The next 10 years
2023-2033

*Reshaping systems together
for a healthier, fairer Victoria.*

vichealth.vic.gov.au

VicHealth

Table of Contents

Acknowledgements

A strategy
for a healthier,
fairer Victoria.
*A framework for
transformation.*

Introducing the new strategy

Victoria is changing quickly. The growing burden of chronic disease, health inequity, and an increased threat of climate-related disasters is creating an unpredictable future for Victorian's health and economy.

This context exposes deep challenges and inequities in our society, identifies opportunities for positive action, and creates a clear case for systemic intervention.

VicHealth has developed a 10-year strategy, with a vision to transform Victoria's health outcomes and evolve our approach from tackling individuals' behaviours and determinants of health to reshaping systems for a healthier, fairer Victoria.

The following page outlines VicHealth's strategy at a glance.

A vision for Victoria

A **healthier, fairer Victoria**, where all Victorians benefit from good health and have the opportunity to thrive.

VicHealth's purpose

To **reduce and eliminate barriers to good health** by working with Victorians and Victorian communities who face the greatest systemic inequity.

VicHealth's role

To build and use **VicHealth's influence, independence, relationships, voice, and expertise** to reshape the systems that improve health and wellbeing for all Victorians.

Ten-year aspirations

1. Health

Deliver healthier, longer lives for all Victorians.

2. Economy

Deliver value to the Victorian healthcare system and economy.

3. Equity

Drive fairer health outcomes with and for Victorian communities.

VicHealth's plan for transformative change

Reshaping systems

1. **Neighbourhood and built systems**

2. **Commercial and economic systems**

3. **Food systems**

Strategic lenses

Health and climate

Community-led and informed

Intergenerational wellbeing

VicHealth's levers for transformative change

People

Policy

Programs

Partnerships

Place

Chair foreword

I am pleased to present the *VicHealth Strategy for 2023 to 2033*, outlining our aspiration for and pathway to a healthier and fairer Victoria.

Since the organisation's creation in 1987, VicHealth has led the way on significant public health issues and innovations – combatting tobacco, supporting access to sport and physical activity, improving gender equality, and addressing chronic disease in all its forms.

VicHealth will build and grow this legacy over the coming decade, acknowledging changes such as the growing pressures from harmful industries and the health implications of climate change.

Importantly, VicHealth will address the underlying systems that impact health and wellbeing, making it easier for all individuals and communities to become and stay healthy. This new strategy will leverage VicHealth's unique influence, independence, relationships, voice and expertise to build a better future for people across our state.

As a leading health promotion agency – one that is effective, proactive and understands the lived experiences of Victoria's diverse communities, VicHealth has a steadfast commitment to empower Victorians.

On behalf of the Board and organisation, I would like to thank the many community members, sector partners, researchers, stakeholders and our staff who contributed to the development of this new strategy.

I look forward to the next decade of VicHealth's important work in preventing chronic disease and removing barriers that hinder good health.

The Honourable Nicola Roxon
Chair of the Board
VicHealth

CEO foreword

It takes a bold vision to create real change.

Ours? A healthier, fairer Victoria, where everyone benefits from good health and has opportunities to thrive.

The aspirations outlined in this strategy go beyond VicHealth and its partners. They are the fundamental steps we all need to take to achieve our vision of a healthier, fairer Victoria, for current and future generations.

Together, they help guide decisions and investments, and strengthen relationships.

For long-term transformation, we're making an enduring commitment to VicHealth's people, partnerships, policy, and programs. This will give partners, and the communities we work with, the time and resources to create better health outcomes for all Victorians. We have collaborated with researchers, experts, stakeholders and the Victorian community to understand the systems that shape health outcomes for individuals and communities across our state.

Through this strategy, VicHealth is committing to addressing three key systems that impact our health: neighbourhood and built systems; commercial and economic systems; and food systems.

As a World Health Organization (WHO) Collaborating Centre for Leadership in Health Promotion, VicHealth will continue to learn from and contribute to global ambitions in health – building on these important insights to support the health of Victorians.

I thank and acknowledge all the individuals, organisations and stakeholders who provided valuable insights to deliver this meaningful, evidence-based roadmap for health promotion.

Today's public health challenges are complex, and will impact lives across generations. Now, more than ever, we must work together to achieve our vision of a healthier, fairer Victoria.
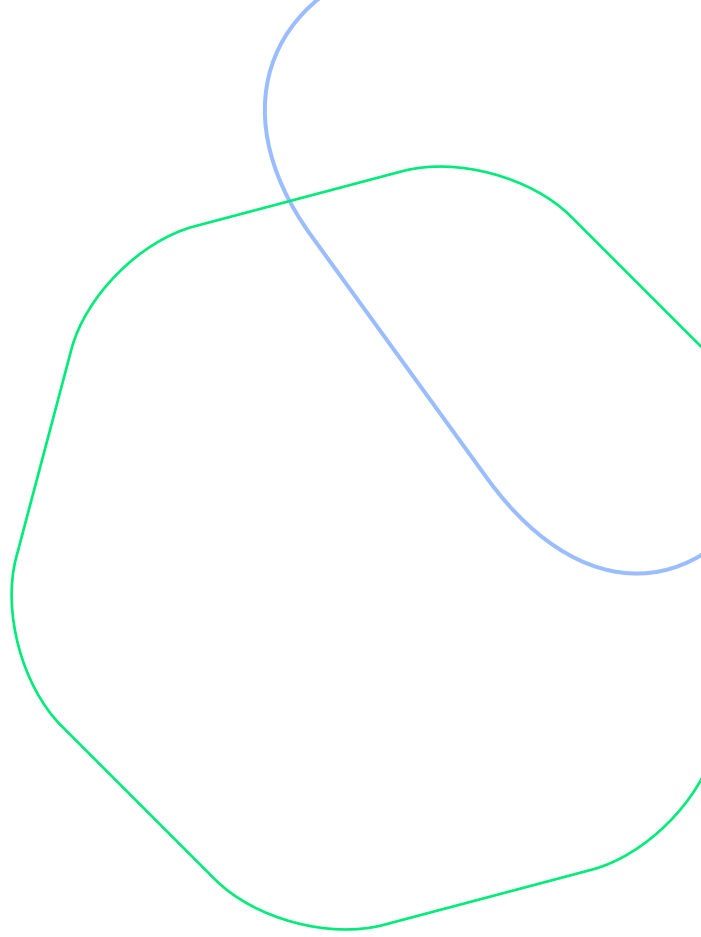
Dr Sandro Demaio
Chief Executive Officer
VicHealth

"*Since 1987, VicHealth has continually evolved to solve the challenges and needs of the time. The next 10 years will need continued evolution and innovation to create better health and wellbeing outcomes for Victorians.*"

The Hon. Mary-Anne Thomas
Victorian Minister for Health

About VicHealth

Established as an independent statutory authority by the Victorian Parliament under the *Tobacco Act 1987*, the creation of VicHealth was a unique, world-first model. VicHealth was the first health promotion body in the world to be funded by a tax on tobacco, with a remit to undertake innovative, evidence-based, and thought-leading work that promotes good health and helps prevent chronic disease.

As an agency, VicHealth partners in everything it does. This includes working with many different communities and organisations across health, sport, arts, food, education, community, and the media. VicHealth collaborates with organisations, governments, and communities – sharing expertise, insights and bringing global best practice approaches to Victoria – with the purpose of driving lasting, positive health and wellbeing outcomes for all Victorians.

VicHealth has continually evolved its practice and action, always looking to innovate through its investments and partnerships. This has been illustrated through the organisation's shift from a focus on individual risk factors to determinants of health, and now to the systems and the barriers that exist to achieving better health outcomes.

Highlights of innovative action over the years

1987

VicHealth, the world's first health promotion foundation, is established with tri-partisan political support.

Victoria's *Tobacco Act 1987* is passed in Parliament.

1988

VicHealth funds Anti-Cancer Council of Victoria (now Cancer Council Victoria) to boost SunSmart and Quit programs.

1989

VicHealth billboards replace 200 tobacco billboard advertisements on prime sites across Melbourne.

1990

Tobacco advertising banned in all Victorian print media.

1994

VicHealth holds its first National Conference on working with sport and arts organisations to promote health.

1997

Quitline 13 7848

The National Tobacco Campaign and a national Quitline are introduced.

1999

VicHealth launches the first ever Mental Health Promotion Plan for Victoria.

1998

VicHealth establishes the Onemda VicHealth Koori Health Unit.

2001

The Food for All project is launched to improve the availability of fresh food in municipalities where more than 20% of their residents are experiencing lack of access.

2002

VicHealth's Walking School Bus program is piloted with four councils.

2006

VicHealth launches the 10,000 Steps Walking Challenge during the Commonwealth Games in Melbourne.

2007

VicHealth delivers Prevention of Violence Against Women framework to Victorian State Government.

2011

VicHealth launches the community-based social marketing campaign, *See Beyond Race*, to encourage more inclusive, compassionate behaviour.

2013

VicHealth launches its *Action Plan for Health Promotion 2013–2023*.
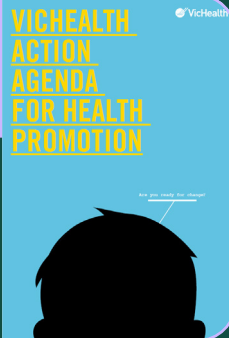
2014
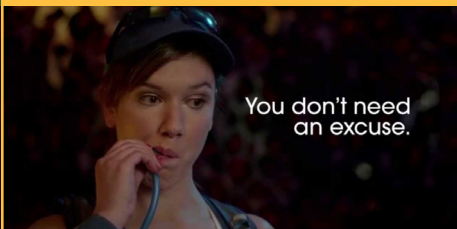
VicHealth's No Excuse Needed campaign identifies the pressure young people feel to drink alcohol.

2015

VicHealth launches Fair Foundations: The VicHealth framework for health equity – a planning tool for health promotion policy and practice, outlining the social determinants of health inequities and suggesting entry points for action.

2017

VicHealth begins delivery of the Australian version of *This Girl Can*, which runs successfully in Victoria over the coming years.

2019

VicHealth supports the phasing out of sugary drinks at the Melbourne Museum, Scienceworks, and the Immigration Museum.

2021

VicHealth launches the three-year *Future Healthy* initiative, with a focus on empowering young people.

The VicHealth Local Government Partnership launches, a new approach to build community health capacity in local governments.

2022

VicHealth launches the Victorian Health Promotion Hub, a modern co-working space to support stakeholders and partners

The Fair Access Policy Roadmap launches with the support of VicHealth, advancing gender equitable access to community sports infrastructure across Victoria.

This new strategy builds on the work that VicHealth has been doing since 1987 to improve the health and wellbeing of Victorians.

