



# Powerful Collaborative Partnerships

CELEBRATING 21 YEARS OF THE INNER EAST AND OUTER EAST PCPS



# Acknowledgements



## Suggested citation:

*Powerful Collaborative Partnerships, Celebrating 21 years of the Inner East and Outer East PCPs, Inner East Primary Care Partnership and Outer East Primary Care Partnership, Melbourne 2022.*



We acknowledge the Wurundjeri Woi-wurrung and Boon Wurrung people as the traditional owners of the land on which our work in the community takes place and other peoples of the Kulin nation. We pay our respects to their Elders past, present and future.



The IEPCP and OEPCP acknowledge the support of the Victorian Government

## IEPCP Chair



It is my privilege to be able to write this at a time of momentous change for Primary Care Partnerships. My first interaction with Inner East PCP was as a 'newsouthwelshperson' when I arrived in Victoria and

took up the role of General Manager with Inner East Community Health, now Access Health. I could not believe that resources had been directed consciously toward service co-ordination and partnership as the belief in collective impact and response had underpinned my work in NSW and in fact still does.

We need the glue between siloed services and sectors to bring us together to work on complex issues for community and individuals. We cannot afford to lose this focus and must maintain the prevention and early intervention focus PCPs so eloquently deliver in this transition process.

I want to thank the fabulous IEPCP team and their extraordinary Executive Officer, Tracey Blythe for their contribution to the health of communities in the Inner East. I acknowledge that they stand on the shoulders of many who have gone before in true partnership and coordination. I thank our previous Board members who have governed and supported this work in a changing environment. I thank our current Board – it's a privilege to have worked with you with your practical and thoughtful approach and strong expertise so that IEPCP has continued as the glue necessary to achieve better health in our communities.

I commend the legacy of IEPCP to you and hope that we will not lose the conscious focus upon achieving real change in the health and wellbeing of communities and the people who live within them. Let the next iteration of the PHUs build upon and not ignore our legacies.

**Viv Cunningham-Smith** Chair IEPCP Board

## OEPCP Chair



The establishment of the Victorian Primary Care Partnership platform showed important insight into the value of investing in the infrastructure of local partnerships that seek to improve the health and wellbeing of local communities. At the time, this investment in partnerships was unique to Victoria and since then similar models have been implemented across Australia. The model was instrumental in supporting the delivery of a range of key state policies and reform agendas.

Our partnering history in the Outer East is a long and mature one. As a local community-based health partnership with over 35 member organisations over time, the OEPCP has flourished, strengthening our focus on early intervention and preventing the progression of ill health before it becomes a serious problem. We aimed to reduce the pressure on hospitals and the growing burden on the broader health care system whilst influencing the prevention of disease.

Our partnership is underpinned by trusting, respectful relationships that have guided us through the uncertain landscape of policy reform. We have enabled true collaboration to drive social impact in areas such as physical and mental health, alcohol and drug services and family violence by supporting agency capability and capacity using a partnership approach. As part of that approach, we have had a strong commitment to working with consumers and community. As the present Chair of the OEPCP, I thank our current Board members, EACH as the auspice agency, the staff and partner agencies for their relentless support of our. I also recognise and acknowledge all members of previous Boards, the Consumer Advisory Group and staff over the years for their commitment to drive positive change to health and wellbeing in the catchment.

I'm very proud of all of the achievements of the OEPCP as a collective, and hope the transition to the new arrangements will build on this great work.

**Sue Sestan** Chair OEPCP Executive Committee

# Foreword



**Primary Care Partnerships (PCPs)** were established by the State Government in 2000. They were initially designed to engender a spirit of cooperation and working together across the health and community services system which had been lost as a consequence of the previous government's competitive tendering approach to commissioning new and recommissioning existing services. Initial membership of most PCPs included local government, large health services (and in rural areas small local hospitals), community health services, womens health services, and a range of disability and community service organisations. PCPs have no legal status and require members to participate in a spirit of collaboration.

Inner East PCP covers the municipalities of Bororoondara, Manningham, Monash and Whitehorse, and Outer East PCP covers Knox, Maroondah, and Yarra Ranges. Like all PCPs, their first priorities were developing formal and sustainable partnerships, implementing the Better Access to Services Strategy, health promotion catchment coordination and Integrated Chronic Disease Management among others. As PCPs matured, they were increasingly able to pursue their own local priorities while pursuing objectives common amongst them.

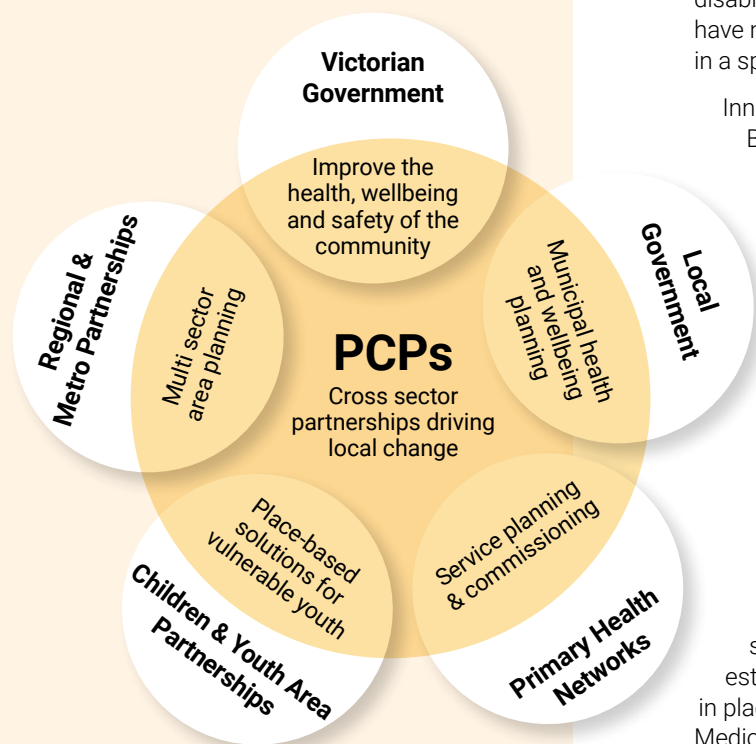
Many things have changed over the last 21 years and the last two years have seen the remarkable challenges presented by COVID-19. In this period, many other formal networks have either been created or have been changed substantially. For example, when PCPs were established Divisions of General Practice had been in place for eight years. However, they were replaced by Medicare Locals and finally became Primary Health Networks.

There have also been substantial changes in responsibilities for many services, including the establishment of the National Disability Insurance Scheme and the transfer of aged care to the Commonwealth and the creation of My Aged Care. Throughout all of these changes PCPs have remained an important player and have been valued by their partner agencies, State Government departments and Local Government for their capacity to assist in the implementation of new initiatives using the partnership platform as the base. Other high value functions include community engagement, empowerment and resilience building, local prevention planning and integration, advancing health equity and system integration and coordination.

All 28 PCPs across Victoria are to be transitioned into the new Local Public Health Units. The high value functions performed by PCPs will continue under these new arrangements and the local focus of PCPs maintained. The transition of PCPs is due to take effect after 31 March 2022. Let's hope we can look back in another 21 years and see a further maturing of the primary care and preventative health system which is critical to all Victorians and to which PCPs have made a major contribution.

I commend to you this compilation from the Inner East and Outer East PCPs, that captures a rich historical selection of the diverse and effective partnership activities over time, and congratulate all participants on these transformational achievements.

**Gregg Nicholls**  
 Chair, Victorian Primary Care Partnerships  
 Former Chair, Inner East Primary Care Partnership



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## OEPCP Partners

## IEPCP Partners

# Introduction

At the Inner East Primary Care Partnership we aspire to be a catalyst in driving the transformation that's needed to improve health and wellbeing: creating effective collaborative upstream solutions to prevent downstream problems. Our Partners are active across Boroondara, Manningham, Monash and Whitehorse, and the Eastern Metro Region of Melbourne.

The Outer East Primary Care Partnership has brought together service providers and local councils located in Knox, Maroondah and Yarra Ranges. This partnership has come together with the local community to plan, collaborate and advocate to improve the health and wellbeing of local people and to reduce inequities.

**For 21 years** the staff and Board of the Inner East PCP, and the staff and Executive Committee of the Outer East PCP, have been in a unique and innovative position through the funding we have received from the Victorian government to lead and facilitate positive change and build cross-sectoral partnerships in Melbourne's Eastern Metropolitan Region. These partnerships have improved population health and wellbeing; built healthy environments; reduced inequality; and expanded social inclusion, through shared actions and strategies, harnessing resources, and supporting capacity-building, structural change and advocacy.

Collaborations with dedicated, like-minded health and community orientated professionals have facilitated the development and delivery of local solutions to complex interconnected health issues in ways that are exciting, rewarding and satisfying in their joint achievement.

These partnerships have been driven by the collective core beliefs of supporting human rights; that investing in primary prevention is preferable in responding to increasing health challenges, and, that improvements are best achieved through multi-sectoral collaboration.

Primary Care Partnerships provide an ideal platform to achieve these goals. Our work tackles numerous health and wellbeing issues that address local gaps in the health system or emerging population needs. Our high value functions include the:

- Capability and capacity to mobilise place-based primary prevention initiatives and provide backbone-like functions to support partnerships to achieve collective impact.
- Capability and capacity to mobilise local responses to unforeseeable events and time-critical responses.
- Delivery of localised workforce capability building to meet our partners' needs.

The work undertaken by the PCPs has been diverse. On the following pages we are very proud to showcase a selection of the ground breaking and successful partnership efforts undertaken by the Inner East PCP and Outer East PCP, both separately and together. These celebrate many achievements over the lifetime of our PCPs, that we have been delighted to participate in. Please enjoy these short descriptive vignettes and visit the links to learn more about these partnership projects.

*We were delighted to partner as PCPs in the development of this keepsake. We acknowledge and send a big thank you to Alex Mills, our consultant, and all of the key contributors to the history and content of these vignettes.*

**We also thank** the Executive Officers that have led the Primary Care Partnerships ahead of us and who have made their indelible mark on these partnerships and their collaborative efforts across the Eastern Metropolitan Region. We have been privileged to continue on from these foundations. We especially celebrate the long-term valued and valuable leadership of **Jacky Close** as Executive Officer of the OEPCP for more than 15 years.

*With fond memory, the IEPCP acknowledges the significant leadership of **Christopher Foley-Jones**, in advancing service coordination. Christoph's passion for improving the health and wellbeing of our local communities lives on through his significant contributions to our service sector and PCP partner agencies.*

**Tracey Blythe**  
Executive Officer IEPCP

**Sarah Kleinitz**  
Manager OEPCP



**L-R:** Tracey Blythe, Christopher Foley-Jones, Sarah Kleinitz and Jacky Close

# The Well



**THE WELL** is a flagship project for the Outer and Inner East PCPs, and represents one of the most comprehensive, innovative and data-rich tools for partner agencies working at a local level ever created – not just in Melbourne’s East, but across Australia. Compiling an ever expanding and frequently updated database of evidence, frameworks, evaluations and a truly exhaustive collection of local projects, partnerships and outcomes.

What happens when you pool the collective knowledge, experience and evidence-base of Health Promotion Practitioners from the Eastern Metropolitan region of Melbourne? What if there was a place where local knowledge could reside and be updated in real-time? What could we achieve if we collectively operated from the same evidence base? For years, leaders from the Outer East and Inner East Primary Care Partnerships (PCPs) had reflected on these questions, and whether they realised it or not, they had already started to lay the groundwork for what would ultimately become The Well.

The need for a resource such as The Well emerged from several local challenges. In the early 2010s, PCP partner

agencies began to explore a more integrated approach to health promotion and client care. Key population health priority areas including social inclusion, gender equity and the prevention of men’s violence against women were emerging on a region-wide scale. Whilst many PCP partners across the primary health care and local government sectors were doing excellent work, there was a sense that understanding of these issues varied across the sector. Concurrently, information was not always shared as well as it could be, leading to disconnect in understanding what other agencies were working on, or what work had previously occurred in a particular area on a particular health issue.

Additionally, there was recognition that knowledge often resides with individuals. When a long standing leader or expert moves on from a role or an existing project comes to an end we often risk losing the data, experience and relationships which came with them. Even if a thorough evaluation or evidence base had been created, the lack of a centralised location often meant these resources became buried in search results or outdated websites.

