

# Population Health CHETRE 2020/21 Business Plan

*Leading care, healthier communities*



**Health**

South Western Sydney  
Local Health District

## Introduction

The Centre for Health Equity Training, Research and Evaluation (CHETRE) is a unit of Population Health. CHETRE is also part of Centre for Primary Health Care and Equity (CPHCE), University of NSW. The CHETRE Business Plan 2020/21 has been developed to guide service development and improvement within CHETRE, and between CHETRE and relevant SWSLHD counterparts over the coming year. It takes into account key priorities and initiatives in the SWSLHD Strategic and Healthcare Services Plan, the SWSLHD Corporate Plan and Population Health Operational Plan which have relevance to the activities of CHETRE. This includes relevant performance targets set by the NSW Ministry of Health.

CHETRE is committed to achieving the SWSLHD Vision of Leading **care, healthier communities**. Staff in the department uphold the Core values of **Collaboration, Openness, Respect** and **Empowerment**.

## Role of the CHETRE

CHETRE's mission is to co-create intelligence for better and more equitable health. In line with CHETRE's University commitments and MOU between CHETRE and SWSLHD, CHETRE undertakes research, evaluation and training with a focus on achieving better and fairer health for populations in South Western Sydney, and throughout Australia and internationally. CHETRE's programme of work aims to

- Build and disseminate understanding of the (health and social) equity needs of vulnerable populations;
- Create, trial and disseminate – based on firm evidence – approaches to improve population health and reduce inequity;
- Influence relevant policy and practice for better health equity;
- Enhance understanding of the needs of vulnerable families and communities;
- Develop and trial interventions to improve health and address health inequities; and
- Develop and trial ways to widely and sustainably implement effective interventions and innovations to improve health and equity in whole populations.

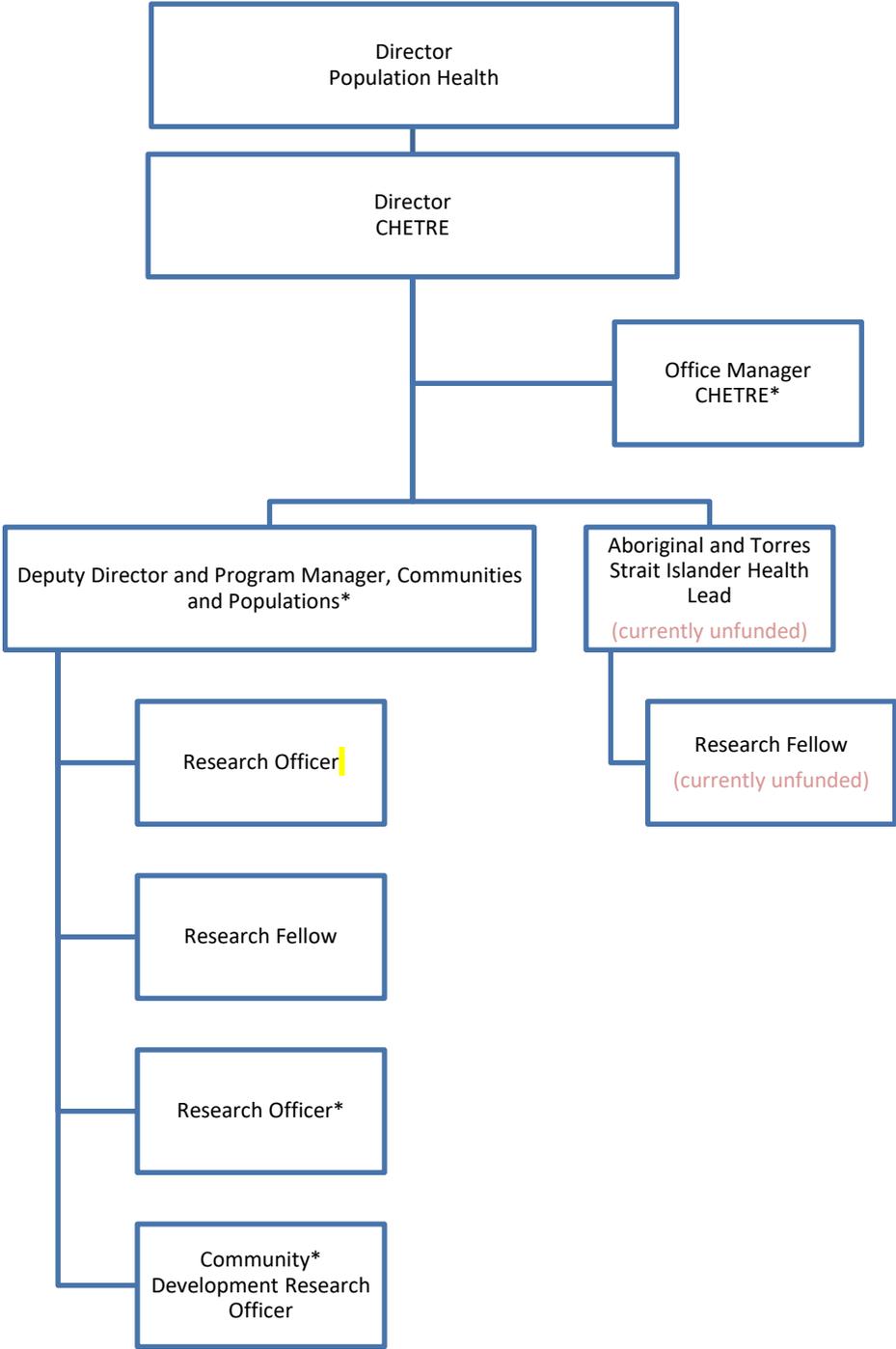
Our work is structured around three areas of focus:

