



Deakin University /DH/DHS Strategic Alliance

(Barwon South West)

Revised Alliance Model 2010 onwards

Introduction

The Alliance between Deakin University and the Departments of Health and Human Services works to enhance and protect the health and social wellbeing of all people living in the Barwon-South Western Region. The Alliance members work to support each other in conducting each organisation's core business.¹

Proposed Future Alliance Role and Model

The Alliance provides a forum for the exchange of ideas and knowledge and an opportunity for creativity to be nurtured, supported and developed.

It offers significant opportunities to advance a number of key strategic regional priorities via its structure and linkages. It will also play an advocacy role in relation to the needs of key population groups across the health and human services sectors.

Its underlying focus will continue to be a health equity approach focusing on disadvantaged populations in line with the Victorian Government's key social priority of reducing inequality and disadvantage.²

With its role embedded in key national, state and regional policy and planning frameworks (see figure 1) the Alliance needs to strengthen its membership and refresh its advisory groups to more effectively reflect the principles of regional representation and inclusivity.

In taking a strengthened role as a regional think tank to support integrated regional planning and improve health and wellbeing outcomes across the Barwon-South Western Region, there are three proposed logical themes that link to the core business of the Alliance:

- a) research and evidence informed practice;
- b) providing *appropriate information* to build community capacity;
- c) developing the BSW health and community service sector workforce capacity.

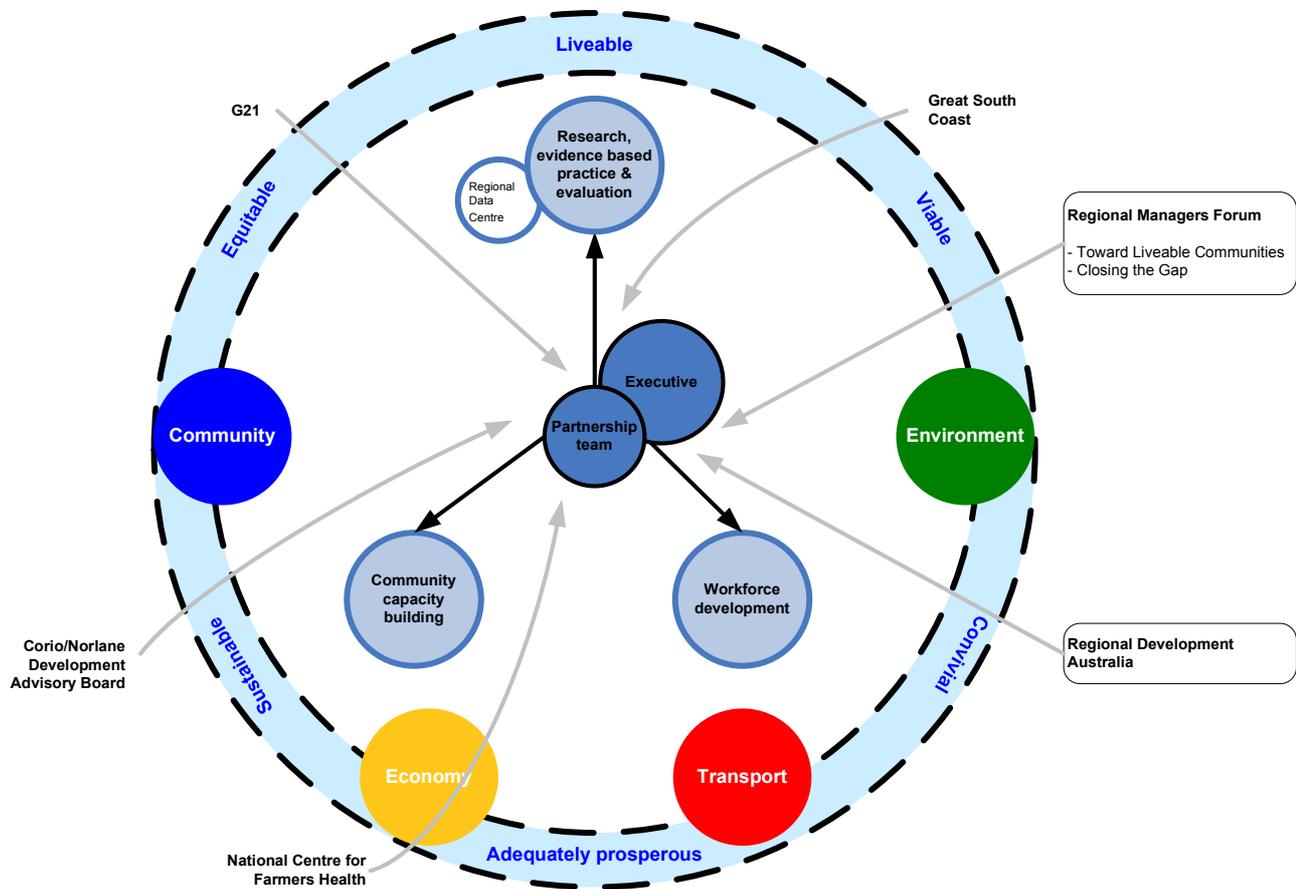
¹ Deakin University and Department of Human Services (2008). Business Plan 2007 – 2010 for the Deakin University + Department of Human Services (Barwon-South Western Region) Partnership Summary Brochure. Geelong, Australia. Deakin University, Faculty of Health, Medicine, Nursing and Behavioural Sciences and the Department of Human Services (Barwon-South Western Region) Partnership.

