

TABLE OF CONTENTS

1. MESSAGE FROM THE CHAIR OF THE BOARD	1
2. MESSAGE FROM THE GENERAL MANAGER	2
3. OVERVIEW OF THE AGENCY	3
MISSION STATEMENT.....	3
VISION STATEMENT	3
FUNCTIONS	3
AGENCY STRUCTURE	4
REPORTING LINKS	5
4. 1999/2000 ACHIEVEMENTS.....	6
ACCREDITATION	6
<i>Preparing for Accreditation</i>	<i>6</i>
<i>Accreditation Process</i>	<i>7</i>
<i>Applications</i>	<i>8</i>
<i>Desk and Site Audits.....</i>	<i>8</i>
<i>Accreditation Outcomes</i>	<i>8</i>
<i>Reconsideration.....</i>	<i>8</i>
RISK MANAGEMENT STRATEGIES.....	9
<i>Support Contacts</i>	<i>9</i>
<i>Review Audits.....</i>	<i>9</i>
EDUCATION AND TRAINING	10
<i>Assessor Readiness</i>	<i>10</i>
<i>Information for Consumers.....</i>	<i>10</i>
<i>Information for Providers</i>	<i>11</i>
<i>Information for Related Organisations</i>	<i>12</i>
<i>Consultation.....</i>	<i>12</i>
5. MANAGEMENT AND ACCOUNTABILITY	13
MANAGEMENT PRACTICES	13
<i>Management Approach</i>	<i>13</i>
<i>Quality Processes.....</i>	<i>13</i>
ACCOUNTABILITY	14
<i>Feedback Mechanisms.....</i>	<i>14</i>
<i>Complaints.....</i>	<i>14</i>
HUMAN RESOURCES.....	15
<i>Human Resource Management.....</i>	<i>15</i>
<i>Workforce planning</i>	<i>15</i>
<i>External Assessor Workforce</i>	<i>16</i>
<i>Occupational Health and Safety.....</i>	<i>16</i>

6. DIRECTOR'S REPORT	17-32
7. AREAS FOR IMPROVEMENT	33
ACCREDITATION	33
EDUCATION AND COMMUNICATION.....	33
8. OUTLOOK IN 2000/2001	34
AGENCY LESSONS	34
INDUSTRY LESSONS.....	34
COMPLIANCE.....	34
EDUCATION	34
9. ATTACHMENTS.....	35
ATTACHMENT ONE: AGENCY BOARD OF DIRECTORS, 1999/2000	35
<i>Chairman</i>	35
<i>Directors</i>	35
ATTACHMENT TWO: MEMBERS OF THE AGENCY EXECUTIVE 1999/2000.....	38
ATTACHMENT THREE: AGENCY CONTACT DETAILS	40
<i>National Office</i>	40
<i>State Offices</i>	40
<i>Agency web-site: www.accreditation.aust.com</i>	42
ATTACHMENT FOUR: PERFORMANCE RESULTS	43

Figures and Tables

Figure 1: Organisation Chart	4
Table 1: Accreditation Process and Timing	7
Table 2 : Accreditation Decisions	8
Table 3 : Agency Values	13
Table 4 : Satisfaction with Site Audit and Report	14
Table 5: Agency Staffing at 30 June 2000	15
Table 6: Agency Assessor Staff, 1999/2000.....	15

1. MESSAGE FROM THE CHAIR OF THE BOARD

The Board of the Aged Care Standards Agency has faced the challenge of overseeing a new system of accreditation for residential aged care services. While much of 1998/99 was spent establishing the Agency's strategic direction and developing the processes and infrastructure to support accreditation, 1999/2000 has seen accreditation become fully operational.

The challenge has been significant. At the forefront has been the need to design an accreditation system and associated infrastructure that could manage the assessment of some 3000 services, and that could accommodate the large variations in service size, location, target group and standard of care. Principles of openness, accountability and value for money have underpinned the design process.

As a Board, we believe that the first year of accreditation has seen many positive outcomes for the Agency, the industry and most importantly, residents and their families.

There is evidence both in the willingness with which the majority of the industry has embraced the principles of accreditation, and the strong performance of many individual participating services, that high quality care is being provided and is being continuously improved for the benefit of residents. The industry should be justifiably proud of its achievements and progress.

The Board of the Agency has been pleased to be able to contribute to an improvement in quality for the benefit of residents. At the same time, we have been conscious that quality improvement needs to be sustainable both for industry and government. The Board has closely scrutinised the Agency's financial performance in the course of the year, and believes that the infrastructure and policies that are within the Board's responsibilities minimise financial impact while delivering quality of care objectives.

On a personal note, it is with great pleasure that I have chaired the Agency Board since its inception in late 1997. I would like to take this opportunity to thank members of the Board, Agency staff and industry representatives for the support, service and commitment to quality they have shown over the past 2 years. I would also like to thank the Minister for Aged Care and staff of the Department of Health and Aged Care for the support and encouragement they have provided to the Board and the Agency.

I believe that the new system of accreditation will see significant improvements in the quality of care provided to residents of aged care facilities that will be sustained and continuously improved over time.



Penny Flett
Chairman

2. MESSAGE FROM THE GENERAL MANAGER

1999/2000 has been both a challenging and rewarding experience for Agency staff, and myself and for many residential aged care providers, their residents and families.

The most significant achievement in the year has been the successful commencement of accreditation. By the end of the reporting period, more than 2,500 services had been visited by aged care quality assessors, either for the purpose of accreditation or to assess their performance against the relevant Aged Care Standards. 971 services had achieved accreditation for a three-year period.

The Agency closely scrutinised its own readiness and performance during the period. The number and functions of Agency administrative staff, assessors and contract assessors were examined to ensure the Agency's functions were being supported in the most cost-effective and efficient way. The delivery of streamlined, consistent processes was supported by the Accreditation Management and Information system, phase one of which was launched in March 2000.

The Agency's financial performance during the year has been steady, concluding the year with an operating surplus.

As an organisation committed to its own process of continuous improvement, challenges emerged that were, or will be addressed. The process of accreditation identified areas for improvement. Those that were minor in nature have been addressed promptly. Others will be considered in 2000/2001. To ensure equity and consistency no major changes have been or will be made to accreditation policy until the first round of accreditation is complete in January 2001.

I reiterate the words of the Chairman of the Board, Dr Penny Flett in predicting a most positive impact of accreditation on the quality of care experienced by residents of aged care facilities. Agency assessors have already reported significant improvement in the industry's performance against the Standards.

I would like to take this opportunity to thank the Board and staff of the Agency for their commitment and dedication to improving industry standards. I also wish to acknowledge the support shown to the Agency and its mission by the Minister for Aged Care, officers of the Department of Health and Aged Care and members of industry. Finally I wish to thank Dr Penny Flett for the support and guidance she has provided both to myself and to Agency staff since the creation of the Agency in 1997.



Tim Burns
General Manager

3. OVERVIEW OF THE AGENCY

The Aged Care Standards and Accreditation Agency (the Agency) is an independent company established by the Commonwealth under the *Aged Care Act 1997* for the accreditation of residential aged care services.

The Agency is responsible for implementing the accreditation elements of the Commonwealth's standards framework within an environment of continuous improvement.