1. Evidence – we carry out research to develop evidence to inform policy and practice.
2. Service and collaboration – we work across the LHD and with partners to address the determinants of health inequity
3. Capacity building – we work with LHD staff, partner organisations and communities to build health equity capacity and leadership

CHETRE is located in the Ingham Institute for Applied Medical Research at Liverpool. CHETRE is a research hub of the Centre for Primary Health Care and Equity (CPHCE) at UNSW Sydney. CHETRE has an outreach office located in the Miller community.

# Structure

CHETRE currently has 8 staff. SWSLHD funds 1 Research Officer, 1 Community Development Research Officer, 1 Office Manager and 0.5FTE CHETRE Deputy Director.



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\* Funded by SWSLHD

## Annual Budget

The annual recurrent budget for CHETRE from SWSLHD is \$290,000. In addition, project specific funding is provided.

## Achievements

Major achievements from CHETRE in the 2019-20 financial year included:

- Equity strategy
- WILD training- range of organisations involved
- Working closely with Housing on a number of projects
- HUE and also the bushfire response work
- Refugee health engagement.
- Rapid and Enhanced Community Consultations and literature review
- Camden Council HIA
- Community STaR
- Funding for 2168 survey and capacity building

## Challenges and Opportunities

The current challenges and opportunities) for CHETRE include:

- Seeking more sustainable and predictable longer-term funding to improve retention of staff, support succession planning, and to support early and mid-career researchers in developing their (research) careers.
- Rebadging online presence and impact
- Expanding the range of funding opportunities sought, as funding from competitive research grants schemes and government contracts is increasingly constrained.
- Continuing and increasing the number of peer reviewed publications published by CHETRE, and their impact.
- Influencing health and equity considerations as part of relevant strategic partnerships including local councils, government agencies, industry and civil society.

## Implementation and Reporting

The action table following identifies the main strategies that CHETRE will undertake in the 2020/21 financial year, the actions to be taken, how success will be measured, the timeframe for completion and staff responsible. Each initiative is linked to the SWSLHD Strategic Directions reflected in the Population Health Operational Plan.

CHETRE will use this Business Plan to guide service improvement. Progress will be regularly reviewed by the Department Head/Manager in collaboration with staff. The Department Head/Manager will regularly report to the Population Health Executive on progress.



