

Integrated Health Promotion - Case Study

Case Study Title	Greater Bendigo and Loddon Tobacco Reduction Plan
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Details of organisation contact

Name of organisation	Bendigo Loddon Primary Care Partnership
Contact Person	Leanne Oberin
Position/Title	PCP Team Leader
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Case study author/s	Jeanette Grant
Approval date	28/09/2011

PCP program logic (PCPs only)	<p>Reduced prevalence and burden of illness, addressing the needs of hard to reach and vulnerable population groups and health inequalities between populations are reduced. The Program Logic utilised for this project meets the expectations required by:</p> <ul style="list-style-type: none"> • implement integrated health promotion programs that address the health and wellbeing issues of significance to consumers and the broader catchment population; • engage with hard to reach and vulnerable population groups; • embed capacity building into integrated health promotion at all levels; • focus the greatest effort on the statewide health promotion priorities; and • embed evaluation practice with planning and implementation. <p>The processes from the Program Logic used in this project were:</p> <ul style="list-style-type: none"> • informed by State and local policy and data; • evidence based and involved cooperative and coordinated effort between partner agencies; • involve hard to reach and vulnerable groups; • include a mix of interventions, define roles and responsibilities of partner agencies including evaluation.
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Identified partners

Partner Organisation	Roles and responsibilities with regard to the project	Contact person details (name, position)
Bendigo Health Care Group	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p> <p>Staff members undertaken Quit Educator Facilitator training.</p>	<ul style="list-style-type: none"> • Ellen Wilson, Manager, HARP/PAC and Community Health Programs • Pauline Nolan, IHP • Bree Hayes, IHP • Jenny Arnold, OH&S • Aaron Stevenson, Coordinator, Mobile Support Team
Bendigo Community Health Services	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p> <p>Staff members undertaken Quit Educator Facilitator training.</p>	<ul style="list-style-type: none"> • Kaye Graves, General Manager, Healthy Communities • Julie Priest, Manager, IHP
Loddon Campaspe Multi-Cultural Service	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p> <p>Undertaken Quit Educator Facilitator training.</p>	Noemi Cummings, General and Program Manager

<p>Heathcote Health</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p> <p>Staff member undertaken Quit Educator Facilitator training.</p>	<p>Di Kenyon, Director of Nursing</p>
<p>Bendigo and District Aboriginal Cooperative</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Aimee Brabazon, Operation Manager • Lisa Pearson, Practice Nurse • Charlie Knight, Senior Health Worker
<p>City of Greater Bendigo</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Carolyn Wallace, Manager, Community and Cultural Development • Susannah Milne, Manager, Environmental Health and Local Laws • Nikki Greenway, Youth Engagement Officer • Melissa Leerson, Environmental Health Officer
<p>Mind Australia</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Megan McDonald, Program Manager
<p>Women's Health Loddon Mallee</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Linda Beilharz, Executive Officer

<p>Central Victoria General Practice Network</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Chris Fishley, Nurse Consultant
<p>Sports Focus</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<p>Shelley Mulqueen, Executive Officer</p>
<p>Department of Health</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Dee Gilby, Manager, Public Health, Population Health, Service & Workforce Planning • Kate Glenie, Project Manager, Regional Aboriginal Health Plan
<p>Bendigo Loddon PCP Secretariat</p>	<p>Provided leadership, research, administration and support to enable a shared view and collaborative Greater Bendigo and Loddon Tobacco Reduction Plan to be developed and adopted by the PCP Board.</p> <p>Is a member of the Tobacco Reduction Task Group.</p>	<ul style="list-style-type: none"> • Jeanette Grant, Executive Officer, • Leanne Oberin, PCP Team Leader • Leah Wilson, Program Coordinator
<p>Bendigo Regional Institute of TAFE</p>	<p>Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.</p>	<ul style="list-style-type: none"> • Allison March, Manager Education and Pathways • Robyn Smith-Clark, OHS Coordinator

Department of Education and Early Childhood Development	Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.	Lee Baxter, Senior Program Manager of Student Wellbeing and Drug Education
Youth Substance Abuse Service	Assisted in developing the Greater Bendigo and Loddon Tobacco Reduction Plan, attended the forum to collaborate with others and had input to the plan, reviewed the draft plan, advised of changes necessary, and approved the final plan.	<ul style="list-style-type: none"> • Kerry Donaldson, Bendigo Manager • Stephen Turner, Home-based Withdrawal Nurse

Summary/Abstract (200 words)

The Bendigo Loddon Tobacco Reduction Plan was developed in partnership with 12 partner agencies and with the PCP staff providing leadership, research, administration and support to enable a shared view and a collaborative plan to be developed and then implemented. The background to this project resulted from several partner agencies identifying tobacco reduction as a high priority for Greater Bendigo and Loddon, however, with few resources available, it had proven difficult to make a concerted effort to reduce tobacco consumption in the area. The partners felt that the PCP could lead a collaboration of interested organisations in order to lead the development of a collaborative plan that all would commit to implementing.

