, behavioural intentions, confidence, motivation, and personal skills

- Community action – the results of efforts to enhance local action, including community participation and empowerment
- Healthy public policies and practices – supportive practices and settings experiencing enhanced engagement
- Healthier environments – improved access to resources
- Effective primary care services – access to health services

Longer term health and wellbeing outcomes linked to the Plan will be measured using population level data from surveys and will be aligned to the Victorian Public Health and Wellbeing Outcomes Framework and indicators (State of Victoria, Department of Health and Human Services, 2016).

8.3 Monitoring and Reporting

The GVPHU will monitor the progress and performance of its priorities and collective efforts to achieve better health and wellbeing through its governance and committee structures. It will provide reports and publications on the initiatives, progress and outcomes through:

- Project-specific reports
- Evaluation reports
- Updates on relevant websites

- GVPHU catchment publications and communications
- GV Health Annual Report

The Plan will be reported on annually and a two year review of the implementation plan will be conducted in consultation with our partners and community. These will be reported to the Victorian Department of Health.



Stakeholder and Community Contributors

Many people have contributed and will work towards the *Improving the Health of our Communities Together* Primary Health and Population Health Plan 2023-2029. Thank you to the community members and stakeholders from across the region who have attended consultations and completed surveys to provide feedback on the communities health and wellbeing needs and challenges and contribute ideas to future population health priorities and strategies to improve the region's health and wellbeing.

10 Health Services

- Alexandra District Health
- Benalla Health
- Goulburn Valley Health
- Kilmore District Health
- Mansfield District Hospital
- NCN Health
- Seymour Health
- Yarrawonga Health
- Yea & District Memorial Hospital

3 Community Health Services

- Nexus Primary Health
- Primary Care Connect
- Rumbalara Aboriginal Co-operative

7 Local Councils

- Benalla Rural City Council
- Greater Shepparton City Council
- Mansfield Shire Council
- Mitchell Shire Council
- Moira Shire Council
- Murrindindi Shire Council
- Strathbogie Shire Council

2 Regional Organisations

- Murray Primary Health Network
- Women's Health Goulburn North East

10 Community Services and organisations

- African House
- Ethnic Council of Shepparton
- Family Care
- Good Shepherd
- Goulburn Valley Pride Incorporated
- Greater Shepparton Lighthouse Project
- Stephanie Alexander Kitchen Garden Foundation
- The Bridge
- Vincent Care

3 Academic Institutions

- Deakin University
- Goulburn Ovens TAFE
- University of Melbourne

2 Government Departments

- Department of Health
- Department of Families, Fairness and Housing

3 Local providers

- Goulburn Valley Water
- Point of Difference Studio
- 3whitehorses

130 Community members

- Community individuals
- Community and Consumer Advisory groups

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Acronyms

ACCHOs	Aboriginal Community Controlled Health Organisation
CALD	Culturally and linguistically diverse
CERSH	Centre for Excellence in Rural Sexual Health
DoH	Department of Health
GV Health	Goulburn Valley Health
GHSFS	Goulburn Healthy and Sustainable Food System
GVPHU	Goulburn Valley Public Health Unit
LGAs	Local Government Areas
LGBTIQA+	Lesbian, gay, bisexual, transgender, intersex, queer or questioning, asexual or other sexuality and gender diverse people
LPHU	Local Public Health Unit
NHMRC	National Health and Medical Research Council
PCC	Primary Care Connect
PHN	Primary Health Network
RESPOND	Reflexive Evidence and Systems Interventions to Prevent Obesity and Noncommunicable Disease
RICS	Regional Integrated Cancer Services
WHGNE	Women's Health Goulburn North East

Definitions

Achievement program	A free health and wellbeing program to help create healthier environments for working and learning, with a focus on healthy eating, physical activity, and mental health and wellbeing. The program is supported by the Victorian Government and delivered by Cancer Council Victoria.
Capacity Building	The development of knowledge, skills, commitment, structures, systems and leadership to enable effective health promotion.
Chill Skills	A gentle movement, mindfulness and meditation class for children aged 5-12 years to help them learn to be calm, confident, creative and resilient.
Collaboration	The process of working together to achieve a common objective or shared, collective goal.
Collective impact	Is a network of community members, organisations and institutions who advance equity by learning together, aligning and integrating their actions to achieve population and systems level change.
Co-design	Is a participatory approach to designing solutions in which community members are treated as equal collaborators in the design process.
INFANT	Is an evidence-based initiative (the infant feeding, active play and nutrition program) designed for maternal and child healthcare workers, and other health promotion to provide structured advice to guide healthy habits for new parents.
Primary prevention	To prevent problems occurring in the first place by eliminating or reducing underlying causes, controlling exposure to risk, and promoting factors that are protective of health.
RESPOND	Is a co-led initiative by local communities in partnership with Deakin University that aims to empower local communities to lead action to improve the health of their children.
Screening	A strategy used to identify an unrecognised disease in individuals without signs or symptoms.
Secondary prevention	To stop, interrupt, reduce or delay progression of a problem through early detection and early intervention.
Smiles 4 Miles	An initiative of Dental Health Services Victoria (DHSV) which aims to improve the oral health of children and their families in high-risk areas across Victoria.
Systems Change	Addresses the causes, rather than the symptoms of a societal issue by taking a holistic view of the system and its parts and relationships.
The Plan	Primary Care and Population Health Plan.
Vic Kids Eat Well	Vic Kids Eat Well is an achievement program supported by the Victorian Government and delivered by Cancer Council Victoria's Achievement Program in partnership with Nutrition Australia's Health Eating Advisory Service. The program aims to support schools, outside school hours care, sports clubs and a wide range of community organisations to offer healthier food and drink options.