²Barwon-South Western Region, Victorian Government Department of Human Services (March 2009), Barwon-South Western Regional Plan 2009.

The core themes of the Alliance will be addressed by working with our partners in the community across the three key strategic priority areas as outlined in the following table:

Strategic Priority Area	Vision	Purpose
Community Capacity Building	<p>Community Capacity Building has become a central objective in a wide range of public policies and programs in Australia.</p> <p>Community capacity building encompasses “the degree to which a community can develop, implement and sustain actions which allow it to exert greater control over its physical, social, economic and cultural environments”. (Littlejohns and Thompson 2001)</p>	To ensure that a diverse range of mechanisms are explored and supported to increase individuals’, organizations’ and communities’ ability to work sustainably together to address key local issues in the Barwon-South Western Region.
Research Evidence and Evaluation	To improve health and well being outcomes, particularly for disadvantaged people and places, by brokering research and evaluation activity which is closely aligned with strategic health and wellbeing priorities at national, state, regional and local levels and to contribute to the evidence base of health and human service practice. Activity should be underpinned by the determinants of health.	Working to identify and foster innovative and collaborative research activity at Deakin University, (aligned to the strategic objectives of Deakin University, DH and DHS and the G21 and Great South Coast communities), the Alliance aims to identify evidence to inform policy and practice, build community capacity and reduce disadvantage and inequality. The Alliance is also working to position the region to build strategic research alliances and identify opportunities for research aligned to the COAG National Partnerships agendas.
Workforce Development	To develop a co-ordinated and collaborative approach to workforce planning and development across the Barwon-South Western Region .	To build strategic partnerships and to coordinate and support key workforce planning and development initiatives across the BSWR to ensure that the region has a sustainable health and community services sector workforce for the long term..

Figure 1 Deakin/DH/DHS Strategic Alliance Model for 2010 and beyond.
Deakin / DH / DHS Strategic Alliance (BSW)



Source: Deakin DOH/DHS Partnership,
 Updated 29 March 2010

The terms of reference and further detail about each of these Advisory Groups (AGs) is included in this document. This document also outlines:

1. Partnership re-branding to the "Deakin/DH/DHS Strategic Alliance"(BSW);
2. Revised Governance Structure;
3. Three refreshed and revitalised Advisory Groups including terms of reference and draft membership
4. Revised Alliance meeting schedules.

Appendix 1: Terms of Reference: Community Capacity Building Advisory
 Appendix 2: Terms of Reference: Research, Evidence and Evaluation Advisory Group
 Appendix 3: Terms of Reference: Workforce Development Advisory Group

1. Re-branding to “Deakin/DH/DHS Strategic Alliance” (BSW)

The Executive recommends a name change for the Partnership to recognize the level of increased engagement between partners and to acknowledge the recent changes that have taken place at Departmental level resulting in the recent formation of the Department of Health.

