

# Presentation commUnity + Forum

Gail O'Donnell Executive Officer

August 2018



- HealthWest is the Primary Care Partnership (PCP) in Melbourne's west
- PCPs are state funded (DHHS) – 28 across Victoria
- Voluntary alliance of 54 members working together to improve the health & wellbeing of communities in our catchment
- PCPs act as system improvers and have been part of the Victorian health & community service system for 18 years



# Systems thinking

- Acknowledge we operate in a system with many parts
- Look at linkages, interactions and partnership opportunities between the components.

## We need to:

Consider the interactive nature and interdependence of external and internal factors.

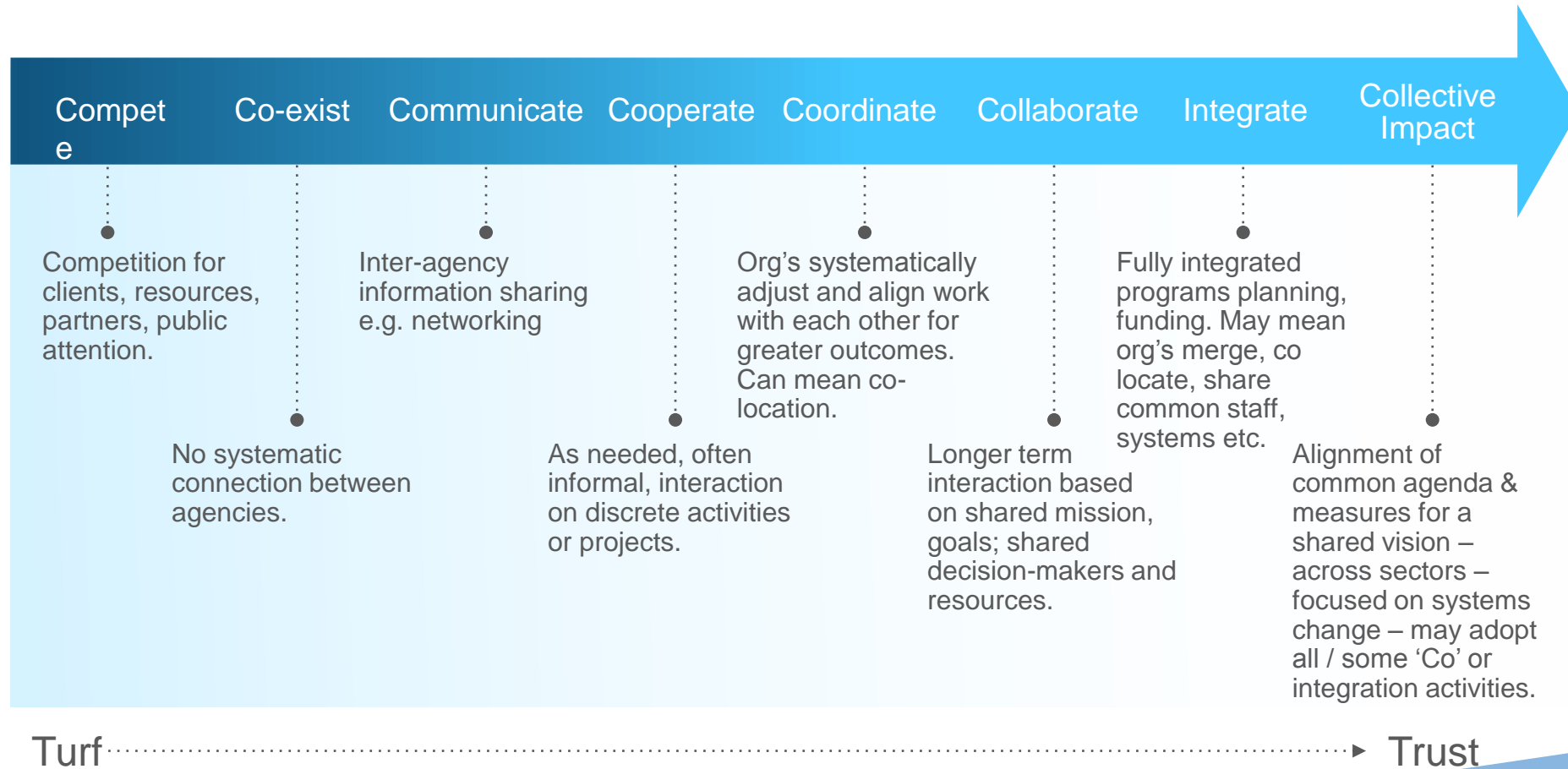
Involve multiple actors that can see the system from different vantage points.

