

Barwon Health Healthy Communities Unit Integrated Health Promotion Annual Report 2018- 2019



Introduction

Barwon Health aligns existing integrated health promotion funding and efforts with organisations in the G21 region to deliver a collective impact on health and wellbeing. Healthier eating and active living has been identified as a shared regional priority as has the prevention of violence against women resulting in the development of the Healthier Eating and Active Living Plan (HEAL Plan) and the Prevention of Violence Against Women Health Alliance Collective Action Plan (PVAW Plan). The plans, which align with all five municipal public health and wellbeing plans in the G21 region, have completed year two out of the four years. This report focuses on Barwon Health's contribution to the regional work.

Barwon Health's Healthy Communities Unit uses both systems thinking and collective impact approaches to improve health across the G21 region by delivering actions outlined in the regional HEAL and PVAW plans.

This report includes:

- The way we work
- An overview of Barwon Health initiatives as part of the HEAL and PVAW priority areas
- In depth case studies on two initiatives

The way we work

Barwon Health recognises that by aligning efforts with partners we can deliver a collective impact on health and wellbeing and create system level change. Combining collective impact and systems thinking approaches helps us as we work on complex problems that have multiple causes that interact and influence each other with multiple stakeholders. Change is required in numerous places, beyond the capacity of any one organisation or sector to respond effectively.

Vision

“ Together with our community we build healthier lives

Underpinning our work



Settings



Multi-level Strategies



Priority Areas



Healthier Eating & Active Living



Prevention of Violence Against Women



Mental Health Promotion

Outcomes

<ul style="list-style-type: none"> Increased water consumption Decreased sugar sweetened beverage consumption Increased vegetable consumption Increased incidental activity Increased workers health in the G21 region 	<ul style="list-style-type: none"> Strengthened health services leadership commitment to safe, equal and respectful communities Developed and communicated key messages Increased capacity of the community to act to prevent violence against women An evidence base to inform future practice 	<ul style="list-style-type: none"> Increased community participation in mental health and wellbeing initiatives Built partnerships to promote young people's mental health and wellbeing Increased community awareness of factors that enhance social and emotional wellbeing
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Collective Impact

Since late 2016 Barwon Health has come together with partner agencies to work in a collective impact approach on the agreed shared regional priority of healthier eating and active living and, with two other health agencies to address the priority of preventing violence against women. Barwon Health is a key contributor on both of these priority areas being on the backbone support group, governance and relevant working groups.

Systems Thinking

Advancing systems thinking practice

In the team

The Healthy Communities Unit continuously build skills and capacity of the team in systems thinking by incorporating this approach into everyday work. This includes systems practices e.g. being aware of mental models, seeing ourselves in the system, engaging diverse perspectives, questioning assumptions and reflecting regularly. The team also practice systems action learning using systems tools such as group model building, casual loop diagrams and social network analysis.

In a healthcare setting

The Healthy Communities Unit delivered two workshops as part of Barwon Health's 'Advancing Interdisciplinary Clinical Excellence; Harnessing your influence in the Health System' training days. 30 participants attended, representing 11 clinical units including Acute Services, Rehabilitation Programs, Community Health and outreach programs of Barwon Health.

The workshops focused on increasing participants' awareness of strategies to assist them when advocating for the promotion of health and the prevention of disease and injury at a population level.

A range of systems thinking practical tools and exercises were used including visual model building, determining relationships and dynamics between factors, challenging assumptions, and developing awareness of mental models. 94% of participants reported an increase in their awareness of strategies to use when advocating for prevention or health promotion in populations.

As a result of participating Clinical Education and Training now see the value in incorporating primary

prevention and health promotion practices into their training and intend to continue this into the future.

Contributing to systems resources

Barwon Health is committed to contemporary health promotion and primary prevention practice. As part of this, in building capacity for systems thinking, members of the Healthy Communities Unit participated in a virtual Community of Practice (10 sessions attended) that gathers practitioners, policy makers and researchers from across Australia, for peer learning and knowledge exchange. Through these collaborations, Barwon Health contributed to the development of a pocket guide that aims to illustrate what it looks like to undertake a journey in systems thinking (Appendix 1).

Barwon Health also contributed a chapter to the [Systems Storytelling](#) resource developed in partnership with the [Australian Prevention Partnership Centre](#) to share the experience of applying systems thinking.

Theory of Change process in Prevention of Violence Against Women (PVAW)

The Healthy Communities Team have been working in partnership with Women's Health and Wellbeing Barwon South West, supported by the Australian Prevention Partnership Centre to develop a theory of change to measure the impact of the work of the PVAW Health Alliance. This process has assisted the team to understand what we have the agency to change and influence. It has also assisted to identify and refine what we need do to make an impact.

Group model building

Barwon Health partnered in developing a pilot with Deakin University and [Active Geelong](#), targeting increased levels of physical activity in workplaces. The pilot will use group model building to guide the development of workplace-based physical activity actions for a specific cohort who do shift work. Evaluation of this pilot will inform future work. Barwon Health is represented on the Board and 'Knowledge Committee' of Active Geelong which aligns with the HEAL initiative.

Partnering with Deakin University the Barwon Health Workplace Health team completed a group model building process with local workplaces and Cancer Council Victoria (refer to Workplace Health section in this report).

Health Literacy

Health literacy is a key determinant in the health outcomes of individuals and the community as a whole and underpins our work. Efforts in this space have focused on adopting a population health and health promotion approach to health literacy. Health literacy resources were developed to improve the practices of the team and were shared with broader stakeholders. This work aligns with a Barwon Health wide health literacy strategy.

Progress

Resource Development and Knowledge Sharing

- [Health Literacy Guide](#) developed and disseminated (Image 2).
- Developed [three fact sheets](#) to increase understanding of populations at risk of low health literacy.
- Resources accessible on Barwon Health web pages (1379 page visits).
- Partnered with Barwon Health Clinical Education and Training to develop an education resource package about population health and health promotion approaches to health literacy for staff.
- Two presentations delivered to G21 PVAW Health Alliance group and PVAW community of practice (50 participants).
- Worked with Barwon Health consumer review program participants to align health literacy resources e.g. plain language tools (12 community members).