The Executive recommends that the Partnership now be rebranded as the “Deakin/DH/DHS Strategic Alliance” (BSW).

2. Revised Governance Structure

Professor Sue Kilpatrick (Pro Vice Chancellor Rural and Regional) and **Ms Chris Faulkner** (Director Health and Aged Care) are new members of the Executive team which will be better positioned to respond to and support engagement across the Departments of Health, Human Services and the South West of the Region.

The Alliance will be further strengthened by members of the Executive being more closely linked with the Advisory Groups with each Advisory Group being chaired by a member of the Alliance Executive.

Revised Executive Team

Name	Title
Mr Jim Higgins	Regional Director, Department of Human Services, Barwon South West Region
Professor John Catford	Dean, Faculty of Health, Medicine, Nursing & Behavioural Sciences, Deakin
Ms Chris Faulkner	Director, Health and Aged Care, Department of Health, Barwon South West Region
Professor Sue Kilpatrick	Pro Vice Chancellor (Rural & Regional) Deakin, Warrnambool
Assoc/Prof Mardie Townsend	Associate Dean, International & Development, Deakin
Mr John Hedditch	Manager, Regional Planning, Department of Health, Barwon South West Region
Alliance Team	
Ms Kay Mills	DH/DHS Alliance Coordinator
Dr Anita Peerson	Deakin Alliance Coordinator
Mr Chris Loughnan	Deakin/DH/DHS Alliance Project Officer

3. Revised Advisory Groups

There has been some ambiguity regarding the brief of the Health and Wellbeing Advisory Group and its integration with existing regional, sub-regional and local health and wellbeing structures and processes. Under the new Alliance model, the Health and Wellbeing Advisory Group will be discontinued. However, in recognising the importance of the health and wellbeing agenda across the Barwon-South Western Region, the Alliance will work with the three revitalised Advisory Groups to ensure that national, state, regional, sub-regional and local health and wellbeing issues across the Region, underpin the activity of each Advisory Group.

The three Advisory Groups will include representation from G21 and the GSC health and wellbeing and planning teams to ensure that the key health and wellbeing issues are incorporated in the activity of each Advisory Group. The Department of Health is currently undertaking work that synthesises these health and wellbeing priorities. In South Western Victoria, the Alliance will work with stakeholders to facilitate two "think tanks" to bring the key players together to set objectives, key activities and actions.

Members from each of the key regional organisations will be invited on to the relevant Advisory Groups to ensure appropriate regional representation.

The new model has revitalized the focus and governance of the remaining three Advisory Groups as follows:

- 1. Community Capacity Building Advisory Group** to replace the Public Health Forum Advisory Group in recognition of the aim to develop a broader role and function for this Advisory Group. In reviewing Advisory Group activity for 2009 it was agreed that the Deakin/DH/DHS Strategic Alliance funding to PCPs should be widened from a health literacy forum focus to incorporate wider forums and projects covered under the general principles of community capacity building. In 2010, there is scope for PCPs to use the funding to improve community capacity building activity in their area in line with relevant PCP strategic priorities. The Deakin/DH/DHS Strategic Alliance will continue to fund PCPs at the same level but the funding criteria is now wider to cover forum delivery and other projects or partnerships which develop community capacity building projects in their area.

Recommended Chairperson: Professor Sue Kilpatrick

Deputy Chair: To be confirmed

Alliance team representative: Chris Loughnan

- 2. Research/Evidence and Evaluation Advisory Group** has been renamed to more accurately reflect its mission to:

- broker collaborative innovative research
- support evidence based practice and policy
- encourage intersectoral action on social determinants of health
- develop research and evaluation capabilities

Recommended Chairperson: Assoc Prof Mardie Townsend

Suggested Deputy Chair: Dr Shelley Bowen

Alliance team representative: Dr Anita Peerson

- 3. Workforce Development Advisory Group** is renamed to focus on ensuring the development of a skilled and responsive local workforce through:
 - leading the development of a Barwon-South Western Region health and community services workforce development strategy; and
 - providing a coordinated student placement process via the implementation of the Student Placement Model.

