

# Board Pack

Aged Care Workforce Industry  
Council (ACWIC)  
Chair

March 2021

PRIVATE & CONFIDENTIAL



# Context

## Overview

The Aged Care Workforce Industry Council was legally constituted 17 May 2019 with the objective to lead the implementation of Australia's Aged Care Workforce Strategy – A Matter of Care.

The Council itself represents delivery on Strategic Action 14, to lead the industry and the workforce to transition to new standards.

## Common Purpose

The Council recognises a significant opportunity to reshape how Australia views aged care – as an increasingly relevant sector that will undoubtedly be a social and economic driving force for the country now and into the future.

Embedding long-lasting cultural change is fundamentally about inspiring people to act differently. The Council shares a vision for the workforce Australia deserves to support better aged care now and into the future. The Directors of the Council are looking to be disruptive and think in a manner that challenges the status quo – and to address issues that for too long have remained unresolved.

The Council, empowered by the Strategy, provides an opportunity to lift the conversation and address those strategic impediments to the Aged Care sector being world class in its delivery of aged care. Consumers and their families should feel confident and assured in choosing to use these services, and the diverse workforce should feel proud to be employed here.



# Mission and Values

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## Ethos

The ethos - Collaboration

- The Council recognises collaboration is essential for the industry to be open to engagement with the parties that manifestly share in having a respected, skilled and well supported workforce.

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## Vision

To develop a world-class, workforce that can provide quality and skilled aged care services which meets the care needs of older Australians now and into the future. This vision is underpinned by the Council's statement of success:

“As a unified leadership group, we will implement Australia's Aged Care Workforce Strategy. All older Australians should have equitable access to aged care services providing the dignity to age well, in place. We will invest in our workforce to support them to deliver on these expectations, so they can be proud of the communities they represent across Australia.”

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## Purpose

The Council's purpose is to provide a unified Industry-led body to oversee, coordinate and sequence the implementation of 'A Matter of Care – Australia's Aged Care Workforce Strategy'.

By working in partnership with Industry, Government, consumers and employees, the Council will ensure that the 14 Strategic Actions and supporting recommendations of the Strategy are embedded across the whole aged care sector.

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## Priorities

As they work towards their vision, they reinforce and promote six core priorities:

- **consumer focused** – anticipating, monitoring, and responding to the needs of aged care consumers through feedback and continuous improvement
- **promote cultural change** – advancing and embedding change attitudes to aged care
- **enhanced workforce sustainability** – creating a qualified, skilled workforce that operates in an environment that is professionally rewarding and invested in its future
- **consistent standard of care** – implementing a voluntary code of practice that defines industry's consumer promise, standards, workforce practices and commitment to quality and safety;
- **a remote approach** – establishing a remote accord that supports the aged care sector to develop tailored solutions in response to community needs
- **targeted research** – establish an Aged Care Centre for Growth and Translational Research to provide empirical data to industry to support informed improvements.



# The opportunity – Independent Chair

The role of ACWIC Chair provides a significant opportunity for a credentialed individual to drive social change in an industry where senior female leadership is essential – supporting a predominantly female workforce and providing inspiration to people that have the opportunity to follow in the footsteps of their leaders.

We believe it is important given the makeup of the workforce and who we are looking to attract and retain that the Chair is someone the workforce will look to and respect.

## Overview

The Council would expect the independent Chair to:

- Set the tone for the Council, including the common purpose and ethos
- Chair the Council meetings efficiently and shaping the agenda in relation to goals, strategy, budget and Business Model performance
- Obtaining appropriate information to present to the Council
- Encouraging contributions by all Council Members and seeking consensus when making decisions
- Overseeing the process for appraising Council Members individually, and the Council as a whole
- Selection of Council Members (where required)
- Engage with the Council's senior stakeholders (as identified in the Implementation and Engagement Plan)
- Undertake public speaking events
- Represent the industry as its public figurehead



# Key selection criteria

The attributes Council seeks:

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## Professional:

- Board or CEO experience in the broadly defined Human Services or Social Services sectors
- The successful individual will have a proven track record and thus will be able to readily gain the respect of the sector, as well as that of Government, peak bodies, and unions
- Sound governance focus and proven experience as an effective Chair, with demonstrable experience in management and leadership roles that have engaged with government and corporate entities
- Ability to understand, respond to and operate within a changing policy and legislative framework; whilst being able to drive value for money in a constrained funding environment
- Experience in managing a diverse and complex group of stakeholders
- Experience in dealing with media
- Understanding of key reform strategies in the sector, including the impact of funding and financing reform, care at home, and key sector reviews, with the ability to translate into meaningful deliverables for the sector
- Ability to traverse the current political landscape, including the Royal Commission into Aged Care, together with numerous regulatory and service delivery reviews underway
- The ability to garner broader community and media support.

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## Personal:

- Gravitas and standing: a well-known and well-respected person of significant gravitas and standing in business and/or government
- Networks and influence: a broad network of contacts
- Informed judgement: the ability to provide wise, thoughtful counsel; to analyse and ask relevant questions at the strategic level
- Integrity: persons of the highest integrity and ethical standards who will actively uphold such standards when representing the Council
- Trust and commitment: respect and openness for the views of others, encouraging open discussions and commitment to enable the Council to work with industry, government and the community.



## Council - Directors

The Council brings together, for the first time, provider CEOs, an employee nominee & a consumer nominee – who together will lead structural change across the industry.

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### **Melissa Coad, United Workers Union**

Melissa is the Strategic Stakeholder Management Coordinator at United Workers Union. Melissa has worked at United Workers Union (formerly United Voice) for 12 years, and during this time she has had a number of senior roles.

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### **Graham Dangerfield, Bapcare**

Graham is the CEO of Bapcare Ltd and Bapcare Affordable Housing since 2013. Graham brings over 25 years' experience across various industries, in for-profit and not-for-profit, and is driven by his belief in the unique value of each person, and a passion for social enterprise.

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### **Sandra Hills OAM, Benetas**

Sandra is the CEO of leading Victorian aged care provider Benetas, having joined 2009. Sandra brings extensive experience in government and the not-for-profit sector. Her qualifications span nursing, psychology, research and business management. Sandra was acknowledged for her service to aged care and promoting women in the workplace with a Medal (OAM) of the Order of Australia in the General Division, in the 2017 Queens Birthday Honour List.

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### **David Maher, Catholic HealthCare**

David has been the Managing Director for Catholic Healthcare since 2010. David was previously the GM of Catholic Healthcare's hospital division. David brings over 30 years' of experience gained in public, private and not for profit sectors, and in all facets of health and aged care.

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### **John McCallum, National Seniors Australia**

John is the CEO of National Seniors Australia. John has a lengthy and illustrious career in research relating to health and ageing, along with senior management roles in universities and national research organisations.

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### **Lucy O'Flaherty, Glenview**

Lucy has been the CEO with Glenview Community Services since 2012. As the Winner of the 2019 Telstra Tasmanian Business Woman of the Year, Lucy brings significant experience in the areas of sector reform having led large teams through a range of industry and legislative changes.

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### **Graeme Prior, Hall and Prior**

Graeme is the co-founder and CEO of Hall & Prior. Founded in 1992 with a single family-owned nursing home, under Graeme's leadership Hall & Prior has expanded to include 25 'centres for healing' across Australia offering world-class care, amenities and cutting edge aged care programs, servicing 1,600 aged care residents and employing 2,100 permanent staff.

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### **Cathy Thomas, BlueCare**

Cathy has been with Blue Care since 2012 and leads Aged Care and Community Services across Queensland and the Northern Territory. This includes the iconic brand of Blue Care and Australian and Regional Remote Community Services (ARRCS) in the Northern Territory.

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### **Ian Thorley, Estia Health**

Ian is the CEO and Managing Director of Estia Health. Prior to that he was their COO. He is an accomplished senior leader with over 30 years' health and aged care experience. His executive experience includes CEO and COO roles in large aged care groups, acute private hospital groups and diagnostic services.