Initially, The Well was planned to purely capture research and evidence – a single place where data, successful project outcomes, indicators and newly published academic papers could sit. This would support practitioners in the development of their knowledge base and inform day-to-day work, whilst also ensuring there was unified understanding of the evidence underpinning responses to complex social and health issues.

As The Well entered a testing and feedback phase in May 2017, partner agencies provided invaluable feedback to PCP staff. Whilst a strong need existed for an accessible repository for locating evidence-based information, there was also a desire beyond to share examples of work that would enhance connection and partnership development at the local level. Stepping further into a co-design approach to The Well, partner agencies worked alongside the Outer East and Inner East PCP staff to build a comprehensive database of preventative health-related work across the catchment.

The PCP partner agencies and collaborators worked tirelessly with staff over the coming years to build this evidence base, and in April 2018 The Well was officially launched. Monthly e-bulletins keep partner agencies informed about additions and changes to the portal; highlighting useful practitioner resources and the latest updates to the website on projects, resources and events across the region.

Following a partnership with Eastern Volunteers an Outcomes Framework was developed and the evaluation undertaken in May 2019 showed consistently high monthly engagement with The Well which has remained consistent since launching in 2018.

A mobile/tablet friendly version of the website along with a LinkedIn presence was launched in 2019, with an Instagram platform following in December 2020.



The Well enews and social media profiles have built a greater understanding of The Well and what it offers and have helped to build trust, confidence and credibility for The Well and how it can be of value to local organisations and practitioners. The social media profiles have enabled news and updates on local work to reach a wider and more diverse audience and so increase awareness of The Well and to grow its community.

The Well builds on and celebrates the strength of the relationships which exist between the Outer East and Inner East PCPs and their partners. Whether partner agencies are reaching out to the PCP with new information or vice-versa, The Well has strengthened these networks through information sharing and continues to build workforce capacity and knowledge in the region across sectors in truly unprecedented and invaluable ways. It provides both a platform for practitioners to profile their work and to understand what is happening across the catchment.

Users of The Well can navigate through sections designed to support Learning, Planning, Sharing and Connecting and discover comprehensive information on numerous priority social, health and wellbeing issues relevant to the region and the macro level.

*"I love that The Well is a tangible, quantifiable resource demonstrating all the high-level values a PCP can deliver – a platform to collaborate and partner with agencies in the region, a central repository of information and resources to improve evidence-based practice. It is a tool that easily translates conceptual frameworks and ways of working into practical tools and steps. Most of all, The Well demonstrates the very best things about PCPs – our local knowledge. We are the only agency that has the historical context and grassroots knowledge of a region – and The Well levelled-up that value by housing all this wisdom in the one place, ensuring it will live on no matter who passes through."* – Kelly Naughton, OEPCP

The process of building The Well facilitated a deeper understanding of what partner agencies need to best inform and deliver their practice; reinforcing a 'partner first' approach to delivering the resource. The co-design elements of the project created a strong sense of shared ownership by agencies, as a resource the catchment genuinely built together.

Ultimately, The Well has unified agencies in the Eastern Metropolitan Region in unprecedented ways. The website has built a strong legacy for deepening knowledge, creating shared understanding across the many levels of the service sector and significantly reduced duplication and competition when seeking to tackle complex social and health issues.

The Well represents the genuine power of Primary Care Partnerships and the knowledge, relationships and collaboration they have been uniquely positioned to foster. ●

[www.thewellresource.org.au](http://www.thewellresource.org.au)

#### Project highlights

An online platform for local practitioners to share local knowledge and practice wisdom to address complex health and social issues using a systems thinking approach.

#### Key outcomes

- Creates a culture of collaborative learning and retains and shares local knowledge.
- Provides practitioners with a shared way of thinking about local health and social issues.
- Highlights the importance of working in partnerships and enhancing the capacity of organisations to meet the needs of the local community.



The Well is a great resource which would be very useful across Council and with external stakeholders for planning, data collection and evaluation; as well as an engagement tool with a prevention/early intervention focus.

**Anissa Gracie**

Community Safety Officer, Manningham City Council



It's a place to go at the beginning of a new project to find key pieces of research and local resources that aren't published academically, but provide great learnings and information. This will save a lot of time when starting new projects, writing rationales and finding the latest statistics.

**Rachel Messer**

Health Promotion Officer, Inspiro



Learn



Plan



Share



Connect

# Improving The Diabetes Journey

”

I think the success of the ITDJ was also the way in which the PCP provided leadership of the Project coordinating and delivering activities with all stakeholders. If the workshops hadn't been organised and resourced through the PCP, I doubt the end results would have been achieved. The process helped engage and support partners to implement changes using a PDSA (Plan, Do, Study, Act) approach.

**Janine Scott**

General Manager Primary Health Care,  
Carrington Health



**BY 2007**, the Inner East and Outer East Primary Care Partnerships had collaborated with partner agencies across the Eastern Metropolitan Region to strengthen service coordination and health pathways for clients in the local service system. As significant as this work had been however, there was a growing consensus that for people living with chronic diseases and complex health conditions, further work still needed to be done to improve the coordination of care and health pathways where multiple services were required.

Through engaging with local partners, there was also a recognition that residents with chronic health conditions were frequently presenting at hospitals with severe symptoms and, in many cases, no chronic disease management plan in place. Looking closely at the demographics of the Eastern region, the two Primary Care Partnerships and their member agencies identified Type 2 Diabetes as being particularly prevalent in the Eastern Metropolitan Region.



Further research undertaken by the PCPs also suggested that certain cohorts and community groups in the EMR were at greater risk of developing Type 2 Diabetes – these included culturally and linguistically diverse community groups, new migrants, and women who had previously experienced gestational diabetes. Adding to these risk factors was a recognition of the intersectional challenges faced by certain community groups – new migrants, in particular were under-represented in local health services, and may experience barriers to accessing the support they need.

Building on the local knowledge and significant evidence base already available on the management of Type 2 Diabetes, the PCPs and their partner agencies embarked on an unprecedented, catchment wide approach to create a more coordinated model of care. This approach would work on interventions at multiple levels – from primary and secondary prevention, through to a sector wide reform on the quality of care provided to those living with the condition.

*“We were deeply committed to working together - alongside people with lived experience and service providers. Not just to prevent people from presenting at hospital when they were very ill or in a late stage of their disease, but ideally to co-create changes and systems where people ideally don't present at hospital at all.”*

– Hannah Halloran, IEPCP

The model worked from the premise that with the right supports and systems in place, Type 2 Diabetes could be effectively managed – keeping people out of hospital, and reducing their overall frequency of contact with the service sector.

Improving The Diabetes Journey workshop 2011.







# Consumer Reference Group

**The Outer East Primary Care Partnership Consumer Reference Group (CRG)** met for the first time in February 2005. In the years which followed, the group became integral to the work of the Outer East PCP; providing leadership, support and centring consumer voices and perspectives in the design and delivery of services across the Eastern Metropolitan Region.

In 2003 the Outer East Health & Community Support Alliance launched the Consumer Carer and Community Engagement Strategy. Designed with the support of Women's Health East, the strategy outlined effective processes and strategies for engaging consumers in the design and delivery of services. It highlighted the need for meaningful consumer representation and co-design processes in local agencies and was integral to the launch of the Outer East PCP's Consumer Reference Group.

The CRG represented a diverse range of lived experience, perspective and expertise in engaging with the local service sector. With the PCPs having a central focus on service coordination at the time, the CRG played a key role in identifying access barriers for consumers and a range of quality improvements which informed the work being undertaken across the region.

Members of the CRG worked with PCP staff to develop a suite of tools and resources to support consumer-centred care and practices and worked directly with PCP partner agencies to develop effective systems and practices for consumer groups within their individual organisations; ensuring consumer representatives had a meaningful voice and platform within local service providers. Members of the CRG often attended other consumer representative meetings to directly support them in their work and to undertake significant advocacy to develop remuneration policies for organisations who utilise consumer expertise.

Throughout their history, the CRG delivered a substantial number of facilitated workshops to consumers and service providers across the Eastern Metropolitan Region. These forums highlighted best practice in consumer engagement, the importance of consumer/ agency partnerships and advocacy for stronger consumer voices within the local service sector. They consistently highlighted the importance of intentional co-design principles in the development and delivery of services and initiatives. These forums were an opportunity for consumers to better connect with each other as well as the staff and leadership teams within the services they utilise.

The CRG contributed a significant number of submissions to state-wide sector reform processes regarding issues such as mental health, disability, carer support and positive ageing. Members also contributed to messaging in primary prevention initiatives and support for the development of numerous media and social campaigns, including *Busting the Myth* (2017).

The Consumer Reference Group wound up their activities in 2019 after collectively contributing more than 50 years of leadership to the Outer East PCP. Their work ensured that consumer voices have always been at the centre of work undertaken across the region and played an integral role in system-wide reforms and local initiatives for more than 14 years. ●

[www.oepcp.org.au/about/our-community-advisors/](http://www.oepcp.org.au/about/our-community-advisors/)

*Busting The Myth:*  
[www.youtube.com/watch?v=HBrkv3U8REY](https://www.youtube.com/watch?v=HBrkv3U8REY)



**OEPCP Consumer Reference Group 2019:**

Front row (L-R): Angela Fitzpatrick member CRG, Liz Ellis member CRG.  
Back row (L-R): Kylie Osborne OEPCP, Pauline Cornell member CRG, Jody Pleogsma member CRG, Sophy Athan Chair CRG, Jacky Close EO OEPCP.

## Project highlights

OEPCP acknowledges and celebrates the range of projects and initiatives the CRG members have led and supported over the years, including research reports, videos and information brochures.

## Key outcomes

- Advocacy for a stronger consumer and carer voice in health care
- Stronger agency / consumer partnerships
- Encouragement and guidance for OEPCP to re-imagine and improve their partnerships and project.



# Accredited Service Coordination Training

**The Inner East and Outer East PCPs** have led considerable innovation and sector reform in service coordination since their inception in 2000. Recognising the experience, practical expertise and wisdom which had developed through this work, the Victorian Government approached PCPs at a statewide level in 2013 to explore the development of accredited service coordination training modules.

Working in partnership with the 28 PCPs from across Victoria, the Victorian Government developed an overarching framework for the training, ensuring a consistency of domains and topics. The Government then provided funding to individual PCPs to substantially develop the training content, with an emphasis on local knowledge, tools, frameworks and examples of best practice in action.

At a local level, the Inner East and Outer East PCPs approached Swinburne University – one of the largest education providers in the Eastern Metropolitan Region. This highly effective partnership allowed the two PCPs to work collaboratively with Swinburne on the development of the curriculum.

The training itself consisted of two full days of bespoke content ensuring a hands-on and practical experience for participants. On completing the training, participants were given access to the suite of service coordination tools that had been developed and trialled. Whilst a significant amount of the PCP lead service coordination work focused on aged care and disability sectors, the course also highlighted the transferability of these skills and tools to other areas of the service system.

The training was successfully delivered twice throughout 2014 across multiple Swinburne campuses, with overwhelmingly positive feedback received from participants. Particular emphasis was placed on the value of local knowledge and practical application, with many



participants highlighting the value of industry based guest speakers and examples of local service coordination work in action.

This project represented a significant milestone for the Inner and Outer East PCPs. The accreditation of training is a timely and complex process, and was new to PCPs and a substantial achievement. The incorporation of content from local leaders, knowledge holders and experts was particularly innovative, with representatives from the OEPCP's consumer reference group and PCP staff providing the opportunity to share their learnings and experiences directly with students.

Ultimately, this training provided participants with the understanding of the workings of local service systems, and how coordinated care can be effectively implemented to the benefit of clients for a holistic and streamlined services experience. It also highlighted the breadth of quality that the PCPs were able to bring to the training and education sector and went on to successfully operate as a testament to the quality of the tools they had developed. ●

## Introducing Service Coordination 2006:

Peter Ruzyla Chair OEPCP engaging partners.

## Project highlights

Accredited service coordination training was successfully delivered twice in 2014 across multiple Swinburne campuses.

## Key outcomes

- Accreditation of training was new to PCPs and a substantial achievement
- Industry-based guest speakers and understanding of local service coordination in action valued by participants.