Changes to practice

- Increased knowledge in population wide health literacy approaches reported by Healthy Communities Unit (11 participants) and partners in PVAW.
- Readability and plain language concepts are now applied to the development of all written materials produced. This practice is embedded in team processes and the way we work.
- The work will continue to be shared with partners and ongoing monitoring of health literacy practices will occur quarterly.

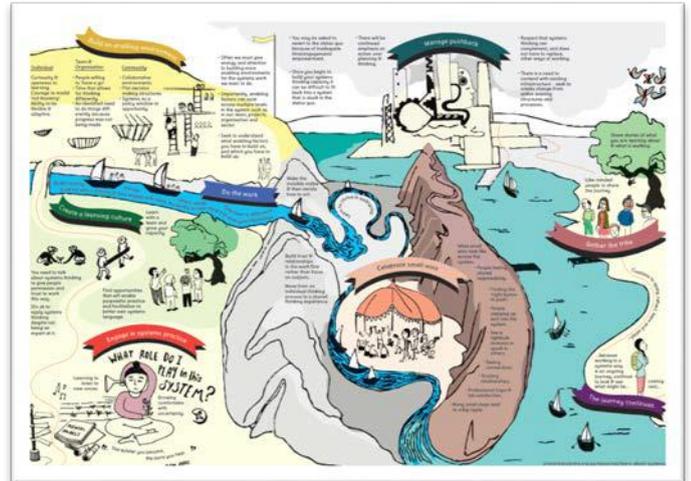


Image 1: Systems Storytelling Pocket Guide

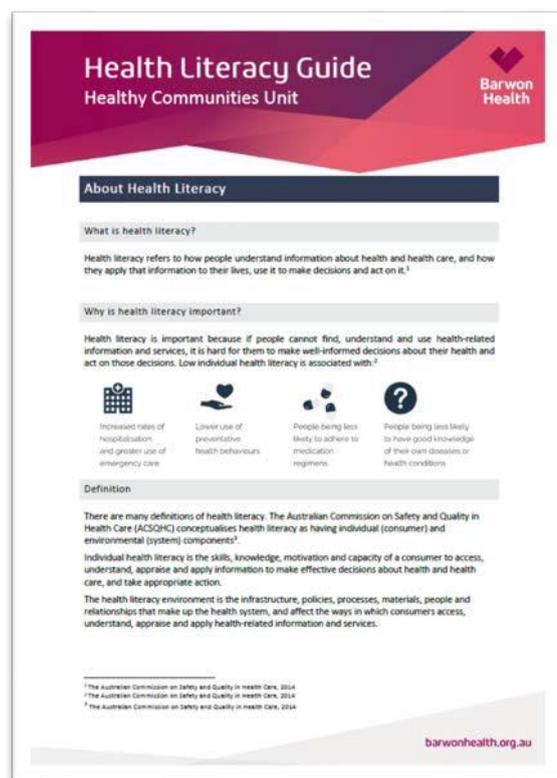


Image 2: Health Literacy Guide

Healthier Eating and Active Living

Workplace Achievement Program



Vegetable Consumption
Objective 1.3.1



Water & SSB's
Objective 1.1 & 2.1



Active Travel
Goal 1.6



Incidental Activity
Objective 1.5.2

Barwon Health is delivering a Workplace Health initiative, a multi-level intervention that addresses healthy eating, physical activity, alcohol and other drug use, smoking and mental health and wellbeing. The work is guided by the state-wide Healthy Workplaces Achievement Program framework.

Progress

Workplaces engaged in the initiative report achieving health outcomes for their employees through implementing health champions programs, developing policies and addressing risk factors as a result of Barwon Health's support. Using a multi-strategy, collaborative approach and understanding the needs of workplaces has enabled the initiative to increase reach whilst providing support to organisations both individually and at scale across the Barwon region.

Reach

- Through the Healthy Workplace Achievement Program 35,731 workers were reached and through broader strategies a further 30,200 workers reached (total 65,931).
- 136 workplaces in the G21 Region have been supported to implement workplace health and wellbeing strategies.
- Employers represented across all industry groups including education, retail, health, transport, public administration, manufacturing and warehousing.

Education through resources, social marketing and workshops

- Workshops held (n=2) evaluation (n=50) indicated 100% of participants intended to apply learnings. Participants valued the education and networking opportunities *"Very practical to learn from each other and share ideas and strategies"*.
- Supported regional activities in workplace settings including two campaigns (Choose Water this Summer, Veg It Up) and a workplace initiative (Choose Water @ Work) via inclusion in newsletter, at an event and through connecting workplace contacts to relevant initiatives.

- Social media posts (n=4) on the Barwon Health Facebook page (reach of 13,365).
- Workplace Health newsletter developed and distributed (n=4) to 270 organisations.

Partnerships and networking

- Individual intensive 1-1 support provided for nine workplaces.
- Facilitated Workplace Health Network meetings (n=3) with different industry groups which focused on networking and peer knowledge sharing (13 participants).
- Strengthened strategic regional partnerships with Active Geelong, Cancer Council Victoria, G21 Regional Alliance Healthy Eating Plan to increase reach, access broader expertise and collaborate across the region.
- Developed partnership with Active Geelong to increase physical activity in workplaces. Group Model Building process designed to be implemented with workplaces (n=3) focussing on shift workers.

Consultation

Systems thinking consultations held (Figures 1 and 2) in collaboration with Deakin University to:

1. Hear about the challenges and successes workplaces have experienced when implementing the Healthy Workplace Achievement Program framework.
2. Develop strategies for workplaces and ideas for how Barwon Health can improve and support workplaces.

Eight participants identified individual support, education, resources, opportunities for networking and sharing knowledge provided by Barwon Health were highly valued. The major themes for future action identified included:

- How to engage middle management in workplace health programs e.g. develop step by step process on engagement in prevention.
- Develop resources to support implementation of the Healthy Workplaces Achievement Program e.g. toolkits, capacity building workshops and forums, local case studies.
- Improve cross sector and interdisciplinary understanding, communication and collaboration around workplace health specifically in relation to the integration of safety and health promotion/primary prevention.