Recommended Chairperson: Mr John Hedditch

Suggested Deputy Chair: Assoc/Prof Bernie Marshall

Alliance team representative: Ms Kay Mills

Terms of Reference for the three Advisory Groups have been modified to more accurately reflect current actions and priorities. These terms of reference should be a road map for setting future objectives and include a plain English statement of the Advisory Group's vision for new members. They will be further reviewed and ratified at the initial meeting of each Advisory Group.

Refer:

Appendix 1: Community Capacity Building Advisory Group

Appendix 2: Research/Evidence and Evaluation Advisory Group

Appendix 3: Workforce Development Advisory Group

4. Revised Alliance Meeting Schedules

It is recommended that in order to work more efficiently and to use the time allocated with the Executive more effectively that the Executive meetings be reduced to three meetings per year (in March, July, November). Under the new Alliance structure, all chairs of the Advisory Groups will be members of the Executive. Deputy Chairs of each Advisory Group will also be appointed.

It is recommended that Advisory Group meetings are limited to two times per year to allow more time for the Alliance Team to work with Advisory Group members (and others) to action priorities and to complete key activities between meetings. The team will continue to meet on a weekly basis to share issues, concerns and achievements and to document activities and develop executive reports. Executive support meetings (which will include the Alliance Team and John Hedditch and Mardie Townsend) will occur bimonthly.

Appendix 1

Community Capacity Building Advisory Group

Terms of Reference

Chairperson: Prof Sue Kilpatrick, Pro Vice Chancellor, Deakin University

Deputy Chair: To be confirmed

Alliance team member responsibility:

Chris Loughnan, Project Officer, DU/DH/DHS Strategic Alliance

1. Vision

Community Capacity Building has become a central objective in a wide range of public policies and programs in Australia. The concept of community capacity building is not precise but in general terms the United Nations Commission on Sustainable Development defines "capacity-building as a process and means through which national Governments and local communities develop the necessary skills and expertise to manage their environment and natural resources in a sustainable manner within their daily activities." Community capacity building is a broad term encompassing "the degree to which a community can develop, implement and sustain actions which allow it to exert greater control over its physical, social, economic and cultural environments". (Littlejohns and Thompson 2001)

2. Purpose

The Advisory Group aims to ensure that a diverse range of mechanisms can be explored and supported to increase individuals, organizations and communities' ability to work sustainably together to address key local issues in the Barwon South West Region.

During 2010, Primary Care Partnerships (PCPs) will each be funded \$3000 (inclusive of GST) for the delivery of approved activity to support the vision of this AG. G21 will be provided with \$6000 for this activity (see funding application form).

Alliance funding criteria has now been widened from solely a health literacy forum focus to incorporate wider forums and project parameters covered under community capacity building principals.

3. Objectives

- To map and identify existing community capacity building activity and opportunities across BSWR.
- To work with PCPs on implementing approved community capacity building activity which is complementary to PCP strategic priorities during 2010, 2011.
- To work with PCPs on evaluation of activity funded by Alliance.
- To run Peter Quail Oration on annual basis.

4. Communication

AG to report to Deakin University/DH/DHS Strategic Alliance Executive at the Executive meetings or more frequently as the need arises. This communication will occur via the AG Chair.

5. Expectations

Members will commit to function to:

- Create a supportive and challenging working environment
- Undertake transparent and informed decision making
- Promote and support a fair and equitable discussion without prejudice
- Engage in high level strategic thinking and planning across the health and community services sectors
- Develop robust and respectful relationships
- Facilitate open and constructive communications

- Accept diversity in individual, agency or sector positions, and
- Engage with colleagues in a reliable and responsible manner.

It is expected that members will attend all scheduled meetings.

