

Statement of Intent 2021-2022





Latrobe Health Advocate Jane Anderson

Reflecting on the last year, I am reminded we are living through a period of extraordinary change. The COVID-19 pandemic has continued to alter how we live and work, and although it has been a difficult and trying period for many, my office has pivoted to embrace new ways of working to ensure we could deliver on the commitments of my 2020/21 Statement of Intent.

As Victoria endured multiple lockdowns, COVID-19 impacted communities across Latrobe and remained a significant health issue. I continued to report regularly to the Victorian Health Minister and Chief Health Officer about what I was hearing, and my office identified this as a priority early on in the pandemic and partnered with the Gippsland Primary Health Network to produce *COVID-19 Impact and Recovery in Latrobe*. The report identifies system gaps and considers broader opportunities for health system reform, more support for people to access technology and data, greater collaboration between health services, a whole of government approach for bolstering digital infrastructure, patient-centred care, and community-led recovery. I am now committed to advocating for implementation of the recommendations to ensure an equitable recovery for Latrobe communities.

Like many others, my office has moved to a hybrid model of engagement, with community conversations, activities and events taking place online with various platforms and in-person. Despite the challenges posed by the pandemic, my office has been a hive of activity throughout 2020/21.

I continued to hear from Latrobe communities about their health and wellbeing concerns and aspirations and what works for them when it comes to engagement. I continued to reach out and listen to people who, for a range of reasons, may be experiencing disadvantage, people who may not usually have their voices heard, or people who may not recognise their voice. I heard from people experiencing family violence, young people aged 12-25 and older people aged 60 and over. These people have trusted me with their stories and inspired me to advocate for systems change to improve their health and wellbeing. I am committed to ensuring local services have the capacity to respond to and support people, and I will continue to work with them to identify and overcome any challenges or obstacles that may prevent this from occurring.

I welcomed the opportunity to provide a community response to the final recommendations of the Royal Commission into Victoria's mental health system. My office is now focused on ensuring local communities and services are ready to embrace and implement system changes.

Human Connections was identified as a priority project in my 2020/21 Statement of Intent. My office invited key agencies operating within the Latrobe Health Innovation Zone to partner with us to design and implement a collaborative project to better understand the context and opportunities for human connection in Latrobe, and the population health impacts of loneliness and isolation. Project partners have worked together to engage with communities and learn from experts to identify

opportunities for systems changes, and we look forward to sharing project updates and insights with Latrobe communities, health services and governments.

In 2021/22 I will continue to listen to Latrobe communities and respond to their health and wellbeing aspirations. I will use these voices to identify advocacy opportunities to influence systems change and am committed to working with the Victorian Government and services within the Latrobe Health Innovation Zone to address community concerns and aspirations.

In my last Statement of Intent, I made a commitment to identify the systemic and underlying issues that impact how communities in Latrobe access GPs. Access to Services in Latrobe was identified as a priority campaign for my office based on the voices of Latrobe communities, and we have worked with local services to implement a joint action plan that aims to bring about long-term improvements to the ways Latrobe communities access doctors and primary healthcare services. I am encouraged by the response of the Victorian Minister for Health and local services to the action plan, and I will continue to advocate for systems change and look forward to sharing progress updates with Latrobe communities and all levels of government.

In the last 12 months local health services and the Victorian Government have remained committed to addressing the aspirations of Latrobe communities and responding to the recommendations from my report, *Achieving Victoria's best end of life experience for people in Latrobe*. I am encouraged by the acknowledgment from services and governments about the need for substantive change in this area and will continue to work to address community concerns surrounding workforce shortages, skill deficits, communication between services and the need for services to listen to and understand the experiences and wishes of patients and their families. The recommendation for a dedicated hospice in Latrobe is yet to be formally considered and I will continue to advocate for communities to be involved with this process.

In 2021/22 I will continue to monitor these priority projects and work to facilitate and enable system change. My office will investigate a Latrobe social determinants of health framework that includes existing priorities and allows us to identify and pursue immediate advocacy opportunities. The framework will incorporate engagement and research that relates to self-advocacy models, health protection, health impacts of climate change, economic transition and employment and utilise this as a platform for engagement and advocacy into the future.