Image 3: Workplace Achievement Program Systems Thinking Session

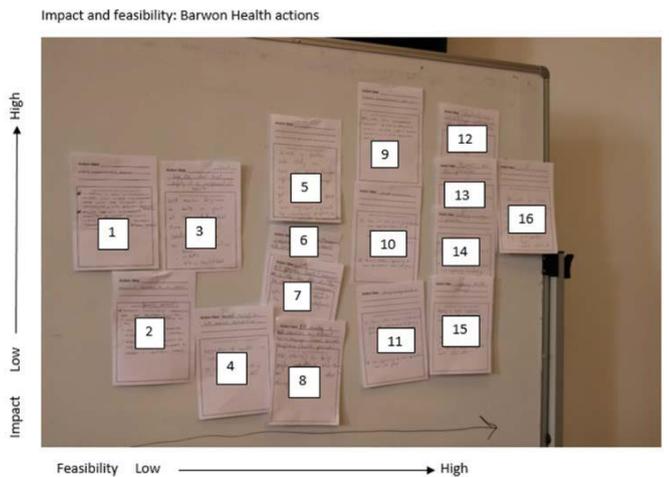


Figure 1: Wall Building: Group Model Building process with workplaces and Deakin University, March 2019

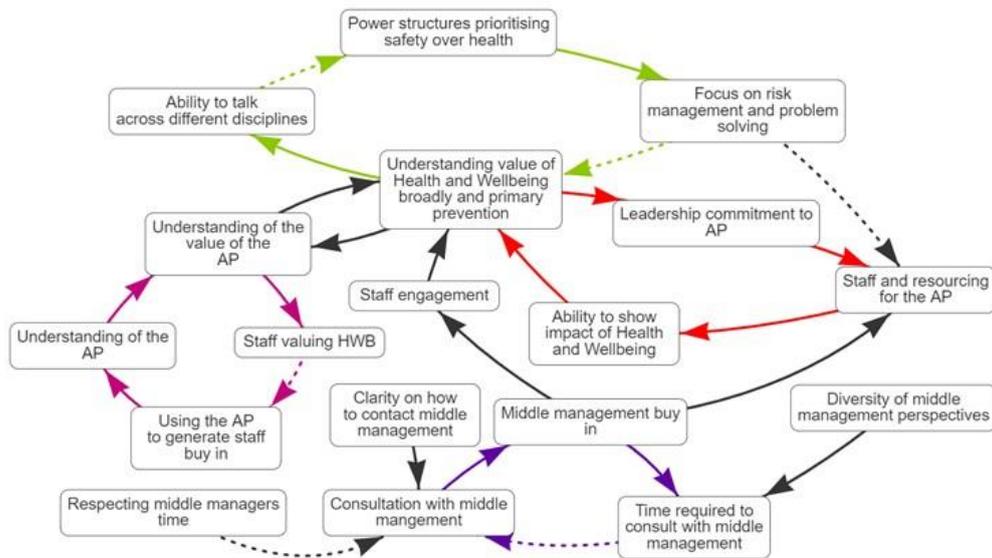


Figure 2: Systems Map: Group Model Building process with workplaces and Deakin University, March 2019

Healthy Choices



Vegetable Consumption
Objective 1.3.1



Water & SSB's
Objective 1.1 & 2.1

Barwon Health has continued to modify its environment to support healthy eating for staff and visitors in line with the Victorian Government *Healthy Choice Guidelines for Hospitals and Health Services* (HCG's) and the HEAL initiative. Goals for 2018-2019 were to increase availability of healthy food and drink options across Barwon Health retail food outlets and vending machines, and finalise the removal of sugar sweetened beverages (SSB's) from sale (Refer to Appendix 2, Case Study).

Progress

- Reach: Over 300,000 visits to retail food outlets each year including over 7000 Barwon Health staff and 1000 volunteers.
- Healthier options (amber and green) increased to 63% from 37% in 2013 and least healthy options (red category) decreased to 36% from 64% 2013 across all food retail outlets.
- All Sugar Sweetened Beverages (SSB's) have been removed from sale from four retail food outlets and 11 vending machines. SSB's reduced from 28% of sales in 2017 to 0% of sales in 2018.
- New food and drink vending machine contract now meets the Healthy Choice Guidelines of less than 20% red category and over 50% green category,

including food and drinks (previous contract 50% - 94% red category).

- Changes embeded in organisational policy via development of SSB removal procedure and modification of Healthy Eating Policy to include SSB removal.
- Four retail food outlets and 11 vending machines audited against Healthy Choice Guidelines including over 200 recipes and 60 new products assessed.
- 10 Planograms developed for all food and drink displays to meet guidelines.
- New healthy catering menu developed with no red category items.

Changes in Food and Drink For Sale from Barwon Health Retail Outlets & Vending Machines



Graph 1: Overall changes in food and drink provision from 2013 to 2018



Image 4: Cafeteria Manager with healthy food choices

Community Kitchens



Vegetable Consumption
Objective 1.3.1



Water & SSB's
Objective 1.1 & 2.1

Community Kitchens (CK) provide opportunities for people to participate in planning, cooking and sharing nutritious meals together in community based settings. The Community Kitchen initiative is based on community development principles and aims to foster individual empowerment through self-help and mutual support strategies; improving participant's food security through acquiring food knowledge and skills; and breaking down barriers to social isolation.

Progress

Barwon Health supported 20 Community Kitchens (CK) in 2018-2019 with over 180 people from socioeconomically disadvantaged backgrounds attending.

Review and implement a structure for supporting the CK initiative to ensure it is a long term sustainable program

- Refer to Appendix 3

Increase CK facilitator awareness of vegetable consumption within their Community Kitchens

- 37 volunteers have been involved in CK facilitator training with healthier eating in the kitchen and modification of recipes to increase serves of vegetables being major components of the training.
- One CK Network meeting focused on upskilling facilitators on increasing vegetable consumption, including identifying ways to increase daily consumption and menu modification (12 participants).

Knowledge Sharing

- CK facilitator training courses (n=5) were run during 2018-2019 with a total (37 participants).
- CK Network meetings (n=4) (12-15 participants).
- Barwon Health presented on Community Kitchens on a panel at the VegKIT: Tools and interventions to increase children's vegetable intake. A national project led by CSIRO (80 attendees).
- Newsletter developed and distributed (n=4) to 161 recipients.