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### **Tomas Chubb, Allity**

Tomás is the CEO of Allity Aged Care. He has been involved with Allity since its formation in 2013, holding a number of roles including Chief Commercial Officer, Head of Strategy & Corporate Development and Non-Executive Director.

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# Council - Members

The Council has three independent members, who are equivalent to shareholders

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## **Dr Anne Jones**

Anne has been a senior leader across the vocational, higher and adult, community and further education sectors for over 16 years. Anne has extensive experience in leading on campus and workplace-based education delivery for many industry sectors – including aged care, with demonstrable expertise in establishing curriculum pathways, learning design and skills development. Anne has been responsible for vocational and higher education policy and strategy at Box Hill Institute, Victoria University, Chisholm Institute, including quality assurance and compliance oversight. Most recently, Anne has been engaged to undertake consulting and research activities based on her knowledge and experience in vocational and higher education.

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## **Ian Hardy AM**

Ian Hardy was Chief Executive of Helping Hand Aged Care in South Australia from 1990 to 2019. One of the state's largest aged care providers, Helping Hand built and piloted the first 'ageing-in-place' care facility in Australia and is well known for innovation in rehabilitation, hospital avoidance, mental health and social support services for older people. He is a former member of the Boards of the Northern Adelaide Medicare Local, the Repatriation General Hospital in Adelaide and the International Association of Homes and Services for the Ageing (Washington DC), and of the South Australian Ministerial Advisory Board on Ageing and the State Disability Advisory Board. He was a member of the Reference Group for the Commonwealth's Hogan Pricing Review of aged care and of the Australian Government's Ministerial Advisory Committee on Community Care.

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## **Professor John Hill**

Following a career as a schoolteacher, John became ALP state secretary 1994-1997, and member for Kaurana 1997-2014. John held several portfolios under South Australian Premiers Rann and Weatherill, most notably as Minister for Health for seven years. John retired from the Cabinet in 2013 and Parliament in 2014 and is now enjoying his third and 'encore' career as a member of various boards – including ACH Group, Bellberry Ltd, the SA Institute of Educational Leadership and the SALA Festival. John also chairs the University of South Australia's Sci/C/Ed Start-up Program Steering Committee.

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## Council - Deputy Chair

### Kevin McCoy

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Kevin McCoy was appointed CEO of Australian Unity's Independent and Assisted Living division in July 2017 and has the great fortune to represent almost 60,000 customers across the company's Indigenous, aged care, disability and healthcare services.

Kevin spends as much time as possible on the road visiting Australian Unity's customers and its 6,000 employees. He believes it's in the customer's home, retirement communities, aged care homes and the remote communities of the company's Indigenous customers that he truly understands how to make a difference in lives of those people who trust Australian Unity with their wellbeing.

He joined Australian Unity in April 2012. His previous roles included Chief Financial Officer and Group Executive – Strategic Business Development and Deputy CFO – positions that have seen him hold responsibility for the effective execution of strategic initiatives, treasury, capital management and organisation-wide performance measures.

Working with Australian Unity, Kevin successfully managed the merger with Grand United in 2005, the sale of the General Insurance business in 2007 and the merger with Big Sky Credit Union in 2012. Kevin's other major consulting clients included Westpac, where he managed the merger with St George in 2008.



# The role of Deputy Chair

The Deputy Chair plays a critical role to lead the implementation of the Strategy, supported by the Council Members.

Kevin McCoy, CEO, Australian Unity, was appointed as the Council's Deputy Chair on 27 May 2019. The expectation is that the Deputy Chair would remain the important link between the Council and the Business Model (management) but without necessarily preventing direct access of fellow Council Members.

The Deputy Chair has proven experience and expertise in large scale project and program transformations. Mr McCoy brings proven commercial experience across merger, integration and other transition projects, including aged care sector specific knowledge.

## Remuneration

Council Members (the directors, which includes the Deputy Chair and Company Secretary) are unpaid roles. And the time provided by these directors represents their investment to deliver the Strategy.

