

LODDON SHIRE COUNCIL

Loddon Healthy Minds Network Strategic Plan 2011-2016



ADOPTION OF PLAN

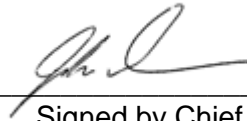
LEVEL: Council

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EVIDENCE OF APPROVAL:



Signed by Chief Executive Officer

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EXECUTIVE SUMMARY

1.1 Purpose of the Plan

This Strategic Plan, developed in partnership with Loddon Healthy Minds Network, will play a critical role in managing and guiding the direction of the Loddon Healthy Minds Network over the next five years. Specifically this plan:

- Identifies the values and mission of the Network.
- Identifies directions and priorities.
- Identifies the actions needed to achieve priorities.
- Guides internal management and operational processes including:
 - Setting priorities.
 - Allocating resources.
 - Monitoring.
 - Reporting.
 - Accountability.

1.2 Priorities of the Network

The key priorities identified by the Loddon Healthy Minds Network to be achieved in the next five years are to:

- Build an **awareness** with the general public about mental health issues.
- **Educate** clients, carers and network members about the services that are available.
- Develop key **partnerships**.
- **Advocate** for the best possible outcomes for Loddon residents.
- **Promote** the network and its services.
- Improve the **governance** of the network.

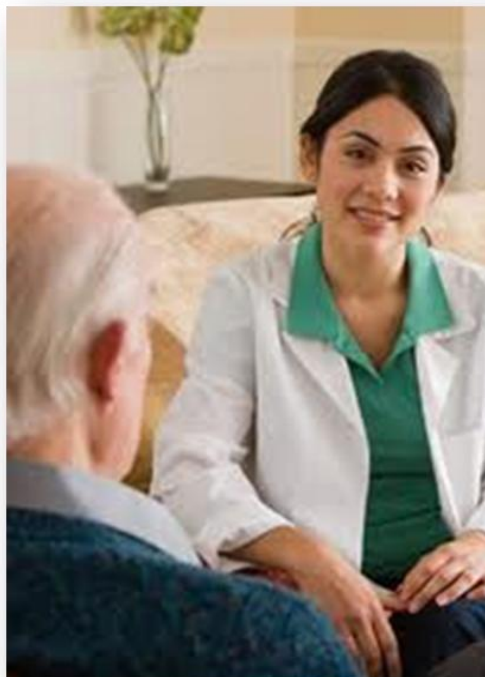
1.3 Value of the Strategic Plan

Through the adoption and implementation of this strategic plan, Loddon Healthy Minds Network will be in a position to take advantage of new opportunities as they arise and to more effectively meet the needs of the community.

2. OUR PAST ACHIEVEMENTS

The Loddon Healthy Minds Network is proud of its many achievements over recent years. Some of these achievements include:

- Facilitating support for people with mental health issues and carers.
- Destigmatisation of mental health issues through education (a work in progress).
- Development of support groups (work in progress).
- Holding a highly successful community meeting with Jeff Kennett, AC, Chairman *beyondblue* as keynote speaker.
- Hosting the “Sunshine Breakfast”, a Mental Health Week event.
- Distribution of *beyondblue* books throughout the Shire.
- Development and distribution of Fridge Magnets with key contacts for mental health services.
- Development of and distribution of lapels badges.



3. OUR VALUES

The values held by Loddon Healthy Minds Network include:

- Acceptance.
- Empathy.
- Respect.
- Understanding.
- Equality.
- Trust.
- Collaboration.
- Empowerment.
- Good Mental Health and Well-Being.
- Willingness to drive change.
- Willingness to challenge the status quo.
- Desire to balance professional and personal opinions.

From these values, Loddon Health Minds Network has developed a vision and a mission statement.