MISSION STATEMENT

The Agency's mission is to ensure legislated standards are achieved, promote innovation and best practice, enhance quality of life for residents and work with the aged care industry to continuously improve services.

VISION STATEMENT

The Agency's vision is that:

Individuals enjoy quality care and services provided by an aged care industry that is setting world benchmarks

FUNCTIONS

The core functions of the Agency are set down through a written agreement with the Commonwealth (the Agency Funding Agreement) made under s.80-1 of the *Aged Care Act 1997*. The functions the Agency is required to perform are to:

Manage the residential aged care accreditation process.

Promote high quality care and assist industry to improve service quality by identifying best practice, and providing information, education and training.

Assess and strategically manage services working towards accreditation.

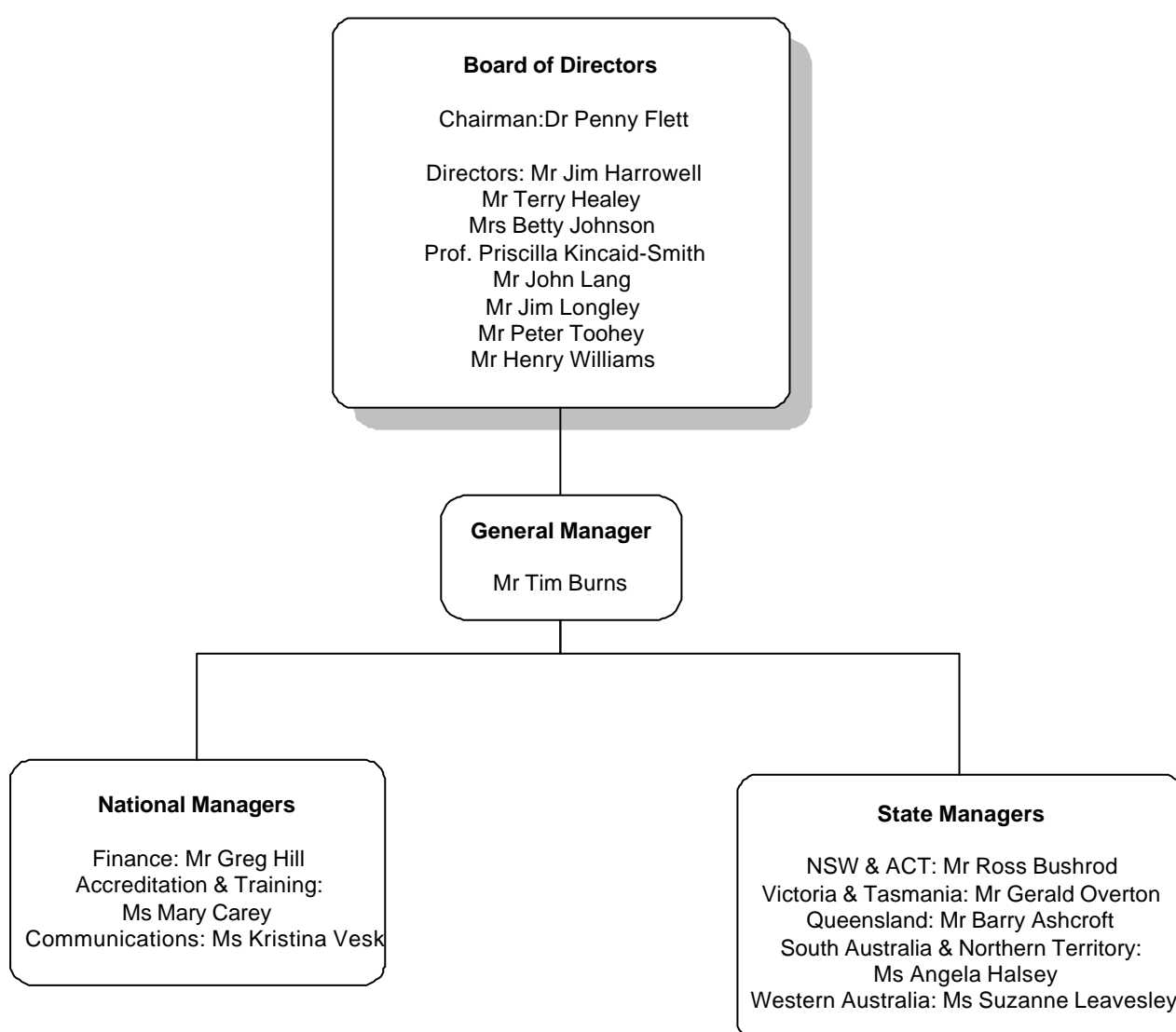
Liaise with the Commonwealth regarding services not meeting the relevant Standards.

The Agency fulfills its functions using processes and principles set down in legislation, notably the *Aged Care Act 1997*, the *Accountability Principles 1998* the *Accreditation Grant Principles 1999* and the *Commonwealth Authorities and Companies Act 1997*.

AGENCY STRUCTURE

The corporate structure of the Agency is illustrated at Figure One.

Figure 1: Organisation Chart



A Board of Directors has overall responsibility for the Agency's strategic direction and performance. The Board actively participates in developing Agency policies and scrutinising financial and operational performance.

Members of the Board for the period 1999/2000, and a short resume for each, are at Attachment One.

The Agency's General Manager is responsible for the operational management of the organisation and ensuring core functions are delivered. The General Manager reports to the Board and maintains regular communication with the Commonwealth Department of Health and Aged Care.

The General Manager is supported by a small team in national office who develop and implement national policies covering accreditation, monitoring, education and training, communications and finance.

The General Manager, State Managers and National Office Managers form the Agency Executive. Members of the Agency Executive for the period 1999/2000, together with short resumes, are listed at Attachment Two.

Five state-based offices deliver the day to day functions of the Agency, focused particularly on accreditation and monitoring processes. State offices are located in Sydney (covering the ACT), Melbourne (covering Tasmania), Brisbane, Perth and Adelaide (covering the Northern Territory). Each State office has a State Manager responsible for its activities. Contact details for each State office are at Attachment Three.

REPORTING LINKS

The Agency contributes to the achievement of outcomes set down for the Commonwealth Department of Health and Aged Care. In particular, the Agency has a role in delivering the "Enhanced Quality of Life for Older Australians" portfolio outcome.

The information provided in this Report complements and expands on material provided in the Department of Health and Aged Care Annual Report 1999/2000 and associated Portfolio Budget Statements.

Specific performance measures required of the Agency in 1999/2000 are that:

- ◆ 50% of residential aged care services are accredited.
- ◆ One third of accredited services achieve a three-year accreditation.
- ◆ 80% of providers receive regular newsletters, updates and information.
- ◆ The Minister and Department are satisfied with advice and reports.

Attachment Four reports on performance against these items.

4. 1999/2000 ACHIEVEMENTS

1999/2000 was the first year in which the Agency delivered its full range of functions. The commencement of the Accreditation Grant Principles in September 1999 provided the legislative base for accreditation of services to commence.