# Systems thinking, complexity and collaboration

*You need to get different people, from different points of view, who are seeing different parts of the system to come together and collectively start to see something that individually none of them see.*

<http://www.mutualresponsibility.org/science/what-is-systems-thinking-peter-senge-explains-systems-thinking-approach-and-principles>

# What is the difference between collaboration and other ways of working?



# Why is collaboration different?

- It is about *using* information to create something different together
- Thrives on differences and requires the sparks of dissent
- Established to solve problems, develop new understandings, design new products
- Exists to achieve a measurable outcome rather than just an improvement in process
- Ends in some common ground but they often don't begin there

Collaboration vs C-Three (Cooperation, Coordination and Communication) by Leo Denise Innovating Vol 7, No 3

## Collaboration theory of change:

**WHAT**

If we engage around key issues / opportunities that the community cares about

**HOW**

in a collaborative and adaptive way  
(i.e. our joint resources, skills and effort will be better coordinated & aligned)

and we reduce duplication and fill in gaps

and we innovate together

and we create system level change

**WHY**

we will achieve better outcomes

# Collective Impact Framework

**Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.**

1. Common agenda
2. Shared measurement
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone Organisation



# Backbone Organisation

Guide Vision and Strategy

Support Aligned Activities

Establish Shared Measurement Practices

Build Public Will

Advance Policy

Mobilise Funding

*Backbone support refers to independent, funded staff dedicated to stakeholder management and building collective ownership.*

*Kania & Kramer (2011)*

# Preventing Violence Together 2030

Preventing Violence Together is a regional partnership made up of 19 organisations who work together to prevent violence against women across Melbourne's west.

The strategy will guide the work of the Preventing Violence Together partnership, by outlining actions and a shared vision: 'women and girls across Melbourne's west live free from violence and discrimination and have equal status, rights, opportunities, representation and respect'.



# Preventing Violence Together

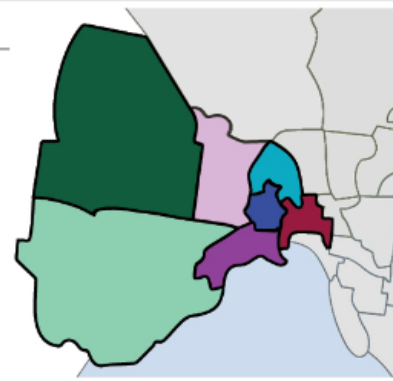
## HEADLINE INDICATORS OF CHANGE

An initiative of the Preventing Violence Together (PVT) regional primary prevention partnership.



### OUR REGION

- Brimbank
- Hobsons Bay
- Maribyrnong
- Melbourne
- Melton
- Moonee Valley
- Wyndham



### About this dashboard

PVT is the regional partnership and strategy that guides the primary prevention of men's violence against women in the west. This dashboard was created following a workshop with partners to identify Key Indicators of Change leading to reduced incidences of violence against women.