The strategy

"*Focussing on the systems that surround us - from our food, to our neighbourhoods, to the economic conditions we all experience - is critical to enable better and fairer health outcomes.*"

Professor Emeritus Sir Gustav Nossal
Patron of VicHealth
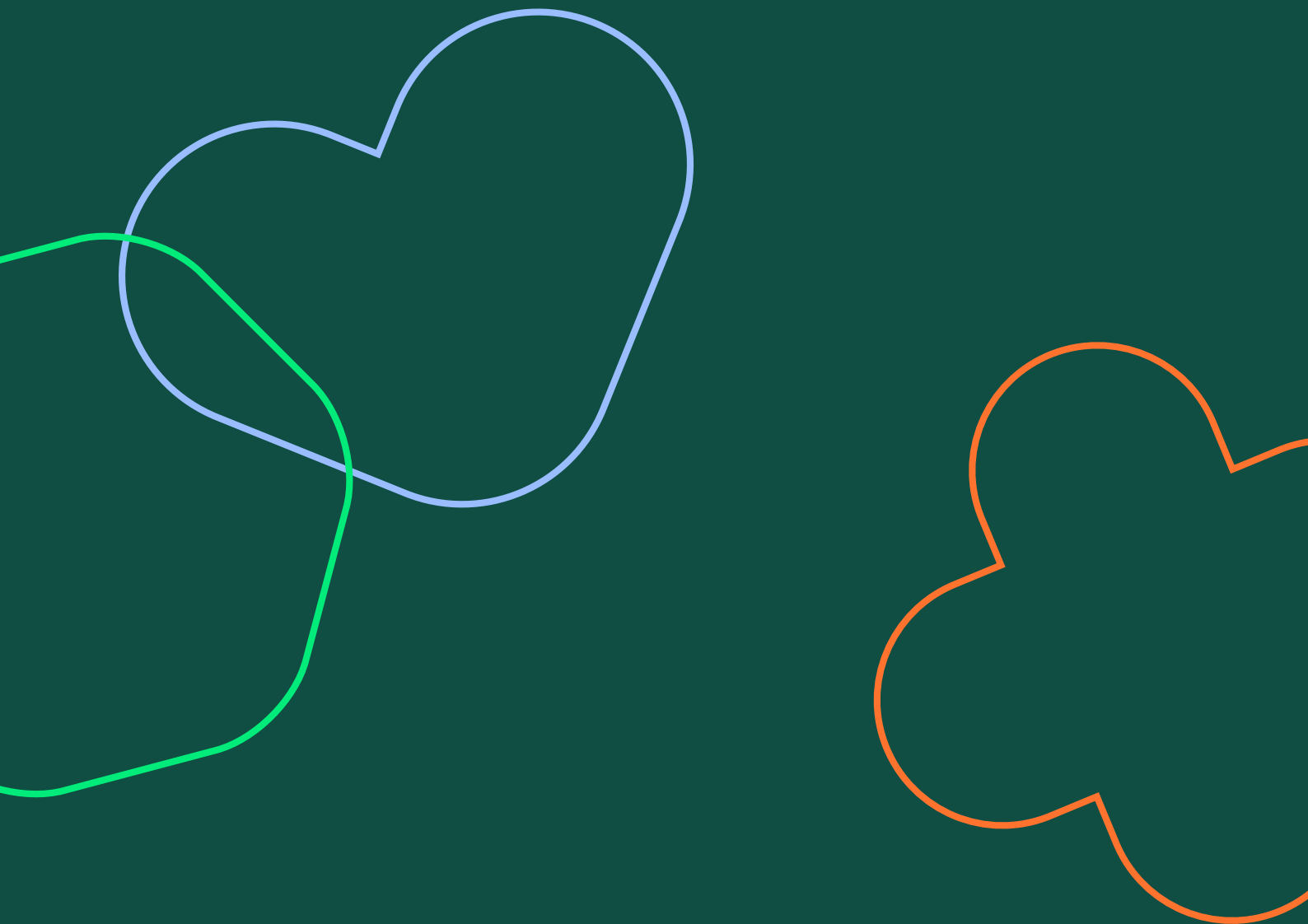
A vision for Victoria

A **healthier, fairer Victoria** where all Victorians benefit from good health and have the opportunity to thrive.

This vision reflects VicHealth's ambition for people and communities across Victoria.

It is a response to the complex challenges that affect our health, and the opportunities for our community to thrive. It is a vision for all Victorians to have equal opportunity to realise their potential. It is a vision that recognises that systemic and structural equity have a critical influence on the health of individuals and their communities.

VicHealth's part in achieving the vision

PURPOSE

To **reduce and eliminate barriers to good health,** by working with Victorians and Victorian communities who face the greatest systemic inequity.

The purpose outlines 'why VicHealth exists'. It highlights eliminating barriers, shifting the environments and social systems that are holding these barriers in place – ultimately impacting, and influencing Victorians' health and wellbeing.

It recognises that health outcomes are not equitable and that they are significantly informed by the social determinants of health and the conditions in which people are born, grow, work, live, play and age. It makes clear that this is a strategy for all Victorians but has a focus on those people and communities who face greatest systemic and structural inequity.

ROLE

To build and use **VicHealth's influence, independence, relationships, voice, and expertise** to reshape systems to improve health and wellbeing for all Victorians.

The role sets out 'what VicHealth does'. The role draws on VicHealth's unique position, its strengths as a relationship-driven agency, and its influence within and beyond government and the health promotion sector.

Over the next 10 years, VicHealth will strengthen its expertise in systems-based approaches. VicHealth will use this understanding to build the capability and capacity of the health promotion sector, and support community wellbeing. Growing on its legacy of innovation and science-backed programs, VicHealth will continue to invest in new, evidence-based approaches to health promotion.

Ten-year aspirations for a healthier, fairer Victoria

Seeking transformation necessitates long-term vision and aspirations. These provide the foundation for long-term investment, deep relationships, and time in which to identify, leverage and scale what works.

The aspirations look beyond just the direct impact of VicHealth and its partners. They name the fundamental steps for a healthier, fairer Victoria by recognising that reducing the burden of poor health; addressing the pressure of increasing poor health outcomes on the healthcare system and economy; and achieving greater health and structural equity are collectively needed, interlinked and critical if the vision is to be realised.

ASPIRATION 1

Health – Deliver healthier, longer lives for all Victorians.

Accelerate Victoria's progress toward the Global Goal, with a one-third reduction in the leading chronic diseases affecting communities.

WHY

In Victoria, one in two adults have been diagnosed with at least one leading chronic disease, a statistic that increases to four in five for those aged over 65.[1] Chronic diseases, such as cancer, cardiovascular disease, diabetes, and mental health, are the leading cause of preventable premature death in Victoria[2] and significantly impact the quality of life for many Victorians. This especially affects people experiencing the greatest health inequities and the poorest health outcomes.

VicHealth will focus on interventions that contribute to reducing rates of preventable chronic disease. This will be an important factor in accelerating Victoria's progress towards the internationally endorsed UN Sustainable Development Goal of reducing by one third premature deaths resulting from leading chronic diseases.[3]

ASPIRATION 2

Economy – Deliver value to the Victorian healthcare system and economy.

Generate benefits of at least $1 billion to the Victorian economy and society, through promoting good health and preventing disease.

WHY

Each year chronic disease costs the Australian healthcare system over $46 billion in treatment and support[4]; Australians an estimated $20 billion through lost income; and the broader Australian economy over $12 billion in lost tax and additional welfare.[5] The costs are significant, and nearly a third of chronic disease is preventable.[6] Even a small reduction would create significant benefits to the health and quality of life of Victorians.

This aspiration focusses on the significant opportunity of investment in health promotion and prevention action, providing clear, measurable benefits to the health of Victorians and to the critical system that protects them.

ASPIRATION 3

Equity – Drive fairer health outcomes with and for Victorian communities.

Commit at least 30% of VicHealth's health promotion budget to investing in action with priority communities.

WHY

This aspiration recognises that health is shaped by a number of overlapping factors, from race, ethnicity, gender, ability, age and sexual orientation to income, education, and geography.

This complexity is important in identifying and targeting actions for a fairer Victoria. Ultimately, systemic, and structural inequity for many in the Victorian community is a reality that the health system cannot ignore, and VicHealth is publicly committing to focus a substantial amount of its resources to addressing systemic inequity. Victoria cannot flourish without good health or a fairer society.

---

1   Australian Institute of Health and Welfare (2022); Chronic conditions and multimorbidity; https://www.aihw.gov.au/reports/australias-health/chronic-conditions-and-multimorbidity

2   Australian Institute of Health and Welfare (2022); Deaths in Australia; https://www.aihw.gov.au/reports/life-expectancy-death/deaths-in-australia/contents/leading-causes-of-death

3   United Nations (2015); Sustainable Development Goals; https://sdgs.un.org/goals/goal3

4   Australian Institute of Health and Welfare (2019); Disease expenditure in Australia 2019-20; https://www.aihw.gov.au/reports/health-welfare-expenditure/disease-expenditure-in-australia-2019-20/contents/summary

5   Schofield D, Shrestha RN, Cunich MM, et al. (2016); Economic costs of chronic disease through lost productive life years (PLYs) among Australians aged 45– 64 years from 2015 to 2030: results from a microsimulation model; https://bmjopen.bmj.com/content/bmjopen/6/9/e011151.full.pdf

6   Australian Institute of Health and Welfare (2016); Australian Burden of Disease Study: impact and causes of illness and death in Australia 2011; https://www.aihw.gov.au/reports/burden-of-disease/abds-impact-and-causes-of-illness-death-2011/contents/highlights

Reshaping systems for a healthier Victoria

VicHealth has the opportunity to work directly and indirectly on multiple systemic barriers to good health.

This includes addressing multiple points within systems, including risky behaviours by individuals, the actions of some industries that promote harmful products and services, and the policy and legislation underpinning systemic and structural inequity.

VicHealth knows it can't work across every issue, in every system.

In shaping this strategy, VicHealth has sought to identify gaps where it can add the most value, as well as acknowledge where there is already existing investment and action from government, partners, and other organisations in the sector.

This strategy outlines VicHealth's focus on three key systems to support the health of Victorians over the coming decade.

1. Neighbourhood and built systems

The environments where people live, connect, play, travel, create, and work, impacting health and wellbeing.

Neighbourhood and built environments have a significant impact on individuals' and communities' health and wellbeing. The design, access and use of infrastructure, buildings, space, and transport within communities can address discrimination and improve social, emotional, physical, and mental health. Improvements such as providing greater access, connection and engagement with community culture, creativity, and arts; increased participation in sport and recreation; and more active transport, can all deliver better health outcomes within communities.