This sparked a particularly busy time for the Agency. Under the *Aged Care Act 1997*, all residential aged care services were required to be accredited by 1 January 2001 in order for their residential care funding to continue. The onus has been on the Agency to ensure it can mobilise the resources and processes to support the assessment of approximately 3,000 services within a 15-month timeframe.

At the same time as the accreditation function accelerated, other Agency functions needed to be maintained. Services not yet ready for accreditation required active management. Agency resource management, education and liaison functions continued.

ACCREDITATION

Accreditation is a multi-stage process set out in the *Accreditation Grant Principles 1999* and further developed in Agency policy and procedures. Accreditation is grounded in industry self-assessment and applies continuous quality improvement principles.

PREPARING FOR ACCREDITATION

The Agency prepared itself and the industry for accreditation in a number of ways. These commenced in 1998/99 and came to fruition in 1999/2000. Preparatory work occurred in the areas of:

- ◆ Developing accreditation materials. The Accreditation Guide and Application Kit setting out the self-assessment process and the philosophy of continuous improvement were launched and distributed to all residential aged care services.
- ◆ Developing internal Agency procedures. An electronic scheduling and reporting system, the Accreditation Management and Information System (AMI) was implemented. Accreditation and Monitoring Policies and Procedures were finalised. These are essential tools in ensuring consistent application of Agency processes consistent with the *Accreditation Grant Principles 1999*.
- ◆ Preparing for smooth management of the accreditation process. When accreditation commenced in September 1999, scheduling of applications,

desk audits and site audits had already begun together with the allocation of Agency assessment resources.

- ◆ Urging timely submission of correct applications. By June 2000, more than 99% of services had submitted valid applications.
- ◆ Ensuring a highly trained, professional assessor workforce was available to perform accreditation functions. By June 2000, 486 people (382 external quality assessors and 104 Agency quality assessors) had registered as aged care quality assessors.

ACCREDITATION PROCESS

Table 1 sets out key steps and legislated timing in the accreditation of an existing service. It is the responsibility of the Agency to ensure the consistent application of these steps within the allowed timeframes.

Table 1: Accreditation Process and Timing

Step	Timing
Appoint assessment team	Within 28 days after receiving the application for accreditation.
Complete desk audit	Within 49 days after accreditation body receives application.
Agency to advise applicant of decision to proceed site audit	Within 7 days of receiving the desk audit report
Complete site audit/exit interview/statement of major findings	Within 56 days after the accreditation body tells the applicant about its decision to continue with the application (unless a later decision date is agreed with the applicant).
Site Audit report	The assessment team must give a written report to the accreditation body within 14 days after the site audit is finished.
Accreditation decision	Within 28 days after receiving the site audit report.
Inform applicant of decision to accredit (in writing-unless a later decision date is agreed with the applicant)	Within 14 days of making decision.
Agency to inform applicant and the Secretary about decision not to accredit	Within 28 days after making the decision.
Request for reconsideration of period of accreditation	Within 7 days of being told about a decision.
Reconsideration decision of period of accreditation	Within 14 days of receiving a request.
Publication of original decisions.	The publication must take place within 28 days after the end of the period in which a request for reconsideration or review of the decision may be made.

APPLICATIONS

By June 2000, more than 2,900 applications for accreditation had been received. Of these, 99% were able to move to a desk audit. The large number of applications received in the period and the high proportion of valid applications suggests that the industry is enthusiastically embracing accreditation and that the Agency has successfully provided the tools and information needed for services to complete a self-assessment.

DESK AND SITE AUDITS

After an application is received and validated, a team of registered quality aged care assessors reviews the applying service against its self-assessment and assesses its compliance with the Accreditation Standards. Assessments are undertaken using desk and site audit tools. In 1999/2000 a total of 1,620 desk audits and 1,508 site audits were completed.

ACCREDITATION OUTCOMES

995 accreditation decisions were made in the period, 98% of which granted a 3 year accreditation. Table 2 shows the outcome of accreditation decisions during the year.

Table 2 : Accreditation Decisions

Decisions	Number of Services
Accredited for 3 years	971
Accredited for 1 year	20
Decision Not to Accredit	4

The high number of decisions to accredit services for a three-year period exceeded government, Agency and industry expectations. In part, this reflects the willingness with which those services most prepared for accreditation entered the process. More generally, however, it also reflects the strong commitment of the vast majority of services to quality improvement and accreditation.

RECONSIDERATION

Applicants may seek reconsideration of the period of accreditation or of a decision not to accredit, after which they may apply to the Administrative Appeals Tribunal for review of the decision.

In 1999/2000, of the 24 decisions eligible for reconsideration (decisions to accredit for 1 year or not to accredit), 9 requests were received. In 6 cases, the original decision was upheld.

RISK MANAGEMENT STRATEGIES

A variety of tools were used by the Agency in 1999/2000 to monitor the performance of both accredited and non-accredited services against the Accreditation Standards and Residential Care Standards respectively. These included spot checks on site, support contacts, and individual case management of services.

As the reporting period preceded the mandatory date for accreditation of 1 January 2001, an important role for the Agency in that time was to strategically manage those services not yet ready for accreditation.

The Monitoring Program, which conducted a total of over 800 support or supervision interventions in 1998/99, was continued.

SUPPORT CONTACTS

Support contacts are the means by which the Agency supervises residential aged care services, provides feedback to services on their improvement progress and assesses the need for a review audit. They can take the form of a site visit or a desk review of information provided by a service.

During 1999/2000, 1,080 support contacts were provided, 50 to accredited services and 1,030 to non-accredited services. The relative low number of contacts to accredited services reflects the early stage of accreditation for most services, during which time, support contacts generally do not fall due.

107 support contacts were in the form of spot checks.

REVIEW AUDITS

The Agency may arrange for an assessment team to conduct a review audit of a non-accredited or accredited service if it has reason to believe that the service is not complying with the Residential Care Standards or the Accreditation Standards; if there has been a change to the service such as change of ownership or key personnel; or if there has been change to the premises of the service.

During 1999/2000, 66 review audits were conducted, 65 of these being review audits on unaccredited services. This activity again reflects the early stage of accreditation.

EDUCATION AND TRAINING

The major components of the Agency's education and training program are in the areas of assessor readiness, providing information to consumers, providers and related organisations, and consultation.

ASSESSOR READINESS

Assessment of aged care services is conducted by registered aged care quality assessors, who are either employees of the Aged Care Standards Agency or form part of the external contract workforce.

To be eligible to conduct audits, all quality assessors, regardless of their employment status, must meet the requirements of the registration process. Throughout 1999/2000 considerable effort went into developing and enhancing training and registration of assessors. Underpinning the registration process is a national competency framework that forms the basis for approved courses in aged care quality assessment.

The registration of assessors is a multi-stage process designed to ensure assessors have the training, competencies and knowledge to conduct assessments to a consistent high standard. To be registered as an aged care quality assessor, an applicant must:

- ◆ Complete an approved training course.
- ◆ Be interviewed by the Aged Care Industry Panel. The Panel is comprised of Quality Society of Australasia (QSA) staff members and representatives from the residential aged care industry.
- ◆ Attend an orientation workshop, run jointly by QSA and the Agency.

If successful the applicant is registered by QSA for a period of twelve months.

