



**Deakin University/DH/DHS Strategic Alliance
(Barwon - South Western Region)
Executive Meeting**

Minutes

1400-1600hr Friday 4 November 2011
Rm AD1.122 Deakin University, Waterfront, Geelong

Chair: Ms Chris Faulkner

Present

Professor Brendan Crotty (Pro Vice Chancellor, Faculty of Health, DU), Ms Anne Congleton (Acting Regional Director, DHS), Ms Chris Faulkner (Director Health and Aged Care, DH), Mr John Hedditch (Manager-Public Health and Regional Planning, DH), Professor John Toumbourou (Associate Dean-Partnerships and Workforce, Faculty of Health, DU), Dr Anita Peerson (DU Coordinator, Faculty of Health, DU), Ms Kay Mills (DH-DHS Coordinator, DH), Mr Chris Loughnan (Project Officer, Deakin/DH DHS Strategic Alliance).

Item	Subject	Action
1	<p>Welcome and Introductions</p> <p>Ms Chris Faulkner expressed a warm welcome to Professor Brendan Crotty at his first meeting of the Alliance Executive. Chris invited round-table introductions from meeting participants</p>	
2	<p>Confirmation of Minutes of the last Executive meeting 6 May 2011</p>	<ul style="list-style-type: none"> • Executive meeting minutes confirmed and accepted.
3	<p>Business Arising from Minutes</p> <p><i>3.1 DHS financial contribution to the Alliance</i></p> <p>Ms Anne Congleton noted that a DHS financial contribution to the Alliance was not possible at this stage due to budget constraints within the department. Anne confirmed the importance of continued DHS participation in the Alliance and suggested further investigation and development of in-kind support options to the Alliance. She suggested further exploration of Deakin engagement with DHS research and evaluation projects in the region (eg research projects through the Corio-Norlane Development Advisory Board)</p>	<ul style="list-style-type: none"> • Anne and Chris Faulkner to further consider in-kind support options for Alliance operations.

	<p>3.2 Memorandum of Understanding</p> <p>The Executive discussed the formulation of a new Memorandum of understanding and the proposal to extend the existing MOU for 12months to allow time for the Executive to review Alliance priorities and develop specific in kind contributions from DHS. The Executive decided that the existing MOU should be extended for a further 12 months (until 31 December 2012).</p> <p>3.3 Executive Membership</p> <p>The Executive discussed the need to identify and find a suitable Deakin replacement for Professor Sue Kilpatrick with particular reference to Alliance representation from the South West of the region. (ie. Warrnambool or Hamilton). It was also noted that Professor Kilpatrick brought with her particular expertise to lead the Community Capacity Building Advisory Group</p>	<ul style="list-style-type: none"> • Anita Peerson to ask Izabela Sulek (Faculty of Health, DU) to draft letter of MOU extension for 12 months to DH (Chris Faulkner) and DHS (Anne Congleton). • Brendan Crotty & John Toumbourou to identify a replacement candidate as soon as possible and to discuss with Chris Faulkner.
<p>4</p>	<p>Alliance Overview Presentation</p> <p>John Toumbourou presented a summary history of Alliance activity including mission priorities, regional coverage, governance structures, new model review, as well as a summary of achievements.</p>	<ul style="list-style-type: none"> • Refer Deakin/DH/DHS Strategic Alliance Powerpoint presentation.

<p>5</p>	<p>Alliance Executive Report</p> <p>5.1 Community Capacity Building Advisory Group Verbal report provided by Chris Loughnan</p> <p>Peter Quail Oration 2011</p> <p>The Peter Quail Oration for 2011: “Systems thinking to advance population health” was presented by Dr Alan Shiell at the Percy Baxter lecture theatre at Deakin University in Geelong on Thursday 6 October 2011. Dr Alan Shiell is the Executive Director of the Centre of Excellence in Intervention and Prevention Science (CEIPS) in Melbourne, a new research centre established by the Victorian Department of Health in 2010. Dr Alan Shiell’s address emphasized the importance of system dynamics and theory to advance population health and outlined how CEIPS will work with the Victorian Department of Health and university based researchers on the implementation and evaluation of the State’s investment in building a prevention system.</p> <p>The feedback from the event has been universally positive with comments on the excellent content as well as excitement with developing new partnership networks with CEIPS. The event has been recorded and distributed widely through the Alliance network/website in Lecture/Podcast formats. To date over 90 hits have been recorded on this site.</p> <p>Community Capacity Building Workshop: Evaluation Report</p> <p>An impact evaluation report has been compiled by members of the advisory group team (Co-Chair - Ms Sue Morgan and Project Officer - Mr Chris Loughnan) as a follow up to the Community Capacity Building Workshop “The Process of Engaging and Empowering the Community” held in Camperdown on the 23 March 2011.</p>	<ul style="list-style-type: none"> • Professor Brendan Crotty noted that future Orations could also investigate video conferencing options using the lecture theatres at Deakin (Waurm Ponds Campus and Deakin Clinical School: Kitchener House). • The evaluation report provides valuable feedback to help inform advisory group work into 2012 (refer attached Workshop Evaluation Report)
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Community Capacity Building funding applications

- **G21** conducted a Forum and ministerial launch of the “ Early Years Report on the Health and Wellbeing of children 0- 8 years” on 17 October 2011. Two follow-up Early Years workshops are planned with key stakeholders for other towns in the G21 region (November 2011 and April 2012).
- **South West Primary Care Partnership** are currently developing a community capacity building concept: South West Healthy Kids, with a focus to support workforce capacity in this area
- **Sothorn Grampians and Glenelg Primary Care Partnership** has applied for funding to conduct a “Sustainability” Workshop for Health and Community Care (HACC) workers in late November/early December 2011.