4. OUR VISION

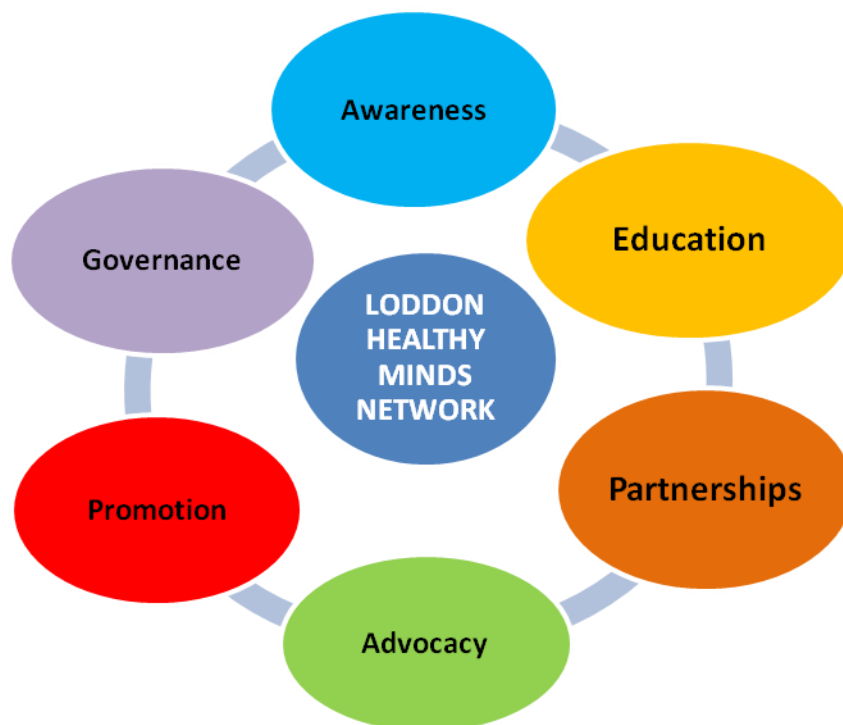
To promote and advocate for improved wellbeing and access to appropriate services for people in Loddon Shire affected by mental health issues.

To promote emotional wellbeing and good mental health across the Loddon community.

5. OUR MISSION

Loddon Healthy Minds Network's mission:

We do this by building an [awareness](#) with the general public; [educating](#) people experiencing mental health issues and their carers about services available; [advocating](#) on behalf of the whole community to improve mental health support; [promoting](#) the Network and its services in the Loddon Shire; developing and nurturing [partnerships](#) with other relevant agencies and community groups; and demonstrating efficient and effective [governance](#) practices.



6. OUR ORGANISATIONAL HISTORY

The Loddon Healthy Minds Network was initiated by representatives from the Wedderburn community and established in 2007. It received funding from Bendigo Loddon Primary Care Partnership and was endorsed by Loddon Shire Council in the same year.

The Network consists of representatives from:

- Loddon Shire Council.
- Health agencies, i.e.
 - Bendigo Health Psychiatric Services,
 - Inglewood & District Health Services,
 - Boort District Health, and
 - Northern District Community Health Service.
- Community support groups.
- Community Representatives.

The community is represented by a support group in Wedderburn. Attempts have been made to start support groups in Bridgewater-Inglewood, but have not been successful to date.



7. GOVERNANCE

A Committee of Management governs the operation of Loddon Healthy Minds Network.

A Terms of Reference has been created for the operation of support groups in the Loddon Shire.

The current Committee of Management brings the following skills to the Network:

- Knowledge of mental health disorders.
- Ability to promote mental health.
- Public health skills.
- Carer's perspective.
- Broad networks.
- Listening skills.
- Empathy and respect.
- Organisational skills.
- Advocacy skills – local and regional.
- Research skills.
- Financial Management skills.
- Public speaking skills.
- Desire to get something done now.
- Community development skills.
- People skills.
- Web development skills.