This dashboard is intended to give partners a headline view of current attitudes and behaviours in each of our communities with the ability to compare these at the local government area (LGA), regional and state levels

[Please visit our website for more information on PVT.](#)

#### Condoning of violence:

1. Reported changes in community attitudes towards violence against women



**MEASUREMENT:** Percentage of NCAS respondents that agree with each statement.

**PVT GOAL:** Eliminate the norms, practices and structures that condone men's violence against women.

**DATA SOURCE:** [National Community Attitudes towards Violence Against Women Survey \(NCAS\), 2013](#)

**NOTE:** Data for this indicator is national, not disaggregated by sex or LGA.

#### Men's decision-making power:

3. Gender pay gap (percentage and weekly earnings)



**MEASUREMENT:** Average weekly wage for women in full-time roles, with men's additional weekly earnings in black.

The wage gap is percentage difference in weekly earnings.

**PVT GOAL:** Promote and support women's decision-making and independence.

**DATA SOURCE:** [ABS Census of Population and Housing, Personal Income, 2016](#)

**NOTE:** The pay gap is calculated using the [same method](#) as the Workplace Gender Equality Agency

#### Men's decision-making power:

5. Percentage of support for gender equality in relationships



**MEASUREMENT:** Percentage of NCAS respondents with a high gender equality score. Score comprised of two Likert questions:

- Men should take control in relationships and be the head of the household
- Women prefer a man to be in charge of the relationship.

**PVT GOAL:** Promote and support women's decision-making and independence.

**DATA SOURCE:** [VicHealth Indicators, 2015](#)

#### Rigid gender roles:

2. Rate of participation in organised physical activity



**MEASUREMENT:** Rate of women and men's participation in any organised physical activity.

**PVT GOALS:** Challenge rigid gender roles and stereotyped constructions of masculinity and femininity. Strengthen and promote positive, equal, gender-equitable, respectful relationships.

**DATA SOURCE:** [Victorian Population Health Survey, 2015](#)

#### Men's decision-making power:

4. Percentage of managerial positions occupied by women



**MEASUREMENT:** Percentage of managerial positions occupied by women

**PVT GOAL:** Promote and support women's decision-making and independence.

**DATA SOURCE:** [ABS Census of Population and Housing, Personal Income, 2016](#)

#### Men's decision-making power:

6. Proportion of community and cultural leaders who are women



**PVT GOAL:** Strengthen and promote positive, equal, gender-equitable, respectful relationships.

#### Male peer relationships:

7. Increased confidence among men and boys to challenge their peer group when faced with disrespectful or hostile attitudes towards women  
Data collection for these indicators to be determined, as not yet available.



# What is Workforce Mutuality?

**Workforce mutuality** is the extent to which the diversity of an organisation or a sector's workforce reflects the diversity of the community.

It also describes an organisation or sector's responsiveness to a diverse community.

The concept has been developed at HealthWest Partnership as a way to reframe diversity in the workforce that is more in line with the diversity of the community.

**2016:** HealthWest Strategic Leadership Forum identified a "diversity gap" between our workforce and the community

**2017-18:** Expert Advisory Panel made up of HealthWest members and peak organisations across the health, community, employment and corporate sectors convened

**From July 2018:** Pilot phase of Standards



# Purpose of the Standards

1. Attracting, developing and retaining a workforce that is more inclusive and reflective of the diversity of the community
2. Improving the responsiveness of organisations to the needs of people from diverse backgrounds



# What can go wrong

- The issue doesn't require a collaborative approach-it could be solved by another approach
- Lack of common agenda & shared understanding of the intended outcome(s)
- Confused governance, implementation and evaluation structures
- Agencies not working in their areas of strength and in alignment
- Funding and policy environments not supporting action
- Shared measurement not in place to track early effort and progress

# When do you know you are kicking goals-system measures of success

1. **Funding flows** i.e. changes in philanthropic, government and partners funding is aligned with the collaboration goals
2. **Cultural norms** i.e. social or cultural norms that govern behaviour are evolving to support the collaboration goals
3. **Public policy** i.e. strengthen alliances around collaboration goals, policy agenda have been adopted, policies are blocked that do not align with collaboration.
4. **Professional practice** i.e. professional standards are evolving, adapting and innovating to support the collaboration goals.

Thank you &  
acknowledgements