Community Capacity Building Advisory Group meeting

The next Community Capacity Building Advisory group meeting is scheduled for Thursday 17 November 2011 to review advisory group activity undertaken this year and develop advisory group priorities for 2012.

- Advisory group membership now includes DHS representation (Leanne Hodder) to improve DHS focus and engagement

5.2 Research, Evidence and Evaluation Advisory Group

Verbal report provided by Dr Anita Peerson and Professor John Toumbourou

Advisory group meeting: 16 August 2011

The advisory group meeting focussed on: *Research Partnership Funding: How do we ensure the important research gets funded?* Various participants presented at the meeting providing regional and sub-regional perspectives. The Research Advisory Group members indicated the following priorities for the BSW Region:

- determine regional research priorities
- develop research capacity-building opportunities for health and community services workforce (including evaluation skills).

Prior to the meeting, a discussion paper (August 2011) addressing research partnerships funding - prepared by Professor John Toumbourou and Dr Anita Peerson - provided an overview of Alliance priorities and the Research AG, research undertaken by members (eg. Centre for Rural Emergency Medicine, National Centre for Farmer Health, Centre for Nursing and Allied Health Research, Alfred Deakin Research Institute), as well as key objectives of G21, Great South Coast (GSC) and Corio Norlane Development Advisory Board (CNDAB). All Research AG members were invited to provide comments and feedback on the discussion paper.

	<p>Delphi Study</p> <p>In response to issues raised at the advisory group meeting (16 August 2011), Professor John Toumbourou, Dr Peerson and Professor Sue Kilpatrick (ADRI, Warrnambool) have developed a research proposal: <i>Identifying health research strategies to reduce chronic disease determinants and place-based disadvantage in regional settings: A Delphi study in Australia.</i></p> <p>A Delphi study is an effective method of consultation by email to a wide range of stake holders across the region. The Delphi process will result in priorities identified in the field and required expertise to undertake research projects in the BSW Region.</p> <p>The proposal is being developed in readiness for submission as a low-risk project to the Faculty of Health ethics committee, prior to data collection. The project will be funded by a small sum allocated from the Alliance budget (\$3,000) and in-kind resources provided by Deakin University. The research team will also investigate other funding options.</p> <p>DHS engagement</p> <p>Anne Congleton noted the potential to leverage research funding from other sources:</p> <ul style="list-style-type: none"> • further exploration of Deakin engagement with DHS research and evaluation projects in the region (eg research projects through the Corio-Norlane Development Advisory Board) • place-based family violence research from Department of Justice 	<ul style="list-style-type: none"> • The Delphi study (late 2011- June 2012) will result in reports (Alliance, Research AG, stakeholders) plus a published paper in a peer-reviewed journal). The project outcomes will inform discussions on the future strategic research directions for the Research AG. • Recommendation to include DHS research representative on advisory group - Anne Congleton to identify DHS staff member
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5.3 Workforce Development Advisory Group

Verbal report provided by Kay Mills & John Hedditch

The BSW Region Workforce Steering Group has been driving a more focussed regional approach to workforce development and meets quarterly. Chaired by John Hedditch with Professor John Toumbourou as the deputy chair, the membership comprises stakeholders working in or with an interest in workforce development in the health and community services sector in the region, including representation from key DH workforce planning and development programs:

- the BSW Clinical Placement Network
- Allied Health Works
- the Nursing Executive Network
- Closing the Health Gap workforce initiatives
- Workforce Innovation (DH, centrally).

The group's vision is to develop a co-ordinated and collaborative approach to workforce planning and development throughout the BSW region. A key priority of this group is to develop the BSW Workforce Strategy and Action Plans (for the G21 and Great South Coast sub-regions) by June 2012.

Some funding has been secured to develop the BSW Regional Workforce Strategy and Action Plans: comprising \$50,000 set aside by the region and an additional \$25,000 allocated from the Clinical Placement Network (CPN) for the development of an associated BSW CPN Strategy. A bid for a further \$30,000 has been submitted to Regional Development Victoria.

In strengthening leadership, a dual Strategic Alliance model is being considered by the DH regional office – a BSW Health System Strategic Alliance (comprising CEOs) and a BSW Prevention System Strategic Alliance connected to BSW Regional Management Forum. It is recommended that the BSW Health System Strategic Alliance be tasked to provide high level strategic guidance (Think Tank) on local health system matters including workforce innovation and reform priorities, and also operate as the authorising environment for key health workforce initiatives. The BSW Workforce Strategy and Action Planning process is to be supported by a Strategy Working Group, which will act as the project control group.