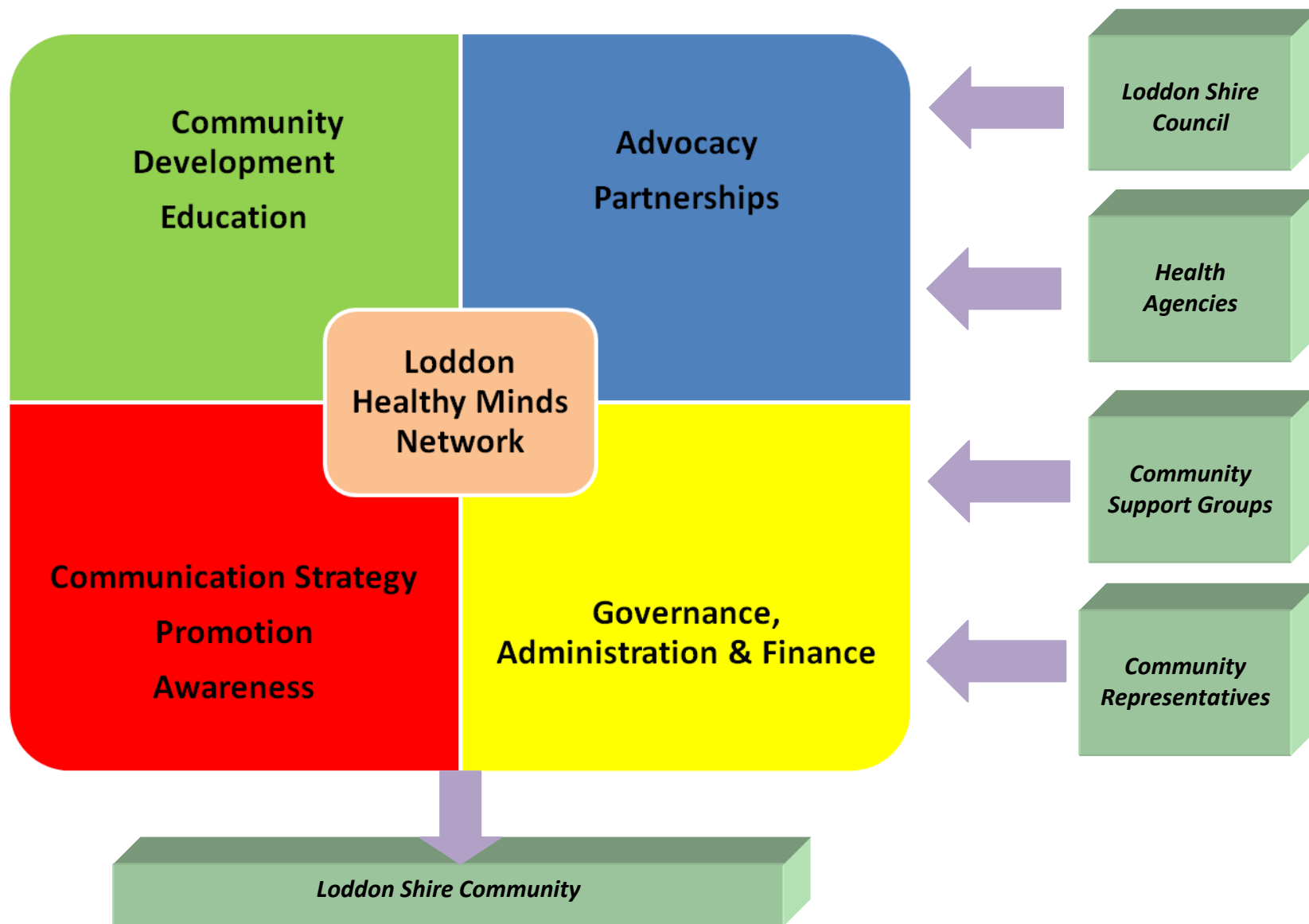
Committee members believe that there are currently certain gaps in the skill set of the Network. These gaps include:

- Members with knowledge of the Mental Health Act.
- Higher level input into systems for advocacy within the health system.
- Lack of young people on the Network, or lack of people to provide a youth focus to the Network.

Committee members are responsible for:

- The governance of the Loddon Healthy Minds Network
- Setting strategic directions of the Network.
- Developing partnerships with key agencies and community groups to progress the objectives of the Network.
- Promoting the Network and its strategies.
- Educating the community on mental health issues.
- Advocating for people with mental health issues on behalf of the Network.