Image 5: Community Kitchens receiving the Board of Directors' Award at the Barwon Health Quality Awards in 2018

Increasing Vegetable Consumption



Vegetable Consumption
Objective 1.3.1

Barwon Health is working in a collective impact approach to address low vegetable consumption in the G21 Region. Barwon Health co-leads the G21 Region Vegetable consumption working group which includes representatives from regional health services and local government. Interventions have been multi-level with an emphasis on collective action and place-based approaches.

Progress

Understanding the barriers and enablers to vegetable consumption in selected community groups using a coordinated approach

In 2018 a G21 region wide healthy eating community consultation was completed by HEAL working group including Barwon Health. The consultation increased understanding of the barriers and enablers of vegetable consumption in vulnerable families with

children. Results identified that skills, knowledge, cost, time, taste exposure and role modelling were significant factors in improving vegetable consumption. The information gathered from the consultation will be used to inform community activities for the 2019-2020 plan aimed at making it easier for families with children to eat more vegetables (Refer to Appendix 4).

G21 Region social marketing campaign

Barwon Health contributed to the region wide social marketing campaigns 'Try for 5' in October 2018 and the 'Veg it Up' campaign in May-June 2019.

- **Social media:** Facebook and Twitter posts (n=6) (reach of 13,000).
- **Workplace Setting:** Healthcare setting (Barwon Health) posters displayed, article in two newsletters, moved vegetables to be displayed in more prominent positions and promoted menu options with the highest vegetable content. Workplace Achievement Program eNewsletter (n=278 recipients) (reach of 7,700).
- **Community Engagement:** Development and distribution of 'Try for 5' kits to Community Kitchens (n=20) and 'Veg it Up' kits including 'Taste

a Rainbow' placemats to Neighbourhood Houses (n=10), kindergartens and Barwon Health community health centre dietitians (n=5). Articles in two Community Kitchen eNewsletters (n=2) (total reach of 5,341).

Systems approach to planning and implementing interventions

- The Vegetable Working group mapped determinants of vegetable consumption which were identified from a comprehensive literature review co-led by Barwon Health. This review also considered previously completed local healthy eating community consultations. Results from the 2018 HEAL community consultation were then aligned with a systems map to identify potential interventions for 2019-2020.

Increasing Consumption of Water and Decreasing Consumption of Sugar Sweetened Beverages



Water & SSB's

Objective 1.1.1 & 1.2.1

Barwon Health co-leads the increasing consumption of water and decreasing consumption of sugar sweetened beverages (SSB's) working group as part of the HEAL initiative.

Progress

Understanding the barriers and enablers of local water/SSB consumption using a coordinated approach

Barwon Health completed a region wide healthy eating community consultation with partners in 2018. The consultation increased understanding of the barriers and enablers of drinking water and SSB's in vulnerable families with children. Results identified that taste preferences, knowledge, role modelling, exposure, creativity and cost were significant factors in improving water and decreasing SSB consumption. The information gathered from the consultation will be used to inform community activities aimed at making it easier for families with children to drink more water and less SSB's (Refer to Appendix 5).

Promote water consumption as the drink of preference

Choose Water @ Work

This initiative was developed to support workplaces to increase access to water and/or reduce or remove SSB's for staff and visitors. Three organisations partnered in the initiative with a combined reach of 1020 staff. Barwon Health worked with each organisation to investigate the current opportunities to influence water and SSB intake and develop an action plan.

Workplaces were supported to increase healthy choices in fridges and vending machines, promote educational resources including a Healthy Drinks Guide and conduct surveys (n=79) to investigate what would encourage them to drink more water and less sugary drinks at work. Findings from surveys were reported back to each workplace with recommendations for future actions.

Increase water access and decrease SSB's access in the G21 region

Choose Water this Summer

Barwon Health, partnered in the development of a regional campaign; Choose Water this Summer that aimed to encourage water as the drink of choice (January - March 2019). A kit was developed that included water bottles, posters, feather flags and social media content.



Image 6: Choose Water This Summer Social Media Content

Barwon Health promoted the campaign through social media, Facebook and Twitter (n=14 posts) (reach of 52,929). Posters were displayed at University Hospital Geelong and the Mackellar Centre. Barwon Health developed a sugary drinks display for the GHMBA Gut Health Forum in March 2019 which prompted over 80 questions from attendees. A survey was developed and disseminated to Barwon Health staff to understand what would help to drink more water at work (n= 72 responses). A report has been developed which will inform future work in healthcare settings.

Increasing Incidental Activity



Incidental Activity

Objective 1.6.1 & 1.6.2

Barwon Health leads the Increasing Incidental Activity working group as part of the HEAL initiative. The priority is to build the capacity of regional organisations and services to increase opportunities for people aged over 55 to engage in incidental activity.

Progress

Advocate for relevant community groups and services to support increased opportunities for incidental activity within their programs

Barwon Health with partners identified Neighbourhood Houses as a potential partner for work in this area. Initial engagement was positive however, due to system changes e.g. leadership shifts, engagement decreased. The working group shifted the approach to directly engage a large range of community based agencies and services such as Men's Sheds, CWA, Probus, Rotary, Lions and Senior Citizens groups (n=14). Aligned planning for future action has commenced.

Increase the capacity of home and health care service providers to encourage and support incidental activity

Work with partners identified Home Care staff as key conduits to the over 55 aged group who would benefit from increased incidental activity. Barwon Health is working with three local governments (LGA's) on this initiative. A survey was developed and Home Care staff across three LGA's (Colac Otway Shire, Golden Plains

Shire and City of Greater Geelong) were surveyed for understanding and practice of incidental activity (n=48). Findings will be used to inform training.

Develop a public awareness campaign promoting incidental activity for people over 55

A campaign was developed that included social media, events and resource development. Resources were developed in consultation with 15 community members who featured in the images used; local people being active. The campaign was launched at the Golden Plains Active Aging Expo (n=33 participants) in June 2019.



Image 7: Incidental Activity Poster

Prevention of Violence Against Women

Barwon Health worked with two other health services in the region to develop and implement a shared Prevention of Violence Against Women (PVAW) action plan with support from Women's Health and Wellbeing Barwon South West (WHWBSW) and G21 Health and Wellbeing Pillar.