6. Membership

Prof Sue Kilpatrick, Deakin University (Chair)

Deputy Chair to be confirmed

Chris Loughnan, Project Officer, Deakin University/DH/DHS Strategic Alliance

Appropriate representation from:

- Deakin University,
- Departments of Health and Human Services and other departments
- G21 Health and Wellbeing Pillar
- Southern Grampians Glenelg PCP
- South West PCP

Additional representation as determined by the AG.

7. Chair

This AG will be chaired by Prof Sue Kilpatrick, Deakin University.

8. Secretariat

Minute taking to be rotated amongst AG members. A set of action notes in dot point form will be an acceptable record of the meeting.

9. Meeting frequency

The Group will meet as determined by the AG.

10. Dispute resolution

If a member of this AG considers there is an outstanding issue or serious contravention of the terms of reference, the member is to approach the Chair to seek resolution.

11. Review of Terms of Reference will occur at the first meeting of the year.

Appendix 2

Research, Evidence and Evaluation Advisory Group

Terms of Reference

Chairperson: Assoc. Prof Mardie Townsend, Deakin University

Suggested Deputy Chair: Dr Shelley Bowen Department Health

Alliance team member responsibility: Dr Anita Peerson Deakin Co-ordinator, DU/DH/DHS Strategic Alliance

1. Vision

To improve BSW health and well being outcomes, particularly for disadvantaged people and places, by brokering research and evaluation activity which is closely aligned with strategic health and wellbeing priorities at national, state, regional and local levels and to contribute to the evidence base of health and human service practice.

2. Purpose

To foster innovative and collaborative research activity at Deakin University that aligns with the strategic objectives of Deakin University, DH and DHS and the G21 and Great South Coast communities). The Advisory Group aims to strengthen the link between evidence, policy and practice related to health and wellbeing, building community capacity and reducing disadvantage and inequality. The Advisory Group will also work to position the region to build strategic research alliances and identify opportunities for research aligned to the COAG National Partnerships agendas.

3. Objectives

- To develop a holistic understanding of the research and evaluation environment of the Barwon-South West region by mapping current and future projects.
- To develop a 3 year Barwon-South Western Region research and evaluation plan that is linked to state and national funding mechanisms.
- To work with Deakin University/DH/DHS and local partners in the establishment of the Regional Research Centre.
- To support the establishment of the National Centre for Farmer Health as a leader in innovative research, policy and practice
- To facilitate Corio Norlane Development Advisory Board links to a Deakin cross faculty research team, building on achievements of 2009 Research Forum.
- To provide specific support and expertise in evaluation activity to the health and community services sector.
- To promote a research and evaluation culture across the BSW health and community services sector
- To focus on developing evidence informed Workforce strategies for the Barwon-South Western Region.
- To broker Alliance research collaborations.
- To investigate further evaluation opportunities for Alliance evaluation (stage 2 in 2010).

4. Communication

AG to report to Deakin University/DH/DHS Strategic Alliance Executive at the Executive meetings or more frequently as the need arises. This communication will occur via the AG Chair.

5. Expectations

Members will commit to function to:

- Create a supportive and challenging working environment
- Undertake transparent and informed decision making
- Promote and support a fair and equitable discussion without prejudice
- Engage in high level strategic thinking and planning across the health and community services sectors
- Develop robust and respectful relationships
- Facilitate open and constructive communications
- Accept diversity in individual, agency or sector positions, and

- Engage with colleagues in a reliable and responsible manner.
- It is expected that members will attend all scheduled meetings.

6. Membership

Assoc. Prof Mardie Townsend, Deakin University (Chair)

Dr Shelley Bowen, DHS (Deputy Chair)

Dr Anita Peerson, Deakin University Strategic Alliance Coordinator

Appropriate representation from:

- Deakin University
- Departments of Health (regional and central) Human Services and other relevant departments (RDV,DPCD,DEECD),
- G21 Health and Wellbeing Pillar
- Great South Coast LGA
- PCPs
- National Centre for Farmer Health
- Gordon Institute of TAFE
- South West TAFE
- NGO sector

Additional representation as determined by the AG.

7. Chair

This AG will be chaired by Assoc. Prof Mardie Townsend, Deakin University.