VicHealth will work with priority communities to influence and reshape neighbourhood and built systems through the way communities are designed, connected, and impacted by environmental factors. The focus is to enable increased physical activity, improve social connectedness, and address systemic discrimination and racism in the environments where Victorians live, connect, play, travel, create, and work. This action will be driven through developing strong partnerships within communities such as local and state governments, government agencies, sporting organisations, schools, and cultural, creative and arts groups.

2. Commercial and economic systems

The systems, practices, and pathways through which commercial and economic actors influence health, wellbeing, and health inequity.

3. Food systems

The web of actors and activities influencing the access, availability, and affordability of healthy, sustainable, culturally appropriate food.

Commercial actors – from local businesses to major corporations – influence our health and wellbeing. Some play a positive role by providing access to nutritious food, quality healthcare and housing. Others can cause ill-health, health inequities and environmental damage. Industries that produce just four harmful products – tobacco, alcohol, unhealthy food, and fossil fuels – cause a third of preventable deaths globally each year.

The tactics and products of commercial actors, such as predatory digital marketing practices and efforts to shape regulation and policies in their own interest are often in direct conflict with community efforts to improve health outcomes. Over the next 10 years, VicHealth will draw attention to and oppose harmful policies, practices and products of commercial actors while also creating physical and digital environments for better health. VicHealth will work with partners to seek the prioritisation of wellbeing so that economic and commercial prosperity supports, rather than hinders, good health.

Traditional food systems from First Nations ancestors in Victoria nourished the environment and its people. The practices around harvesting, growing, and hunting were regenerative, and the food eaten was healthy, shared and deeply connected to culture and tradition. Today's food systems act and look very differently, contributing to environmental degradation, chronic disease from poor diets, and the growing disconnection between communities and the food they eat.

Food systems are one of the greatest levers to positively transform health and wellbeing. How, why, and what food is produced, accessed, and consumed all have major ramifications for the health of individuals, communities, and society.

Together with partners, VicHealth will explore ways to support and improve the production, processing, transport, marketing, consumption, and disposal of food. VicHealth will work toward fairer access to healthy, culturally appropriate, affordable, and sustainable food for communities across Victoria.

Strategic lenses for a healthier future

This strategy has been developed in the context of increasing health inequity, where the communities facing the greatest barriers are experiencing the poorest health outcomes[7].

VicHealth is responding to this widening gap by embedding equity into everything it does.

> *"Co-design is a powerful way to empower Victorians. VicHealth has made a strong commitment to engaging communities to shape locally-led solutions."*
>
> **Carmel Guerra**
> Chief Executive Officer,
> Centre for Multicultural Youth

---

7   Backholer K, Baum F, Finlay S, et al. Australia in 2030: what is our path to health for all? Med J Aust 2021; 214

Health and climate

Recognising the interdependency of human and planetary health.

Climate change presents a significant threat to human health. It impacts health and wellbeing in many ways: directly by the increased intensity and frequency of extreme weather events such as prolonged heatwaves, floods, and bushfires; and indirectly through worsening air quality, changes in the spread of infectious diseases, risks to food safety and drinking water quality, and effects on mental health[8]. The effects of climate on health are significant and, all too often, those facing the greatest systemic barriers are impacted the most.

VicHealth commits to embedding this lens through its own organisational practices and its leadership in health promotion action.

The organisation strives to ensure its actions today do not negatively impact the future environment, and that they deliver co-benefits for health and climate justice.

[8] The State Government of Victoria (2019); Victorian health and wellbeing plan 2019-2023
[9] Steering Committee for the Review of Government Service Provision (2020); Overcoming Indigenous Disadvantage: Key Indicators 2020, Productivity Commission, Canberra.

Community-led and informed

A commitment to agency and power-sharing.

While much of Victoria's history is to be celebrated, many of the systems created over the last 200 years that now underpin modern society make living a healthy life harder for some Victorians than others.

First Nations Australians have been disproportionately disadvantaged through colonisation[9], and VicHealth recognises that significant work remains to close the gaps in First Nations health. The organisation also acknowledges its own power and privilege, that it operates on traditional land that was never ceded and accepts the responsibility to help reshape systems to restore agency and voice.

In addition to First Nations communities, this lens also includes other Victorians facing structural inequities based on their identity, be that personal trait (e.g. race, gender, ability, age, sexual orientation, etc.) or social determinants of health (e.g. education, employment, housing etc.).

People know their own communities best – they often know what is and isn't working well for them, and what is required to put things right.

VicHealth is committed to working 'with' and 'for' communities, creating space for people to design a future for better health in the way that they choose. VicHealth will work with others to support healthier, fairer outcomes for people with less power in current systems.

Intergenerational wellbeing

Considering the health of Victorians today and tomorrow.

Adopting a long-term, systems-change view in this strategy means that VicHealth is planning for better health outcomes both during this 10-year period and well into the future.

Intergenerational wellbeing is a concept that traverses multiple time horizons and is informed by knowledge across Victorian generations. From a short-term perspective, it relates to the health of the different generations of people currently living in Victoria. From a longer-term perspective, it relates to the health of future generations living in a Victoria built on the actions of today.

VicHealth acknowledges that many of today's health inequities are based on decisions from the past and wants to avoid further widening the gap in health outcomes for future Victorians. Accordingly, the organisation's health promotion work will both respond to the immediate health challenges of the day, as well as invest in reshaping structures and systems to enable good health in the future.

Building on the *Action Agenda for Health Promotion 2013-2023*, VicHealth will support young people to be leaders and have a meaningful say in their health now, into the future, and for the future generations that follow.

VicHealth's levers for transformative change

Many of the challenges Victorians face today are because of inadequacies in systems, policies, and our collective response. VicHealth's levers represent the tools to reshape these systems for better health.

These levers do not operate in isolation. Rather, they are interconnected and mutually reinforcing. They are the essence and the point of difference that will be pivotal to delivering transformation in health promotion action and better health outcomes for Victorians over the next 10 years and beyond.

People

VicHealth's people and the communities it works with, for and alongside, are its greatest strength. They are a diverse team that brings together leading thinkers, innovators, and technical experts that drive action in health promotion. Over the course of this strategy, VicHealth will invest in its staff, structure, technology, and its connection to and with people across Victoria. Strengthening its role as a convenor, harnessing capability, and facilitating conversations and action with and beyond partners. VicHealth will continue to be recognised as a trusted collaborator that can generate influence, amplify the voices and lived experience of communities and deliver impact beyond its own organisational bounds.

Programs

VicHealth programs and investments provide the platform for innovation, focus for research and evidence, and the spaces to test ideas. VicHealth will be the investor, partner and enabler for health promotion programs, investments, and social marketing campaigns that test, deliver and evaluate action in the pursuit of better, fairer health outcomes. Through its own actions and in supporting those of others, VicHealth will invest in technology, research and data that builds the science and evidence behind transformation, taking opportunities to use these learnings for future influence, scale and change in other places, settings, and communities.

Partnerships

Change cannot be done by VicHealth alone. Transformation will be achieved through collective effort, shared learning, and thoughtful partnerships. VicHealth will build on its connections within Victorian sports, arts, cultural, youth, research, health, food, and local community organisations and at different levels of government. In response to Victoria's shifting landscape, VicHealth also looks forward to many new partnerships over the coming decade.

Policy

Strong leadership from government and health promoting policy change is essential to transform the lives of Victorians at scale. As such, VicHealth will continue to work closely and invest heavily in the relationships and processes of policy development. VicHealth through leveraging its influence and power, investing in trusted relationships with government and listening to and amplifying the voices and lived experience of Victorians will advocate for better policies at local, state, and federal level.

Place

Victoria is an ecosystem of diverse and multicultural places and populations encompassing strong local leadership, lived experience and expertise. This lever relates to VicHealth's ability to identify, work closely with, and help empower communities through locally tailored actions that acknowledge the unique challenges in the places we live, work and play, both in-person and through digital environments. For VicHealth, place is the opportunity to foster strong community partnerships that employ systems-based approaches to trial, test, and learn in the pursuit of health equity.

A new approach to health promotion

In developing a 10-year vision for transformation, VicHealth is looking to evolve its approach to health promotion with a new framework for transformation.

VicHealth will work to reshape 3 key systems. These are critical for delivering on the 3 aspirations – healthier lives, economic value, fairer health outcomes – and the overall vision for a fairer and healthier Victoria.

Health equity is embedded throughout, via 3 strategic lenses – health and climate; community-led and informed; intergenerational wellbeing.

This approach will focus on the systems where health promotion action and investment can add significant value and, with partners, address multiple systemic barriers to good health.