The following diagram identifies the roles of the Committee as well as each of the major stakeholders who have a relationship with the Loddon Healthy Minds Network:



8. ENVIRONMENTAL ANALYSIS

An environmental analysis or audit reveals the influences and factors affecting an organisation and will guide future planning and strategic decision making. An environmental analysis can also be called a STEEPLED analysis, whereby sociological, technological, economic, environmental, political, legal, educational and demographic factors, policies and trends are considered in respect to what influence they may have on a particular issue such as mental health. Some of the environmental factors that may impact on the operation of the Loddon Healthy Minds Network include:

8.1 Sociological:

What is occurring socially in the community? What are the cultural norms and expectations?

Consider growth in health consciousness, growth in obesity, safety perceptions, people working longer, bigger homes with smaller backyards, smaller families, double income families, divorce rates, etc.

8.2 Technological:

What is happening technology-wise which can impact what you do?

Consider mobile phone technology, internet, blogs, social networking websites, outsourcing, in-sourcing, automation, etc.

8.3 Economic:

What is happening within the economy?

Consider economic growth/decline, interest rates, exchange rates and inflation rates, wage rates, minimum wages, working hours, unemployment (local and national), credit availability, cost of living, funding opportunities, etc.

8.4 Environmental:

What is happening with respect to ecological and environmental aspects?

Consider climate change, droughts, floods, solar electricity, solar hot water, recycling, alternative fuel sources, etc.

8.5 Political:

What is happening politically in the environment?

Consider political stability, political elections, government policies, laws, acts, regulations, restrictions, reforms, rationalisation of services, etc.

8. ENVIRONMENTAL ANALYSIS

8.6 Legal:

What is happening with changes to legislation?

Consider employment, access to materials, quotas, resources, imports/exports, taxation etc.

8.7 Educational:

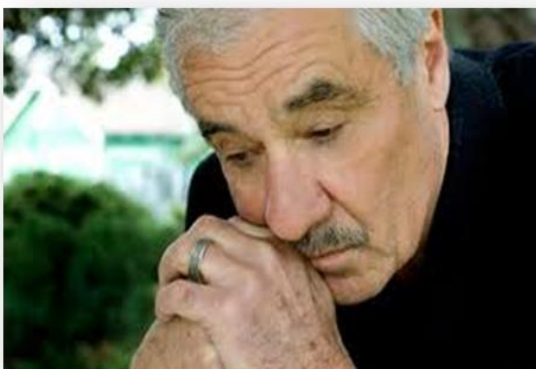
What is happening in the education sector?

Consider new models of school operations (e.g. P-12), integrated childcare / pre-schools and schools, distance education, focus on life-long learning, etc.

8.8 Demographic:

What is happening in the community from a demographic perspective?

Consider population growth, age distribution, ageing population, migration, etc.



9. SWOT ANALYSIS

A SWOT analysis was undertaken to help understand the current environment in which Loddon Healthy Minds Network operates. A SWOT analysis is a list of strengths, weaknesses, opportunities and threats relating to the organization. The strengths and weaknesses are internal factors of an organisation while the opportunities and threats are external to the organisation. The SWOT analysis was carried out in a workshop format with input from the participants.



This review revealed:

9.1 *Our Strengths*

The major strengths of the Loddon Healthy Minds Network are:

- Diversity of members.
- Commitment from members.
- Support from professionals to guide and lead the Network.
- Institutional support from agencies.
- Support from Loddon Shire staff.
- Financial backing from Loddon Shire Council and a consistent budget allocation.
- Power / credibility (ability to use Loddon Shire Council letterhead on correspondence adds weight to the importance of the organisation and the way that it is viewed by other agencies such as State Government and other funding agencies).
- Engagement of carers and people with mental health issues on the Network.

9. SWOT ANALYSIS

9.2 *Our Weaknesses*

Loddon Healthy Minds Network's current weaknesses include:

- Lack of continuity of committee members.
- Occasional cancellation of meetings (due to other priorities such as flood relief).
- Limited human resources of Loddon Shire Council and reliance on Shire staff to undertake many of the tasks of the Network.
- Some committee members are only employed to work across part of the Shire, not the whole Shire.
- The Network doesn't have a broad representation of all groups (e.g. youth).
- Key committee people not always able to attend committee meetings.