# Leadership for Systems Change Course

In 2020 the Inner East PCP launched the Leadership for Systems Change Course, targeting prevention leaders across the region. As population health work across the catchment sought to address complex system derived health issues, there was an identified need for coordinators, team leaders and managers to develop a deeper understanding of the systems which exist in local communities, and how working in complexity brings challenges and its own unique opportunities for practitioners influencing positive change.

Whilst the origins of systems thinking can be traced back to the 1950s, the IEPCP recognised that leadership in this space varied. “The more deeply this approach can be understood across different levels of the preventative health sector, the stronger the benefits and outcomes for the community. This is particularly true of the complexity in addressing issues such as social inclusion. Health problems are multifaceted – people are a part of systems and systems inform their health outcomes. Population Health is recognising and acting on complexity.”  
– Tracey Blythe, Inner East PCP Executive Officer

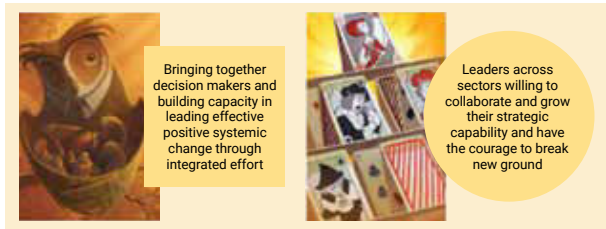
Whilst training in leadership and various methods of systems thinking is available, courses targeting the corporate sector can be prohibitively expensive to those working in not-for-profit agencies. Recognising this gap, the IEPCP engaged expert facilitators Chad Foulkes from Liminal By Design and Geoff Brown from Tangent Consulting, who had been delivering a variety of exceptional training in understanding systems and complexity for many years. The opportunity to deliver such comprehensive, innovative training that brought together a number of different methods was an investment in local practitioners and the broader health and community sector which would continue to be valued long beyond the delivery of the training.

Participants expressed interest from across sectors, representing state government, local government’s,

community health and other not for profit agencies. Bringing such diversity of perspectives and experience together was a key strength of the program – enabling participants to learn from each other as well as the facilitators, and to strengthen relationships and enable future partnerships.

The bespoke course empowered strategic thinking and leadership techniques, equipping participants with knowledge, skills and confidence in navigating complexity as a leader, learning narrative techniques; system thinking applications; mental models and new ways of thinking; and participatory leadership, as well as a profound understanding of how systems operate and inform health outcomes.

There was a strong desire from participants to continue exploring their learning and development beyond the delivery of the course, which led to the establishment of a Systems Change Leaders Community of Practice by IEPCP in early 2021. ●



### Project highlights

Delivery of a bespoke and comprehensive course for leaders in complex health and social environments.

### Key outcomes

- Capacity building in strategic and systems thinking
- Strategies for change applied to local issues
- Partnerships enhanced amongst participants.



When I signed up for this training, I felt quite unsure of myself. Although I’d been working in the social inclusion space for nearly 10 years, I had no understanding of what systems thinking was all about. Exploring complexity in health and understanding systems was also incredibly timely, with the many novel challenges Covid-19 was presenting to all of us. Even though many of us had worked together in different capacities over the years, the Leadership for Systems Change program provided us with the opportunity to strengthen our connections and understanding of each others’ work in a way I’ve rarely experienced.

Alex Mills  
Link Health and Community

# Mental Health Access and Pathways Project

**One of every two Australians** will experience some form of mental illness during their lifetime. Across the Eastern Metropolitan Region, the Inner East and Outer East PCPs partner with a broad cross-section of agencies delivering mental health services to local communities. In 2018, clients accessing these services experienced a period of significant change in the sector. The rollout of the National Disability Insurance Scheme, coupled with other sector reforms contributed to a period of significant transition for the sector. These changes resulted in increased uncertainty, and affected care for community members living with mental ill health.

The Victorian Department of Health and Human Services approached the Outer East PCP to work with local partner agencies across the region to better understand these changes. This catchment-wide approach was strongly supported by the Eastern Metropolitan Service Coordination and Mental Health Alliance, a significant partnership with leadership contributed by both the Inner East and Outer East PCPs.

Significantly, the Outer East PCP focused their work on the client journey rather than concentrating on what these changes meant for organisations. This approach embraced a best practice approach to person centred care and recognised that client needs don't necessarily change when a sector experiences change.

To support this strategy, the Outer East PCP developed a series of client personas to represent key service access points for people experiencing mental ill health. Co-designed with partner agencies and people with lived experience, the personas were designed to support agencies in understanding how clients might present to services.

The Outer East PCP subsequently delivered two full day workshops with a range of partner agencies from across the catchment including Eastern Melbourne Primary Health Network, EACH, MIND, NEAMI, Latrobe Community Health (NDIS) amongst others. Utilising the developed personas, these workshops embraced a systems level perspective, with both managers and front-line staff invited to participate.

Outer East PCP then collated region-wide data and conducted a series of in-depth, one-to-one consultations with community members who had accessed local mental health services. These discussions were substantial, and sought to capture a full and holistic picture of their mental health journeys. These consultations then fed back into a series of detailed client journey maps. Of the themes emerging from the consultation, those interviewed identified trust, communication, choice and control as being the most crucial factors in their engagement with services.

The client personas developed by the Outer East PCP were significantly innovative, with organisations and networks outside of the EMR expressing interest in embracing similar methodologies for service improvement. Organisations from across Victoria continue to contact the PCP to learn more about this approach and the overall success of the project. ●

[www.oepcp.org.au/portals/mentalhealthaccess/](http://www.oepcp.org.au/portals/mentalhealthaccess/)

**REX**  
 44 I'VE JUST GOT TO KEEP IT TOGETHER. I WANT TO SEE MY KIDS AGAIN.  
 LOW SELF-ESTEEM, UNRESPONSIVE, IMPERMISSIBLE, VULNERABLE

**KEY FINDINGS FOR REX**

**SERVICE NEEDS**

- "I need housing" support to access the system and get services.
- Consistency of staff and services.
- To be heard and understood - and to feel like he has some power - and to feel like he has some control.
- Support for emotional flexibility and processing.
- Support for the care and support to access.

**GOALS**

- Involvement.
- Recovery with the help.
- Support with managing other services.
- Support with.
- Support with.
- Support with.

**FEARS & FRUSTRATIONS**

- Consistent change across the health system.
- Too many options provided and difficult to understand.
- Lack of empowerment/proactivity.

**CLIENT JOURNEY MAPS**

Timeline stages: PI & NDIS PLANNING PROCESS, TRUST, HOPE & CONTROL, COMMUNICATION.

## Project highlights

An evidence-based storytelling tool for service providers, their staff and partners within the mental health sector across Inner and Outer Eastern Melbourne.

## Key outcomes

- Identifying opportunities for strengthening local service supports and the client experience
- Recommendations provide support to organisations to strengthen the elements of trust, choice, control and communication
- A service provider checklist helps to assess current Client Experience operational capability.



# Maroondah Hoarding and Squalor Network

In 2018, the Outer East Primary Care Partnership led the delivery of the *Sifting Through The Clutter* interactive forum which was attended by 80 or so guests from more than 25 organisations across the Eastern Metropolitan Region. Funded by the OEPCP the forum put an unprecedented spotlight on hoarding behaviours and marked the official launch of the Maroondah Hoarding and Squalor Network (MHSN).

Hoarding and squalor are often poorly understood and highly stigmatised – affected people may experience significant feelings of shame, and there is little to no open discussion in communities. People affected by hoarding and squalor can experience a higher risk of social isolation and family breakdown and often face significant challenges when navigating the service sector.

Maroondah Council's leadership emanated from the high reported rate of hoarding in the LGA, resulting in significant cost and resourcing from Council. There was also growing recognition that community members affected by hoarding and squalor were falling through

the cracks of other services, and an identified lack of coordinated care between local agencies and clarity regarding which part of the service sector is best positioned to support affected community members.

The Maroondah Hoarding and Squalor Network represents a significant cross-sector partnership. Initially a Maroondah-focused initiative, the OEPCP provided additional funding in 2019 to expand the network to the broader outer east metropolitan catchment and a further two forums were delivered to expand the reach of the network and upskill practitioners.

As the Network grew, the OEPCP engaged leading international expert Lee Shuer to deliver 'Buried in Treasures' training. This provided a unique opportunity for local organisations to develop a unified understanding of hoarding behaviours and ultimately led to the development of a local chapter of 'Buried in Treasures'. This created a space where people affected by hoarding can gather regularly in a safe and supportive environment with the opportunity to discuss their challenges and support one another.

With the support of the OEPCP, the Network has embraced a 'no wrong door' approach to work with clients, ensuring that wherever community members come into contact with the service sector they will be seamlessly linked in with the organisations who can best support their needs.

Whilst the initial focus of the network was to bring organisations together and support upskilling, it has matured to be a strong advocacy body with a desire to affect system-level change across the sector.

MHSN has significantly elevated the voices of people with lived experience who don't often have a platform to share their stories and experiences. These community members have also been significant co-contributors to the network and the resources developed, providing

feedback on elements of the strategy which have shaped its language and approach, ensuring the work is relevant and representative of their needs and those of the wider community.

The MHSN partners are recognised as a leading force in addressing hoarding and squalor, with other councils from across the state frequently approaching them for insights and guidance on how to implement similar local initiatives.

The supporting resources created by the OEPCP continue to be invaluable for understanding and addressing hoarding, as well as advocating for change across the service sector. A series of personas were developed representing two people with hoarding behaviours, an affected family member and a local sector worker. These tools play a crucial role in communication, providing a unique way to understand hoarding from a variety of perspectives and the service pathways required by community members. The personas are included in the resource *Behind the Clutter: A Client's Perspective on Hoarding*. ●

[www.oepcp.org.au/portals/hoarding/](http://www.oepcp.org.au/portals/hoarding/)  
[www.hoardingsqualormaroondah.org.au/](http://www.hoardingsqualormaroondah.org.au/)

## Project highlights

The Network has developed a website to improve community and sector knowledge around hoarding and squalor that builds awareness of support options and to improve referral pathways.

## Key outcomes

- Completion of Behind the Clutter project and set of personas representing the MHSN community
- Better understanding of challenges faced by those supporting people with hoarding behaviour
- Conducted internationally recognised 'Buried in Treasures' self-help program.

# Chasing the Luck?



The legacy of **Chasing the Luck** (is that it) really showed that co-design works. Communities understand and have the solutions to their own problems. Our role was to facilitate the exploration of the issues and discovery of the answers and then support the community to implement the strategies that they had devised.

**Sally Missing**  
Former IEPCP Executive Officer

**Chasing the Luck** is an innovative, award-winning primary prevention initiative of the IEPCP focused on reducing gambling related harm amongst Melbourne's Inner-East Chinese communities. Representing a diverse multi-sectoral partnership approach across community service organisations, businesses, primary health care, and inner east local governments, the program collaborated with the local Chinese communities to identify the harms they were experiencing from problem gambling, and co-designed creative responses which engaged the community in a myriad of ways.

Building on the significant activity already undertaken by the IEPCP in gambling harm reduction, the seeds of Chasing The Luck were first planted in 2013. Through a series of think-tanks and partnership events, IEPCP identified the inner east's Chinese communities as being at particularly high risk from gambling harm. At the time, more than 40% of Chinese Asia-born residents in Victoria were living in inner east metropolitan Melbourne. In 2013, the catchment had 2,093 electronic gaming machines in 33 gaming venues (4.07 machines per 1,000 adults), representing an annual net gambling loss of \$236,239,178-00.

Additionally, Chinese community leaders had drawn attention to the high number of restaurant and hospitality shift workers from within their community who were at risk. Working variable hours and finishing late at night significantly limited opportunities for social engagement for many of these workers – and problematically, gambling venues were amongst the few establishments open in the early hours of the morning. As one worker divulged: “We go to the casino after we've finished work, chasing the luck.”

Lastly, community leaders identified the stigma related to gambling harm was very high within the community – there were perceptions of shame and guilt experienced around financial losses from gambling, while the issue

of gambling more broadly was seen as something which was a private matter and not to be discussed publicly.

With funding provided by the Victorian Responsible Gambling Foundation, IEPCP assembled an expansive partnership group to guide, inform and co-design a response to this emerging issue. Recognising the importance of local knowledge, the IEPCP employed a series of highly skilled bi-cultural workers, all of whom brought connection with extensive networks and a deep knowledge of their local communities to the project. Engagement in building the steering group was far-reaching, incorporating local businesses, community leaders, Chinese community service organisations, community health services and the local governments of Bororoondara, Manningham, Monash, and Whitehorse.