Healthier lives

Lenses

Health and climate

Neighbourhood and built systems

Community-led and informed

Commercial and economic systems

Food systems

Intergenerational wellbeing

Fairer health outcomes

Economic value
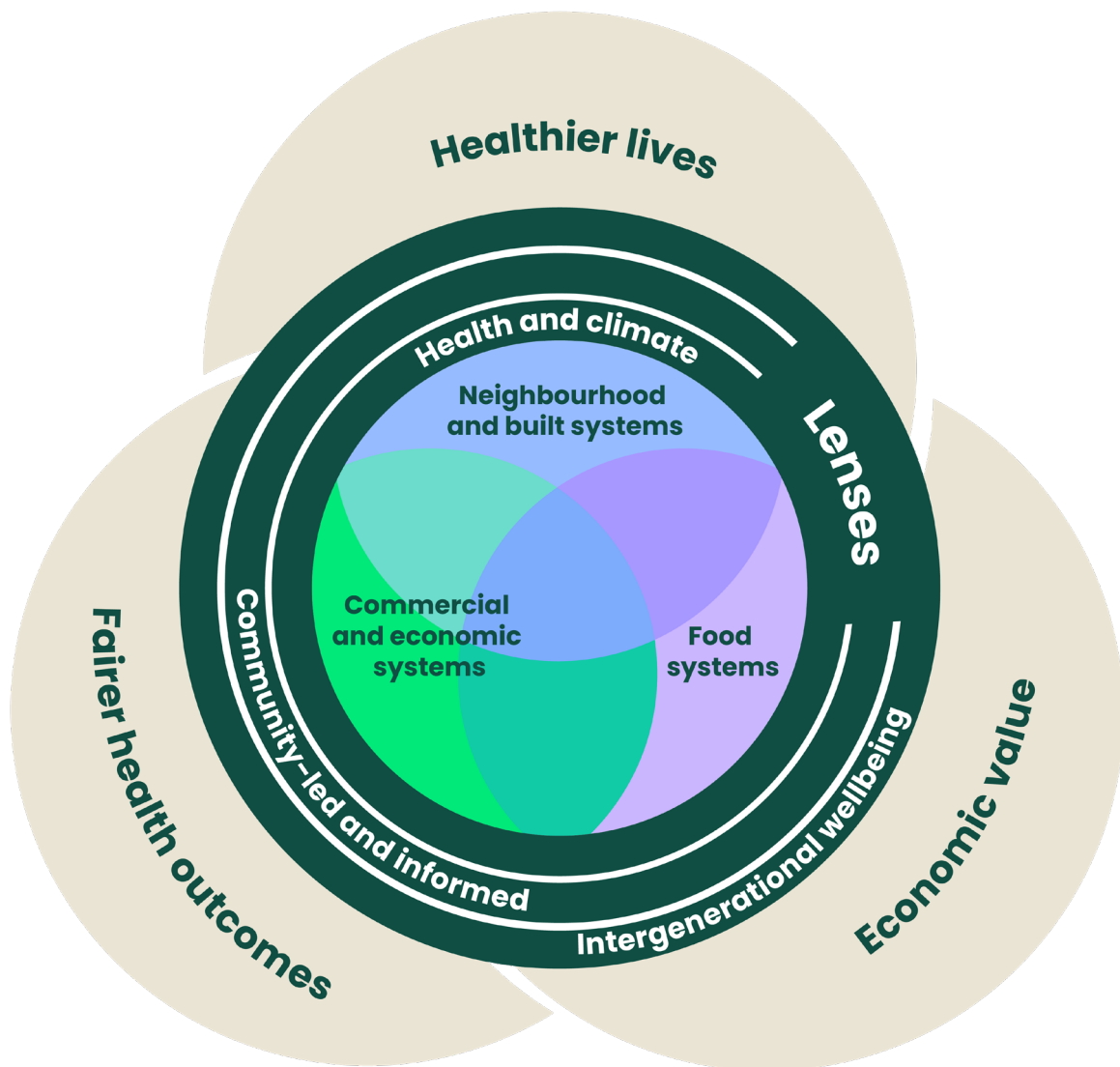
The context and evidence

"*VicHealth's work is connected to – and has often been a pathfinder in – the global health conversation. Our actions in the next 10 years will be critical in tackling some of the biggest health challenges facing both local communities, and the global community. We must stay singularly focused on transforming health outcomes for everyone, no matter where they were born or live.*"

Dr Angela Pratt
Former Director, Office of the Regional Director of WHO in the Western Pacific Region
WHO Representative, Viet Nam

Leveraging VicHealth's unique position and contribution

For over 35 years, VicHealth – through its people, partners, policy, programs, and places – has positively impacted the health and wellbeing of Victorians. Its legacy is one of transformation, having contributed to preventing harm in areas such as tobacco, alcohol, gender equity, racism, as well as promoting good health through respect, physical activity, nutrition, and mental health. Its ground-breaking design has led to the establishment of similar agencies around the world which borrow from the VicHealth model.

Over the next 10-years, VicHealth will build on this legacy by leveraging five unique strengths:

Independence

Provided through legislation and strengthened through stability, governance and bipartisanship. Independence protects VicHealth's influence and funding, enabling the organisation to invest for the long-term.

Deep technical expertise

VicHealth's staff are leaders and innovators in health promotion, with expertise strengthened by lived experience within the organisation and community. Local, national and global networks enable VicHealth to draw on other experts to ensure actions are backed by research and are evidence-informed.

Capability to convene

The capacity and strong relationships to bring intra and inter sector organisations together enables VicHealth to support collective impact, development and learning.

Agility and influence

VicHealth's nimble organisational structure allows the organisation to respond to emergent needs. Its long-term credibility with government means its influence in health conversations is significant.

Community connection

VicHealth's trusted and reputable brand, combined with its established channels and partners provides and effective platform through which to reach, connect and empower Victorian communities, as well as to gain insight, harness knowledge and learn from the lived experience of Victorians.

VicHealth

The need for transformation

Victoria is changing quickly. The growing burden of chronic disease, health inequity, and an increased threat of climate-related disasters is creating an unpredictable future for Victorians' health and economy.

This context exposes deep challenges and inequities in our society, identifies opportunities for positive action, and creates a clear case for systemic intervention.

VicHealth's 10-year strategy is about taking positive action with a framework for transformation, evolving its approach from tackling individuals' behaviours and determinants of health to influencing and reshaping systems.

Through collective action and long-term investments, VicHealth can contribute to a healthier, fairer Victoria.
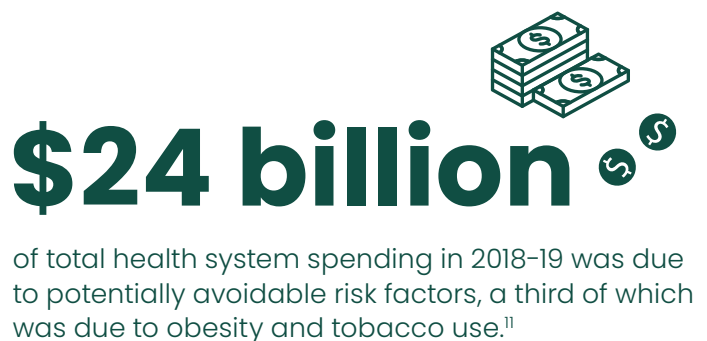
More Australians are living with chronic disease than ever

Australians are living longer lives, but not necessarily healthier ones. Chronic disease is the leading cause of death in Victoria.

47%
42%

1 in 2

of Australian adults in 2018 had one or more of the 10 most common chronic diseases. An increase from 42% in 2008.[10]

The burden of chronic disease is significantly impacting economic and health systems

The prevalence of chronic disease is creating financial and capacity pressure on the Victorian healthcare system, significantly impacting the economy.

$24 billion

of total health system spending in 2018-19 was due to potentially avoidable risk factors, a third of which was due to obesity and tobacco use.[11]

Health inequity is worsening

Systemic inequities are increasing in Victoria, especially across socioeconomic groups, rural and urban populations, and generations.

The health pandemics of recent years and continuous climate challenges have only increased the gaps.

40% higher
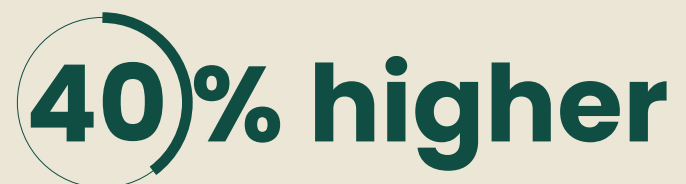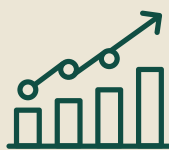
death rates for people living in outer regional, remote, and very remote areas than in major cities, and the gap has been increasing.[12]

[10] Naughtin C*, Hajkowicz S*#, Schleiger E, Bratanova A, Cameron A, Zamin T, Dutta A (2022) Our Future World: Global megatrends impacting the way we live over coming decades. Brisbane, Australia: CSIRO.

[11] Australian Institute of Health and Welfare (2021); Australia's youth: mental illness; https://www.aihw.gov.au/reports/children-youth/mental-illness

[12] Australian Institute of Health and Welfare (2022); Determinants of health for Indigenous Australians; https://www.aihw.gov.au/reports/australias-health/social-determinants-and-indigenous-health

Climate change is impacting health

It is predicted that Australia is likely to experience more extreme heat, severe droughts, and longer fire seasons. Many global health bodies, including the Australian Medical Association and the World Health Organisation have declared climate change as a health emergency.[14]

It is estimated that heatwaves exacerbated by climate change will kill an **additional**

6214

people per year

in Victoria by 2050 if no adaptation measures are taken.[15]

80%

of young people (aged 14-23) said they felt anxious about climate change impacting mental wellbeing.[16]

14 Naughtin C*, Hajkowicz S*#, Schleiger E, Bratanova A, Cameron A, Zamin T, Dutta A (2022) Our Future World; Global megatrends impacting the way we live over coming decades. Brisbane, Australia: CSIRO.

15 Victorian Department of Environment, Land, Water and Planning (2016); Victoria's Climate Change Adaptation Plan 2017–2020

16 ReachOut (2019); New survey by ReachOut and Student Edge reveals number of students anxious about climate change; https://about. au.reachout.com/blog/new-survey-by-reachout-and-student-edge-reveals-number-of-students-anxious-about-climate-change

More young people are experiencing health challenges

Young people are at a higher risk of developing physical and mental ill-health.[17] They're exposed to harmful marketing encouraging them to drink alcohol, smoke, use e-cigarettes and consume unhealthy food and drinks. This is all at a time when many also face increasing barriers to physical activity.

> 1 in 6

children in Victoria live in poverty

with insufficient access to necessities such as healthy food, clothing, education, and healthcare.[18]

Between 2012-2018, rates of
high or very high psychological distress
in young people (aged 18-24)
increased from

12% to 15%

Today, mental health remains the highest areas of concern amongst young people.[19]

First Nations Australians continue to experience poorer health outcomes

First Nations Australians are more likely to experience greater barriers to good health than non-First Nations people.[20] There is a need for effective, culturally appropriate health promotion policy and interventions that remove these barriers, and for health promotion to learn from the huge potential of First Nations knowledge.

Rates of Diabetes are

x 3 higher

in First Nations Victorians than Non-First Nations Victorians.[21]

Approximately

10 years

shorter life expectancy
for First Nations peoples than Non-First Nations Victorians.[22]

>4 times

the rate of First Nations people present at emergency departments for alcohol-related causes than other Victorians.[23]

[17] Australian Institute of Health and Welfare (2021); Australia's youth: mental illness; https://www.aihw.gov.au/reports/children-youth/mental-illness

[18] Davidson P, Bradbury B, Wong M (2020); Poverty in Australia 2020: Part 2: Who is affected?; ACOSS / UNSW Poverty and Inequality Partnership Report No. 4

[19] Australian Institute of Health and Welfare (2021); Australia's youth: mental illness; https://www.aihw.gov.au/reports/children-youth/mental-illness

[20] Australian Institute of Health and Welfare (2022); Determinants of health for Indigenous Australians; https://www.aihw.gov.au/reports/australias-health/social-determinants-and-indigenous-health

[21] Victorian Department of Health (2022); Aboriginal and Torres Strait Islander Victorians; https://www.health.vic.gov.au/chief-health-officer/aboriginal-and-torres-strait-islander-victorians

[22] Victorian Department of Health (2022); Aboriginal and Torres Strait Islander Victorians; https://www.health.vic.gov.au/chief-health-officer/aboriginal-and-torres-strait-islander-victorians

[23] Victorian Department of Health (2022); Aboriginal and Torres Strait Islander Victorians; https://www.health.vic.gov.au/chief-health-officer/aboriginal-and-torres-strait-islander-victorians

Gender equity is critical as women and gender diverse people continue to face additional barriers in leading the life they choose

Every Victorian should be respected as a unique individual with their own interests, skills and aspirations. However, too many women and gender diverse people find their opportunities in life and in health shaped by outdated assumptions and are treated differently because of their gender.[24]

2 to 3 times
more women than men
experience mental health problems like depression and anxiety. Harmful stereotypes about sexuality and body image play a part in this.[25]

Gender-based violence and harassment

affect how and when women access and use public services and spaces.[26]

Victorians from culturally diverse backgrounds continue to face significant barriers to health

The design of many health services creates barriers to access for people from multicultural, English as a second language, refugee, and migrant backgrounds.[27]
This creates inequitable health outcomes based on people's language, visa status, employment, housing, and racial background.