I will continue to reach out to communities to hear their concerns and aspirations and make recommendations to governments and services to improve health and wellbeing outcomes for people in Latrobe.



Priorities for 2021/2022

Maintain and build on the established profile of the Latrobe Health Advocate and the Latrobe Health Innovation Zone (LHIZ)

Develop a system whereby the Advocate can measure own impact in achieving change and engagement with communities.

Support the development of a governance structure in the LHIZ to clarify roles and accountabilities that enable collaboration and empower the Advocate to be a system change agent.

Be an active leader in the LHIZ partnership and formalise new ways of work in accordance with the Deloitte Evaluation Report of the Zone.

The Advocate will:

- Design a measurement approach for the extent a person feels heard/listened to by the Advocate's office following involvement in engagement activities.
- Based on community aspirations, and as part of quarterly voice reflection, identify advocacy opportunities to influence conditions of systems change, take action as appropriate and record evidence of systems change.
- Actively participate in and influence the work of the Zone partners, align community voice with relevant Latrobe Health Assembly projects and work in partnership to implement endorsed recommendations supporting use of the Assembly Triple Diamond Model.
- Use the social determinants framework approach to identify relevant stakeholders, potential partners and opportunities for shared work within the Zone.
- Work with state and national bodies to bring expertise in systems change, innovation, engagement, self-advocacy and social determinants to support the work of the Advocate.
- Develop and utilise a suite of communications tools to refine and refresh the explainer of the Advocate's role and responsibilities, targeted to stakeholder groups.

Elevate the voice of our community and deliver priority campaigns

Actively participate and influence regional COVID pandemic recovery efforts based on the needs of the community.

Develop priority campaign programs in partnership with Zone partners, the community and relevant key stakeholders.

Expand on 'issue' based engagement and research the methodology that enables introduction of 'place based' consultative groups.

Further build the reputation of the Latrobe Health Advocate work through social media and communication channels.

Introduce expert panel and peer review of priority campaigns to increase credibility of work.

The Advocate will:

- Advocate for the implementation of the recommendations from the *COVID-19 Impact and Recovery in Latrobe* report.
- Utilise the Inclusive Communities learnings and current engagement methodology to hear community aspirations and identify opportunities for advocacy.
- Engage with the community on a town-by-town basis to test and enhance the Advocate engagement model and commence an approach towards self-advocacy.
- Continue working with governments, agencies and communities to improve:
 - Access to Services in Latrobe
 - Mental Health and Human Connections
 - End of Life Palliative Care
 - COVID-19 Recovery in Latrobe
- Advocate for the protection of health and wellbeing, community engagement and transition planning in new and emerging economic development projects.
- Raise awareness of the impacts of climate change on health and wellbeing and health equity issues and support adaptation measures.
- Enhance communication and increase engagement, data collection and advocacy through:
 - Desktop research focused on social media strategies in larger organisations
 - Exploration of the full potential of digital communications and social media
 - Development of more accessible communications with consideration for readability
 - Improving the accessibility and navigation of the Advocate website
 - Continuation of engagement activities which include community conversations and events

Priorities for 2021/2022 (cont)

Advocate for and influence health and wellbeing outcomes and system change

Strengthen connections with government and key stakeholders to reorient focus towards understanding the social determinants of health and system change.

Undertake a collaborative project with partners in LHIZ to design an innovation architecture for advocacy and system change.

Introduce a framework that supports skills for self-advocacy of the community.

Advocate for the implementation of endorsed priority recommendations.

Pilot a process for immediate advocacy opportunities within the LHIZ.

The Advocate will:

- Develop a Latrobe social determinants of health framework embedded with the existing Inclusive Communities advocacy priorities and as this is being developed, identify, and pursue immediate advocacy opportunities.
- Incorporate engagement and research that relates to health protection, health impacts of climate change, economic transition and employment into the Latrobe social determinants framework and leverage this as a platform for government engagement and advocacy.
- Bring together a list of relevant Ministers and key stakeholders for each of the Latrobe social determinants, design and implement a tailored engagement (advocacy) strategy for each determinant as it is developed.
- Work with the Health Assembly and Zone partners to clarify how the various models of engagement, innovation and advocacy that have been developed for Latrobe come together in a way that leads to the best possible (most effective) advocacy for systems change and supports self-advocacy approaches
- Use the priority campaigns to inform a scaled-up approach to advocacy for system-wide reforms.
- Using community aspirations, quarterly analysis, and planning change; further develop the advocacy toolkit / model / framework that can be used for the purposes of immediate and longer term / sustained advocacy.