The steering group and bi-cultural workers identified that the traditional messaging associated with responsible gambling promotion was culturally inappropriate for the Chinese-speaking community. A media expert group was convened with community representatives to identify key media channels through which to deliver the most culturally appropriate responsible gambling messages.

Chasing The Luck co-designed an innovative media campaign, developing messages that would speak directly to the Inner-East's Chinese community in culturally and linguistically relevant ways. This campaign utilised traditional print media and local community newspapers, as well as community radio stations, local government publications and social media – including WeChat, a highly popular social media platform within Chinese Australian communities. Beyond delivering culturally relevant messages around gambling harm, this campaign was also interactive, with the Chasing The Luck team running several competitions where community members submitted artwork, poetry and other written pieces on their lived experiences of gambling harm.

Community strengths and assets were centred throughout the project, with a strong focus on empowering community voices and placing citizens at the centre of the change process.

In 2015 Chasing The Luck won the VicHealth award for Communication in Health Promotion – an incredible recognition of the innovation, co-design methodology, and the impact that the health promotion messaging and communication strategy developed by the partnership was having in local communities.

Concluding in late 2015, Chasing The Luck resulted in the upskilling of Chinese community leaders, service providers and broader Chinese-Australian community residents in harm prevention strategies. Enabling the general community to contribute ideas and to become involved in the program empowered them to develop their own solutions to prevent harm from gambling and to consider the application and meaning of responsible gambling within the community. Chinese-language media outlets were also empowered to actively contribute to gambling harm prevention messaging. In a lasting outcome, local leaders in the Chinese community are now empowered to design, lead and steer the development of community dialogue on social issues through their participation in a Chinese Community expert group and other health promotion activity generated by Chasing the Luck.

Ultimately, the IEPCP facilitated the Inner-East's Chinese community to be agents of change – with leaders from all levels and sectors across the community acquiring the skills, knowledge, networks and resources to drive effective change in gambling related harm. ●

[www.iepcp.org.au/success-story/chasing-the-luck-2014-201/](http://www.iepcp.org.au/success-story/chasing-the-luck-2014-201/)



**Project highlights**

An award-winning primary prevention initiative to reduce gambling related harm amongst local Chinese communities.

**Key outcomes**

- Extensive community engagement
- Development of effective social marketing
- Upskilling of community leaders as change agents.



**Chasing The Luck, VicHealth Award 2015:**

L-R Bi-Cultural workers Vivian Yin and Elisa Yeung, Sally Missing EO IEPCP, Sophie Allen IEPCP and Kevin Feeney Chair IEPCP



The ills and harmful effects of gambling are well-known. Gambling is a game of luck, but luck doesn't last forever.

**Sharon Tan**

Chasing the Luck? poetry competition winner



# Opening Doors: A Community Leadership Program



**Premier Of Victoria The Hon. Daniel Andrews MP** with Opening Doors graduates and program coordinator Alex Mills during their visit to Victorian Parliament 2017.

**In 2007**, a passionate group of community leaders and PCP partner agencies expressed concern about the growing prevalence of social isolation in the Inner East – people who were disconnected from local services and their communities. A growing body of evidence was also emerging overseas, likening prolonged experiences of isolation to the health impact of smoking or consuming six standard drinks daily.

In response, the Inner East Primary Care Partnership convened an unprecedented partnership, bringing together community health and service providers and grass roots community leaders, as well as local and state government representatives. Their initial goal was to develop a deeper understanding of the local issue and then to explore how collective impact might address it. This partnership would become known as the Inner-East Social Inclusion Initiative.

Initially focussing on social isolation amongst older community members, the group piloted an innovative, strength-based leadership program called Opening Doors.

The program itself was modelled on Leadership Victoria's flagship Williamson Program, with a focus on empowering emerging and existing local community leaders to build their capacity to drive meaningful social connections at a grass-roots level, utilising their skills, networks and influence within their communities.

A crucial element of this model was recognising the structural barriers which often exist for health and community services to connect with socially isolated community members. Grass roots community leaders are able to engage 'hardly reached' groups far more effectively by starting where relationships are already strong and trust has been established. These leaders or 'community connectors' are then able to create pathways into services in a safe and trusted way – as well as providing feedback on how services can become more accessible. The leaders and services are then able to actively connect isolated and marginalised community members to the broader community to participate in activity and build lasting relationships.

With funding provided by the Victorian Government, The Opening Doors Leadership Program officially launched in 2009. The Inner East Social Inclusion Initiative recruited a program coordinator, with Uniting Care Community Options to host the project as an auspice agency. The first group of community leaders recruited into the program represented a diverse range of ages, cultures, lived experiences and passions – creating an environment where participants were able to learn from and support each other in a genuinely inclusive environment. With a recognition that financial constraints are often a significant barrier to social inclusion, the program was offered at no cost to successful applicants.

The IEPCP continued to play a crucial leadership role in the Inner East Social Inclusion Initiative, which operated as a steering committee for Opening Doors for seven years until the project was ultimately adopted as a core program by Link Health and Community in 2016.

Since its launch in 2009, the Opening Doors Leadership Program has graduated more than 250 community leaders who now possess the fundamental skills of asset-based community development and the confidence and networks to create lasting change in their local communities. Graduates of the program have developed more than 160 innovative community projects, contributing extensive volunteer hours, attracting funding, and connected an estimated 100,000 people within communities throughout the Eastern Metropolitan Region in new and positive ways.

The Inner East PCP funded a retrospective evaluation of Opening Doors in 2016, which identified three distinct tiers of impact: the upskilling of individual leaders,

their impact on local communities, and the broader societal impact of their leadership. Qualitative interviews frequently highlighted participant perspectives that Opening Doors itself 'modelled social inclusion', with graduates frequently exposed to perspectives, ideas and lived experiences that may not have encountered otherwise.

Opening Doors participants have ranged in age from 19 to 87, have represented more than 60 diverse cultural backgrounds, and have represented expert experience in mental health, disability, gambling harm, gender equality, prevention of family violence, refugee and asylum seeker rights, the LGBTBIQA+ community, positive ageing and countless other domains. The Program now has a robust alumni group who frequently organise social events and further training opportunities, with ongoing opportunities to connect, collaborate and further their leadership journeys.

Throughout the program's history, numerous graduates have received medals in the Order of Australia, as well as other local, state and federal government honours. The Opening Doors program coordinator in 2014 was short-listed for the Australian Human Rights Commission's Tony Fitzgerald Memorial Award for Community Achievement – a nomination which was strongly supported by the Inner East PCP.

The Inner East Social Inclusion Initiative represents one of the most significant and long-standing partnership initiatives undertaken by the Inner East PCP. The impact and legacy of the Opening Doors Program and its graduates will continue to foster inclusion and connection for many years to come, with many local community members at risk of isolation and exclusion now connected with their communities in new and meaningful ways. ●

[www.iepcp.org.au/success-story/opening-doors-community-leadership-program-2009-2016/](http://www.iepcp.org.au/success-story/opening-doors-community-leadership-program-2009-2016/)

[www.thewellresource.org.au/topics/mental-health/share/opening-doors-inner-east-outer-east](http://www.thewellresource.org.au/topics/mental-health/share/opening-doors-inner-east-outer-east)



**Australian Human Rights Award Ceremony 2014:**  
Gillian Triggs, President of the Australian Human Rights Commission and Alex Mills IEPCP Coordinator Opening Doors – A national finalist for the Tony Fitzgerald Memorial Community Award for Individual Achievement.

**Project highlights**

An award winning, evidence based, effective community leadership development program enabling diverse social inclusion participation and outcomes.

**Key outcomes**

- Engagement and capacity building of community leaders from 2009–2021
- Numerous new initiatives established by alumni for community benefit
- Demonstrable broader societal impact of their leadership.



I felt incredible joy in meeting so many compassionate, empathic and community-minded people from varied walks of life. In particular, meeting another participant, Lyn led to us forming Transfamily – a group to support the loved ones of trans and gender diverse people. Our first meeting in 2014 was attended by 8 people – we are now averaging more than 30 every month. In recent years, Transfamily has incorporated, received two Victorian government grants and obtained DGR status. This enables us to strengthen loved ones who in turn can give more support to the trans and gender diverse people in their lives, resulting in greater health and happiness for all involved. Opening Doors has therefore opened the door to happier lives for many people. That says it all.

**Sally Goldner AM**  
Opening Doors 2013 graduate

# International Students and Social Inclusion

**Having adopted social inclusion** as a strategic priority, in 2019 the Inner East PCP recognised the multiple challenges faced by international students living and studying in the inner east at Monash, Deakin and Swinburne Universities and Holmesglen and Box Hill Institutes. These students were identified as a large vulnerable population group in our catchment as they face a number of stressors that can put them at risk of high levels of psychological distress and social isolation including vulnerability to exploitation and discrimination, barriers to accessing health and wellbeing support services and racism.

With the onset of the COVID-19 pandemic in 2020, additional challenges presented, particularly with the extended Melbourne region's hard lockdown. IEPCP brought together tertiary education institutions, public health services, community service organisations and local governments from across the region along with Victorian Government representatives to collaborate and fast track coordination of health and wellbeing service referral pathways.

The Partnership built on established relationships and leveraged IEPCP's stakeholder connections and membership and canvassed individuals in key positions



across the catchment with responsibility for international students and as youth health providers. Additionally, an international student advocate was recruited by the IEPCP to support the Partnership's direction.

The Partnership was a unique opportunity to raise awareness of the needs of international students and to hear about their lived experience. It brought together the tertiary education institutions in the catchment for the first time so they could share their practices in relation to student wellbeing, strengthen relationships and coordinate service referral pathways between organisations and identify opportunities to promote inclusion on campuses and community connectedness more broadly. It provided a platform for stakeholders to identify issues, share expertise and knowledge and to collaborate and find ways to improve outcomes for students and was opportunistically well placed to immediately respond to the developing pandemic crisis facing many international students.

This collaboration culminated in the IEPCP with support from a working group, hosting an online forum delivered by representatives of the International Students & Inclusion Partnership. It included a presentation from Monash University on co-designing programs with international students and a showcase of best practice examples of the inclusion of international students, from local local community-based organisations.

As the pandemic restrictions eased, the International Students & Inclusion Partnership wound down its crisis response activity and jointly developed an action plan and set of recommendations for organisations to progress ongoing support and inclusion and became a sustainable partnership in 2021 with oversight for steering identified actions. ●

[www.iepcp.org.au/key-project/international-students-and-social-inclusion/](http://www.iepcp.org.au/key-project/international-students-and-social-inclusion/)

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Giving (International) students a forum to find their voice (is) a great way to bring about change.

“The issues highlighted through this time may provide some insights that will lead to new actions, in the longer-term.

“It is very helpful... to think about how I could support our international students differently in the future...”

**Project Participants**

## Project highlights

A large partnership mobilized, culminating in a rapid regional service coordination response for large numbers of international students adversely impacted by Covid-19 pandemic restrictions.

## Key outcomes

- Brought Tertiary Education providers and Health and Community Services together during the crisis to identify supports and referral pathways to meet multiple client needs
- Enabled student voices and experiences to inform services and a comprehensive issues paper
- A forum to share learning, service information and showcase student led initiatives.



# Koolin Balit Project

**Health and Wellbeing Services** supporting Aboriginal Tertiary Students in the Inner East: Improving Access to Local Health Services project was developed following a conversation in 2014 between the CEO of the Inner East Community Health Service (now Access Health and Community) and the Inner East PCP executive team about the challenges of running a successful Koolin Balit project due to the small number of people in the inner east region of Melbourne who identified as being Aboriginal and/or Torres Strait Islander.

The IEPCP recognised that there are a number of tertiary institutions in the Inner East with Aboriginal students in attendance and were keen to explore whether the IEPCP could facilitate greater access to community organisations that could assist the Aboriginal students who attended these tertiary institutions.

During 2016 and 2017 the IEPCP received funding to complete a second action research project designed to build capacity in the health and education sectors to better meet the needs of the Aboriginal students who attended the tertiary institutions by assisting their support services to partner with community services in the inner east. The project advocated for more support for Aboriginal students on campus and created networking opportunities between tertiary institutions and local health services across the Boroondara, Manningham, Monash and Whitehorse catchments. It was anticipated that by providing Aboriginal students with both good educational and social supports there would be greater educational retention rates for these students and longer-term health and wellbeing benefits.