Refugees in Melbourne were found to be **3.1 times more likely** to have a mental disorder and **twice as likely** to have post-traumatic stress disorder (PTSD) compared with Australian-born individuals.[28]

Migrant communities experience **higher rates of diabetes and cardiovascular disease** than the general population. Despite comprising 29% of the population, people born overseas comprise 38% of Australians living with diabetes and 32% of Australians with heart, stroke or vascular disease.[29]

[24] VicHealth (2021); Gender equality, health and wellbeing; https://www.vichealth.vic.gov.au/media-and-resources/publications/gender-equality-health-and-wellbeing-2021

[25] The State Government of Victoria (2021); Gender equality in health and wellbeing; https://www.vic.gov.au/gender-equality-health-and-wellbeing

[26] The State Government of Victoria (2021); Gender equality in health and wellbeing; https://www.vic.gov.au/gender-equality-health-and-wellbeing

[27] Khatri, R.B., Assefa, Y (2022); Access to health services among culturally and linguistically diverse populations in the Australian universal health care system: issues and challenges; BMC Public Health 22, 880; https://doi.org/10.1186/s12889-022-13256-z

[28] Australian Institute of Health and Welfare (2018); Australia's Health 2018, Culturally and linguistically diverse populations; https://www.aihw.gov.au/getmedia/f3ba8e92-afb3-46d6-b64c-ebfc9c1f945d/aihw-aus-221-chapter-5-3.pdf.aspx

[29] Diabetes Victoria and Ethnic Communities' Council of Victoria (2022); Chronic Disease Prevention in Multicultural Communities

LGBTIQ+ Victorians experience poorer health and wellbeing than non-LGBTIQ+ Victorians

A significantly higher proportion of LGBTIQ+ adults are subjected to discrimination and violence, with severe impacts on their health.[30]

Almost **1 in 2 LGBTIQ+ adults** have been diagnosed with anxiety or depression compared with just over 1 in 4 non-LGBTIQ+ adults.[31]

A significantly **higher proportion** of LGBTIQ+ adults in Victoria experience family violence, than non-LGBTIQ+ adults.[32]

Victorians with a disability often experience worse health outcomes

Approximately **1 in 6** Australians are living with a disability.[33] The data shows that the health outcomes of this group are worse than that of their non-disabled peers across areas such as obesity, diabetes, and mental health.

72% of people with disability (aged 2 and over) are **overweight or obese** compared with 55% of those without disability.[34]

Adults with a disability are **6 times** as likely to assess their health as 'poor' or 'fair' than those without a disability.[35]

30 Victorian Agency for Health Information (2020); The health and wellbeing of the lesbian, gay, bisexual, transgender, intersex and queer population in Victoria: Findings from the Victorian Population Health Survey 2017

31 The State Government of Victoria (2021); Current outcomes for LGBTIQ+ Victorians; https://www.vic.gov.au/pride-our-future-victorias-lgbtiq-strategy-2022-32/current-outcomes-lgbtiq-victorians

32 The State Government of Victoria (2021); Current outcomes for LGBTIQ+ Victorians; https://www.vic.gov.au/pride-our-future-victorias-lgbtiq-strategy-2022-32/current-outcomes-lgbtiq-victorians

33 Australian Institute of Health and Welfare (2022); People with disability in Australia; https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/health

34 Australian Institute of Health and Welfare (2022); People with disability in Australia; https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/health

35 Australian Institute of Health and Welfare (2022); People with disability in Australia; https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/health

Digital disruption is re-shaping health

Digital disruption has led to innovations and progress in healthcare. Technology does, however, also raise significant challenges and exacerbate health-related problems when used in a predatory manner, such as when digital platforms and digital marketing increase exposure of young people to harmful products or spread misinformation.

38%
of YouTube ads
are for food and beverages – the majority of which are for **unhealthy products**.[36]

Children spend more time online and are being exposed to more targeted digital marketing for harmful products than ever before.[37]

55%
Australian children
aged 11–16 years recall seeing gambling advertisements on social media.[38]

Commercial actors influence the health and wellbeing of Victorians

While some businesses help improve the health of Victorians, others can have negative health impacts. Practices which prioritise profit over health such as predatory marketing of harmful products can harm Victorians' health.

The number of adults and young people using e-cigarettes has doubled in four years, with nearly a quarter of users having never smoked before.[39]

Ultra-processed foods contribute over 40% of the population's energy intake yet remain unchecked due to lack of a comprehensive food and nutrition policy to support healthier diet.[40]

36 VicHealth (2020); Aussie kids at risk as harmful digital marketing grows; https://www.vichealth.vic.gov.au/media-and-resources/media-releases/harmful-industries-going-under-the-radar

37 VicHealth (2020); Aussie kids at risk as harmful digital marketing grows; https://www.vichealth.vic.gov.au/media-and-resources/media-releases/harmful-industries-going-under-the-radar

38 Thomas, S.L., Bestman, A., Pitt, H. et al. (2018); Young people's awareness of the timing and placement of gambling advertising on traditional and social media platforms: a study of 11–16-year-olds in Australia; https://doi.org/10.1186/s12954-018-0254-6

39 Australian Bureau of Statistics (2021); Smoking; https://www.abs.gov.au/statistics/health/health-conditions-and-risks/smoking/latest-release

40 Machado, P. P., Steele, E. M., Levy, R. B. et al (2019); Ultra-processed foods and recommended intake levels of nutrients linked to non-communicable diseases in Australia: evidence from a nationally representative cross-sectional study; BMJ open, 9(8), e029544; https://doi.org/10.1136/bmjopen-2019-029544

An evolving approach to health promotion

"*Together we can continue to positively impact people's behaviour through increasing knowledge around physical activity, tackling barriers to active transport and positively influencing built environments through healthy urban design.*"

Dr Ben Rossiter
Executive Officer, Victoria Walks
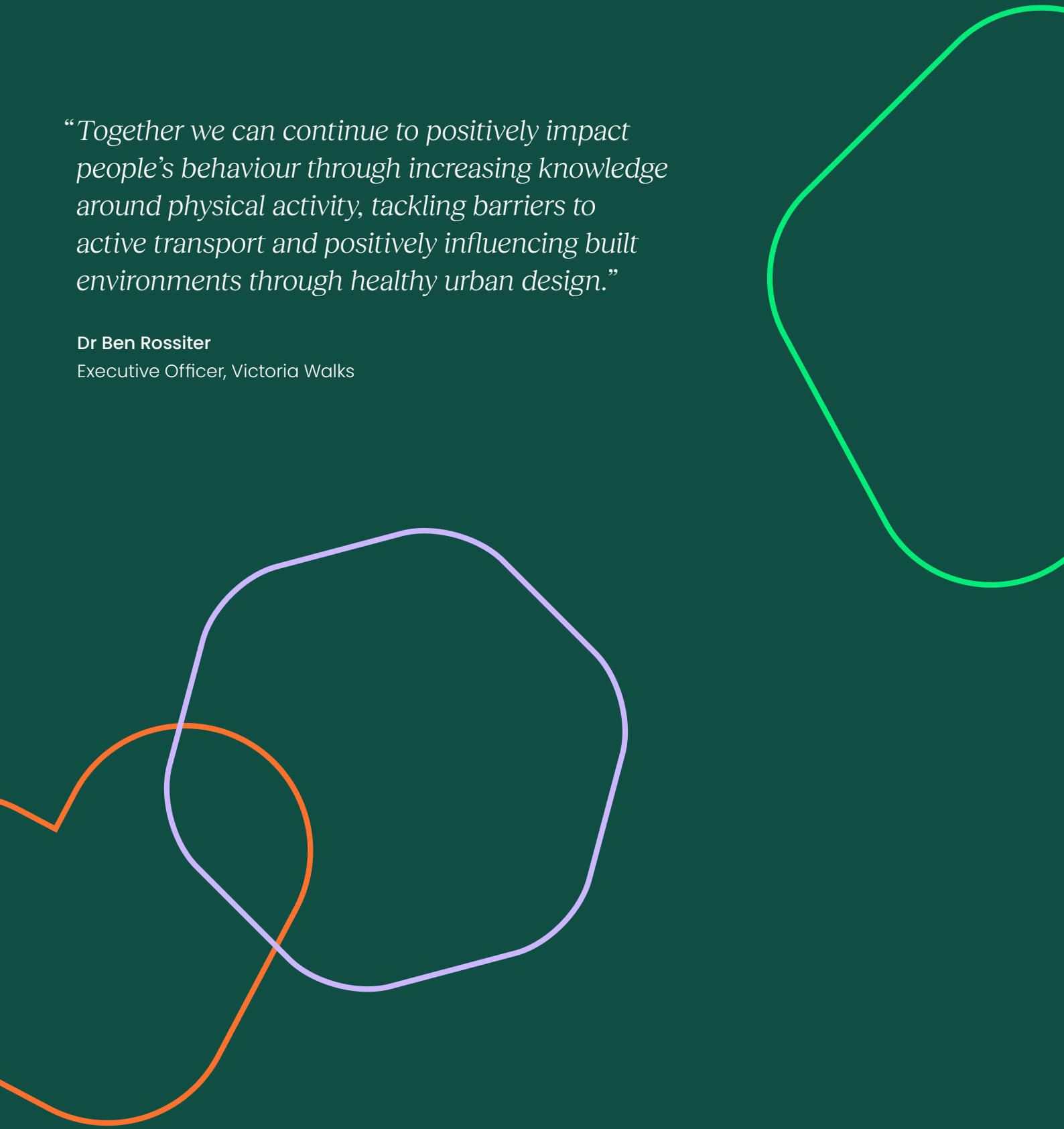
The framework underpinning the strategy

VicHealth's strategic framework draws on four principles for transformative action. These principles have been informed and shaped by the insights and experience of Victorian, national, and international health promotion experts. It seeks to provide a valuable toolkit to be of use beyond VicHealth, influencing and informing the action of others who may also adapt and localise this model.