Consistency in the approach taken by assessors has been enhanced through use of a standard national registration process. When registered, new assessors are assisted through mentoring during the accreditation process. All assessors keep up to date by attending regular state-based seminars and workshops and accessing self-directed learning packages developed by the Agency.

INFORMATION FOR CONSUMERS

The Agency is committed to ensuring that the consumers of residential aged care services, their carers, families, and representative organisations, have the information to differentiate between facilities on the basis of quality.

Agency accreditation processes emphasise the paramount importance of the resident in the continuous quality improvement process. Residents' input needs to be sought on relevant facility processes and on how they can be improved. Services are obliged to meet the needs and preferences of residents across each Standard.

A major source of information for consumers and their families is via the Agency's website at www.accreditation.aust.com. The website was launched in August 1999. In 1999/2000, there were more than 800,000 hits and 30,000 sessions recorded on the website. All accreditation decisions and executive summaries of accreditation reports are published on the site. The Agency recognises the importance of these being meaningful to consumers and incorporating resident feedback.

Consumers are represented on Agency liaison groups in each State and Territory and on the National Liaison Group.

Two consumer brochures were produced in the period, comprising:

- ◆ 'A message to residents, their families and friends from the Aged Care Standards and Accreditation Agency'. The brochure was distributed to Advocacy groups, consumer peak bodies, and aged care services, for distribution to residents and their families.
- ◆ 'How you can participate in quality management for residential aged care services'. The brochure was distributed through State offices to residential aged care services for distribution to residents and their families.

INFORMATION FOR PROVIDERS

Providing information to providers and provider organisations about quality improvement processes and best practice is a core Agency function. The Agency has also sought to closely involve providers in the development of quality improvement processes. A number of mechanisms have been used to achieve these dual objectives including:

- ◆ Overseeing an open assessor registration process. Providers are able to nominate an independent assessor as a member of their assessment team. Information about registered assessors is available to providers through the Quality Services of Australasia (QSA) website at www.qsanet.com.
- ◆ Providing information to providers through the regular publication of *The Standard*. Due to the overwhelming nature of the accreditation process in 1999/2000, *The Standard* was not published after November 1999. Publication will recommence in 2000/2001.
- ◆ Informing the sector about key accreditation concepts. During 1999/2000, a series of workshops were conducted, across all States and Territories, by Agency staff. These focussed particularly on the self-assessment tool.

- ◆ Involving providers in State and National Agency liaison committees and addressing provider conferences and workshops. In 1999/2000 some of the conferences addressed by Agency staff included:
 - ◇ Baptist Community Services National Conference, September 1999
 - ◇ Quality Society of Australia National Conference, September 1999
 - ◇ Aged Care Services Australia National Conference, October 1999
 - ◇ ANHECA Nursing Issues Conference, May 2000

INFORMATION FOR RELATED ORGANISATIONS

In addition to its formal education and training function, the Agency provided input to a number of National and State consultative forums and contributed to numerous conferences and seminars.

The Agency contributed to several key government initiatives in 1999/2000, attending, participating and providing information for national initiatives and forums, including:

- ◆ the National Aged Care Accreditation and Compliance Forum, April 2000

CONSULTATION

Consultation is important for achieving the Agency's mission and core functions. The Agency has established formal consultative mechanisms through Agency Liaison Groups in each State and Territory and nationally. Membership is drawn from a wide range of stakeholders including provider, industry, government and consumer representatives.

Agency Liaison Groups meet regularly to discuss industry trends, provide feedback on Agency policies and processes and suggest areas for improvements. Conversely, the Agency provides feedback and information to the Groups, who then communicate back through their organisations.

A number of specialist committees have been established to provide focused input to the Agency regarding specific functions and challenges. Specialist committees operating in 1999/2000 were:

- ◆ The National Education Advisory Panel. The Panel provides advice to the Agency on the education and training needs of the industry.
- ◆ The Aged Care Industry Panel. The Panel interviews potential quality assessors as part of the assessor registration process, which is managed by QSA.

5. MANAGEMENT AND ACCOUNTABILITY

MANAGEMENT PRACTICES

MANAGEMENT APPROACH

The Agency has an absolute commitment to quality. This commitment underpins its management approach.

The legislative framework establishes the Agency's operating environment. The Agency's relationship with the Commonwealth government, through the Department of Health and Aged Care, further clarifies strategic and corporate goals.

A rigorous corporate planning process occurs each year, focused on achieving core functions, by staff at all levels and on ensuring that all Agency activities achieve value for Agency business and stakeholders. The corporate plan is regularly reviewed and updated, consistent with a continuous improvement approach.

QUALITY PROCESSES

Agency values guide behaviours and decision making in achieving a quality service. Agency values are listed at Table 3:

Table 3 : Agency Values

Leadership	All staff of the Agency has the potential to provide leadership in the areas of their specific skills. Together we provide leadership by inspiring excellence, through information sharing, education and by our own example. We wish our own organisation to be a role model in quality improvement.
Professionalism	We conduct ourselves in a professional and ethical manner, respecting other people and other points of view. We all work together as a team, valuing each other's skills and knowledge. Our approach is consistent with our vision, mission and values.
Accountability	We are accountable to our stakeholders and to each other. We provide value for money through quality products and efficient practices. Our processes are fair, consistent and transparent.
Openness	We are open in all our business practices and encourage sharing of information between our stakeholders and each other. Consultation is based on trust, good communications and the recognition of stakeholder diversity. We are open to new ideas and ways of doing things, and we regard honest mistakes as learning opportunities.
Quality	Our internal processes ensure quality outcomes. We are committed to continuous improvement in our own practices as well as promoting quality externally. We identify and promote best practice and innovation.

The Agency is also utilising the Australian Quality Council, Business Excellence Framework. An organisational self-assessment was conducted against the Business Excellence Framework during 1999. The results of this self-assessment were used to focus Agency improvement initiatives.

ACCOUNTABILITY

FEEDBACK MECHANISMS

The Agency has put in place a number of mechanisms to ensure it gains feedback on its own performance. Formal feedback on the accreditation process is sought at each site audit on the audit itself, the site audit report, and the statement of major findings i.e. the draft report provided by the assessors at the site audit exit interview.

Table 4 illustrates the proportion of respondents who agreed or strongly agreed with the statements. In the period, there were 372 responses to the statements.

Table 4 : Satisfaction with Site Audit and Report

Statement	Strongly Agree	Agree	Disagree/ Strongly Disagree	Did not answer
The Statement of major findings was useful in providing a summary of the team's findings.	49.0%	46.4%	2.7%	1.9%
The Site Audit Report will be useful in guiding planning for improvement in our service.	56.3%	35.2%	7.0%	1.5%
Overall, we are satisfied with the Site Audit Report.	46.5%	50.0%	3.2%	0.3%
Overall, the site audit was a satisfying and useful experience.	37.4%	57.5%	4.3%	0.8%

COMPLAINTS

Complaints about the conduct of registered assessors can be made to QSA. Any complaints will be acknowledged and investigated by QSA and the Agency. If necessary, the outcome of the investigation will be forwarded to the Auditor Certification Panel and the Certification Review Board, for consideration and a ruling. Substantiated evidence of unacceptable performance or misconduct may result in withdrawal of registration. No complaints against the conduct of registered assessors were received by QSA during the period.