## Role Overview

The Deputy Chair has, to-date, provided considerable resources from his organisation. This has included his oversight of the Council Grant and financials, staffing resources to support the progress of strategic actions, personal engagement in high-level meetings, including at the Ministerial level, executive assistant support to the Council CEO, and legal support as part of addressing the Royal Commission.

The Council would expect the CEO to continue to work closely with the Deputy Chair to provide operational leadership to the Council. Both the CEO and the Deputy Chair would support the Independent Chair.

Specifically, the role of Deputy Chair would:

- Be the Council's spokesperson, if the Chair was not available, and would continue to have a role in assisting in managing stakeholders
- Assist with the selection of Council Members (where required)
- Evaluate the CEO's performance
- Establish and maintain an effective working relationship with the CEO and Secretariat
- Oversee, through the CEO, the effective functioning of the Business Model
- Review reporting to the Board and organisation performance
- Lead strategic planning for the organisation
- Review Board policies
- Ensure the Council meets its compliance and conformance obligations
- Oversee risk management and reporting on risk



# Chief Executive Officer

## Louise O'Neill

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Louise has over 18 years experience in the Australian Public Service, holding positions across health, disability and communications portfolios.

Louise started her career as a registered nurse, and brings a pragmatic reform-focused vision for aged care. She has a strong understanding of the dedication of so many aged care workers and is committed to providing the workforce with the recognition and opportunities it so deserves.

The health care needs of older Australians is an important issue for Louise. During her earlier years in the Department of Health, Louise was responsible for reviewing aspects of the end-to-end aged care system to inform future government policy. She played an integral role in designing the Living Longer Living Better reforms of 2012 including the Addressing Workforce Pressures measure. She led change management across aged care reforms, including internal and external stakeholder engagement.

With a Communications degree, an Executive Masters in Public Administration and her recent experience in leading National Disability Insurance Agency (NDIA) negotiations on mainstream interface issues, including health and mental health, Louise is the perfect fit for the Council in her current role as CEO.



# Governance

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## Structure

ACWIC is a not-for-profit organisation registered with the Australian Charities and Not-For-Profit Commission (ACNC)

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## Composition

The Board currently comprises 11 Directors and 3 Members. The Board of Directors are now seeking to appoint their inaugural Chair.

There are no formal committees as yet however, working groups have been established to deliver on all Strategic Actions. As the Council is growing, there is a need for a committee to oversee and monitor risk and finance to be established.

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## Tenure

Three years

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## Board Meetings

Board meetings are held monthly board meetings, with a minimum of 10 required to be held per year. The appointed Chair would chair these meetings.

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## Meeting Dates

Board meetings will usually be held on the 4<sup>th</sup> day of every month or the first Thursday. The dates for the remainder of 2021 are:  
Thursday, May 6th  
Thursday, June 10th  
Thursday, July 8th  
Thursday, August 5th  
Thursday, September 2nd  
Thursday, October 7th  
Thursday, November 4th  
Thursday, December 2nd

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## Remuneration

As a paid role, the independent Chair is expected to be a high-profile individual from outside the aged care industry but may draw upon broader human care services experience.

The role has a total annual remuneration package of \$150,000.



## Further information

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Aged Care Workforce Industry Council (ACWIC) website

<https://acwic.com.au/>

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ACWIC work and programs

<https://acwic.com.au/our-work/>

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Aged care industry

<https://acwic.com.au/our-industry/>

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ACWIC registered information

<https://www.acnc.gov.au/charity/32558b15301edfa5776ab1651a76ffe#financials-documents>

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ACWIC in the news

[PM outlines plans to overhaul aged care sector after release of royal commission report | ABC News – YouTube](#)

<https://www.health.gov.au/ministers/senator-the-hon-richard-colbeck/media/aged-care-voluntary-industry-code-of-practice>

<https://www.theweeklysource.com.au/aged-care-workforce-council-to-drive-social-change-campaign-to-change-perception-of-aged-care-with-acsa/>

<https://lasa.asn.au/next-gen-news/louise-oneill-acwic/>

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For more information



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