Enduring commitment | 1

2 | **A systems approach**

Strategic framework for **a healthier, fairer Victoria**

3 | **Embedded equity**

4 | **Layered and reinforcing action**

1. Enduring commitment

Today's public health problems are complex, interconnected, and intergenerational. Urgent and sustained action is required. VicHealth recognises the need for the development of credible, long-term health promotion strategies, which are informed by lived experience and community insight and are rigorously evaluated. Through building this body of evidence, VicHealth's investments can focus on the approaches that demonstrate real shifts in health outcomes.
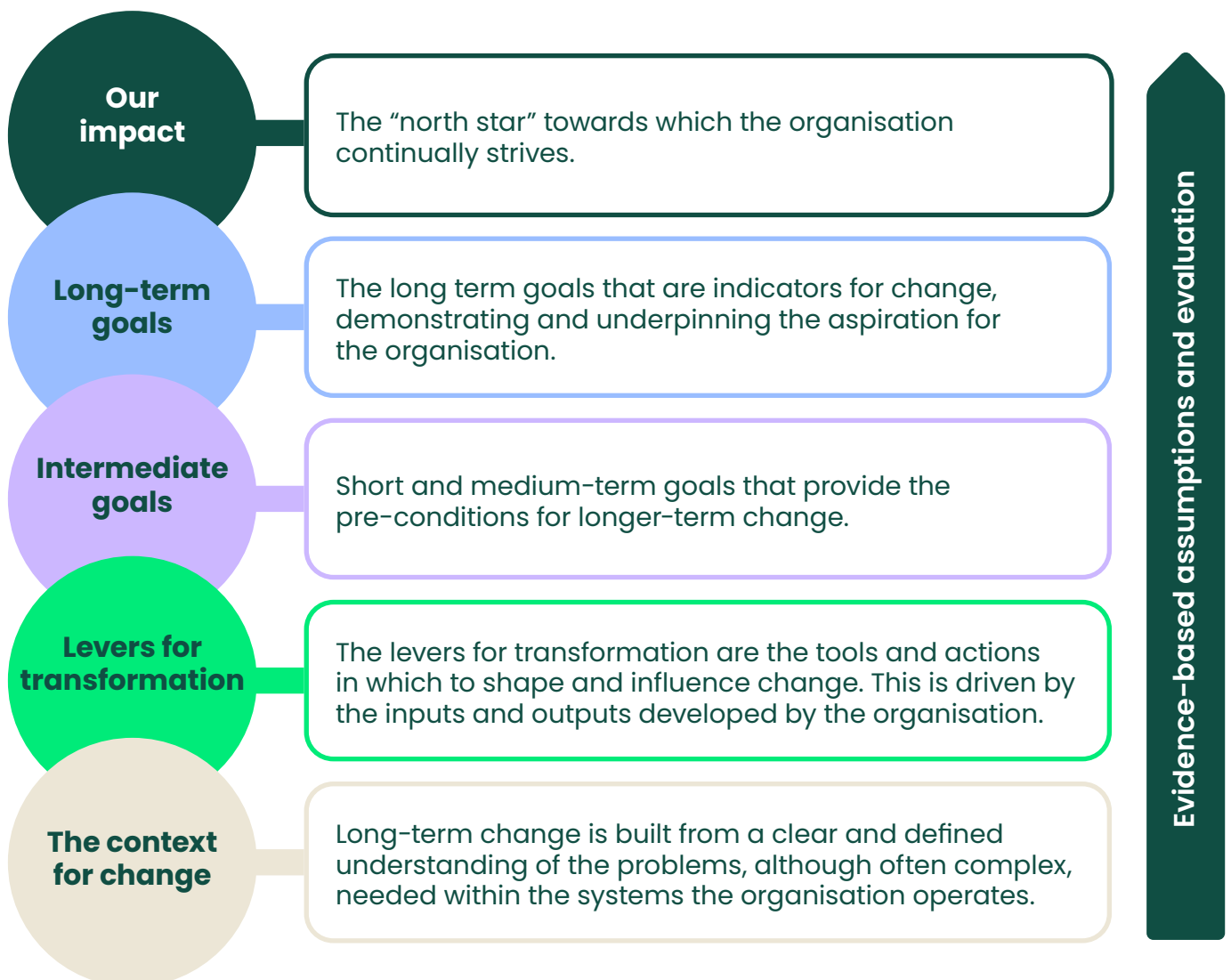
For long-term transformation, VicHealth will make an enduring commitment across its people, partnerships, policy, and programs.

This gives partners – and the communities VicHealth works with, for and alongside – the ability to co-invest the time, focus, and resources needed to create better health outcomes for Victorians.

While planning for the long-term, VicHealth Is also focussed on working towards meaningful and measurable short-term goals and priorities.

To support this principle, VicHealth will leverage and evolve a 'theory of change' – *the how and why change happens*. This is a framework that VicHealth will refine over time, based on data and evidence.

Theory of change framework

Our impact — The "north star" towards which the organisation continually strives.

Long-term goals — The long term goals that are indicators for change, demonstrating and underpinning the aspiration for the organisation.

Intermediate goals — Short and medium-term goals that provide the pre-conditions for longer-term change.

Levers for transformation — The levers for transformation are the tools and actions in which to shape and influence change. This is driven by the inputs and outputs developed by the organisation.

The context for change — Long-term change is built from a clear and defined understanding of the problems, although often complex, needed within the systems the organisation operates.

Evidence-based assumptions and evaluation

VicHealth evolution from strategic imperatives to a systems approach will be the foundation of action for the next 10 years
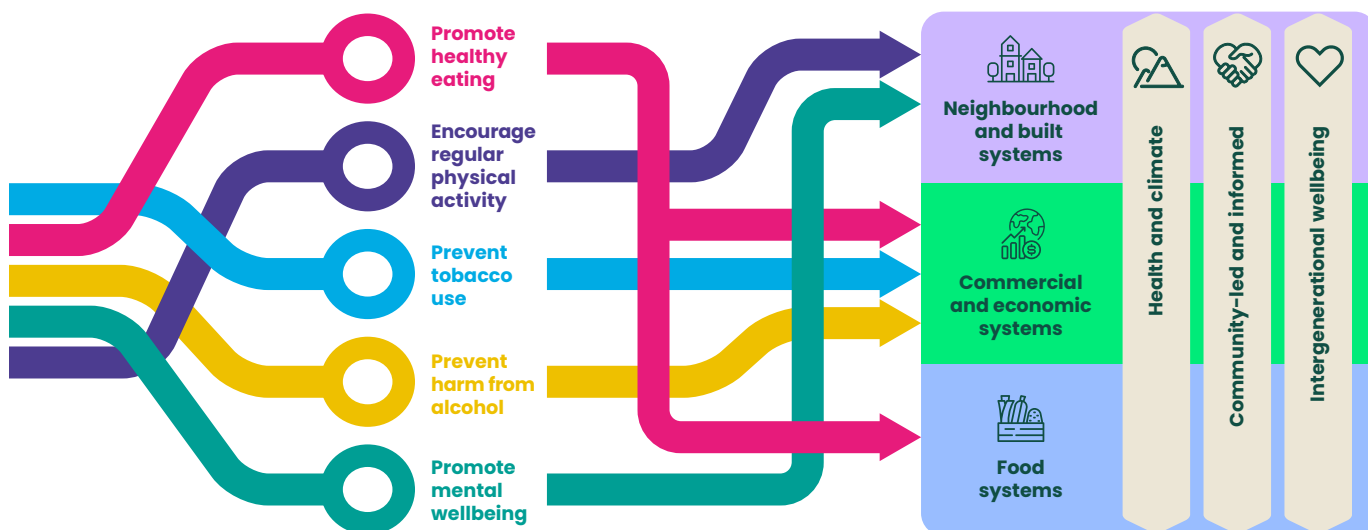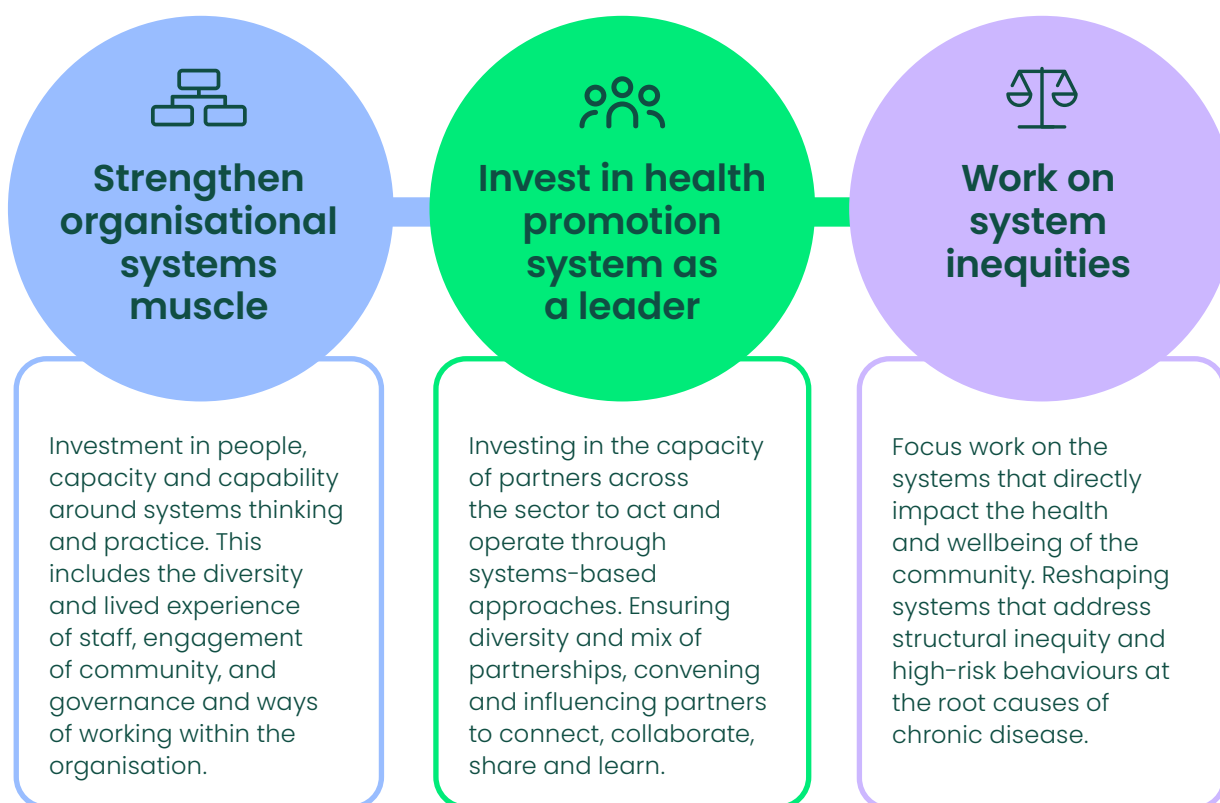

2. A systems approach

VicHealth's *Action Agenda for Health Promotion 2013–2023* was based on a framework with five strategic imperatives. These focussed on targeted issues, behaviours, determinants and/or risk factors aligned to delivering better health outcomes and acted as a valuable guide to shaping the investment and action of VicHealth. In the context of increasing complexity, VicHealth recognise the need to evolve this approach, shifting from a focus on the individual risk factors to taking a systems approach, with a prioritisation and targeting of systems that underpin the barriers to health equity.