HUMAN RESOURCES

HUMAN RESOURCE MANAGEMENT

Table 5 identifies the number of staff employed by the Agency at 30 June 2000.

Table 5: Agency Staffing at 30 June 2000

	Nat	NSW	VIC	TAS	QLD	SA	WA	Total
Managers	4	1	1		1	1	1	9
Coordinators		2	1		1	1	1	6
Assessors*		30	56	4	17	9	8	124
Assessor -Clerks		5	10		2	1	2	20
Clerical -others	8	4	6		3	2	2	25
Directors	9							9
Total	21	42	74	4	24	14	14	193

*figure includes assessors undertaking training toward registration

There were 193 staff employed across Australia at June 2000, 64% of who were registered aged care quality assessors undertaking assessment functions.

The Agency assessment workforce built gradually across the 1999/2000 period consistent with the commencement and acceleration of accreditation functions. By year end the Agency's assessment workforce had more than doubled with expansion occurring predominantly in the larger states. Table 6 illustrates.

Table 6: Agency Assessor Staff ,1999/2000

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
NSW	17	21	21	22	22	22	22	21	21	19	24	30
VIC	14	13	13	20	18	19	18	26	25	25	27	56
TAS	2	2	2	3	3	3	3	3	3	3	4	4
QLD	11	11	10	11	11	11	12	11	11	17	17	17
SA	7	8	8	9	10	10	11	10	10	9	9	9
WA	8	8	8	8	9	9	8	8	8	8	8	8
TOTAL	59	63	62	73	73	74	74	79	78	81	99	124

WORKFORCE PLANNING

All staff of the Agency are employed on individual contracts. The Agency's approach to human resources management occurs in the context of a quality framework. Staff participate in decision making and improvement cycles. There are annual performance reviews.

EXTERNAL ASSESSOR WORKFORCE

The development of an external contract workforce to assist with the assessment of residential aged care services has been a vital prerequisite to conducting accreditation. In 1999/2000, the Agency dedicated significant time and resources to promoting the role of the contract quality assessor workforce. These efforts resulted in significant growth in the size of the workforce with 382 external quality assessors registered at 30 June 2000.

An external assessor workforce has delivered a range of benefits including:

- ◆ Enabling aged care services to choose both Agency quality assessors and contract assessors for inclusion in assessment teams.
- ◆ Providing industry input and expertise by engaging experienced professionals from the sector.
- ◆ Supporting the flexible workforce required for the cost-effective management of a cyclical accreditation process.

OCCUPATIONAL HEALTH AND SAFETY

Occupational health and safety committees are established at each office location and are supported by corporate OHS policies. In 1999/2000, there were no incidents or issues of concern relating to OHS issues.

6. DIRECTORS' REPORT

Your directors submit the financial accounts of the entity for the financial year ended 30 June 2000.

DIRECTORS

The names of Directors in office at the date of this report are:

Dr Penny Flett
Mr James Harrowell
Mr Terry Healey
Mrs Betty Johnson, OAM
Professor Priscilla Kincaid-Smith, AC
Mr John Lang, OAM
Mr Jim Longley
Mr Peter Toohey
Mr Henry Williams

PRINCIPAL ACTIVITIES

1. Management of the residential aged care accreditation process;
2. Assistance to services to improve service quality through education and training, information dissemination and identification of best practice to promote and encourage better quality care;
3. Conduct assessments and strategically manage services not yet ready for accreditation, including management of facilities of concern and those facilities where complaints or regular liaison suggest there may be systemic under performance against the Residential Care Standards; and
4. Liaison with the Department regarding those services identified as not meeting the Residential Care Standards.

There were no other significant changes in the nature of the economic entity's principal activities during the financial year.

OPERATING RESULTS

The operating profit amounted to \$ 1,956,416

Dividends are not applicable for this entity as no beneficial interest exists.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

The resourcing of the Company has increased over the year in preparation for Accreditation.

AFTER BALANCE DATE EVENTS

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in subsequent financial years.

AREAS OF RISK AND LIKELY DEVELOPMENTS

As the Agency's function is entirely driven by legislation, regulation and ministerial direction any material changes to related legislation would have an impact.

The Agency's cost structure has been materially impacted by non-exemption from indirect taxes such as sales tax, FBT and payroll tax.

AUDIT COMMITTEE

The Committee's responsibilities are to:

- Oversee the existence and maintenance of internal controls and accounting systems;
- Oversee the financial reporting process;
- Nominate external auditors;
- Review the existing external audit arrangements;
- Help the Company and the Directors to comply with obligations under articles and the law;
- Provide forum for communication between Directors, Senior Management and Auditors.

MEETINGS OF DIRECTORS

During the financial year eleven meetings of Directors and seven meetings of the Audit Committee were held. Attendances were:

Directors	Directors' Meetings	Audit Committee Meetings
Dr Penny Flett	11	1
Mr James Harrowell	10	1
Mr Terry Healey	10	-
Mrs Betty Johnson	10	-
Professor Kincaid-Smith	11	-
Mr John Lang	10	7
Mr Jim Longley	11	6
Mr Peter Toohey	10	-
Mr Henry Williams	10	5

DIRECTORS' AND OFFICERS' INDEMNIFICATION

The Company has, during or since the financial year, in respect of any person who is or has been an officer or auditor of the company or a related body corporate:

- Indemnified against a liability incurred as an officer, including costs and expenses in successfully defending legal proceedings; and
- Paid or agreed to pay a premium in respect of a contract insuring against a liability incurred as an officer for the costs or expenses to defend legal proceedings.


During or since the financial year the company has paid premiums to insure each of the directors against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of the conduct while acting in the capacity of director of the company, other than conduct involving a wilful breach of duty in relation to the company. The amount of the premium was \$ 12,600 for all directors and officers.

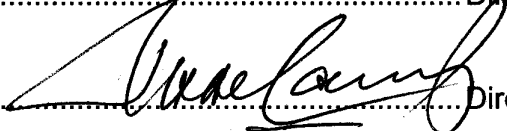
DIRECTORS' BENEFITS

No Director has received or become entitled to receive, during or since the financial year, a benefit because of a contract made by the company or a related body corporate with a director, a firm of which a director is a member or any entity in which a director has a substantial financial interest.

This statement excludes a benefit included in the aggregate amount of emoluments received or due and receivable by Directors and shown in the company's accounts, or the fixed salary of a full-time employee of the parent entity, controlled entity or related body corporate.

Signed in accordance with a resolution of the Board of Directors


..... Director


..... Director

Dated this 30th day of AUGUST 2000

Aged Care Standards & Accreditation Agency Ltd.

ACN: 079 618 652

**PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2000**

	Note	2000 \$	1999 \$
Operating profit or (loss)	2	1,956,416	(1,338,267)
Retained profits at the beginning of the financial year		2,101,739	3,440,006
Retained profits at end of the financial year		4,058,155	2,101,739

The accompanying notes form part of these financial statements.