**Evelyne de Leeuw**  
**Director, Centre for Health Equity Training,**  
**Research and Evaluation**



**Mandy Williams**  
**A/Director, Population Health**

*(Please note that the strategies and actions should be achievable. The Business Plan is not intended to capture every detail of work undertaken by the Service, but should address the major activities)*

## Business Plan

Task No.	Strategy (mark as quality improvement project where relevant)	Actions	KPI	Responsibility	Timeframe	LHD strategy
1.	Research and evaluate programs, in partnership, that build capacity in locally disadvantaged communities to improve health and wellbeing	<ul style="list-style-type: none"> <li>Health, wellbeing and sustainable tenancies for bedsit clients: A place-based intervention and evaluation</li> <li>Evaluation of Housing Relocation Referral Pathway for Clients Identified as Experiencing Moderate to Severe Mental Illness During the Relocation Process</li> <li>Health and Wellbeing for Social Infrastructure in Miller</li> <li>Collaborative research projects with Refugee Health Service</li> <li>Deliver 'Working in Locationally Disadvantaged Communities Learning by Doing' program</li> <li>Facilitate the Community STaR Advisory Group.</li> </ul>	<p>Phase 2 – 4 reports completed</p> <p>Project report completed</p> <p>HIA or equivalent activity report finalised</p> <p>Projects completed, new research developed and funded</p> <p>Deliver 1 training and capacity building support</p> <p>Activities developed and supported</p>	<p>PH, SS, AR, KJ</p> <p>PH, KJ, AR</p> <p>PH, ZM</p> <p>AR, SS</p> <p>AR</p>	<p>June 2021</p> <p>June 2021</p> <p>June 2021</p> <p>Feb 2021</p> <p>June 2021</p>	SWSLHD Strategic Plan (1, 2, 3, 6)

Task No.	Strategy (mark as quality improvement project where relevant)	Actions	KPI	Responsibility	Timeframe	LHD strategy
2.	Implement the SWSLHD Equity Framework 2020-2025	<ul style="list-style-type: none"> <li>Develop and facilitate implementation of an equity framework and toolkit to promote equity in the planning, provision and outcomes of health services in SWSLHD and support implementation</li> <li>Support integration of health equity in key projects including: <ul style="list-style-type: none"> <li>Campbelltown Changing our Future Steering Group</li> <li>Wollondilly Health Alliance Health in Planning Working Group (HiPWG)</li> </ul> </li> <li>Ensure access to UNSW MPH Courses for SWSLHD staff/partners</li> </ul>	<p>Toolkit launched.</p> <p>Activities supported</p> <p>Staff attend courses</p>	<p>PH, KJ</p> <p>PH</p> <p>EDL, PH</p>	<p>April 2021</p> <p>June 2021</p>	<p>SWSLHD Strategic Plan (1, 2, 4, 5)</p>
3.	Develop and maintain sustainable partnerships with key groups, e.g, HUE, SPHERE, University, BestStart, other sectors and government agencies, NGOs / civil society organisations	<ul style="list-style-type: none"> <li>Contribute to SPHERE HUE Clinical Academic Group</li> <li>Support and coordinate Healthy Public Policy activities including the conduct of Health Impact Assessments within SWSLHD and wider context (regionally and internationally)</li> </ul>	<p>Projects co-developed, funded and implemented</p>	<p>EDL, PH</p>	<p>June 2021</p>	<p>Population Health Research Plan</p> <p>SWSLHD Strategic Plan (3, 6)</p>