9. SWOT ANALYSIS

9.3 *Our Opportunities*

Opportunities identified by Loddon Healthy Minds Network to pursue in the next five years include:

- Introduction of Medicare Local (a Commonwealth Government program to fund primary health activities). This program is linked with Bendigo, where there is a higher population and possibly increased funds available for programs and services in Loddon.
- Introduction of Headspace in Bendigo is likely to enhance services locally – it is part of the Federal Government’s funding commitment to Mental Health.
- Loddon Healthy Minds Network can be used as a role model for other towns in relation to support for rural mental health and wellbeing.
- Opportunity to attract additional Network members e.g. Inglewood community development worker to strengthen Network and to extend its reach and influence.
- Continued networking with other groups such as Primary Care Partnerships will allow the Network to expand its reach and to develop linkages with relevant agencies.
- Opportunity to network with agencies and workers involved in flood relief and to provide support in towns affected by the floods (in recognition that post traumatic stress from floods is likely to hit 6-12 months after the incident).
- Development of a Loddon Healthy Minds Network website to provide community, carers, clients and partners with relevant information.
- Development of a marketing and communication plan to improve awareness of the role of the Network – this may incorporate community newsletters and radio segments.
- Encouragement of early referral to mental health services by health professionals.

9.4 *Our Threats*

Loddon Healthy Minds Network has identified the following threats as issues that may impact on the Network’s success:

- Inconsistency and declining value of mental health services in the region.
- Unquantified services in the region.
- Incorrect perception by some members of the community that people with mental health issues all have drug and alcohol issues (due to the fact that drug and alcohol services are often linked to the mental health area by government agencies).
- Fragmentation of what services are available and what people access.

10. OUR ACTION PLAN

Goals and actions help to guide the direction of an organisation and can directly influence the development of work plans and actions undertaken.

For the purpose of this report, the following definitions will be used:

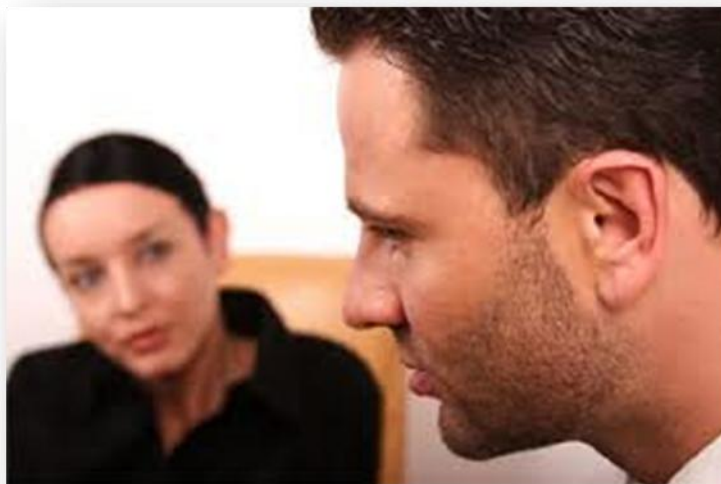
- Goals – goals are what an organisation hopes to achieve; its overall aspiration.
- Actions – actions are activities which are implemented to help achieve a goal.

Loddon Healthy Minds Network developed a series of key performance areas, goals and actions as part of the half day planning workshop held to develop the Strategic Plan. Following this workshop, the Network focused on developing actions, responsibilities, timeframes, measures and priorities to accompany each goal.

The six key performance areas which Loddon Healthy Minds Network intends to focus on over the next five years are:

- | | |
|------------------------|---------------|
| 1. Community Awareness | 2. Advocacy |
| 3. Education | 4. Promotion |
| 5. Partnerships | 6. Governance |

Under each of these key performance areas, a goal has been identified. Each goal contains a number of actions. To assist with the implementation of each action, a designated portfolio group has been identified to instigate the initiative. Timeframes and measures will provide some degree of evaluation.