The methodology for this project involved a planning session with several of the partners, the employment of a facilitator, a full day planning session, the development of a draft plan for consultation and feedback, the editing and changes to the plan in accordance with the feedback, the approval of the plan by the PCP Board and lastly the conduct of Quit Facilitators Training to build the capacity of partner agencies staff in order to implement the Plan.

The key priorities in the development of the Plan were to address the higher than State average smoking rates in Greater Bendigo and Loddon, engage with aboriginal and other health workers and target the strategies to vulnerable and hard to reach groups including pregnant women, adults, socio-economically disadvantaged groups and aboriginal people. The project also includes capacity building of health workers to enable the workforce to deliver tobacco reduction strategies and the use of a mix of interventions which define the roles and responsibilities of the partner agencies.

This project has resulted in a plan that all partners have committed to implementing. Quit has delivered a two day Facilitators Training Course to a number of partner staff and, as a result, the Plan will be implemented by a range of organisations in the catchment.

The Greater Bendigo and Loddon Tobacco Reduction Plan is the Bendigo Loddon PCP response to the Victorian Tobacco Plan and has demonstrated that State Plans can be implemented in local areas through the collaboration and joint commitment of local agencies in using State policy and guidelines in developing local strategies to achieve better health outcomes in local communities.

Name of project/strategy	Greater Bendigo and Loddon Tobacco Reduction Plan
Priority issue(s)	Reducing Tobacco Related Harm
Priority goal	To develop a tobacco reduction plan in collaboration and cooperation with partner agencies to reduce the prevalence of smoking within our communities.
Target group	The plan is targeted at adults, pregnant women, aboriginal people and socio-economically disadvantaged groups who smoke.
Rationale	Evidence demonstrates that the State average for adult smokers is 17.3%, and in Greater Bendigo smoking rates are above the State average. 9.3% of pregnant women smoke in Victoria and in Greater Bendigo this is much higher. Aboriginal adults smoking rates are 50% statewide.
Objectives	<p>The objectives for the development of the Tobacco Reduction Plan were to:</p> <ul style="list-style-type: none"> • Develop a plan including strategies and evaluation measures that reflect the goals of the Victorian Tobacco Plan; • Involve partner agencies of the PCP in the development of the Tobacco Reduction Plan; • Engage and collaborate with stakeholders to develop a Plan that is "owned" by the partner agencies. • Assist partner agencies to identify their roles and responsibilities in implementing the Tobacco Reduction Plan; and • Ensure that the PCP Board has reviewed and adopted the Tobacco Reduction Plan.

Methodology and approach

The activities and strategies of this project required the development of a project plan which identified the date and times of key elements, the identification of specific issues that would need to be included in the Tobacco Reduction Plan, meetings with individual stakeholders and partner agencies to identify their expectations for the Plan and to plan the consultation phases and the partnership planning forum. The methodology required the conduct of a forum with keynote speakers from Tobacco Control at the Department of Health and from Quit, as well as the preparation of a draft plan, consultation with all partner agencies and stakeholders on this draft, a rewrite of the plan to fit the goals of the Victorian Tobacco Plan and lastly the adoption of the plan by the PCP Board.

The approach was to involve as many partner agencies as possible in the development of the Plan, and to encourage partner agencies to identify a role for themselves in the Tobacco Reduction Plan.

Project Management tools www.businessballs.com/project.htm were used in the planning phase of the project and the CQI tools of Plan, Do, Study, Act, (PDSA) were used as we moved through each phase of the project.

Communication and engagement strategies for this specific project were very contained and individual as it was important to approach people individually to ensure they understood what they could bring to the project and gain a commitment to attend the planning forum. Invitations to the forum (copy attached), which included an explanation of the purpose were also sent to management staff of all partner agencies.

Results

Process and impact indicators/measures

The impact indicators and measures for this project were built around capacity building of PCP partner agencies and the results demonstrate the success of these impacts.

Organisational Development was evident through greater management support for HP with 14 health service managers or program managers attending the planning forum for the Tobacco Reduction Plan and having input to the role that their organisation could take in the implementation of the Plan. More effective targeting of HP investment through evidence based practice was identified. This included the increased use of local data regarding health needs and wellbeing issues, with both Quit Victoria and the Department of Health Tobacco Control Manager providing current data to the planning forum on smoking rates for population groups in the local area. In addition, the Community Profile of the PCP www.blpcp.com.au was used to demonstrate how local knowledge can assist in targeting HP investment and measure outcomes of interventions. The impact in organisational development in this project also demonstrated improved integration of HP planning processes as the methodology for this Plan required collaborative planning between partner agencies whereas, in general, the individual partners in Bendigo Loddon undertake their own separate planning processes and then submit them to the PCP for inclusion in a coordinated plan.