Strengthen Leadership

PVAW Health Alliance Plan Goal 1

Progress

Barwon Health is a member of the Prevention of Violence Against Women Health Alliance at both a working group and governance level.

The Healthy Communities Unit (HCU) supported the Strengthening Health Service Response to Family Violence (SHRFV) initiative in the Barwon region to strengthen its primary prevention component. The HCU assisted to develop the baseline staff survey and incorporate primary prevention questions (n=524 responses) and worked with the SHRFV team to incorporate primary prevention into the staff training package (n=1000 completed training).

Increasing capacity

PVAW Health Alliance Plan Goal 2

Progress

The Barwon Month of Action

The Healthy Communities Unit collaborated with community members and organisations (Deakin University, City of Greater Geelong, Department of Health and Human Services and Women's Health and Wellbeing Barwon Southwest) to raise awareness about, and promote community actions that prevent violence against women and children. The Healthy Communities Unit facilitated the following events:

Installations

Healthy Communities partnered with SHRFV to develop three installations (the Birdhouses) to raise awareness of family violence including prevention messages. The Birdhouses were highly valued by centre management as they supported current cultural changes and training initiatives occurring within Barwon Health, and reflected the organisations commitment to prevent and respond to family violence. The installations had capacity to reach large numbers of the community (463 people per hour at

University Hospital Geelong and 150 people per day at community centres). At the request of the Newcomb Community centre, one remains there as a permanent installation to meet the identified needs of their community.

Financial Abuse forum

The Healthy Communities team together with Deakin University and Barwon Community Legal Services delivered a financial abuse forum to raise awareness of financial abuse within relationships (35 participants).

Barwon Respect Netball Cup

Barwon Health led the implementation of the Respect Cup in partnership with Barwon Community Legal Service, Department of Education, Netball Victoria and Women's Health and Wellbeing Barwon South West. This initiative promotes healthy relationships for young people.

In 2018, 10 secondary schools attended with year nine students (n=88). Students participated in workshops exploring issues of consent, gender equity, the role of the bystander, and the impact of attitudes and behaviours on enabling or preventing the incidence of gender-based violence. Workshops were followed by a mixed round robin netball competition. Pre and post surveys were conducted on the day, 75% of students indicated they had learnt a lot about gender based violence (53% increase) and 66% stated they has learnt a lot about the early signs of unhealthy relationships (52% increase).

Qualitative data revealed that students were surprised by and strongly impacted by the statistics provided, highlighting that efforts to raise awareness of the data on violence against women needs to continue (Refer to Appendix 6, Case Study).

Safer and Stronger Communities Pilot Project

The Safer and Stronger Communities Pilot tests what works best to prevent family violence in migrant and refugee communities. Barwon Health is working in partnership to co-design primary prevention initiatives tailored to the needs of migrant and refugee communities. Initiatives will seek to address attitudes, beliefs and behaviours that lead to family violence, including gendered drivers and reinforcing factors. Barwon Health has attended three meetings and will continue to provide PVAW prevention expertise and linkages with health sector.



Image 8: Barwon Health attending the Safer and Stronger community meeting.

Communicating Key Messages

Progress

Barwon Health contributed to the development of a health literate messages toolkit as part of the PVAW Health Alliance, Messaging and Communications Working Group. The purpose of the toolkit was to develop of shared messaging that embed health literacy principles. The drivers and effects of violence against women are complex and can be challenging to convey, this toolkit was developed to address this challenge by providing simple and consistent messages. A health literacy approach was taken to support audiences to access, understand and apply information. The toolkit has been tested with the PVAW Community of Practice and Health Alliance membership (total 50 participants)

Next steps

In the next annual plan Barwon Health will submit an action plan that aligns our work directly with the regional Healthier Eating and Active Living and Health Alliance Prevention of Violence Against Women Plans. This allows Barwon Health as an organisation to more fully report our contribution.

We also intend to include mental health promotion in our next plan. Whilst we receive funding from a different source for this priority area and are not obligated to report on it in this context, it will provide a more inclusive overall picture of how Barwon Health is working in integrated health promotion across the system.

Appendices

1. Systems Pocket Guide
2. Healthy Choices Case Study
3. Community Kitchens Review
4. Vegetable Consumption Infographic
5. Water/SSB's Consumption Infographic
6. Respect Cup Case Study

Build an enabling environment

Individual

- Curiosity & openness to learning.
- Courage to model 'not knowing'.
- Ability to be flexible & adaptive.

Team & Organisation

- People willing to 'have a go'.
- Time that allows for thinking differently.
- An identified need to do things differently because progress was not being made.

Community

- Collaborative environments
- Flat decision making structures
- Systems as a policy window or opportunity

- Often we must give energy and attention to building more enabling environments for the systems work we want to do.

- Importantly, enabling factors can exist across multiple levels in the system such as in our team, projects, organisation and sector.

- Seek to understand what enabling factors you have to build on, and which you have to build up.

- You may be asked to revert to the status quo because of inadequate time/engagement/empowerment.

- There will be continued emphasis on action over planning & thinking.

- Once you begin to build your systems thinking capacity it can be difficult to fit back into a system that is stuck in the status quo.

Manage pushback

- Respect that systems thinking can complement, and does not have to replace, other ways of working.

- There is a need to contend with existing infrastructure - seek to create change from within existing structures and processes.

Share stories of what you are learning about & what is working.

Like-minded people to share the journey.

Gather the tribe

Continue to apply, reflect, learn and adapt

...because working in a systems way is an ongoing journey, continue to look & see what might be...

The journey continues

coming next...

Build capacity... & bring... others along.

Look for who is missing & then engage with them. Be flexible to new ideas and emergent information.

Do the work

Stay open to difference.

Create a learning culture

Learn with a team and grow your capacity.

You need to talk about systems thinking to give people permission and trust to work this way.

It's ok to apply systems thinking despite not being an expert at it.

Find opportunities that will enable purposeful practice and facilitation to better own systems language.

Engage in systems practice

WHAT ROLE DO I PLAY in this SYSTEM?

Learning to listen to new voices.

Growing comfortable with uncertainty.

"The quieter you become, the more you hear."

RAM DASS

Make the invisible visible & then decide how to act.

Build trust & relationships in the work first rather than focus on outputs.