All too often, government, health and community organisations have tried to solve complex health challenges with linear and/or targeted solutions. The systems approach recognises the many actors and factors shaping health and seeks to better understand and respond to multiple points of influence and impact.

"*VicHealth has built deep, place-based partnerships for the long-term. This helps us to focus on systemic change for those members of our community experiencing the greatest barriers.*"

Troy Edwards
Acting Chief Executive Officer,
Municipal Association Victoria (MAV)

A systems approach also relates to how VicHealth sees itself and its work, delivering action through three tiers:

Strengthen organisational systems muscle

Investment in people, capacity and capability around systems thinking and practice. This includes the diversity and lived experience of staff, engagement of community, and governance and ways of working within the organisation.

Invest in health promotion system as a leader

Investing in the capacity of partners across the sector to act and operate through systems-based approaches. Ensuring diversity and mix of partnerships, convening and influencing partners to connect, collaborate, share and learn.

Work on system inequities

Focus work on the systems that directly impact the health and wellbeing of the community. Reshaping systems that address structural inequity and high-risk behaviours at the root causes of chronic disease.

Over the next 10 years, VicHealth will use this approach to invest in:

• **strengthening its own systems** understanding, capability and action, that together will be more than the sum of its individual parts;

• **the health promotion system** as a steward and convenor, influencing resources, building capability and capacity, and bringing together action and conversations between different people from different sectors; and

• **reshaping systems** that influence better health outcomes for people and communities, including acting as an investor, bringing innovative funding approaches, and exploring different investment models that generate scale and broader health benefits.

This systems approach will leverage and build on investment in existing VicHealth focus sectors such as sports, arts, culture, research, and food, strengthening the relationships with these critical partners as channels of influence and action.

3. Embedded equity

This strategy has been developed in the context of increasing health inequity, where the communities facing the greatest barriers are experiencing the poorest health outcomes.[41] VicHealth is responding to this widening gap by embedding equity into everything it does.

41 Backholer K, Baum F, Finlay S, et al. Australia in 2030: what is our path to health for all? Med J Aust 2021; 214

4. Layered and reinforcing action

VicHealth works across a number of settings, sometimes with a narrow scope focussed on a certain issue or priority group, and at other times on wide reaching change that will impact the entire Victorian population. This work ranges from deep place-based partnerships built on long-term trust and insights with local communities experiencing complex barriers, to system-wide influence with regional, state, and federal governments, partners, and sector stakeholders. This work gives us the opportunity to learn from and contribute to many layers of action.

The benefit of this multi-pronged approach is that action and influence at each layer are connected and mutually reinforcing, magnifying the overall impact. As an agency, VicHealth can align actions across and between settings and work at different scales to maximise impact.


Local

VicHealth will work closely with local communities facing complex barriers, either directly with community members, or with local agencies and partners and/or local government. Through programs, technical support, and capability building, VicHealth can support long-term, place-based, and systemic approaches in communities to tackle inequities.

Regional

Using local insights, VicHealth will collaborate with regional health services and government health agencies (i.e. Victorian Local Public Health Units) to strengthen its data. This will support better understanding of the impact of VicHealth's health promotion and prevention action.

State

To achieve broad impact for all Victorians, VicHealth will work closely with the State Government, government departments and agencies, and the wider health promotion sector. This includes research, programs, policy and advocacy and state-wide campaigns over issues, opportunities and or systemic inequities impacting the health and wellbeing of people and communities.
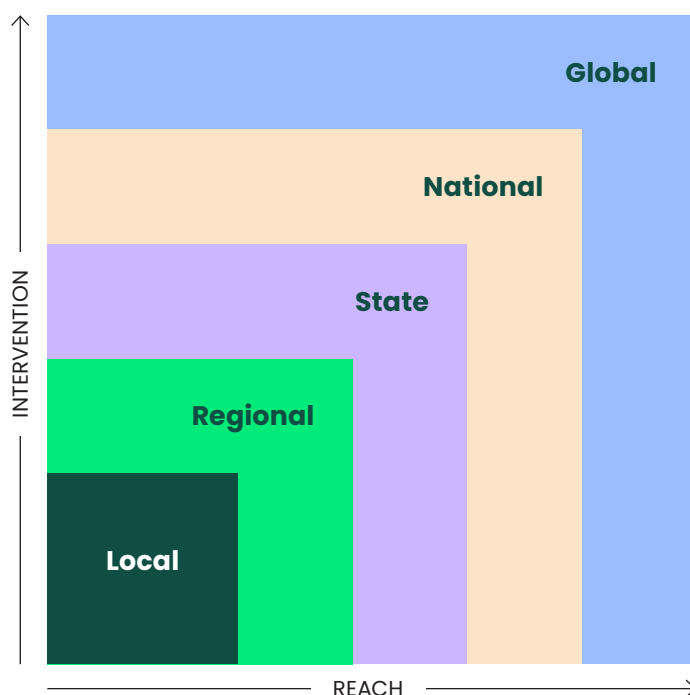
National

While a state-based agency, VicHealth recognises that federal policy and legislation affects the lives of Victorians. By working with Federal Government agencies and departments, VicHealth will advocate and influence policy and legislation that relates to health equity and outcomes. VicHealth will also engage and share learnings with its national counterparts, progressing health promotion and prevention practice at scale.

Global

Victoria's health, commercial, built and food systems contribute to a connected global society and economy. VicHealth has a responsibility, and opportunity to share and benefit from best practice knowledge around innovative and emerging health promotion practice.

VicHealth will commit to global partnerships that benefit Victorians through the learnings and work of others, contribute to international science and best practice, and take Victorian expertise and innovation to the national and global stage.

Bringing the
strategy to life

"*Partnerships have always been a fundamental part of how VicHealth operates. The fact these remain so central to the future direction will enable us together to scale impact and value for the Victorians we support.*"

Emiliano Zucchi
Chief Executive Officer, Ethnic Communities' Council of Victoria

Balancing foresight and agility

Transforming the health and wellbeing of Victorians is a complex challenge that's going to take time. This 10-year strategy is VicHealth's commitment to creating real and lasting change.

It sets the framework to guide the organisation over the coming decade. The details to bring it to life will change as communities, technology and society evolves. VicHealth will develop several Action Plans over the course of the strategy outlining the further priorities and actions over key timeframes.

VicHealth's 10-year strategy and supporting Action Plans will stay agile and focussed, without losing sight of the long-term aspirations for Victorians.

Action Plan 1 – 2023-24 (1-year): Transition.

This transition year provides VicHealth the opportunity to complete and evaluate existing investment, alongside developing the detail on the next phase of investment and action.

Action Plan 2 – 2024-28 (4-years): Build Momentum.

This is a time for development, investment, and action. Building momentum Is about developing the right programs and investments for the long term and building on VicHealth's understanding of systemic barriers to better health and innovation for transformative change.

Action Plan 3 – 2028-32 (4-years): Advance.

This strategic period will focus on developing longer-term evidence of transformative change, scaling the work of VicHealth and its partners.

Action Plan 4 – 2032-33 (1-year): Evolution.

This final year is a critical point in the strategy. It is VicHealth's opportunity to showcase its progress towards long-term aspirations, reflect on the previous 10 years and set its focus for the next strategy.

VicHealth's work in a global context

Global innovation, practice and aspirations have played an important role in shaping this strategy. While VicHealth's remit remains the health and wellbeing of Victorians, it recognises the increasing interconnections and potential co-benefits a modern global society brings.

VicHealth will contribute to and learn from the global health promotion conversation and align its work to global frameworks. For example, this strategy connects to goals in the United Nations Sustainable Development Goals (UN SDGs), which are designed to achieve a healthier, more prosperous, and sustainable planet that leaves no one behind.[42]

With 17 Goals and 169 Targets, the UN SDG framework is interconnected through the multiple, complex systems that address barriers to better outcomes in poverty, health, equity, justice, and environment.

This strategy is set to significantly contribute to Victoria's progress in the achievement of **SDG Target 3.4 'Reduced by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being'**.

By advancing health promotion knowledge and practice, VicHealth hopes that the positive impact of this strategy will also reach beyond Victoria's borders and for its effects to last well beyond the next 10 years.

---

[42] United Nations (2015); Sustainable Development Goals; https://sdgs.un.org/goals

What does this strategy mean for you?

VicHealth has a broad range of stakeholders, each of whom will read this strategy from a different perspective. To aide with the search for "what does this strategy mean for me?" the following section maps key take-aways for each major stakeholder group.

VicHealth commits to continuing to practice good governance in its financial sustainability and stewardship, decision-making, accountability, risk management, systems, organisational structure, reputation, and ways of working. This will continue to ensure that VicHealth is effective, delivers value for money and is accountable as an organisation.

People living in Victoria

- Staying true to its remit as the state-wide agency, your health remains at the centre of all VicHealth decisions.

- Some of VicHealth's work will create impact for everyone (e.g. policy change and mass social marketing) and some of this work will focus where systems create the greatest barriers to good health.

- VicHealth will evolve its work to look at the systems that surround you (in particular those relating to your food, your neighbourhood, and economic conditions) and how the environment supports you achieving good health.

- For many people, the greatest contributor to preventable death and reduced quality of life will be chronic disease. This strategy is focussed on preventing chronic disease and reducing the burden on the Victorian healthcare system and economy, so that it is better able to support all Victorians.

- VicHealth recognises that much of the current decision-making power is unequally distributed and this strategy seeks to create opportunities for you to be involved in designing and determining your future and share your voice and lived experience.

- VicHealth has purposefully embedded strategic lenses in this strategy that ensure that what it does today does not worsen things tomorrow, including, but not limited to, impacts related to climate change, wellbeing, and community leadership.

VicHealth partners

- VicHealth's model is only possible through its partnerships, and our existing and future partners from across sport, arts, culture, research, community, and food will be critical in executing this new strategy.

- As VicHealth evolves to a systems-led approach, the language around our partnerships will change, however, these remain central and critical to the organisation's actions. VicHealth wants to deepen these connections and will seek to ensure every partnership is collaborative and outcome focussed. The organisation will need the arts and cultural sector, the sports sector, alcohol and tobacco advocacy partners and others just as much if not more than before. Existing partners provide critical capability, capacity, and networks, without which VicHealth could not achieve the aspirations of this strategy.

- Throughout this strategy VicHealth will require input from each of the existing and future partners in how to shift programs, initiatives and funding into this new systems framing. It will require partners to co-design how they can work with VicHealth together to bring this thinking to life.

- This strategy has five levers, which detail *how* the strategy will come to life, and one of these is 'Partnerships'. There is opportunity for continued partnerships, reshaped partnerships, and new partnerships.