10. OUR ACTION PLAN

10.1 Key Performance Area: Community Awareness

Goal: To build awareness in the Loddon community about mental health issues

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Review and update the communications policy and procedure	Director Corporate Services, Loddon Shire Council	<ul style="list-style-type: none"> • Loddon Shire Council • Community groups • Health professional agencies 	<ul style="list-style-type: none"> • In-kind assistance from Network members to review communications policy and procedures 	High	<ul style="list-style-type: none"> • Review of communications policy and procedure completed
Develop specific Loddon Healthy Minds Network letterhead which incorporates logos of all partners	Director Corporate Services, Loddon Shire Council (draft to be approved by Committee)	<ul style="list-style-type: none"> • Loddon Shire Council • All partners 	<ul style="list-style-type: none"> • In-kind assistance from Network members to develop letterhead • Funding to print stationary 	High	<ul style="list-style-type: none"> • Development of branded stationery

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Develop a Loddon Healthy Minds Network website	Ric Raftis	<ul style="list-style-type: none"> • Loddon Shire Council • Health professional agencies 	<ul style="list-style-type: none"> • Website developed by Network member • Annual hosting fee for website • In-kind assistance from Network members to regularly update website 	High	<ul style="list-style-type: none"> • Loddon Healthy Minds Network website established • Number of hits recorded on website
Develop a network of community meetings in other towns in Loddon	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • Loddon Shire Council • Community service groups • Health professional agencies 	<ul style="list-style-type: none"> • In-kind assistance from Network members to attend forums • Venues for forums • In-kind support and speakers from successful programs in existing towns 	Medium	<ul style="list-style-type: none"> • Number of community meetings held

Support Network members to undertake public speaking at relevant events and functions	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • Health professional agencies • Educational organisations • Local and State Governments • Community service groups 	<ul style="list-style-type: none"> • In-kind assistance from Network members to coordinate public speaking arrangements • Funding to train Network members in public speaking if required 	Medium Ongoing	<ul style="list-style-type: none"> • Number of public speaking presentations • Location of public speaking presentations
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10. OUR ACTION PLAN

10.2 Key Performance Area: Education

Goal: To educate clients, carers and network members about mental health issues and services that are available in the Loddon region

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Map local services and include on website (and ensure workers are aware of this resource)	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> Health professional agencies Loddon Shire Council State Government 	<ul style="list-style-type: none"> Health professional agencies Loddon Shire Council State Government In-kind assistance from Network members to update website 	High	<ul style="list-style-type: none"> Local services mapped on website Increased awareness of local services by workers
Educate network members about mental health issues	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> Health professional agencies <i>beyondblue</i> 	<ul style="list-style-type: none"> In-kind assistance from Network members to 	Medium Ongoing	<ul style="list-style-type: none"> Number of training sessions Number of

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
and developments that impact on services locally (consider training or information from a specific site or organisation)			coordinate training and education program <ul style="list-style-type: none"> Funding for training or for purchase of resources 		Network members who take part in training <ul style="list-style-type: none"> Increased awareness by Network members of mental health issues and developments
Educate Network members about mental health issues by engaging relevant guest speakers	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> Health professional agencies <i>Beyondblue</i> Black Dog Institute 	<ul style="list-style-type: none"> In-kind assistance from Networks members to coordinate planning and arranging guest speakers Funds to cover speaking fees / travel costs of presenters 	Medium	<ul style="list-style-type: none"> Number of guest speaker presentations Increased awareness by Network members of issues and services.
Mental Health First Aid Training & Youth Mental Health First Aid Training	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> NDCHS IDHS BDH Neighbourhood Houses 	<ul style="list-style-type: none"> Funding for hire of venues 	Medium	<ul style="list-style-type: none"> Number of sessions Number of attendees at sessions

10. OUR ACTION PLAN

10.3 Key Performance Area: Partnerships

Goal: To develop partnerships with key agencies and community groups

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Investigate best practice methods for establishing and supporting self help groups and the need for such groups (including needs for different groups such as carers)	Ric Raftis	<ul style="list-style-type: none">• State Government• Local Governments• Community Groups• Health professional agencies	<ul style="list-style-type: none">• In-kind assistance from Networks members to determine need and to establish self help groups if feasible	High	<ul style="list-style-type: none">• Documented procedures of methods of establishing and supporting self help community groups (if feasible)

10.OUR ACTION PLAN

10.4 Key Performance Area: Advocacy

Goal: To advocate for the best possible outcomes for Loddon residents in relation to mental health