Move from an individual thinking process to a shared thinking experience.

Learn to thrive in ambiguity

Celebrate small wins

What small wins look like across the system:

- People feeling shared responsibility.

- Finding the 'right button to push'.

- People stepping up and into the system.

- See a lightbulb moment or spark in others.

- Seeing connections.

- Trusting relationships.

- Professional hope & job satisfaction.

- Many small steps lead to a big ripple.

● Engage in systems practice



Systems practices focus attention on our mental models, biases and assumptions that inform how we see and understand a system. Engaging in a systems practice enables us to expand our scope and see more of the system by becoming more aware of our own personal perceptions that limit our view.

● Create a learning culture



Often we must seek to change the system within our own teams and organisation first by building a culture of learning for systems thinking. This can help to bring others along in the journey, and build momentum for change in the system more broadly.



● Build an enabling environment

In order to sustain our systems activities we want to seek out or build a context and environment that supports us to work this way. Enabling factors exist across many levels and we can use these to increase momentum for systems approaches.



● Do the work

Working in a systems way takes us out of our comfort zone, but using systems thinking can help us to identify otherwise invisible resources and opportunities in order to find responses to our complex problems.



● Celebrate small wins

In systems thinking, we are working towards small shifts in other systems enables us to expedite our understanding of working in complexity and allows us to be more strategic and effective in our own systems work. Seek opportunities to learn from others doing systems work.



● Manage pushback

Not everyone will be excited to join the systems journey, and the systems you're working in might be happy to maintain the status quo. We need to expect pushback, and then seek ways for small changes in order to continue to build momentum and possibility for systems thinking.



● Gather the tribe

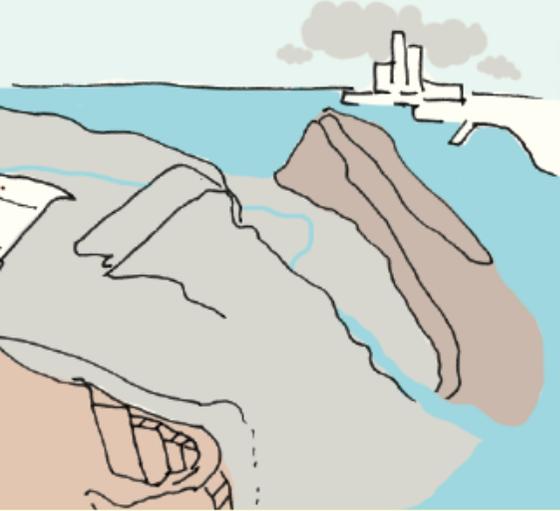
Participating in communities of practice with those working in other systems enables us to expedite our understanding of working in complexity and allows us to be more strategic and effective in our own systems work. Seek opportunities to learn from others doing systems work.



● The journey continues

There is no start or end. Working in a systems way is a process and ongoing journey. Continue to look forward and see what might be coming next.

Find your way through the systems journey.



Defining the terms

- System: a set of interrelated parts which form a whole, greater than the sum of its parts.
- Systems approaches: specific tools and methods used to better understand the system.
- Systems practice: development of your personal capacity to see and sense a system.
- Systems thinking: a way of finding out what to do in a complex situation. A combination of both systems thinking approaches and systems practices.

When to use systems thinking

- When dealing with stubborn long-term problems.
- When there are multiple actors (organisations and people) and multiple causes that interact and influence each other.
- When there are competing or conflicting interests – complex challenges, systems thinking can be used to provide greater clarity and build capacity to help create more sensible and purposeful action.
- When there's no single explanation for what is causing the problem and no single solution that fits all situations.

Why use systems thinking

- When working on complex issues, systems thinking can be used to engage diverse perspectives and help to clarify diverse roles in possible solutions.
- When trying to have sustainable, positive impact for complex challenges, systems thinking can be used to provide greater clarity and build capacity to help create more sensible and purposeful action.
- When addressing complex problems, systems thinking can be used to apply a holistic lens, because it considers the multiple parts and interconnections of an issue.

Why use systems thinking for health

- Many social determinants of health lie outside the health sector. Systems thinking requires us to bring these isolated parts together for an integrated response.
- When we see short-term but not long-term gains, systems thinking helps to get at the root issue holding the problem in place.
- When promoting and mobilising health in the community, systems thinking can be used to reorient theory and practice towards thinking in terms of complexity, interconnections and collaboration.

Pocket Guide to Systems Wayfinding

'Wanderer, there is no path, the path is made by walking.'
Antonio Machado



Appendix 2.

Case Study 1 - What do customers think?

Removing sugary drinks and promoting healthy options in the retail food environment

At Barwon Health, the retail food environment was modified to provide and promote healthier options and remove sugary drinks. We investigated the impacts and outcomes of the changed environment and the opinions of the consumers.

Introduction

From 2013, due to concern about rising levels of obesity and chronic diseases, and the association with unhealthy diet, the onsite retail food environments at Barwon Health started making changes to meet the Victorian Government Healthy Choice Guidelines (HCG's) for Hospitals and Food services.

This involved modification of 100's of recipes, removing and replacing unhealthy food and drink options with healthier options and changing the presentation of food items to promote healthier options by position, signage and marketing. The overall aim of the HCG's is to provide more than 50% healthiest food and drink choices (green category) and less than 20% unhealthy choices (red category) for sale in the retail food environment.

Originally Barwon Health food services had a high proportion of red category food and drinks. In 2013, evaluation showed over 60% red category and around 10% green category. Red category choices were also promoted on shelving and fridges etc. for example soft drink advertising on the fridges.

In 2016, as a result of the evidence showing that soft drinks are a major source of excessive added sugar in the Australian diet and strongly associated with obesity, Barwon Health planned for the removal of sugar sweetened beverages (SSB's) from sale from retail outlets and vending machines.

In 2018, Barwon Health retail food outlets and vending machines were assessed against the HCG's and the response to the removal of sugary drinks was investigated by surveying customer opinion and impacts on customer purchasing behaviour.



Objectives

The objective of this study was to assess the food services at Barwon Health meeting the HCG's and to investigate the impact of removing all SSB's from sale from the four retail outlets and 11 vending machines.