Artwork: Reanna Bono (Wiradjuri and Wemba Wemba), Yakuwa Graphic Design, IEPCP Koolin Balit Project.

Importantly, the project consulted with local elders and Aboriginal community members on the project design so that it provided cultural knowledge training and implementation of culturally appropriate policies and processes for community health services and their staff. The project then delivered cultural tours, and introductions of local Koori Liaison Officers to key representatives from local health services.

It was discovered early in the project that the students weren't accessing local health services because they didn't see them as being culturally safe, particularly during the intake processes. As a consequence, the project hosted a cultural knowledge event for intake and allied health staff from community health services within the inner east. The evaluation from this training showed positive interest from staff in their service's making changes to intake processes and procedures for working with the Aboriginal community.

The project recognised the importance of building strong partnerships, in particular with the Koori Liaison Officers at the tertiary institutions. Feedback from the Liaison Officers showed that these networking opportunities were valuable as often being the only Aboriginal member of staff within their organisations could make them feel quite isolated.

The *Health and Wellbeing Services supporting Aboriginal tertiary students in the Inner East: Understanding the picture* report was professionally printed and distributed throughout inner east Melbourne. However, it was decided that there was greater benefit in discussing the report's findings with members individually on a personal level than to hold an official launch. This project was supported by Victorian Department of Health and Human Services Koolin Balit funding and the Project Plan was approved by the Regional Manager Aboriginal Health, Southern and Eastern Metro Health, DHHS. ●

[www.iepcp.org.au/key-project/aboriginal-health-wellbeing/](http://www.iepcp.org.au/key-project/aboriginal-health-wellbeing/)



We were recently introduced to Access Health & Community and Headspace through the IEPCP and now realise that these vital services are readily and practically available to support Indigenous students enrolled at Swinburne. Identifying key staff within the two organisations was significant to building a relationship between access Health, Headspace and the Indigenous Engagement Team at Swinburne.

**Joel Boojers**  
Indigenous Student Advisor,  
Swinburne University Institute

### Project highlights

Capacity building of Tertiary Institution staff and Health & Community Service staff to respond to health and wellbeing needs of Indigenous students.

### Key outcomes

- Consultation and codesign with elders and local community members
- Cultural knowledge training and resources for staff
- Increased support for Aboriginal Liaison officers, and new partnerships.



# Social Inclusion Framework

**What does it mean to feel socially included?** Do you feel you have a voice, or the opportunity to meaningfully participate in your community? In recent years, these questions and the need to better understand them have represented an increased focus for community leaders and PCP partner agencies across Melbourne's inner east.

The emergence of this need was reflected in the catchment's 2017–2021 Integrated Health Promotion Plan, with social inclusion adopted as one of two key priorities areas.

Whilst member agencies were passionate about addressing the issue, one thing was clear – social inclusion is deeply complex and multifaceted. Barriers to meaningful inclusion can present for people at different stages in their lives for a variety of reasons – from personal changes at a social or financial level, through to chronic illness, disability, mental ill-health and a variety of other circumstances. It could be something as simple as moving to a new



neighbourhood. In addition to systemic barriers, the extent to which someone feels meaningfully included in their community can often be a deeply subjective experience.

Recognising this challenge, the IEPCP worked in close partnership with member agencies in several innovative ways. The development of a social inclusion framework would create a knowledge base – ensuring practitioners embraced a shared understanding of the issue. A series of workshops and partnership meetings delivered in tandem with the framework would ask deeper questions – what does primary prevention in social inclusion look like in action?

The IEPCP Social Inclusion Framework was launched online in 2020, with an inspiring key-note address by Patricia Faulkner. Patricia was a key member of the Australian Social Inclusion Board, a body whose work and legacy informed the development of the framework.

This innovative work strongly enabled health promotion practitioners in the Inner East to work collaboratively and undertake a journey of shared understanding around the issue of social inclusion. It facilitated an opportunity for partner agencies to work alongside community members who were experiencing barriers to inclusion – enabling them to forge new friendships, connections and a deeper sense of belonging in their local communities. ●

[www.iepcp.org.au/priority/social-inclusion/](http://www.iepcp.org.au/priority/social-inclusion/)



For me, one of the key changes is the capacity of practitioners to understand and influence social inclusion. When we started, I felt as though social inclusion was a theoretical and somewhat nebulous concept. Since then, practitioners have gained a huge amount of confidence and expertise in this space... Staff have come and gone, but the learnings and capacity within the group have been sustained and practitioners continue to grow...

**Louisa**  
Link Health and Community

**Project highlights**

Development of a Social Inclusion Framework to support health promotion practitioners and council officers implement a systems approach to reduce barriers to exclusion.

**Key outcomes**

- Framework endorsed by former Chair of the Australian Social Inclusion Board
- Capacity building in evidence and practice
- Increased understanding of social inclusion and shifts from response to primary prevention.



# Healthy Eating Active Living in Yarra Ranges

In 2018, the Outer East PCP (OEPCP), supported Women's Health East, EACH, Inspiro and Eastern Health (EH), to come together, to explore collaboration and working toward integrating health promotion activity. Yarra Ranges Council was approached to join discussions, and a Partnership developed with mutual health priorities of Healthy Eating, Food Security, Physical Activity, and Preventing Violence Against Women (PVAW) identified as having potential to apply a collective impact approach.

The HAL Group (Healthy Eating Active Living) was established and core members, Inspiro Community Health Service, Yarra Ranges Council, Eastern Health, and Belgravia Leisure, with support from DHHS and OEPCP, chose food and physical activity as the shared focus areas. HAL group members collaborated on increasing water access and availability, and decreasing sugary sweetened beverages. This involved partners working in a variety of settings and sharing resources with an Inspiro staff member employed with Council in a Water in Sport Project, funded by VicHealth.

A collaboration with Deakin University and Monash University identified the benefits of a local food system focus for the Partnership; and the importance of community engagement and seeking local champions to support the work. The OEPCP and IEPCP also identified the need for leadership capacity building in food systems, delivering a series of workshops – and these concepts supported the group to take a more strategic approach to partnering, systems thinking, planning and delivery of actions.

The HAL Group changed focus in 2020 and transitioned to a more integrated strategic structure, the Shared Strategic Health Planning Partnership (SSHPP). The shared 4-year plan aligned to partner's Integrated Health Promotion Plans and the Council's Municipal Public Health and Wellbeing Plan, with SSHPP overseeing three priority working groups (Yarra Ranges Food Connections,

Yarra Ranges Gender Equity Working Group and the Outer East Physical Activity Working Group). The new structure and plan formalised the collaborative commitment, and shared health and wellbeing direction and priorities for all the partnering organisations.

Key enablers to partnership success have included senior management support, and the secondment of a Health Promotion practitioner and dietitian from Inspiro into Council, sharing a backbone support function for the Partnership with Council and supporting capacity building in population health. This seconded role has supported communication between Council departments, Inspiro and partners. Eastern Health also provides leadership, health promotion and dietetics expertise to the Partnership. Having Council's Health and Wellbeing staff involved at the strategic level has enabled better understanding of an integrated systems approach to food, and increased buy-in, to include the Council's Sustainability team, who also have an interest in supporting healthy and sustainable food systems.

Branding for the food systems work has been developed and, thanks to the OEPCP the Partnership gained some additional funding to build a website and to support further stakeholder engagement. They are seeking to grow the Partnership, and acknowledge that a shared approach to planning, and agreed model for coordination and cooperation, maximises the potential effectiveness of allocation of health and wellbeing resources across the outer east catchment, and supports high-level planning, and advocacy to improve community outcomes. ●

<https://oepcp.org.au/portals/food-security/>

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“There is collective trust and willingness to move together in a new direction.’ It is about the people around the table, attitude, their skills, professionalism and mutual respect.’ Partners share a high level of trust and a ‘genuine desire to make a difference’ and have developed a common understanding of ‘what it takes and what really has to be put in’ – a ‘very solid investment of commitment’ to make the partnership effort succeed.

Partners

## Project highlights

A strong, strategic collaboration between Council and health partners taking a food systems approach to improve health and wellbeing in Yarra Ranges Shire.

## Key outcomes

- Alignment of the Municipal Public Health & Wellbeing Plan and Integrated Health Promotion Plans
- Capacity Building of partners in health promotion and dietetics
- Co-location of a community health champion into local government to support the partnership.

# Chin Community Soccer and Volleyball Program

**Melbourne's Outer East** is proudly home to one of Australia's largest Chin communities. The Chin have faced systemic and ongoing persecution within Burma, and as an emerging local community are now building new lives across the Outer East PCP catchment.

Whilst a thriving and connected community, local leaders identified an increasing health concern associated with alcohol consumption amongst Chin residents. These leaders highlighted the fact that many in the Chin community had not been exposed to widespread drinking culture in their country of origin, and that Australia's relationship with alcohol consumption can be complex to navigate, particularly where drinking intersects with social commitments.

As a long-standing member of the regional Action on Alcohol Flagship Group, OEPCP approached the Box Hill Migrant Information Centre, who were delivering a popular soccer program for youth in the Chin community. OEPCP worked collaboratively with MIC to expand the program and build in an alcohol harm minimisation strategy, regularly introducing local partner agencies including community legal services and public health services to provide health information and referrals to social support programs.

The popularity of the model was overwhelming – not only were a further series of sessions requested, participating services also identified another opportunity as Chin women and girls really wanted to play volleyball. After establishing a new team, the second 'health promotion program' supported both sporting activities, and was attended by an incredible 80+ community members per session.

By the end of the program, hundreds of young Chin community members had developed a deeper understanding of health enhancing behaviours, and of health and community services and a greater sense of inclusion in their community.

*"At one of the sessions a local police officer attended and joined in on the pitch with some of the players. For these particular young people, many of whom who had grown up with a strong distrust of law enforcement, having a police officer engage with them in a non-threatening and fun way was a really empowering, important step. From that moment, the youth were totally engaged with the officer and one young person actually asked them if he thought he could be a police officer himself one day."*

– Kylie Osborne, OEPCP

Through engagement with local Chin leaders, the OEPCP identified that the local soccer and volleyball courts being utilised were in a state of significant disrepair. In partnership with the Chin community, the OEPCP was able to source funding through Maroondah Council and the Victorian Department of Health, to completely resurface the courts.

In November 2020, more than 70 community members and project partners came together to celebrate the official opening at the Hughes Park Community facility in North Croydon, where they hope to run future social events and foster community connections. ●

[www.oepcp.org.au/news/new-soccer-and-volleyball-for-chin-youth/](http://www.oepcp.org.au/news/new-soccer-and-volleyball-for-chin-youth/)



**Chin Community celebrating new soccer and volleyball courts 2020:**  
Kevin Gregg-Rowan DHHS, Chin Community representatives,  
Cr Tasa Damante Maroondah City Council, Kylie Osborne OEPCP.

## Project highlights

New soccer and volleyball court allows more young Chin people to play sport safely and increases opportunities for the Chin community to run social events.

## Key outcomes

- Removing the fees to play sport has increased the opportunity to participate in these additional activities
- The upgrade was a partnership initiative of OEPCP, Maroondah City Council, The Australian Chin Community and Eastern Region DHHS
- On completion of the project in 2019, an average of 20 people used the court at a time.



# Our Club

**Building strong and connected communities** is important for everyone. Local sporting clubs provide an opportunity to bring people together with increased participation in sport, social connection and a sense of belonging. The Our Club initiative 2019–2021 represents a significant partnership with the Eastern Football Netball League (EFNL) clubs designed to focus on social inclusion, the promotion of mental health and wellbeing and a reduction in alcohol-related harm.

Our Club emerged from work being undertaken by Communities That Care Knox and engagement with local football clubs around alcohol consumption and drinking culture. When the need for such a project and additional resourcing was identified, the Action on Alcohol Flagship Group took a leadership role in the delivery of this work. The Flagship Group represents a long-standing partnership across the EMR, with both the Inner East and Outer East PCPs contributing leadership and resourcing. The group is a sector-wide voice on advocacy, awareness, systemic change, capacity building and leadership from a primary prevention perspective.