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Promote advocacy to ensure Loddon Healthy Minds Network continues to have a voice in the Bendigo Loddon Primary Care Partnership and establishes a voice in the Loddon Mallee Murray Medicare Local	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • Bendigo Loddon Primary Care Partnership • Loddon Mallee Murray Medicare Local 	<ul style="list-style-type: none"> • In-kind assistance from Network members to advocate to PCP and Medicare Local 	High Ongoing	<ul style="list-style-type: none"> • Number of actions arising from meetings to assist people with mental health problems

Advocate to government agencies, funding bodies and other relevant organisations regarding any specific issues that may impact on Loddon Shire residents in terms of mental health	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • Health professional agencies • Loddon Shire Council • State Government • Funding bodies 	<ul style="list-style-type: none"> • In-kind assistance from Network members to collate information and advocate to other organisations 	High Ongoing	<ul style="list-style-type: none"> • Number of contacts made with organisations to promote mental health issues across Loddon Shire
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10. OUR ACTION PLAN

10.5 Key Performance Area: Promotion

Goal: To promote the organization, its strategies and services

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Hold an annual community health event in Loddon Shire (with a long term plan to hold these events across towns in the municipality)	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none">• Health professional agencies• Loddon Shire Council• Community groups• Funding agencies, e.g. DPCD, RDV, etc	<ul style="list-style-type: none">• Grants to assist with events• In-kind assistance from Network members to plan and implement event	Medium Ongoing	<ul style="list-style-type: none">• Annual community health event held• Events held in different towns throughout the municipality each year• Number of attendees at events

Promote Mental Health Week activities through relevant outlets, e.g. website, newsletter articles, brochures, radio segments, newspaper articles, etc.	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • Health professional agencies • Loddon Shire Council • Community groups 	<ul style="list-style-type: none"> • In-kind assistance from Network members to plan implement and promote events 	Medium Ongoing	<ul style="list-style-type: none"> • Number of people attending Mental Health Week events • Number of promotional segments printed / recorded
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10. OUR ACTION PLAN

10.6 Key Performance Area: Governance

Goal: Loddon Healthy Minds Network to demonstrate efficient and effective governance practices

ACTION	RESPONSIBILITY	POTENTIAL PARTNERS	RESOURCES	TIME-FRAME / PRIORITY	KEY PERFORMANCE INDICATORS
Develop a terms of reference for the Network with protocols	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • LHMN • Health professional agencies • Loddon Shire Council 	<ul style="list-style-type: none"> • In-kind assistance from Network members to develop terms of reference 	High	<ul style="list-style-type: none"> • Completion of terms of reference for the Network with protocols
Determining the feasibility of establishing a Section 86 Committee of Management to oversee the Network	Director Corporate Services, Loddon Shire Council	<ul style="list-style-type: none"> • LHMN • Loddon Shire Council • State Government 	<ul style="list-style-type: none"> • Loddon Shire Council staff time • In-kind assistance from Network members 	High	<ul style="list-style-type: none"> • Decision on whether to set up Section 86 Committee of management made

Review the terms of reference for all support groups	Committee – to be discussed at a formal meeting	<ul style="list-style-type: none"> • LHMN • Loddon Shire Council • Other support groups 	<ul style="list-style-type: none"> • In-kind assistance from Network members to review the terms of reference 	High	<ul style="list-style-type: none"> • Completion of review of the terms of reference for support groups
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11. BUDGET

The actions included in the Strategic Plan can be funded from the annual budget allocation of \$5,000.

12. MONITORING AND EVALUATION

It is important that this Strategic Plan is reviewed on an ongoing basis to reflect the ever changing environment in which Loddon Healthy Minds Network operates.

The purpose of this document is to act as an ongoing guide to direct the Network continually over the next five year period – rather than a document that is examined only at the end of this period. It is recommended that a review of the entire strategy is undertaken annually. A new strategic plan needs to be prepared every five years. The following table outlines the review and reporting requirements as determined by the Committee:

Every Meeting	Status report on current actions
Annually	Evaluation of outstanding actions
Annually	Review Strategic Plan
2016	Full analysis of actions throughout the plan

13. STRATEGIC PLAN PREPARATION

This plan was prepared by the Loddon Healthy Minds Network with assistance from communityvibe.



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