Task No.	Strategy (mark as quality improvement project where relevant)	Actions	KPI	Responsibility	Timeframe	LHD strategy
4.	Engage and communicate with relevant stakeholders including staff, community and partners to promote and facilitate the adoption of evidence-based and evidence building practices	<ul style="list-style-type: none"> <li>Support Population Health Units to develop Translational Research Grants and other proposals</li> </ul>	Grants and proposals supported	PH, SS, AR	June 2021	Population Health Research Plan, SWSLHD Strategic Plan (2, 3, 6)
		<ul style="list-style-type: none"> <li>Support the HPPU through relevant literature / data reviews and briefing sessions (including program logic and evaluation)</li> </ul>	Reviews completed, briefing sessions provided, training supported			
5.	Reduce the impact of alcohol and gambling within our communities	<ul style="list-style-type: none"> <li>Support community responses to alcohol harm via the CDAT and LDAT funding programs</li> <li>Introduce a systematic, risk based approach to respond to local liquor licence and development applications</li> <li>Partner with local organisations to build the community's capacity to affect liquor outlet density and local access to alcohol</li> </ul>	<p>Programs funded and delivered</p> <p>Application responses developed and evaluated</p> <p>Partnerships developed and supported</p>	AR, PH, SS	Ongoing	SWSLHD Strategic Plan (2, 3)
6.	Establish Health Alliances/Partnerships with councils to collaboratively address	<ul style="list-style-type: none"> <li>Support actions of the Fairfield City health Alliance Gambling Working Group</li> </ul>	Actions supported and projects developed and funded	AR	June 2021	SWSLHD Strategic Plan (2, 3, 6)

Task No.	Strategy (mark as quality improvement project where relevant)	Actions	KPI	Responsibility	Timeframe	LHD strategy
	priority health, social and built environment issues	<ul style="list-style-type: none"> <li>• Provide health equity input into Wollondilly Health Alliance Health in Planning Working Group (HiPWG) and other health alliances and partnerships as necessary</li> <li>• Western Sydney Health Alliance implementation for health and social equity in Western Parklands City</li> <li>• Local government partnerships evaluation (w Healthy Places unit)</li> </ul>	Actions supported and projects developed and funded	PH  PH, KJ, AR, SS	June 2021  Feb 2021	

## POPULATION HEALTH QUALITY IMPROVEMENT PLAN TEMPLATE

### Quality Improvement Plan for Business Plan Strategy Task No. 1: Evaluation framework for Community STaR work

<b>Action</b>	Investigate the processes used in the conduct of the Community STaR (Service for Training and Research) outreach program and the impacts and outcomes of the program.
<b>Identified Issue</b>	CHETRE's Community STaR program was launched in 2010. The program's goal is to foster increased community engagement, participation and empowerment, through: education and training; support; development of community engagement events and programs that reflect issues of community interest and concern; and partnerships. Anecdotal evidence and activity evaluations indicate the benefits of the program are: a forum for the exchange of views; inspiration and appreciation within the community; information/expertise dissemination and communication pipelines; increased knowledge, understanding and

skills; increased opportunity and level of engagement and participation; increased self-efficacy, self-esteem and sense of achievement; increased respect and dignity through the creation of a voice for community members; and increased empowerment. However the longer term impacts, the range of impacts resulting from activities, and the reach of the program have not been formally evaluated.

Task Number	Priority (L/M/H)	What outcome or goal do you seek?	How will you achieve this outcome or goal? (Steps)	By Who?	Success Measure	By When?	Progress Notes
1	M	Investigate the processes used in the conduct of the program, and the short/medium and long term impacts of the Community STaR program	<ul style="list-style-type: none"> <li>• Identify resourcing and capacity</li> <li>• Develop evaluation framework, metrics and plan               <ul style="list-style-type: none"> <li>• Process evaluation                   <ul style="list-style-type: none"> <li>- Scope (who, how many, how involved, what)</li> <li>- Quality (satisfaction with, usefulness and appropriateness of activities)</li> <li>- Key learnings (what worked/didn't work well, contextual factors, barriers, challenges)</li> </ul> </li> <li>• Impact evaluation                   <ul style="list-style-type: none"> <li>- Short/medium term and long term outcomes for:                       <ul style="list-style-type: none"> <li>- Community residents</li> <li>- Community workers</li> <li>- Services (Health and non Health)</li> </ul> </li> </ul> </li> </ul> </li> </ul>	CHETRE	Capacity identified  Evaluation framework developed	June 2021  June 2021	



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