An initial call out saw 43 clubs from across the EMR sign up to the Our Club initiative; a truly phenomenal response. These clubs were subsequently invited to an initial workshop with a focus on co-designing a messaging approach which would be meaningful to them. The workshop was attended by more than 70 guests from the EFNL clubs, community health organisations and other sector practitioners. They explored values-based messaging principles and then worked collaboratively to design the Our Club messaging.

This workshop informed the development of a suite of resources including posters, banners and social media content, much of which included the individual clubs' colours. A communications guide was then developed to complement these resources.

With the emergence of COVID-19 in early 2020, participating clubs highlighted the need for a greater focus on mental health – both knowing where to access support, as well as addressing some of the stigmas which may prevent people from reaching out. Specifically, clubs identified that masculine cultures can often create barriers to starting conversations around mental health.

Further engagement with the clubs informed the development of another series of posters and resources and information sheets about mental health supports and on initiating conversation. These resources represented a significant and innovative response from the Outer East PCP to an emerging issue which hadn't been an initial focus of the project. Whilst changing COVID-19 restrictions presented some challenges to the rollout of the messaging, participating clubs shared the resources throughout their premises and online via social media.

Our Club was supported by a strong working group that encompassed Knox, Maroondah and Monash Councils, EACH and the Outer East PCP. The broader partnership included Manningham, Yarra Ranges, Boroondara and Whitehorse Councils, community health services from across the EMR and the invaluable support of the EFNL.

The *Our Club Evaluation Report* highlighted the important conversations that the initiative had started. Strong appreciation was expressed for the support provided by the Outer East PCP and the working group, with the particular focus the project placed on highlighting mental health supports and breaking down social stigmas. Club supporters and spectators in particular applauded the campaign's messaging and expressed appreciation for their clubs and how they took the lead in starting these conversations. ●

[www.oepcp.org.au/portals/ourclub/](http://www.oepcp.org.au/portals/ourclub/)



### Project highlights

Co-design of two values-based messages on protective factors against risky drinking and mental health with representatives from sports clubs, councils and the EFNL.

### Key outcomes

- 98% of workshop participants improved their understanding of values-based messaging
- Campaign resources widely used with significant social media reach
- Many players and parents hope to see campaign continue.



”

Our Primary Care Partnerships have been crucial supporters and enablers of TFER. They have been instrumental in facilitating the creation of a collaborative partnership at a regional level with a shared commitment to the prevention of violence against women.

Through their leadership and the commitment of resourcing, our PCPs have worked hand in hand with WHE ... to create a strong partnership platform whereby partners work together to take mutually reinforcing primary prevention action that is aligned to the evidence base.

Work like the shared regional evaluation would not have been possible without the immeasurable support of the PCPs who have contributed vital resourcing, leadership and expertise to this work. The commitment and participation of our PCPs has really enabled us to keep PVAW as a regional priority and to lead this work in the Eastern region. It is because of our PCPs that we have pushed the boundaries together and become leaders in health promotion.

**Belinda Crockett**  
and the Women's Health East Leadership Team

## Together For Equality & Respect

**Family violence** is the leading preventable contributor to death, disability and illness for women aged 18 to 44. On average, one woman is killed every week in Australia by a current or former partner. Violence against women is overwhelmingly perpetrated by men, and can include physical, sexual, emotional, psychological, social, cultural, spiritual and financial violence or abuse, and stalking.

**“Violence against women is both a symptom and a cause of gender inequality, and a barrier to its achievement.”**

### Our Watch

The Together For Equality & Respect (TFER) Partnership is one of the most significant cross-sectoral collaborations in the Eastern Metropolitan Region, comprising more than 30 partner organisations working together to prevent violence against women.

OEPCP and TFER partners VicHealth campaign 2018



The Partnership is lead by Women's Health East (WHE), with resourcing and support provided by the Inner East and Outer East PCPs. With other partners including local government's and health services, community organisations and peak specialist services supporting diverse community groups, TFER is a mature strategic partnership with wide regional influence.

The history of TFER can be traced back to significant partnership development by Women's Health and the PCPs, several years prior to the launch of the Partnership. The prevention of men's violence against women was recognised as a significant issue for Eastern region communities, with many PCP partner agencies adopting priority actions across the catchment. The PCPs played a significant role during this period in linking partner agencies with WHE to develop a shared understanding of the evidence base and develop a consistency of approach and reduction in duplication between agencies.

The IEPCP also played a significant role in sharing the evidence base at a local level. This included a comprehensive literature review on the drivers of men's violence against women, as well as the development of a knowledge base around best practice interventions in health promotion.

The IEPCP also developed the Gender Equity Audit Tool. This resource provided partner agencies with the framework to improve workplace gender equity – to take an equity lens to their communications, marketing, staffing and culture as they also developed strategies to work more meaningfully on GE actions with the local community.

*Together for Equality & Respect: A Strategy to Prevent Violence Against Women in Melbourne's East 2013 –2017* was officially launched in June 2012 at Maroondah's Federation Estate. The event featured a key-note speech by prominent advocate and best-selling feminist author Clementine Ford, and represented a significant milestone in the work undertaken by Women's Health East and their partners.

Since its launch in 2012, the Inner and Outer East PCPs have enabled and resourced TFER through a broad suite of actions. The PCPs have regularly chaired the TFER leadership group, which provides high level direction and guidance for the strategy across the region. The TFER leadership have successfully encourage community health services to adopt Gender Equity as a priority in Integrated health promotion Plans, and local government's in the development of municipal public health plans and their alignment with the Victorian Gender Equality Act.

The PCPs have supported the upskilling and development of local practitioners throughout the Partnership, including through the TFER community of practice, which has provided opportunities for practitioners to share challenges and solutions – deepening their understanding of the evidence base and creating further opportunities for collaboration on TFER actions.

Since the launch of TFER, the PCPs have played a significant leadership role in the evaluation of TFER partnership impact. The evaluation working group has

been integral to the success of the Partnership, deploying developmental and participatory evaluation models. Additionally, the PCPs contributed significantly to the theory of change approach underpinning the TFER strategy – bringing significant insights into systems thinking and collective impact frameworks.

To further support this work, the two PCPs have provided funding to Women's Health East to enable the expansion of staffing and resources throughout the Partnership history.

The scale and impact of the TFER partnership is difficult to estimate. An entire region of practitioners, health and community service's, local government's and local businesses have created a strong and unified approach to the prevention of men's violence against women – built on solid foundations of a shared evidence base, and informed by best practice principles.

More recent evaluation of the TFER strategy and subsequent work undertaken on the 'Framing Gender Equality Guide' have demonstrated ongoing impact, commensurate with a shift in community attitudes towards gender equality across the Eastern Metropolitan Region. These results are significant, and have been described as 'TFER capital' – a growth in confidence, networks, skills and knowledge across the catchment which support collaboration, partnership and community understanding. Ultimately, the TFER partnerships represents a successful long term collective impact approach, achieving extensive collaboration, and is a testament to the relationships and collaborative spirit at the heart of the Primary Care Partnerships. ●

[www.whe.org.au/tfer/](http://www.whe.org.au/tfer/)

[www.thewellresource.org.au/topics/family-violence/connect/together-for-equality-and-respect-tfer-1](http://www.thewellresource.org.au/topics/family-violence/connect/together-for-equality-and-respect-tfer-1)



IEPCP supporting TFER 16 Days campaign Totes GE 2019

### Project highlights

A large, long term, region-wide cross-sectoral partnership with strong engagement, collaborating on the primary prevention of Men's Violence Against Women.

### Key outcomes

- Rollout of gender audits and 16 days campaigns across organisations
- Workforce upskilling in evidence-based practice
- Contributing to positive community attitudinal change.

”

This has been the best training I have done in years. Practical, real life benefits, work benefits... so many applications. It was much harder than I first anticipated, but I feel like our group (who knew each other well) reached a place we had been struggling with for years.

Masterclass participant

# Values Based Messaging Training

In 2019 VicHealth released the resource *Healthy Persuasions: an invaluable toolkit* for health promotion practitioners to apply a values-based messaging approach to their primary prevention work. This approach was born of several key recognitions - that traditional health promotion interventions often rely heavily on data and statistics and negative or 'shock tactics' ultimately produce diminishing returns when trying to shift unhealthy behaviours. Ultimately, people become desensitised to them. Values-based messaging seeks to engage people around what matters to them: their values and emotions and the things they care about most.

When you recollect the last time you saw an advertisement for a soft drink, there's a good chance it wasn't about the flavour or the ingredients in the product. Rather, it showed scenes at a beach with friends and family connecting, partying and having fun around the advertised product. It isn't being sold to you based on its components, but on the values and emotions it might elicit in you. As a simple example of values-based messaging, the concepts aren't new; advertisers and large corporations have been using them for some time.

Recognising the value of *Healthy Persuasions*, the Outer East PCP approached VicHealth about the possibility of running a series of workshops that would create an opportunity to work directly with practitioners and explore how the resource and its associated tools could be implemented at a grassroots level across the Eastern Metropolitan Region.

The first of these workshops, *An Introduction to Values Based Messaging* was sold out with more than 90 practitioners from across the region in attendance. The response was so positive that a subsequent series of masterclasses were held. The first of these focused specifically on values-based messaging related to tackling obesity with a subsequent session looking more broadly at health promotion priorities from across the region.

These sessions were facilitated by Common Cause Australia and delivered collaboratively by the Inner East and Outer East PCPs.

These workshops were highly successful in upskilling and strengthening local health promotion work and lead to significant conversations about other topics where the approach could be applied. Throughout the masterclasses, practitioners expressed how challenging it could be to promote concepts of gender equity at a grass roots level. It was through these conversations that Framing Gender Equality, another highly successful initiative was born. ●

[www.oepcp.org.au](http://www.oepcp.org.au)

[www.vichealth.vic.gov.au/media-and-resources/hpcomms#](http://www.vichealth.vic.gov.au/media-and-resources/hpcomms#)



## Project highlights

Strengthening local health promotion work through the application of Values Based Messaging (VBM) to local health issues.

## Key outcomes

- VBM has contributed to a shared understanding and common language across sectors
- Masterclass sessions enabled practitioners to upskill and learn together to put VBM theory into practice.







# Tackling Ageism Together

In 2018, a national coalition of agencies launched the 'EveryAGE Counts' campaign – an Australia-wide platform to address the harms experienced as a result of ageism, and also raise awareness and challenge the stigmas which underpin it.

“Ageism can have a profound impact on our job prospects, confidence, health, quality of life and control over life decisions. It can limit us from participating in our communities as full citizens, and has proven impacts on our physical health and longevity.”

## EveryAGE Counts



The Eastern Metropolitan Ageism Campaign 2019–2021, led by the IEPCP, was born from a recognition that Victoria's Eastern Metropolitan communities are experiencing an increasing ageing of the population. An Older Person's Needs Analysis developed by the IEPCP in 2017 also identified the prevalence of age discrimination and Elder Abuse in the Eastern region.

The Inner East PCP, through funding provided by the Department of health and Human services for an Active & Healthy Ageing Advisor position, partnered with the seven local government agencies in the East to combine their passion and resources, developing a unified approach and regional response to the issues surrounding ageism. The PCP was instrumental in leading the coordination of this partnership and encouraging them to meaningfully explore what an anti-ageism campaign might look like.

With support from the EveryAGE Counts campaign, the Inner East PCP announced its commitment to a regional campaign and partnership by hosting a forum for partners featuring the inspiring American author and activist Ashton Applewhite – a remarkable leader whose writing and advocacy is shaping conversations and responses to ageism on an international scale. IEPCP's leadership, coupled with the dedication and collaboration of local government Healthy Ageing officers, galvanised momentum on tackling ageism across the Eastern region. This resulted in a unified communications plan for all seven local government agencies – supporting local implementation of actions as they rolled out during the campaign.

### Ageism Seminar Event 2019:

(L-R) Lena Gan Melbourne University, Ashton Applewhite International speaker, Tracey Blythe EO IEPCP, Marlene Krasovitsky EAC, Geoff Pearman Partners in Change, Sharon Porteous IEPCP.