As often experienced in strategies designed to modify food environments to promote healthier options, particularly if it involves removal of some favoured food or drink choices, the negative response is heard most loudly. Customers were asked what they thought about the removal of sugary drinks and assessed changes in drink purchases over an 18-month time period.

Making Healthy Options the Easy Option

Changing the retail food environment at Barwon Health has involved a collaboration across departments, management levels and the development of policy and procedure to support change that will be sustainable and manageable in the long term.

Implementation of the changes has involved a wide range of supportive activities and strategies to engage with the consumers (employees, visitors, patients and volunteers) to Barwon Health retail food services.

HCG's and removal of SSB's are strategies widely implemented across Victoria and align with other work in this area nationally and internationally. Removal of sugary drinks at Barwon Health followed a commitment made by the CEO of Barwon Health in 2016 along with CEO's from 13 other Western Region Health Services.

Key Outcomes

Assessment of foods and drinks provided for sale from retail food outlets at Barwon Health has shown that in 2013 food and drinks available for sale included 60% of options from the red category. In 2018, the results showed an increase of 68% in green category options and reduction in red category options to 32%.

In 2013 SSB's made up 70% of drinks sold and current results show that all SSB's have now been removed from sale. Alternative drinks purchased, after removal of SSB's, were spread across the whole range of drinks available including milk drinks, water, fruit juice and diet drinks.

We conducted a survey to ask customers their opinion about complete removal of SSB's from sale and received 292 responses. 58% agreed that removing SSB's was a good strategy for a hospital to implement.

Survey responses showed that there was both support and disagreement with complete removal of SSB's. However, the most common response was that it is good for a hospital to be role modelling and supporting healthy behaviours.

Responses were also received about the impact, if any, of removal of SSB's and 16% felt that their choices of drinks had changed to healthier options. A proportion of people who previously purchased drinks from Barwon Health retail food services, and stated that drank SSB's, now purchased their drinks elsewhere.



Removal of sugary drinks 'nudges' consumers out of auto mode to reflective



Environment promotes and makes healthier choice easier



Strong support for hospital setting to promote and role model healthy choices

Lessons Learned

There may be some discussion or concerns about preventive health actions, where a ban or removal are included, as to whether this is a 'nanny state' type of action or an appropriate and effective way to nudge the consumer towards healthier options.

A 'nudge' involves actions to modify environments to encourage and influence consumers towards healthier options.

Removal of SSB's has led to a dramatic increase in the number of healthier options promoted and available for sale, and also prevents an automatic choice towards the heavily marketed SSB options. This may allow the consumer to make a reflective decision, which can be influenced by non-automatic, personal preferences such as health issues and appeal and marketing of alternative (healthier) options.

Our results show that a proportion of customers have changed their drink choice towards a healthier option and that the majority are supportive of removal of SSB's from sale.

This suggests that removing sugary drinks from sale and increasing the proportion of healthier choices available, may be an effective nudge towards healthier diets for staff and visitors to the hospital environment.

"Strongly endorse the decision - sets a positive example as a health service provider"



Eating Vegetables - What does our community say?

What did we want to find out?

What makes it easier or harder for families with children to eat vegetables in our region.

Why?

We know that only 5% of the population are eating the recommended serves of vegetables a day.



What did we do?

We talked to families with children and the people who support them.



How many people did we talk to?

34 people

who support families with children including health professionals, educators, and staff from community based organisations.

245 people

community members from community programs, early years and primary school aged students and their families.



How did we do it?

- 16 Interviews
- 9 Discussion groups
- 5 Surveys at community events

What helps people to eat more vegetables:

Skills



- Being able to cook vegetables
- Learning how to grow vegetables
- Family, friends and peers sharing cooking skills

Knowledge



- Understanding the health benefits of vegetables
- Knowing how to cook and prepare vegetables
- Being creative when preparing vegetables

Cost



- Awareness that vegetables are a low cost food choice
- Awareness of where to get low or no cost vegetables
- Eating vegetables in season

Time



- Planning, shopping and preparing meals in advance
- Preparing and eating vegetables being a priority
- Being aware of quick and easy ways to prepare vegetables

Taste exposure



- Eating vegetables everyday
- Eating vegetables in early life
- Keep trying vegetables to get used to the taste

Role Modelling



- Family and friends preparing, eating and enjoying vegetables together
- Well known people promoting vegetables

How will we use the information?

This information will be used to inform community activities aimed at making it easier for families with children to eat more vegetables.



Barwon Health

For more information contact **Healthy Communities**
www.barwonhealth.org.au/healthy-communities or healthycommunities@barwonhealth.org.au

The information was collected during a joint project between Barwon Health, Bellarine Community Health, Golden Plains Shire Council and G21. A full project report can be provided on request.



Drinking Water and Sugary Drinks - What does our community say?

What did we want to find out?

What makes it easier or harder for families with children to drink more water and less sugary drinks in our region.

Why water?

We know that the average Victorian consumes 5 cups of water per day, significantly less than the recommended 8 cups for females and 10 cups for males.

Why sugary drinks?

The Australian Dietary Guidelines recommend drinking sugary drinks only sometimes and in small amounts.

In an average seven days, 62% of Australian children drink fruit juice/drinks at least once, 58% consume carbonated soft drinks and 32% drink cordial.



What did we do?

We talked to families with children and the people who support them.



How many people did we talk to?

34 people

who support families with children including health professionals, educators, and staff from community based organisations.

245 people

community members from community programs, early years and primary school aged students and their families.



How did we do it?

16 Interviews

9 Discussion groups

5 Surveys at community events

What helps people to choose water over sugary drinks:

Taste Preferences



- Encourage water as a drink from a young age
- Limiting access to sugary drinks
- Encourage drinking water as a habit

Knowledge



- Understanding the health benefits of drinking water and impacts of drinking sugary drinks
- Understanding what is in water and why it is safe to drink
- Social marketing campaign about sugary drinks

Role Modelling



- Well known people promoting drinking water
- Parents/carers displaying behaviour that they want to see young people do e.g. drinking water instead of sugary drinks

Exposure



- Promoting water as cheap or free
- Increasing water access
- Promoting water only settings
- Healthier drink choices being easily accessible at home, socially and in the community
- Serving water is the norm

Creativity



- Experimenting with water in different ways, adding fresh mint, mineral water, filtered water

Cost



- Increasing the cost of sugary drinks/sugar tax
- Increasing access to free water

How will we use the information?