Key priorities for the late 2011 include:

- finalising the existing project brief for the BSW Health Workforce Strategy and Action Plans
- establishing the BSW Health System Strategic Alliance (and a Workforce sub-committee) to oversee key workforce initiatives region-wide
- forming the BSW Strategy Working Group to be the project control group during the life cycle of the strategy development process
- requesting quotes / appointing consultants to undertake the development of the BSW Regional Workforce Strategy and Action Plans to be completed mid-2012.

The Executive noted the importance of identifying key regional personnel and leadership for both the BSW Health System Strategic Alliance (eg. to include Brendan, Anne, Chris) and the Strategy Working Group

- Brendan noted the importance of good process and engaging the right people who have an excellent understanding of regional health workforce needs
- Chris Faulkner emphasised reviewing service needs and planning workforce around these services.

	<p>5.4 Alliance Budget</p> <p>Verbal report on the budget provided by John Toumbourou referring to Current Alliance Budget as at 30 September 2011 and Alliance Budget template for 2012.</p> <p>The new Alliance Budget Template (2012) will provide more transparent information on contributions by partners towards salary and non salary expenses. It was noted with only \$100,000 funding/year (\$50,000 respectively from Deakin University and Department of Health) that the long-term sustainability of the current budget structure and expense trends was questionable.</p>	<ul style="list-style-type: none"> • Executive noted Alliance team to add in-kind staffing time fractions for Kay and Anita to budget reporting • Correct DHS invoice item to read DH • Review budget structure/expense trends and establish a sustainable income /expenditure framework for 2012
<p>6</p>	<p>Proposed Operational Model 2012</p> <p>6.1 Environmental scan of emerging opportunities</p> <p>Alliance Executive members discussed and commented on current developments and emerging opportunities across the BSW Region.</p> <p>John Toumbourou</p> <ul style="list-style-type: none"> • reflected on the changes occurring across all Alliance organisations (DH, DHS, Deakin) • Challenges and opportunities continue with changes and renewal in Alliance staffing (eg. John Hedditch - resignation from DH in March-April 2012) • Business as usual, a daunting challenge with current staffing and funding as advisory group activity expands • Alliance has effective structure and advisory groups in place • Further develop opportunities as a think tank in priority areas • Reinvigorated research advisory group will throw up new ideas • Explore opportunities to increase focus and engagement with DHS 	

Chris Faulkner/John Hedditch

- Current Victorian policy and planning focus is on Health Priorities Framework and the respective plans that are being released with close connections to it- Victorian Rural and Regional Health Plan; Victorian Health and Wellbeing Plan
- Align Alliance work with new systems thinking approaches eg health systems, prevention systems, one DHS

Anne Congleton

- DHS Capacity challenge issues
- DHS Focus on areas of disadvantage, small community needs and placed based approach
- BSW region selected as a pilot region for the development of the "one DHS" service model

Brendan Crotty suggested additional potential partners for the Alliance with resources, capacity and funding to offer assistance

- Centre of Rural Medicine
- National Centre for Farmer Health
- Chair in General Practice
- Barwon Medicare Locals
- Kardinia Health/Chair in General Practice
- Alcoa

7	<p>6.2 Options discussion for 2012</p> <p>John Toumbourou presented 2012 Operating Model Options to encourage the opportunity for strategic reflection. The Alliance aims to identify 2012 priority issues, progress potential solutions, mainstream their action and move on. John identified a range of key operating model options for 2012</p> <ul style="list-style-type: none"> • Consider a more flexible use of cash and in kind contributions to contract staff for specific tasks and increase staff expertise • Develop closer Alliance alignment with the Regional Managers Forum (RMF), in particular nominating Deakin membership. • Focus on key strategic work and mainstream ongoing actions <p>John Toumbourou proposed the Alliance continue with current operational structure of three advisory groups: research, workforce and community capacity building as he felt these were the right priorities</p> <p>Other Business</p> <p>7.1 Regional Research and Information Centre(RICC)</p> <p>RICC is a priority project of G21. Professor Sue Kilpatrick currently developing a Business Case for a Regional Research and Information Centre in consultation with key stakeholders.</p> <p>7.2 Great South Coast Health & Wellbeing Unit</p> <p>The GSC Health and Wellbeing Unit is a priority project of the GSC Board. The business case is to be managed/lead role by the School of Health and Social Development, Deakin University.</p>	<ul style="list-style-type: none"> • Refer to Deakin/DH/DHS Strategic Alliance powerpoint presentation • Executive recommended John Toumbourou and John Hedditch identify appropriate University representative and advocate for nomination to RMF • Action for each advisory group to work on gathering information to focus priority efforts for 2012 and report back to Executive for review <ul style="list-style-type: none"> • Brendan Crotty noted that GSC Health & Wellbeing Unit needs far business case development and clarity before it could be considered a priority
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8	2012 Executive Meetings Prospective dates for 2012 meetings <ul style="list-style-type: none">• Friday May 4th• Friday Nov 2nd	<ul style="list-style-type: none">• To be circulated and confirmed by Chris Loughnan
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