There is no 'typical' person - at any age

Go to [everyagecounts.org.au](https://everyagecounts.org.au) and pledge your support to #ageism

@EveryAGECounts @EveryAGECounts  
everyagecounts everyagecounts

Proudly supported and funded by benevolent.org.au

EveryAGE Counts

The development of a multi-local government collaborative campaign led by a PCP, supported by a national agency, and receiving additional support from Eastern Community Legal Centre – contributing Elder Abuse Primary Prevention expertise; Melbourne University; and the Municipal Association of Victoria, represented a significant innovative and leadership effort. It went on to become a success story that EveryAGE Counts was able reference across other parts of Australia, inspiring similar action in those communities.

The campaign revealed that many elements of ageism are poorly understood across local communities, and by leading this work, IEPCP and partners were able to highlight forms of age discrimination and its harms, and promote healthy ageing in a strategic and coordinated way with consistency of messaging.

All participating councils now have dedicated information on their websites about ageism, and promote messages and ongoing activity in their newsletters to community. The campaign success has informed Municipal Public Health and Wellbeing Plan development, as well as the way local government communications teams represent and communicate with their local communities.

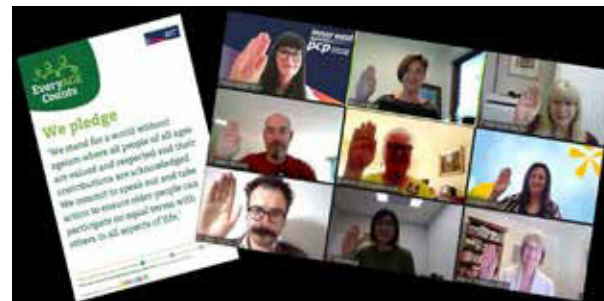
The Tackling Ageism Together campaign has been a fantastic collaboration demonstrating the benefits of and PCP led partnership and collective action on an important health issue, where everyone played their part, committing to a journey and goal of shifting attitudes and behaviours about ageing. ●

[www.iepcp.org.au/key-project/ageism/](http://www.iepcp.org.au/key-project/ageism/)



*“The IEPCP’s ability to successfully bring together a group of Councils, and have us working towards progressing/addressing a significant societal issue – be it physical inactivity and ageism. This has resulted in much more collaborative and cooperative group of Councils, who are willing to discuss and share their successes and failures.”*

**EMR Council Partner**



(above) IEPCP Board and staff pledge 2021

**Healthy Ageing Officers, East Metro Region Councils 2021:**

(L-R) Tina Beltramin Manningham, Caroline Perry Yarra Ranges, Richard Joseph Maroondah, Emma O’Hare Knox, Lana Holien Boroondara. Not pictured: Jaime Edge Whitehorse and Stacey Faletoes Monash.

**Project highlights**

Seven EMR Councils collaborating with a PCP in a campaign to raise awareness of Ageism and positively change community attitudes in the region.

**Key outcomes**

- Partnership with Every Age Counts
- Successful media coverage and coordinated events
- Shortlisted for an LGPro Award.

”

As a Co-Chair of the EveryAGE Counts campaign I wanted to place on record my own enthusiastic and congratulatory appreciation to your participating councils and to you (IEPCP) for your own innovative and leadership role at the administrative level on this issue of ageism.

To take up the ageism campaign the way these councils have is just a magnificent contribution to raising public awareness of ageism in local communities.

**Robert Tickner AO**

Co-Chair EveryAGE Counts

“I’m delighted to be able to support your great leadership on such an important issue.

**Gerard Mansour**

Commissioner for Senior Victorians

“Fabulous work you are doing in this space IEPCP – congratulations!

**Ro Marks**

Municipal Association of Victoria

# Elder Abuse Prevention

In 2008 the Eastern Community Legal Centre (ECLC) supported the development and launch of Seniors Rights Victoria, a specialist community legal service that provides advocacy, social support and legal advice to senior Victorians, under the auspices of COTA Victoria (Council of The Ageing).

**Preventing Abuse of Older People**  
A primary prevention framework

VISION: A WORLD WHERE OLDER PEOPLE ARE SAFE, VALUED AND RESPECTED, WHERE THEIR CONTRIBUTION IS CELEBRATED

Themes for Action	GOALS		
	Individual	Organisational / Community	Societal
<b>Promote positive images and role models</b> Popular language, images and narrative celebrate and embrace the life journey across the ages	Attitudes, language and behaviours foster age pride and challenge ageism in the everyday	Workplace policy systems and practices promote diversity and encourage positive modelling and representation of older people. Workplace communications promote positive images of older people where the journey of aging is normalised and embraced and traditional age and gender stereotypes are challenged.	Increased capacity to understand and address ageism as a driver of elder abuse. Voices of older people in Melbourne's east are sought and elevated to inform the work of policy makers and decision makers.
<b>Identify and eliminate barriers to participation</b> Structures and systems enable adults to participate fully according to their capabilities and ambitions at all stages of life	Expectations of older people are mutual and respected, where personal freedoms are not restrained by 'shoulds' or heavy caring responsibilities.	Ageism and unconscious bias are identified and expressed to enable the participation of all community members across the key settings where people work, live and play. Older people from diverse backgrounds are involved in decision-making and co-design processes.	Systemic advocacy continues for systems, policies and practices that support older people to participate fully in the community. Support systems are in place for adult children going through difficult life stages, mental health or personal crisis. Urban design promotes social connection and healthy, active lifestyles for all ages.
<b>Foster positive attitudes and behaviours towards ageing</b> Community members demonstrate mutual respect and empathy towards older people, and ageing is embraced as a natural process	Attitudes and behaviours demonstrate respect and empathy in all relationships across the ages. Intergenerational approach to life that embraces the diversity and experience of ages across different settings where people work, live and play. Encourage courageous conversations about ageing, future planning and death.	Programs promote and celebrate the unique and valuable contribution of older people to families, community and organisations. The prevention of elder abuse work is aligned with the regional plan to prevent violence against women (Together for Equality & Respect). An intersectional approach to ageing informs policy and practice, including the gendered nature of ageing.	Policy, programs and systems foster intergenerational communities and interdependency (moving from individualism to interdependency). Activities that foster meeting and social connection are promoted through opportunities such as the arts, volunteering, education, employment, faith communities, connection to land/culture, parks, relationships, hobbies and sport.
POPULATIONS	ACTIVITY EXAMPLES		
<ul style="list-style-type: none"> <li>Children</li> <li>Young People</li> <li>Adult Children</li> <li>Tertiary Students</li> <li>Older People</li> <li>Families</li> <li>Aged Care Sector</li> <li>Employers</li> <li>Culturally and Linguistically Diverse (CALD)</li> <li>Aboriginal and Torres Strait Islanders communities</li> <li>Lesbian, Gay, Bisexual, Transgender/Gender Diverse, Intersex and Queer (LGBTIQ+)</li> <li>People with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Individual</li> </ul>	<ul style="list-style-type: none"> <li>Organisational / Community</li> </ul>	<ul style="list-style-type: none"> <li>Societal</li> </ul>
<b>SETTING</b>			
<ul style="list-style-type: none"> <li>Workplaces</li> <li>Home</li> <li>Social media / Technology</li> <li>Community / Community Services</li> <li>Education Institutions</li> <li>Aged care / Health care</li> <li>Faith based</li> <li>Disability sector</li> <li>Real / Hospitality</li> <li>Recreational</li> <li>Justice / Legal system</li> <li>Journalism / Media</li> <li>Local Government - some including open spaces, transport, infrastructure, engineering and communications.</li> </ul>	<ul style="list-style-type: none"> <li>Call out ageism with friends, family and work colleagues. Be informed about the issue. Reflect and challenge attitudes about ageing including internalised ageism. Initiate conversations about ageing, future planning and death. Acknowledge and celebrate the journey of life and contributions of older people. Model and foster respectful intergenerational relationships.</li> <li>Develop and conduct an age equity audit on organisational processes and policies. Strengthen current family violence policy to include elder abuse. Build capacity in organisational/community groups to understand ageism and its impacts. Take an intergenerational approach to programming. Promote and normalise the use of images of older people in all communications. Create opportunities for co-designing with older people. Advocate to State and Federal Government bodies for increased funds to extend the evidence base for the primary prevention of elder abuse. Contribute to regional work to challenge rigid gender roles and promote gender equity across the ages. Adopt age-friendly practices that foster healthy and active ageing (eg. WHO Age-Friendly Cities). Build financial capabilities of women and girls across the ages.</li> <li>Further research and evidence on the drivers of elder abuse. Further research and evidence on the intersection with other forms of family violence. Advocate for and implement:             <ul style="list-style-type: none"> <li>A national longitudinal survey to better understand ages attitudes in Australia</li> <li>A national longitudinal survey to be used as a benchmark for evaluation purposes</li> <li>A national framework for the prevention of elder abuse</li> <li>A boost in funding for action-based research with a focus on intergenerational programs and systems.</li> </ul> </li> </ul>		

Eastern Community Legal Centre would like to proudly Acknowledge the First Nations Peoples of Victoria, sovereign custodians of the land and water on which we rely. We respectfully acknowledge their Laws, traditions and customs that have survived over 60000 years of existence, as well as honouring those who have passed on to the Dreaming. We thank the Elders for their guidance, their wisdom and their teachings, and endeavour to support Elders in Community within our capabilities. We thank the Community leaders who laid the foundations and whose continued work has paved the way for our ongoing support in Community. We acknowledge the continued leadership role of the Aboriginal Community in addressing, and preventing family violence, including Elder abuse, and join with our First Nations Peoples to prevent Elder abuse from occurring.

**OPERA** eastern community legal centre

ECLC acknowledges the support of the Victorian State Government. The framework has been developed in partnership with members of the Eastern Elder Abuse Network. For more information about the Eastern Elder Abuse Network visit <https://preventingabuse.org.au/partnerships-and-projects/elder-abuse/>

Shortly after its establishment, the Victorian Government funded Primary Care Partnerships to undertake community engagement and awareness raising of the prevalence of elder abuse. Recognizing their leadership in this space, the Inner East PCP approached ECLC to explore a partnership.

With seed funding from IEPCP and building on the collaboration with Seniors Rights Victoria, ECLC founded the Eastern Elder Abuse Network (EEAN) in 2010 and currently comprises more than 150 members from over 50 organisations, including Local Government, Community Health, Legal Services, Police, Aged Care, Multicultural Agencies and specialist services.

The Network provides collaborative forum for partner agencies to develop a shared understanding of emerging research and facilitate an integrated approach to responding to elder abuse. It has grown to include a response and referral pathways working group, a prevention working group and a World Elder Abuse Awareness Day working group.

EEAN Meeting 2019 with guest speaker Gerard Mansour, Commissioner for Senior Victorians.



In 2021 ECLC and EEAN partners launched the evidence informed 'Preventing Abuse of Older People: A Primary Prevention Framework' on World Elder Abuse Awareness Day. The Framework provides a detailed guide for implementing population health focused preventative practice.

The Framework envisions a world where older people are safe, valued and respected and their contributions are celebrated. Whilst prepared for organisations in the Eastern Metropolitan Region, the framework has broad application and provides opportunities for implementation on a national scale.

With more than a decade of specialist expertise, including awareness raising and advocacy, the EEAN, under the leadership of ECLC have elevated the importance of the primary prevention of elder abuse, as well as achieving significant reforms in referral pathways and supports for survivors. The IEPCP was instrumental in the foundation of this work and continues to play a vital and valued role in the Network and primary prevention across the catchment.

[www.eclc.org.au/what-we-do/partnerships-and-projects/elder-abuse/](http://www.eclc.org.au/what-we-do/partnerships-and-projects/elder-abuse/)

**Project highlights**

An early innovator, and large, enduring regional network of organisations across sectors working across the spectrum from response to primary prevention of elder abuse.

**Key outcomes**

- Development of a Primary Prevention of Elder Abuse Framework for practitioners
- Innovative programs established across sectors
- Annual campaigning by partners during World Elder Abuse Awareness Day.