- The voice and lived experience of our existing and future partners and their connection to communities will continue to be a critical part of how we work, strengthen practice, and innovate.

"We have and continue to value a strong partnership with VicHealth, which has already led to more than a decade of research and advocacy focused on creating healthy and safe communities by preventing alcohol harm. This includes a significant focus on the social and commercial determinants that contribute to alcohol harm."

Caterina Giorgi
Chief Executive Officer, Foundation for Alcohol Research and Education (FARE)

"The next 10 years provides great opportunity for partnerships between VicHealth and the sports sector. Through the sustained, long-term investment in our partnership we will continue to innovate together for healthier communities, whether it be through encouraging greater participation or through the environments that we enable, creating culturally safe and inclusive settings and spaces for physical activity."

Lisa Hasker
Chief Executive Officer, Vicsport

"VicHealth is a long-term, major partner and funder of Quit Victoria. Together, through investment, research, policy, public education and campaigns, we can build on our already powerful shared legacy, face emerging challenges from harmful industries and continue to reduce the health, social and economic harms caused by tobacco and e-cigarettes in Victoria."

Matthew Scanlon
QUIT Director

The health promotion sector

- VicHealth commits to continuing to push the envelope in pursuit of transformative change.

- To scale the impact of this, not only will VicHealth be focussed on the 'what' of its work, but also the 'how' it is done.

- By trialling and testing innovative approaches and evaluating them, VicHealth will build evidence as to what works in the Victorian context and may be useful elsewhere.

- VicHealth will seek to be a convenor and capability builder within and for the sector, influencing resources, building capacity, and bringing together action and conversations between different people from different contexts.

- For health practitioners outside of Australia, you will see VicHealth's work as the organisation aligns to and joins global conversations. Where relevant, work will be mapped to the United Nations Sustainable Development Goals, and VicHealth will retain its coveted membership with World Health Organisation. All of this is done in acknowledgment of our ever-connected global society and in pursuit of transformational shifts in health outcomes for everyone, no matter where they are born.

- This strategy itself is a contribution to the health promotion sector, and a conscious effort has been made to explain the frameworks underpinning the strategy, so that others seeking systems-change in health promotion may borrow from and localise the approach.

Government

- For local government: VicHealth looks forward to continuing its deep, place-based partnerships as it invests long-term for those communities facing the greatest barriers to good health. This will involve building on existing partnerships and creating new ones. VicHealth can complement the work of local government through its power to convene, provide technical capability, contribute to funding, and evaluate impact.

- For state government: VicHealth will continue to be a trusted advisor and partner, contributing to state policy and action related to health promotion and prevention. VicHealth will continue to use its investment to deliver better health outcomes for Victorians, and to decrease the burden of preventable health conditions for government, demonstrating the high return on investment of prevention.

- For federal government: VicHealth recognises that what happens at a federal level influences and impacts Victorians. VicHealth will be a trusted voice for the sector and Victorians communities, influencing and informing federal policy and action for better, fairer health outcomes.

"*Bendigo Foodshare has demonstrated through partnership and action how we can address multiple barriers within our community. The Grow, Cook, Share food hub is a partnership between VicHealth, young people, City of Greater Bendigo, community organisations such as Neighbourhood Collective Australia, Regional Victorians of Colour and Access Australia, as well as many local farms, creating a much-needed food precinct in our area. It brings together producers and sellers, community members and cultural leaders. It is a vibrant, inclusive space that provides access to locally grown, healthy, culturally appropriate, and environmentally sustainable food. It is a community-led program that recognises the wider benefits to health, climate, and community connection.*"

Michelle Murphy
Chief Executive Officer, Bendigo Foodshare

The not-for-profit and community sector

- As VicHealth evolves its approach to one of systems, existing and future partnerships will be needed in order to holistically address inequities.

- Victoria's demographic landscape is rapidly shifting, and with our population reflecting the global majority, it is increasingly important that VicHealth partners with organisations that have authentic connections to various communities. This means VicHealth will partner with established organisations that have strong community roots, having existed for decades, as well as welcome opportunities with newer organisations, reflecting the change in Victoria.

- The strategy has also been formed to clearly articulate what VicHealth will not do, and therefore other partnership opportunities may arise across the Not-for-Profit sector, to enable VicHealth to not play a direct role, and instead retain focus on the vision and aspirations of this strategy.

"Building the capacity of young arts leaders and projects that are co-designed with communities, is something we value deeply, and know will have benefits for the mental, social and physical wellbeing of communities doing it hardest. Our partnership with VicHealth has offered Footscray Community Arts the opportunity to collectively brainstorm possibilities, plant seeds for collaborations, exchange learnings, and strengthen relationships across our sector to support the health and wellbeing."

Asha Bee Abraham
Acting Co-CEO,
Footscray Community Arts Centre

References

Australian Bureau of Statistics (2018); Chronic conditions; https://www.abs.gov.au/statistics/health/health-conditions-and-risks/chronic-conditions/latest-release

Australian Bureau of Statistics (2021); Smoking; https://www.abs.gov.au/statistics/health/health-conditions-and-risks/smoking/latest-release

Australian Institute of Health and Welfare (2022); Chronic conditions and multimorbidity; https://www.aihw.gov.au/reports/australias-health/chronic-conditions-and-multimorbidity

Australian Institute of Health and Welfare (2019); Disease expenditure in Australia 2019-20; https://www.aihw.gov.au/reports/health-welfare-expenditure/disease-expenditure-in-australia-2019-20/contents/summary

Australian Institute of Health and Welfare (2022); Deaths in Australia; https://www.aihw.gov.au/reports/life-expectancy-death/deaths-in-australia/contents/leading-causes-of-death

Australian Institute of Health and Welfare (2018); Australia's Health 2018, Culturally and linguistically diverse populations; https://www.aihw.gov.au/getmedia/f3ba8e92-afb3-46d6-b64c-ebfc9c1f945d/aihw-aus-221-chapter-5-3.pdf.aspx#:~:text=2009).,born%20individuals%20(Shawyer%20et%20al

Australian Institute of Health and Welfare (2021); Australia's youth: mental illness; https://www.aihw.gov.au/reports/children-youth/mental-illness

Australian Institute of Health and Welfare (2021); Australia's youth: mental illness; https://www.aihw.gov.au/reports/children-youth/mental-illness

Australian Institute of Health and Welfare (2022); Determinants of health for Indigenous Australians; https://www.aihw.gov.au/reports/australias-health/social-determinants-and-indigenous-health

Australian Institute of Health and Welfare (2022); Health system spending per case of disease and for certain risk factors; https://www.aihw.gov.au/reports/health-welfare-expenditure/health-system-spending-per-case-of-disease-and-oth/contents/about

Australian Institute of Health and Welfare (2022); Rural and remote health; https://www.aihw.gov.au/reports/rural-remote-australians/rural-and-remote-health

Australian Institute of Health and Welfare (2022); People with disability in Australia; https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/health

Backholer K, Baum F, Finlay S, et al. (2021); Australia in 2030: what is our path to health for all?

Davidson P, Bradbury B, Wong M (2020); Poverty in Australia 2020: Part 2: Who is affected?; ACOSS / UNSW Poverty and Inequality Partnership Report No. 4

Diabetes Victoria and Ethnic Communities' Council of Victoria (2022); Chronic Disease Prevention in Multicultural Communities

Khatri, R.B., Assefa, Y (2022); Access to health services among culturally and linguistically diverse populations in the Australian universal health care system: issues and challenges; BMC Public Health 22, 880; https://doi.org/10.1186/s12889-022-13256-z

Machado, P. P., Steele, E. M., Levy, R. B. et al (2019); Ultra-processed foods and recommended intake levels of nutrients linked to non-communicable diseases in Australia: evidence from a nationally representative cross-sectional study; BMJ open, 9(8), e029544; https://doi.org/10.1136/bmjopen-2019-029544

Naughtin C, Hajkowicz S, et al. (2022); Our Future World: Global megatrends impacting the way we live over coming decades

ReachOut (2019); New survey by ReachOut and Student Edge reveals number of students anxious about climate change; https://about.au.reachout.com/blog/new-survey-by-reachout-and-student-edge-reveals-number-of-students-anxious-about-climate-change

Schofield D, Shrestha RN, Cunich MM, et al. (2015;); Economic costs of chronic disease through lost productive life years (PLYs) among Australians aged 45– 64 years from 2015 to 2030: results from a microsimulation model; https://bmjopen.bmj.com/content/bmjopen/6/9/e011151.full.pdf

Steering Committee for the Review of Government Service Provision (2020); Overcoming Indigenous Disadvantage: Key Indicators 2020

The State Government of Victoria (2021); Current outcomes for LGBTIQ+ Victorians; https://www.vic.gov.au/pride-our-future-victorias-lgbtiq-strategy-2022-32/current-outcomes-lgbtiq-victorians

The State Government of Victoria (2021); Gender equality in health and wellbeing; https://www.vic.gov.au/gender-equality-health-and-wellbeing

Thomas, S.L., Bestman, A., Pitt, H. *et al.* (2018); Young people's awareness of the timing and placement of gambling advertising on traditional and social media platforms: a study of 11–16–year–olds in Australia; https://doi.org/10.1186/s12954-018-0254-6

United Nations (2015); Sustainable Development Goals; https://sdgs.un.org/goals

United Nations (2015); Sustainable Development Goals; https://sdgs.un.org/goals/goal3

United Nations (2020); Ten impacts of the Australian Bushfires; https://www.unep.org/news-and-stories/story/ten-impacts-australian-bushfires

VicHealth (2013); VicHealth Action Agenda for Health Promotion 2013-23

VicHealth (2015); About Fair Foundations and promoting health equity A resource to support Fair Foundations: The VicHealth framework for health equity

VicHealth (2020); Aussie kids at risk as harmful digital marketing grows; https://www.vichealth.vic.gov.au/media-and-resources/media-releases/harmful-industries-going-under-the-radar

VicHealth (2021); Gender equality, health and wellbeing; https://www.vichealth.vic.gov.au/media-and-resources/publications/gender-equality-health-and-wellbeing-2021

Victorian Agency for Health Information (2020); The health and wellbeing of the lesbian, gay, bisexual, transgender, intersex, and queer population in Victoria: Findings from the Victorian Population Health Survey 2017

Victorian Department of Environment, Land, Water and Planning, VDELWP (2016); Victoria's Climate Change Adaptation Plan 2017 – 2020

Victorian Department of Health (2022); Aboriginal and Torres Strait Islander Victorians; https://www.health.vic.gov.au/chief-health-officer/aboriginal-and-torres-strait-islander-victorians

VicHealth thanks and acknowledges all the individuals, organisations and stakeholders who provided valuable insights to deliver this meaningful, evidence-based roadmap for health promotion.

VicHealth

VICTORIA
State
Government