The Aged Care Standards & Accreditation Agency Ltd

ACN 079 618 652

BALANCE SHEET AS AT 30 JUNE 2000

Current Assets	Note	2000 \$	1999 \$
Cash	6	14,528,123	1,406,321
Other	8	983,111	55,957
Total Current Assets		15,511,234	1,462,278
Non-Current Assets			
Property, plant and equipment	7	2,827,301	1,599,891
Total Non-Current Assets		2,827,301	1,599,891
Total Assets		18,338,535	3,062,169
Current Liabilities			
Accounts payable	9	1,355,190	467,512
Provisions	10	577,978	445,451
Other	11	12,347,212	47,467
Total Current Liabilities		14,280,380	960,430
Total Liabilities		14,280,380	960,430
Net Assets		4,058,155	2,101,739
Equity	12		
Retained profits		4,058,155	2,101,739
Total Equity		4,058,155	2,101,739
Capital and leasing commitments	13		

The accompanying notes form part of these financial statements.

The Aged Care Standards & Accreditation Agency Ltd

ACN 079 618 652

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2000**

Cash Flows from Operating Activities	Note	2000 \$	1999 \$
Receipts from customers		27,577,254	6,993,164
Payments to suppliers and employees		(12,924,829)	(7,549,839)
Interest received		213,397	115,844
Net cash provided by (used in) operating activities	5	14,865,822	(440,831)
Cash flows from investing activities			
Purchase of Fixed assets		(1,744,720)	(1,377,091)
Sale of Fixed Assets		700	51,500
Net cash provided by (used in) investing activities		(1,744,020)	(1,325,591)
Net Increase (Decrease) in cash held		13,121,802	(1,766,422)
Cash at 1 July 1999		1,406,321	3,172,743
Cash at 30 June 2000	6	14,528,123	1,406,321

The accompanying notes form part of these financial statements.

The Aged Care Standards & Accreditation Agency Ltd

ACN 079 618 652

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2000**

NOTE 1: STATEMENT OF ACCOUNTING POLICIES

The financial statements are a general purpose financial report that have been prepared in accordance with applicable Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and the Corporations Law. The financial statements have also been prepared on the basis of historical costs and do not take into account changing money values or, except where stated current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

The following is a summary of the accounting policies adopted by the economic entity in the preparation of the financial statements.

Revenue recognition

Accreditation fees are paid at application and brought to revenue proportionately as work is complete at the Desk and Site audits. Monies not brought to revenue are carried as Unearned Income.

Income tax

The Company has received a private ruling exempting it from income tax.

Property, plant and equipment

Property, plant and equipment are brought to account at cost or at independent or director's valuation, less, where applicable, any accumulated depreciation or amortisation. The carrying amount of property, plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets employment and subsequent disposal. The expected net cash flows have not been discounted to their present values in determining recoverable amounts.

The depreciable amount of all fixed assets is depreciated over their useful lives to the economic entity commencing from the time the asset is held ready for use.

The current rates of depreciation by category are:

- ◆ Computers 40%
- ◆ Furniture and Fittings 20%
- ◆ Other Equipment 25%

Leases

No finance leases are held.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Employee entitlements

Provision is made for the company's liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within one year together with entitlements arising from wages and salaries, annual leave and sick leave which will be settled after one year, have been measured at their nominal amount. Other employee entitlements payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those entitlements.

Contributions are made by the economic entity to employee superannuation funds are charged as expenses when incurred.

Cash

For the purpose of the statement of cash flows, cash includes:

- ◆ Cash on hand and in all call deposits with banks or financial institutions, net of bank overdrafts; and
- ◆ Investments in money market instruments with less than 90 days to maturity.

Comparative figures

Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

Note 2A: Operating Profit

Operating profit has been determined after:

1. Charging as expenses

		2000 \$	1999 \$
Movements in Provisions			
Depreciation of non-current assets:			
Property, plant and equipment		513,940	346,966
Other provisions:			
Employee entitlements		538,608	528,348
Net expense resulting from movement in provisions		1,052,548	875,314
Net loss on sale of fixed assets		2,670	(3,667)
Rental expense on operating leases		769,781	572,605

2. Crediting as income

		2000 \$	1999 \$
B. Operating Revenue			
Interest received		285,827	115,844
Training Revenue		11,666	50,164
Proceeds on disposal of property, plant and equipment		700	51,349
Government grants received		6,033,000	6,943,000
Accreditation Revenue		9,618,334	-
Spot Check Revenue		860,655	-

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2000**

Note 3: Remuneration and Retirement Benefits	Note	2000 \$	1999 \$
Directors Remuneration			
Income paid or payable to all directors		159,631	139,100
\$10,000 - \$19,999		8	6
\$30,000 - \$39,999		1	1
The names of directors who have held office during the financial year are: Dr Penny Flett Mr James Harrowell Mr Terry Healey Mrs Betty Johnson, OAM Professor Priscilla Kincaid-Smith, AC Mr John Lang, OAM Mr Jim Longley Mr Peter Toohey Mr Henry Williams			

Note 4: Auditors Remuneration	Note	2000 \$	1999 \$
Auditing or reviewing the accounts		14,000	13,000

Note 5: Reconciliation of Cash Flow from Operations with Operating Profit	Note	2000 \$	1999 \$
Operating Profit		1,956,416	(1,338,267)
Non-cash flows in operating profit			
Depreciation		513,940	346,966
Changes to provisions		132,527	417,468
Loss on sale of fixed asset		2,670	(3,667)
Changes in assets and liabilities, net of the effects of purchase and disposal of subsidiaries			
Increase in Receivables		(938,297)	
Decrease in prepayments		11,143	(38,872)
Increase in trade creditors and Accruals		13,187,423	175,541
Cash flows from operations		14,865,822	(440,831)

Note 6: Cash	Note	2000 \$	1999 \$
Cash at bank		14,528,123	1,406,321

Note 7: Property, Plant and Equipment	Note	2000 \$	1999 \$
Furniture & fittings			
At cost		1,075,968	935,541
Accumulated depreciation		(308,466)	(143,747)
		767,502	791,794
Computers			
At cost		2,351,336	742,861
Accumulated depreciation		(535,088)	(215,495)
		1,816,248	527,366
Office Equipment			
At cost		158,744	138,050
Accumulated depreciation		(55,405)	(27,588)
		103,339	110,462
Motor Vehicles			
At cost		-	-
Accumulated depreciation		-	-
Capital in Progress		140,212	170,269
Total property, plant and equipment		2,827,301	1,599,891

Note 8: Other Assets	Note	2000 \$	1999 \$
Current			
Prepayments		44,814	55,957
Receivables		938,297	-
		983,111	

Note 9: Accounts Payable	Note	2000 \$	1999 \$
Current			
Unsecured liabilities			
Trade creditors		1,355,190	467,512

Note 10: Provisions	Note	2000 \$	1999 \$
Current			
Employee entitlements		577,978	445,451

Note 11: Other Current Liabilities	Note	2000 \$	1999 \$
Unearned Income		11,918,002	29,985

Note 12: Issued Capital

The Company is limited by guarantee. If the company is wound up, the articles of association state that each member is required to contribute a maximum of \$15 each towards meeting any outstanding obligations of the company. At 30 June 2000 the number of members was five (1999 seven).