# Let's Talk: Beyond COVID Forum

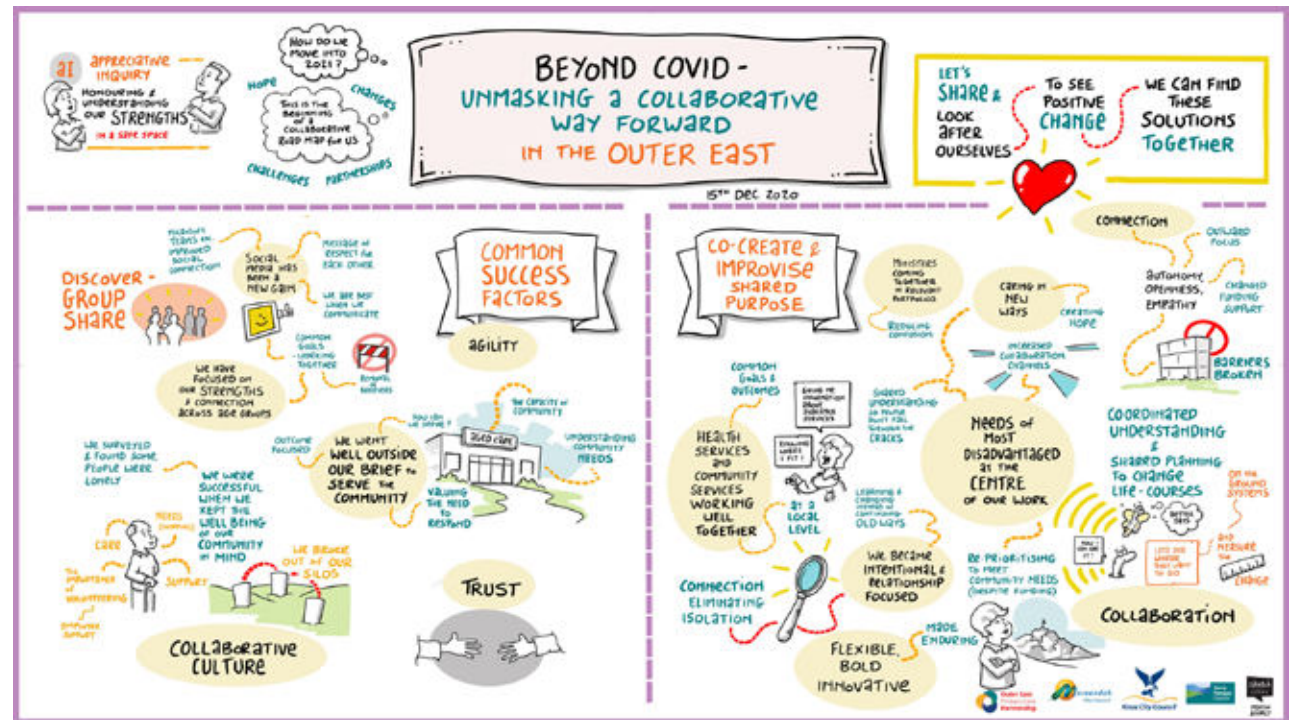
The spread of COVID-19 throughout Australia in 2020 presented new challenges for communities, service providers and the nation as a whole. Organisations were forced to rapidly adapt their models of service delivery, and those working at a grass-roots level needed to find new ways to stay connected with community and support those in need.

As 2020 drew to a close, Maroondah Council approached the Outer East PCP to deliver an innovative forum for service providers; one where organisations could connect, share their learnings from adapting to COVID-19 and strengthen collaborative opportunities across the catchment. The Victorian Government, Knox Council and Yarra Council were also significant partners in this project.

*"We'd spent the entire year really being in 'response' mode, as the nature of COVID continued to affect our organisations and communities. This was a unique opportunity for us to pause, reflect, and connect over some of our shared learnings."* – Kirsten Jenkins, Maroondah City Council

The Outer East OEPCP funded the forum and embraced a leadership role in its promotion and delivery. Attended by more than 20 organisations from across the Outer East, the Forum gave recognition to the strong partnerships which exist across the catchment. Due to COVID-19 restrictions, the forum was held on Zoom, a fitting platform for the way many have learned to operate throughout 2020 and beyond.

The Let's Talk: Beyond COVID Forum was facilitated by The Change Lab and embraced an appreciative enquiry approach, seeking to discover what was strong and effective throughout the sector in 2020 and how those strengths and learnings could be harnessed into 2021 and beyond. The Forum also recognised that the nature of COVID-19 restrictions had necessitated new partnerships and ways of working, including innovations and opportunities which might not have existed otherwise.



The forum was an overwhelming success and a celebration of the resilience and relationships which exist across the Outer East. With restrictions continuing into 2021, it also provided an excellent opportunity to take the best of the partner agencies' learnings from 2020 and chart a course through the next phase of the pandemic with a clear vision for collaboration, partnership and a clear focus on the health and wellbeing of Outer East communities. ●

[www.oepcp.org.au/wp-content/uploads/Lets-Talk-Outer-East-Final-Report\\_compressed.pdf](http://www.oepcp.org.au/wp-content/uploads/Lets-Talk-Outer-East-Final-Report_compressed.pdf)

## Project highlights

Innovative forum for organisations in the Outer East to engage with one another, share knowledge and strengthen collaborative approaches into the future.

## Key outcomes

- An understanding of how the sector adapted to COVID-19 during 2020.
- Identifying successes and learning how to build on these factors.
- Generating new possibilities for collaboration into the future.



# OEPCP Partners

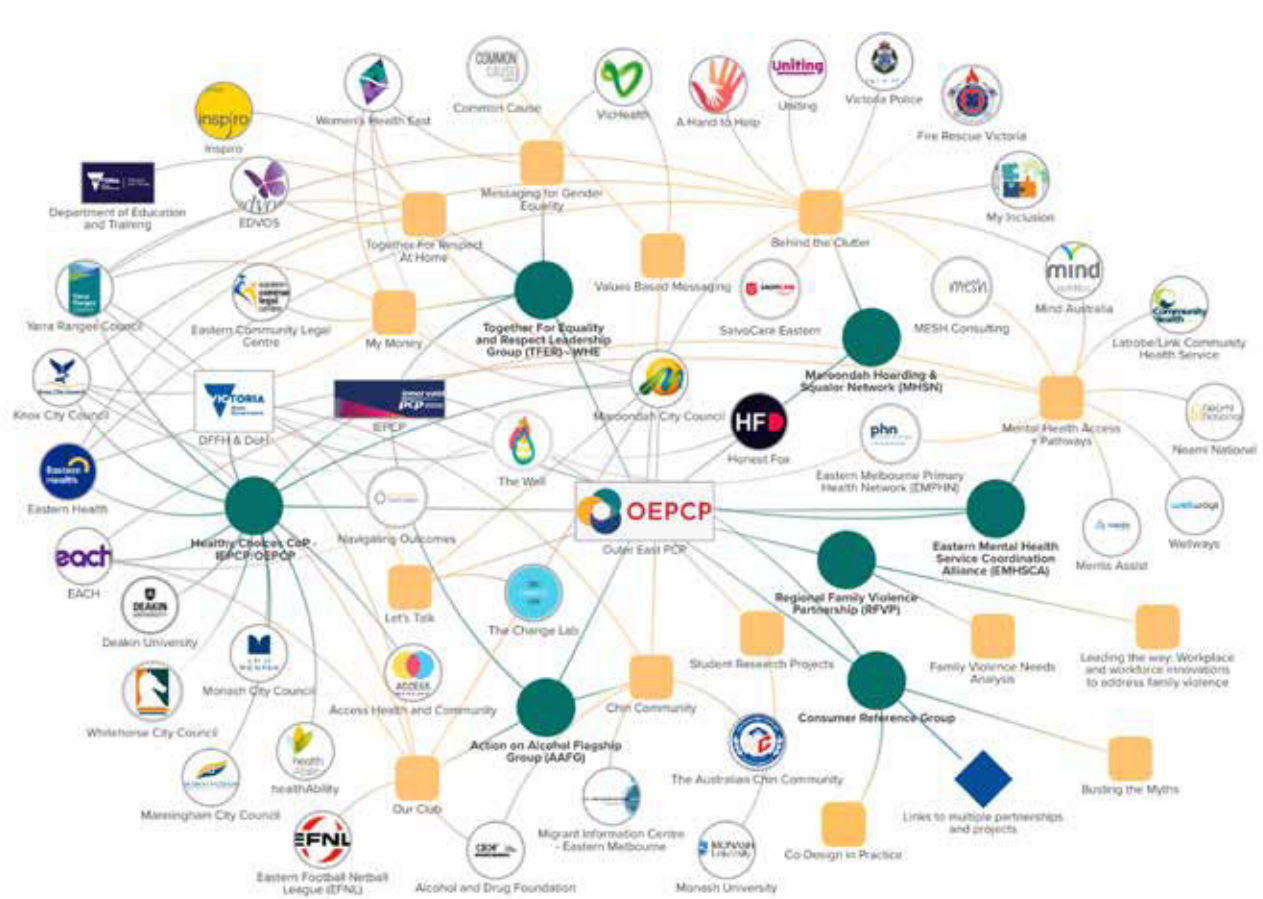
## Signatory Partners

Baptcare  
 Bolten Clarke  
 Campbell Page  
 EACH (Eastern Access Community Health);  
 Eastern Community Legal Centre (ECLC)  
 Eastern Health  
 Eastern Domestic Violence Service (EDVOS)  
 Inspiro  
 Knox City Council  
 Maroondah City Council  
 Mecwacare  
 Migrant Information Centre (Eastern Melbourne)  
 Uniting  
 Vision Australia  
 Women's Health East  
 Yarra Ranges Council

## Affiliate Partners

Eastern Volunteers  
 Eastern Melbourne PHN  
 Anglicare  
 Salvo Care Eastern  
 Mullum Mullum Indigenous  
 Gathering Place  
 HICSA (OONAH Belonging Place)  
 Mind  
 My Inclusion  
 Fire Services Victoria  
 NEAMI  
 Wellways  
 Mentis Assist  
 VicHealth  
 Regional Family Violence  
 Partnership  
 Outer East Child and Youth Area  
 Partnership

Monash University  
 TFER (as an individual entity)  
 Australian Drug and Alcohol  
 Foundation  
 Action on Alcohol Flagship Group  
 Eastern Football and Netball League  
 Australian Chin Community  
 Knox Info Link  
 Outer East LLEN  
 Communities That Care  
 Care Connect  
 Villa Maria  
 Carrington Health (healthAbility)  
 Link Community Health  
 HonestFox  
 AURIN  
 Mesh Consulting  
 Gill and WillCox





# HIGH VALUE PARTNERSHIP FUNCTIONS

## THAT DELIVER HEALTH OUTCOMES FOR THE COMMUNITY

### ▶ KEY QUALITIES



#### Local Placed-Based Partnerships

Works together to develop locally agreed priorities, shared action and outcomes to address complex issues faced by local communities.



#### Cross-Sector Partnerships

Builds linkages across community, health, local government, education and welfare sectors to address the social determinants of health and drive sustainable system change.



#### Trusted Connections

Well established partnerships that are built on trust, mutual respect and good will.



#### Scalable Structures

Ability to operate at a local, sub-regional, regional and state-wide level across rural and regional Victoria, outer growth corridors and metropolitan Melbourne.



#### Agile and Responsive

Responds to the changing environment and community needs by mobilising local responses to unforeseeable and time critical events.



#### Independent and Autonomous Platform

Ensures stakeholders have an equal voice in decision making and are supported by skilled staff that coordinate partnership activity and negotiate competing priorities.



#### Values-Based Partnership

Utilises partnership resources to leverage outcomes and ensure cost effective partnerships that deliver high value to the healthcare system.



#### Advancing Health Equity

Commits to addressing disadvantage and exclusion, directing resources to support the most vulnerable in the community and improve equality, access and inclusion.

### ▶ KEY ACTIVITIES



#### Community Engagement, Empowerment and Resilience Building

Partners with consumers, carers and the community to ensure the work meets the needs of those it is designed to assist.



#### Collaborative Leadership

Identifies and builds collaborative opportunities between organisations to create authorising environments that activate change.



#### Government Policy into Local Action

Translates government objectives into place based approaches that have been adapted to the local setting.



#### Local Prevention Planning and Integration

Leads and coordinates place based prevention efforts and innovations to drive strategic directions and priorities.



#### System Integration and Coordination

Supports local services to collaboratively plan and coordinate activity, so the community experiences an effective, inclusive and accessible health system.



#### Workforce Development and Capacity Building

Responds to local training and capacity building needs, especially primary prevention, community engagement, health literacy and in rural settings with limited resources.



#### Resources and Expertise

Develops and shares, information, data, tools and resources to build knowledge and the evidence base and reduces duplication.



#### Outcomes Focused

Develops systems and processes that measure the impacts and outcomes of the collective activity of the partnership.