Workforce Development was another impact of this project with gaps in HP skills being identified and addressed. As a result of the project identifying the lack of Quit Facilitators in the catchment, Quit Victoria travelled to Bendigo and conducted a Facilitators course aimed specifically at those health staff who would be working with the aboriginal community.

Leadership was also a resultant impact of this project as partner organisations and the Governance Group for the Tobacco Reduction Plan have identified the PCP Projects (Strategies) contained in the Tobacco Reduction Plan that they will lead.

The expected outcomes from this project have been achieved, however, the focus will now be on the outcomes of the objectives contained in the Tobacco Reduction Plan which are:

- reduce smoking among adults by 20%
- reduce smoking amongst pregnant women by 50%
- reduce smoking amongst adult aboriginal and other high prevalence groups by 20%.

Note: the Tobacco Reduction Plan contains evaluation requirements and performance measures and can be found on www.blpcp.com.au

Status and sustainability

The current status of this initiative is that the PCP now has a Tobacco Reduction Plan which is the result of the collaboration that occurred in this project. The Plan will be implemented over the next three to four years and the PCP will allocate resources to achieve the outcomes contained in the Plan.

The Plan will be supported administratively by PCP staff and a Governance Group of partner agencies is being appointed to oversee the ongoing roll out and success of the plan.

By going through such a comprehensive planning process and delivering a true partnership owned plan, it is expected that the tools and techniques applied during this process will be applied to other areas such as Service Coordination and Integrated Chronic Disease Management as well as the other IHP priority areas of the PCP.

The evaluation of the Plan will enable the partnership to identify whether such resource intensive planning delivers a better result than a superficial planning process which could also result in a similar plan.

Dissemination of findings in the Bendigo Loddon PCP is generally via our website and through the monthly Newsflash which is circulated throughout Bendigo Loddon.

Conclusions

The key success factors in this project were generally the willingness of most partners to plan together and work out how they could collaborate to reduce smoking rates in our community. The fantastic attendance at the planning forum meant that senior staff from a diverse group of staff from the partner agencies participated in the project. These included Environmental Health Officers, IHP staff, community nurses, managers, corporate services staff, and community and youth development workers. The importance of having two Melbourne speakers from Quit Victoria and Department of Health was an important factor in the success of the project.

The key challenges were that some health managers believed that if they participated their agency may receive funds to do the work, the PCP planning cycle is the same as the partner agencies so the strategies could not be included in the current individual IHP plans of the partner agencies, the reported lack of resources for Tobacco Reduction identified by the partner organisations, and the more regulatory approach to tobacco control taken by local government rather than an educative or health promotion approach.

The limitations for the plan were the few resources agencies were prepared to commit to its implementation and it became clear that for the partners to implement the Plan, then the PCP would need to commit partnership resources and also seek external funding. To sustain the implementation of the Plan that resulted from this project, the PCP will seek ways to resource this in the current financial year.

The findings contained in this conclusion have relevance to other areas of PCP organisational activity and, clearly, the more resources the PCP is able to attract and commit to a particular project, the more successful that project proves to be.

The future directions will be to engage with all partner agencies which indicated their interest in participating in the governance and implementation of the Tobacco Reduction Plan to ensure that they are supported and assisted in their roles. The partner agencies have reported that the collaboration and cooperation which occurred during the project has been appreciated and many have identified their willingness to follow through and participate further with the implementation of the Plan.

The partner agencies which have identified their ongoing participation are keen to evaluate the impacts and outcomes of the Plans implementation and will also measure whether their experiences in the Plan have been valued by the partner agency and its staff.

References (optional)

www.blpcp.com.au

www.businessballs.com/project.htm



Planning Workshop

Wednesday 30 March 2011

You and/or members of your staff are invited to attend the Workshop to develop the Greater Bendigo Tobacco Reduction Plan.

This plan will guide the way partnership health promotion resources will be provided by the PCP over the next three years so it is important that senior staff from your organisation are in attendance.

Where: The Bendigo Club Inc
22 Park Street, Bendigo 3550

Time: 9.15am to 3.30pm (including morning tea and lunch)

Facilitator: Alan Taylor, ADT Medication

Guest Speaker: David Kosch
Manager, Tobacco Control
Victorian Department of Health

It is also hoped that a speaker from VicHealth (Quit) will be in attendance.

RSVP: By 5.00pm, Friday 11 March 2011
Email pcpadmin@bchs.com.au, or
Phone 5448 1624 Tuesday to Friday

Reducing Tobacco related harm is one of the four health priorities for our partnership in 2009-2012, The ill-health effects of tobacco are well known and documented and the partners of the PCP are keen to prevent tobacco related harm occurring. This means we need to focus on building the capacity of young people to not take up smoking as well as supporting those who do smoke to be able to stop. Your thoughts and ideas for the PCP partners will assist us all to develop a plan that is innovative and outcome focussed. It will enable the resources of the PCP to be placed where the best outcomes can be achieved.