Note 13: Capital and Leasing Commitments	Note	2000 \$	1999 \$
(a) Operating Lease Commitments			
Non-cancelable operating leases contracted for but not capitalised in the accounts			
Payable:			
Not longer than 1 year		501,017	518,484
Longer than 1 year but not longer than 2 years		133,607	582,392
Longer than 2 years but not longer than 5 years		-	441,395
Longer than 5 years		-	-
(b) Capital expenditure Commitments			
Capital expenditure commitments contracted for:			
Plant and equipment purchases		-	352,000
Furniture and Fittings		202,892	-

Note 14: Financial Instruments

Financial assets

Cash and deposits are recognised in the Balance Sheet at their nominal value. Interest is credited to revenue as received. The effective weighted average interest rate for cash deposits at 30th June was 5.9%.

Receivables are normally settled within 30 days.

Financial liabilities

Liabilities are recognised for amount to be paid in the future for goods and services received, whether or not billed. Trade Creditors are normally settled within 30 days.

Note 15: Economic Dependency

The operations of the company are dependent on an annual monetary grant from the Commonwealth Government.

STATEMENTS BY DIRECTORS

In the opinion of the directors of the company:

1. (a) The Profit and Loss account gives a true and fair view of the profit or loss of the company for the financial year;
(b) The Balance Sheet gives a true and fair view of the state of affairs of the company as at the end of the financial year;
and
2. At the date of this statement, there are reasonable grounds to believe the company can meet its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the directors by:

Director *Mussett*
Director *Maqam*
Dated this 30th day of AUGUST 2000



INDEPENDENT AUDIT REPORT

To the members of the Aged Care Standards and Accreditation Agency Limited

Scope

I have audited the financial report of the Aged Care Standards and Accreditation Agency Limited for the year ended 30 June 2000. The financial report comprises:

- Profit and Loss Account;
- Balance Sheet;
- Statement of Cash Flows;
- Notes to and forming part of the Financial Report; and
- Statement by Directors.

The Company's directors are responsible for the financial report. I have conducted an independent audit of the financial report in order to express an opinion on it to the members of the Company.

The audit has been conducted in accordance with Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance whether the financial report is free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards, other mandatory professional reporting requirements and statutory requirements in Australia so as to present a view which is consistent with my understanding of the Company's financial position, and performance as represented by the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

PO Box A456 Sydney South NSW 1235
130 Elizabeth Street
SYDNEY NSW
Phone (02) 9367 7100 Fax (02) 9367 7102

Audit Opinion

In my opinion, the financial report of the Aged Care Standards and Accreditation Agency Limited is in accordance with:

(a) the Corporations Law, including:

- (i) giving a true and fair view of the company's financial position as at 30 June 2000 and of its performance for the year ended on that date; and
- (ii) complying with Accounting Standards and the Corporations Regulations; and

(b) other mandatory professional reporting requirements.

Australian National Audit Office



Paul Hinchey
Senior Director

For the Auditor-General

Sydney
11 September 2000

7. AREAS FOR IMPROVEMENT

The Aged Care Standards Agency has had sole responsibility for designing and implementing a new and innovative accreditation process for residential aged care facilities, consistent with the legislative framework.

With the commencement of accreditation in 1999/2000, the Agency has seen its design efforts come to fruition. Agency achievements have been significant, as described in Section 5.

Just as accreditation embraces continuous quality improvement principles, so too the Agency has been keen to monitor its own performance.

ACCREDITATION

The implementation of a previously untried process of accreditation has been closely monitored to identify areas where improvements can be achieved. Where minor improvements have been possible, they have been implemented immediately. No major changes will be implemented until after 1 January 2001. This keeps services on a level footing during the first round of accreditation.

Areas for improvement identified to date include:

Giving greater recognition to those services, which are performing exceptionally well but do not completely meet the commendable criteria.

- ◆ The consistent application of Agency processes. This is being achieved through more widespread use by State offices of the Accreditation Monitoring and Information system and is supported through ongoing training of assessors in the interpretation of the assessment tool.
- ◆ The standard of assessment reports. Considerable effort has been put into providing assessors and coordinators with the skills and tools for effective report writing. This has included report writing workshops, the development of a report writing manual and a self-directed learning package for external assessors.

EDUCATION AND COMMUNICATION

In 1999/2000, education strategies were inward looking, with a focus on ensuring Agency staff and external assessors could implement accreditation and continue monitoring processes in an environment of continuous improvement.

Improvements can be made in the promulgation of information to residential aged care services, residents, their families and industry stakeholders. The coming year will see publication of Agency newsletters recommence and an emphasis on informing services about accreditation trends and best practice.

8. OUTLOOK IN 2000/2001

The focus of the year ahead is to complete the accreditation of the remaining aged care facilities by 1 January 2001. This will dominate the Agency's agenda for the first six months of the financial year.

AGENCY LESSONS

With the completion of the first round of accreditation, a thorough review of accreditation, its tools and procedures, will commence. The process for a national review will be considered by the Agency Board and announced in 2001. The review process will incorporate consultation with all stakeholders.

Continued implementation and enhancement of the AMI system will support consistent application of procedures.

INDUSTRY LESSONS

The lessons of accreditation will be promulgated to facilities, their residents and carers. The overwhelming message to industry is the positive commitment to quality improvement and accreditation and the willingness of most services to respond positively to recommendations for improvement. Many services have made huge strides in improving the quality of the care they provide.

Priority areas where the industry can improve include:

- ◆ Adopting strategic and operational planning cycles that involve staff.
- ◆ Using data to measure performance and drive improvement opportunities.
- ◆ Adopting reliable processes and systems to capture information about resident needs and share information with staff.

COMPLIANCE

Continued efforts will be made to ensure services comply with the Accreditation Standards throughout their period of accreditation, that improvement plans are implemented and that services not meeting their obligations under the Act are identified and dealt with promptly.

EDUCATION

Renewed effort will go to educating services about their responsibilities, and promulgating information on best practice. The Agency will increase the information that goes to residents, their carers and industry stakeholders.

9. ATTACHMENTS

ATTACHMENT ONE: AGENCY BOARD OF DIRECTORS, 1999/2000

CHAIRMAN

Dr Penny Flett,

Dr Flett is Executive Director of the Brightwater Care Group (formerly Homes of Peace) a not-for-profit organisation providing a wide range of residential and at-home services for 700 elderly and young people at many locations in Perth. She was the 1998 Telstra Australian Business Woman of the Year.

Dr Flett was appointed as Chair of the Board in November 1997. Her term expires in September 2000.

DIRECTORS

Mr Jim Harrowell (term commenced July 1999)

Mr Harrowell is a qualified lawyer and accountant. He is a fellow of the Australian Institute Of Company Directors, and a fellow of the Taxation Institute of Australia.

He is a managing partner of the Hunt & Hunt Legal Group, and has over 20 years experience in litigation in all jurisdictional levels in NSW and interstate.

Mr Harrowell was appointed to the Board in July 1999. His current term expires in November 2000.

He lives in Sydney

Mr Terry Healey, Director

Mr Healey is the Chief Executive Officer of Eldercare Inc, an independently incorporated community service of the Uniting Church in Australia which operates nursing homes, hostels and independent living units in South Australia.