8. Secretariat

Minute taking to be rotated amongst AG members. A set of action notes in dot point form will be an acceptable record of the meeting.

9. Meeting frequency

The Group will meet as determined by the AG.

10. Dispute resolution

If a member of this AG considers there is an outstanding issue or serious contravention of the terms of reference, the member is to approach the Chair to seek resolution.

11. Review of Terms of Reference will occur at the first meeting of the year.

Appendix 3

Workforce Development Advisory Group

Terms of Reference

Chairperson: John Hedditch, Manager Public Health and Regional Planning, DHS

Suggested Deputy Chair: Assoc/Prof Bernie Marshall, Deakin

Alliance team member responsibility:
Kay Mills, DH/DHS Strategic Alliance Coordinator

1. Vision

To support the development of a co-ordinated and collaborative approach to workforce planning and development across the Barwon-South Western Region (BSWR).

2. Guiding Principles (adapted from G21)

- We recognise that improving workforce planning and policy development across the BSWR requires a collaborative, co-ordinated and inclusive approach involving a variety of stakeholders across the Region.
- We will undertake an evidence based approach that integrates well with local, regional, Victorian and national health and community services workforce planning across sectors.
- We will take a leadership role across BSWR in workforce development, ensuring that information about key activities is disseminated across the region to the key sectors as determined by the Advisory Group (AG).
- We recognise the importance of and the variety of partners and current activity occurring in workforce development and will work collaboratively and in conjunction with these partners and activities.
- We will undertake an integrated approach to connect with existing human resource and clinical networks. We will acknowledge our achievements and reflect on and learn from our actions.

3. Purpose

The purpose of the Workforce Development AG is to build strategic partnerships and to coordinate and lead key workforce planning and development initiatives across the BSWR to ensure that the region is well positioned to provide a co-ordinated approach to this issue.

4. Objectives

- To oversee and provide specific advice on the development of an integrated BSW regional workforce development strategy for the health and the community services sector.
- To produce sub regional health and community services workforce development strategies with both G21 and the Great South Coast communities that align with their overall Labour Market strategies and interface with the BSW regional strategy.
- To support and develop implementation of a new clinical placements model for Barwon-South Western Region that incorporates university and VET sectors.
- To identify other key initiatives that need to be undertaken to further advance workforce matters in the Barwon-South Western Region.
- To advise on the research and evaluation priorities to support future Workforce development in the Barwon-South Western Region.

5. Communication

AG to report to Deakin University/DH/DHS Strategic Alliance Executive at the Executive meetings or more frequently as the need arises. This communication will occur via the Chair of the Workforce Development AG.

6. Expectations

Members will commit to function to:

- Create a supportive and challenging working environment
- Undertake transparent and informed decision making
- Promote and support a fair and equitable discussion without prejudice

- Engage in high level strategic thinking and planning across the health and community services sectors
- Develop robust and respectful relationships
- Facilitate open and constructive communications
- Accept diversity in individual, agency or sector positions, and
- Engage with colleagues in a reliable and responsible manner.

It is expected that members will attend all scheduled meetings.

7. Membership

John Hedditch, Manager, Public Health and Regional Planning
 Kay Mills DH/DHS Strategic Alliance Co-ordinator

- G21
- Great South Coast
- Appropriate representation from Deakin and other relevant Universities
- Appropriate representation from Departments of Health and Human Services
- Gordon Institute of TAFE
- South West TAFE
- Regional Development Victoria
- Education / schools representation
- VCAL representation
- LLEN representatives G21 and GSC
- Service providers from health, government and NGO sectors

Additional representation as determined by the AG.

8. Chair

This AG will be chaired by John Hedditch, Manager Public Health and Regional Planning, Department of Health.

9. Secretariat

Minute taking to be rotated amongst AG members. A set of action notes in dot point form will be an acceptable record of the meeting.

10. Meeting frequency

The Group will meet as determined by the AG.

11. Dispute resolution

If a member of this AG considers there is an outstanding issue or serious contravention of the terms of reference, the member is to approach the Chair to seek resolution.

12. Review of Terms of Reference will occur at the first meeting of the year.