This information will be used to inform community activities aimed at making it easier for families with children to choose water over sugary drinks.



Barwon Health

For more information contact Healthy Communities

www.barwonhealth.org.au/healthy-communities or healthycommunities@barwonhealth.org.au

The information was collected during a joint project between Barwon Health, Bellarine Community Health, Golden Plains Shire Council and G21. A full project report can be provided on request.

Appendix 5.

Case Study - The Respect Cup

Promoting healthy gender relationships in secondary schools through a mixed netball competition

Preventing violence against women needs a unified approach and to begin early.

Context / introduction

Violence against women is a serious and widespread problem, with a profound, long-term toll on our community's health and wellbeing.

Young people have been identified as a priority group for action. By increasing their knowledge, providing opportunities to discuss the issues in a supportive environment, challenging their attitudes about roles and expectations, and giving them skills to challenge sexism, harassment, and gender-based discrimination, we aim to contribute to the prevention of violence against women (PVAW)

We placed our actions within a systems approach to PVAW by working within school settings where the mandatory Respectful Relationships education curriculum is being implemented. By connecting our content to this, and extending it to incorporate community services, we have been able to provide a 'bigger picture' for students and staff, and build stronger, meaningful partnerships between schools and community agencies.

We evaluate, seek participant feedback, and reflect on our impact following each event and continue to make changes to meet emerging needs.

Objectives

- To help students recognise early warning signs of relationship and gender-based violence and factors that enable it.
- To give students opportunities to practice and implement skills to take bystander action to prevent or intercede in situations of relationship and gender-based violence.
- To provide links to services that can support students if they or someone they know is

experiencing relationship and gender-based violence.

- For students to leave feeling confident about how they can make a difference to contribute to a safer school environment.

Creating a Broader Reach

The Respect Cup is part of a broad regional PVAW approach. It aligns with objectives within the Victorian 'Free from Violence' Framework, and the regional PVAW Health Alliance plan. The focus on young people responds to the findings within 'The Young Australians Attitudes Towards Violence Against Women' survey.

The Respect Cup examines the PVAW community connections already in place for schools, and builds on these to compliment the work they are doing with Respectful Relationships. It enables schools to provide community information and links this to curriculum while the community organisations work with the school to extend the students learning beyond curriculum.

In being able to cross these traditional boundaries it contributes to a population wide shift in attitudes toward violence and a change to the drivers of violence within our communities.



Winners 2019 Respect Cup: North Geelong Secondary School

With the health sector working in partnership with the education, legal, and sports arenas, not only is capacity and reach increased, but it strengthens the perceived legitimacy of the messages provided.

Implementation

What began, eight years ago, as a competition between two single-gender schools has become a mixed gender event for 10 schools that continues to adapt to changing needs, information and evaluation findings within a culture of reflection and experimentation.

Students participate in workshops exploring issues of consent, gender equity, the concepts of masculinity and femininity, the role of the bystander, and the impact of attitudes and behaviours on enabling or preventing the incidence of gender-based violence. These workshops are followed by a mixed round robin netball competition.

Students and schools are then provided with ideas and resources to implement within their schools. In this way the Respect Cup has the capacity to build leadership at multiple levels in community agencies and schools, with both staff and students as leaders.

Impacts and outcomes

In 2018, 10 schools attended with 88 students. 75 students provided responses (pre and post surveys), two student focus groups were interviewed and one teacher group. Results show over a 50% improvement in students' knowledge of gender-based violence and recognition of unhealthy relationships.

Qualitative data revealed that students were surprised by and strongly impacted by the information provided, highlighting that efforts to raise awareness of the statistics on violence against women needs to continue.

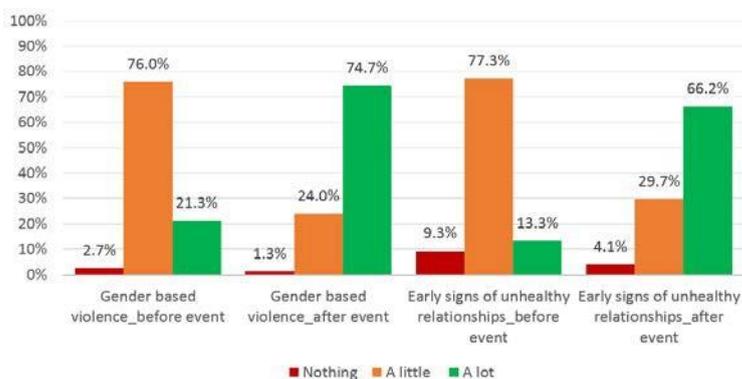


Figure 1: Participants Perceptions of Knowledge Level and Degree of Learning

Focus group interviews revealed that a majority of the young men felt the messages, while relevant to them were not inclusive of their issues and concerns. For example: *“Break down stereotypes. Focus on language and behavior of both sexes not just focusing on men”*

The teacher focus group raised issues that were emerging in their students' lives. For example: *“In future it would be great to have a bit more on how to exit a relationship in a healthy way. That’s a big problem”*

Observation showed that some participants were unable to transfer class-based learning to the netball competition. It was also apparent that some students were not clear on how stereotypes affect gender-based violence. Half of the attending schools implemented changes or actions upon returning to their schools.

As a result of evaluation, improvements to the initiative included:

- A component on ‘masculinity’ added.
- A ‘Mini-cup’ resource developed to assist students to transfer their learning back into their school settings by leading a smaller but similar event.
- A Respect Cup resource has been developed and disseminated.

Future work based on evaluation of the initiative will also include a primary school pilot version addressing understanding and recognition of gender-based stereotypes.

Lessons learned

It has been suggested to move beyond “simple information sharing”, this will be considered in future planning. However, for some students attending, this is the first time many have heard this information and data, so elements of this will remain.

There is still a problem engaging young men, with many stating that the data does not assist them to know how they fit into the system, or what they can do to change it beyond being an active bystander. The Primary School pilot is to be run August 2019. Findings from this will help identify if working toward reducing the drivers of violence at an earlier age might enable us to better prevent violence against women.