Mr Healey was appointed to the Board in November 1997. His current term expires in September 2001.

He lives in Adelaide.

Mrs Betty Johnson, Director

Mrs Johnson is Secretary of the Australian Pensioners' and Superannuants' Federation, and National Secretary of the Older Women's Network (Australia). Mrs Johnson holds the position of consumer representative on many aged care committees and working groups.

She lives in Sydney.

Mrs Johnson was appointed to the Board in November 1997. Her current term expires in September 2000.

Professor Priscilla Kincaid-Smith, AC, Director

Professor Kincaid-Smith is the Director of Nephrology, Epworth Hospital, Melbourne

She lives in Melbourne.

Professor Kincaid-Smith was appointed to the Board in November 1997. Her current term expires in September 2000.

Mr John Lang, Director

Mr Lang is a retired company director, involved in many community organisations including the NSW Forum of the Department of Veterans' Affairs.

He lives in Sydney.

Mr Lang was appointed to the Board in November 1997. His current term expires in September 2001.

Mr Jim Longley, Director

Mr Longley is Chief Executive Officer of Anglican Retirement Villages, Sydney. Mr Longley was New South Wales' first Minister on Ageing (1993-95). He lives in Sydney.

Mr Longley was appointed to the Board in November 1997. His current term expires in September 2001.

Mr Peter Toohey, Director

Mr Toohey is a management consultant to the aged care industry and a former Executive Chairman of TriCare Limited, the largest provider of aged care in Queensland.

Mr Toohey was appointed to the Board in November 1997. His current term expires in September 2000.

Mr Henry Williams

Mr Williams is a partner in Bentley's MRI. He has expertise in the areas of taxation, business advising, audit and information technology. He has significant experience in implementing internal control functions over new systems and overseeing quality assurance processes.

Mr Williams lives in Brisbane.

He was appointed to the Board in July 1999. His current term expires in June 2001.

Board meetings are attended by the Agency's General Manager and Company Secretary, Mr Tim Burns, and the First Assistant Secretary, Aged and Community Care Division, Department of Health and Aged Care, Dr David Graham.

ATTACHMENT TWO: MEMBERS OF THE AGENCY EXECUTIVE 1999/2000

Mr Tim Burns, General Manager

Mr Tim Burns attends Board meetings in his capacity as General Manager of the Aged Care Standards Agency, a position he has held since March 1998. Prior to this appointment, Mr. Burns was the Group Chief Executive of St John of God Hospitals. There, he played a key role in implementing the quality improvement program that led to an Australian Quality Awards *Achievement in Business Excellence* award.

Mr Barry Ashcroft, State Manager, Queensland

Mr Ashcroft worked in the aged care industry for 12 years prior to joining the Agency. He is currently completing postgraduate studies towards a Masters degree in business administration.

Mr Ross Bushrod, State Manager, New South Wales & ACT

Mr Bushrod's background is in public administration in the Commonwealth and State governments, most recently in vocational education and training. He was a director on the National Training Board.

Mr Gerald Overton, State Manager, Victoria & Tasmania

Mr Overton was a surveyor for ACHS for eight years and his professional background is in the private hospital and pharmaceutical industries. He has postgraduate qualifications in business administration and health sciences administration.

Ms Angela Halsey, State Manager, South Australia & Northern Territory

Ms Halsey's career was established in Canberra, in various departments of the Commonwealth government, including defence, tourism and housing. More recently, she managed Commonwealth funding programs within South Australia in the health and community services areas, including community care and services for the frail aged.

Ms Suzanne Leavesley, State Manager, Western Australia

Ms Leavesley qualified as a speech and language speech pathologist, and worked extensively on communication disorders. She worked in community aged care and the acute hospital sector before joining the Agency.

Mr Greg Hill, Finance Manager

Mr Hill has a particular interest in set-up and change process operations. His employment history as a financial controller has spanned industries from information technology to multinational health care.

Ms Mary Carey, Accreditation and Training Manager

Ms Carey has worked in the area of quality management for over 11 years, with experience in both the aged care and acute sectors of the NSW public health system. The thesis for her Master of Public Health was on total quality management.

Ms Kristina Vesk, Communications Manager

Ms Vesk's background is in communications and public policy. She has a degree in social science and serves on the ethics review committee of a major Sydney teaching hospital.

ATTACHMENT THREE: AGENCY CONTACT DETAILS

NATIONAL OFFICE

To August 2000

Level 11, 100-108 George Street
Parramatta NSW 2150

Postal: PO Box 674
Parramatta NSW 2124

Tel: 02 9633 2099
Fax: 02 9633 2344

From August 2000

Suite 1, Level 1
The Barrington
10 Smith Street Parramatta NSW 2150

Postal: PO Box 773
Parramatta NSW 2124

Tel: (02) 9633 1711
Fax: (02) 9633 2422

STATE OFFICES

New South Wales/ACT

Level 11, 100-108 George Street
Parramatta NSW 2150

Postal: PO Box 674
Parramatta NSW 2124

Tel: 02 9633 2099
Fax: 02 9687 0415

Queensland

The Terrace Office Park
Level 2, South Tower
527 Gregory Terrace
Bowen Hills Qld 4006

Postal: PO Box 1032
Spring Hill Qld 4004

Tel: 07 3852 3100
Fax: 07 3852 3011

Victoria

Level 1, 1183 Toorak Road
Camberwell Vic 3124

Postal: PO Box 1001
Hartwell Vic 3125

Tel: 03 9889 9433
Fax: 03 9889 9621

Tasmania (branch office only)

Level 2, 17 Morrison Street
Hobart Tas 7000

Postal: GPO Box 313
Hobart Tas 7001

Tel: 03 6224 4447
Fax: 03 6224 4449

South Australia

Suite 1, 245 Fullarton Road
Eastwood SA 5063

Postal: PO Box 292
Fullarton SA 5063

Tel: 08 8272 3766
Fax: 08 8272 6566

Western Australia

Haines Norton Building
The Garden Office Park
345 Harborne Street
Herdsman WA 6017

Postal: PO Box 718
Herdsman WA 6017

Tel: 08 9201 1344
Fax: 08 9201 1355

Agency website: www.accreditation.aust.com

ATTACHMENT FOUR: PERFORMANCE RESULTS

The following table lists Agency performance in 1999/2000 against outcomes specified by the Department of Health and Aged Care.

Performance Measure 1999/00	Result	Reason for Variance
50% of residential aged care services are accredited.	Not achieved. 33% were accredited in the period.	Commencement of accreditation in September 1999. On target to achieve completion of all accreditation visits by November 2000.
One third of all accredited services are accredited for three years.	Exceeded. 98% of services accredited in 1999/2000 received 3 year accreditation	Reflects stronger than anticipated performance and response by industry to quality improvement. Likely that the most "ready" facilities applied early.
80% of providers receive regular newsletters, updates and information.	Not achieved.	All Agency staff has given priority to ensuring the 1 January 2001 deadline for accreditation is achieved.
The Minister and Department are satisfied with advice and reports.	Achieved.	Accurate, relevant reports provided on time and requiring minimum reworking. Department and Minister reported satisfaction with Agency advice and reports.