Build capability and capacity (resources)

Seek cultural mentoring and support from Aboriginal leaders and others to ensure effective engagement processes.

Develop knowledge of self-advocacy approaches to engagement and plan for implementation.

Build in-house system change skills and capability.

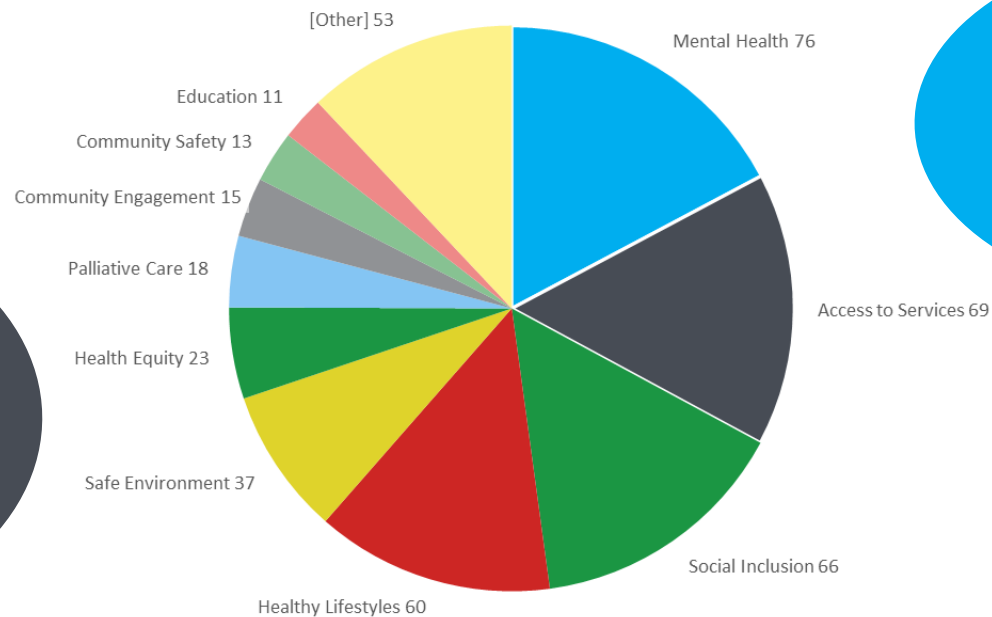
Invest in professional and skills development and plan for future staff progression.

The Advocate will:

- Identify a relevant campaign in which the Advocate office can partner with an Aboriginal and Torres Strait Islander organization and communities in a practical way to continue building relationships and cultural training for staff.
- Set up an ongoing operational decision-making tool to ensure the commitments of the office can be adequately met.
- Apply a project management framework that considers the various stages of a project including conceptualisation, planning, implementation, reporting and analysis, and evaluation.
- Identify and organise departmental resources, LHIZ partners, research, engagement and communications expertise that can be utilised.
- Explore ways to enable succession planning that are suitable for a small team with consideration for job swapping, job shadowing, short-term secondments and acting arrangements between the Advocate office and relevant departmental teams or LHIZ organisations.
- Take a communications and advocacy approach to sharing and promoting the work of the Advocate office, within the context of the systems reform that is occurring in Latrobe as a result, and where possible, utilise the voice of communities, partners and government to articulate the impact this is having.

Community Voice 2020/2021

2020/21 Community Aspirations



I want to be part of the voices in Latrobe Valley having our voice for positive change, systemic change.

Good workers are the really good workers, but unfortunately, they are few and far between.

People are dying without being seen.

There needs to be more access to doctors on weekends... free up the ED.

The urgency has gone out of daily living. I can have a lazy day without the guilts.





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