

From: s47F
To: Lakshman Gunaratnam; s47F
Cc: HERALD, Russell; s47F, s47E(c); s47F
Subject: RE: NMOW - Whitehorse Transition to NMOW update
Date: Friday, 12 January 2024 5:53:34 PM
Attachments: [image001.png](#)
Importance: High

Hi Lakshman,

I trust this email finds you well. I wanted to provide a brief update on our recent activities and seek some clarification on a couple of matters.

s47G

Thank you for your attention to these updates, and I look forward to our continued collaboration.

Kind Regards,

s47F



Operations Manager
Newcastle Meals on Wheels

s47F

www.mow.net.au

From: Lakshman Gunaratnam s47F @milesmorgan.com.au>

Sent: Tuesday, January 9, 2024 1:26 PM

To: s47F

Cc: HERALD, Russell <s47F, s47E(c) @health.gov.au>; s47E(c), s47F
 @health.gov.au>; s47F @milesmorgan.com.au>; s47F
 @milesmorgan.com.au>; s47F

Subject: RE: NMOW - Whitehorse Transition to NMOW planning [SEC=OFFICIAL]

Dear all,

s47G

Thanks,
Lakshman
Lakshman Gunaratnam
CEO

s47F
s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)

From: s47F

Sent: Sunday, January 7, 2024 2:42 PM

To: Lakshman Gunaratnam <s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)>; HERALD, Russell

<s47F, s47E(c) [@health.gov.au](mailto:s47F@health.gov.au)>; s47F s47F

s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)>

Cc: s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)>; s47F

s47F, s47E(c)

[@health.gov.au](mailto:s47F@health.gov.au)>

Subject: RE: NMOW - Whitehorse Transition to NMOW planning [SEC=OFFICIAL]

Good Afternoon Lakshman,

We are so glad to hear this news and we are more than ready to receive the data, I have created a Sharepoint Folder and have just now supplied the link to s47F. If there is another person that will be assisting in this area please advise.

Kind Regards,

s47F



Corporate Service Manager
Newcastle Meals on Wheels

s47F

www.mow.net.au

From: Lakshman Gunaratnam <s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)>

Sent: Friday, January 5, 2024 4:24 PM

To: HERALD, Russell <s47F, s47E(c) @health.gov.au>; s47F

Cc: s47F @milesmorgan.com.au>; s47F @milesmorgan.com.au>;
s47F

s47F, s47E(c)

@health.gov.au>

Subject: RE: NMOW - Whitehorse Transition to NMOW planning [SEC=OFFICIAL]

Dear s47F

With respect to Rusty's points on the DEX reporting and invoicing, if you can please confirm your preferred secure file transfer mechanism we will send through the DEX and invoicing files. Given DOHAC's authorisation to share this information we can send through as soon as you're ready. Please note in relation to point two in your email below, what we have requested is for specific clients to be approved in MAC. We will be able to notify you of clients (name and MAC ID) through the secure file transfer mechanism.

Many thanks

Lakshman

Lakshman Gunaratnam

CEO

s47F

@milesmorgan.com.au

From: HERALD, Russell <s47F, s47E(c) @health.gov.au>

Sent: Friday, January 5, 2024 3:27 PM

To: s47F; Lakshman Gunaratnam

s47F @milesmorgan.com.au>

Cc: s47F @milesmorgan.com.au>; s47F @milesmorgan.com.au>;
s47F

s47F, s47E(c)

Subject: RE: NMOW - Whitehorse Transition to NMOW planning [SEC=OFFICIAL]

Hi s47F

s47G

Russell

From: s47F
Sent: Friday, 5 January 2024 3:39 PM
To: Lakshman Gunaratnam s47F <@milesmorgan.com.au>
Cc: s47F <@milesmorgan.com.au>; s47F <@milesmorgan.com.au>; s47F
s47F
s47F
s47F
s47F, s47E(c)
s47F <@health.gov.au>; HERALD, Russell <s47F, s47E(c) @health.gov.au>

Subject: FW: NMOW - Whitehorse Transition to NMOW planning

REMINDER: Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Lakshman,

Thank you for the update.

s47G

We will continue to meet as a project group each week, happy for someone from the MMA team to join us next Tuesday at 11.30am with the Teams link below.

Kind Regards,

s47F



Operations Manager

Newcastle Meals on Wheels

s47F

www.mow.net.au

From: Lakshman Gunaratnam s47F <@milesmorgan.com.au>

Sent: Friday, January 5, 2024 2:34 PM

To: s47F

s47F

@milesmorgan.com.au>; s47F @milesmorgan.com.au>

Subject: RE: NMOW - Whitehorse Transition to NMOW planning

You don't often get email from lakshman@milesmorgan.com.au. [Learn why this is important](#)

CAUTION: This email originated from outside of the organization. Do not follow guidance, click links or open attachments unless you recognize the sender and know the content is safe.

Dear s47F

s47G

To this end, I am not sure whether we will be in a position to meet on Tuesday. I will confirm when we will be able to meet. And please ensure s47F and s47F (whom I've copied in) are included into all correspondence related to transition.

Thanks

Lakshman

Lakshman Gunaratnam

CEO

s47F

@milesmorgan.com.au

-----Original Appointment-----

From: s47F

Sent: Friday, January 5, 2024 11:38 AM

To: Lakshman Gunaratnam; s47F

Cc: s47F

Subject: NMOW - Whitehorse Transition to NMOW planning

When: Tuesday, 9 January 2024 11:30 AM-12:15 PM (UTC+10:00) Canberra, Melbourne, Sydney.

Where: Microsoft Teams Meeting

Importance: High

Hi team,

Happy New Year, I'm looking forward to catching up with you soon, here is the agenda for today's meeting:

Project Tasks: –

s47G

Actions
s47G

4. Transition
s47G

Thanks

s47F

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 485 110 355 719

Passcode: nN6UKi

[Download Teams](#) | [Join on the web](#)

[Learn More](#) | [Meeting options](#)

"Important: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission."

From: s47F
To: [HERALD, Russell](#)
Cc: s47F, [Lakshman Gunaratnam](#); s47F, s47F, s47E(c)
Subject: Re: NMOW - Whitehorse Transition to NMOW planning [SEC=OFFICIAL]
Date: Thursday, 25 January 2024 3:51:18 PM

REMINDER: Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Dear all,
 Thank you for a productive discussion today.
 We are very much looking forward to working together and transitioning our staff into Whitehorse and working with MMA to further the Future Fit Program.

s47G

We appreciate the concerns raised about the intention and importance of the senators visit and we have full faith in s47F to accompany s47F and represent NMOW in a positive and appropriate way.

Your sincerely

s47F

On 5 Jan 2024, at 15:56, HERALD, Russell <s47F, s47E(c)@health.gov.au> wrote:

Hi s47F
 s47G

Cheers
 Russell

s22

s22



s22



s22



document
dom of In
partment

Department of Health and Aged Care

(W) 02 6289 [REDACTED] (M) [REDACTED] s47F, s47E(c)

Executive Assistant: [REDACTED] s47F, s47E(c)

[REDACTED] [health.gov.au](mailto:[REDACTED]@health.gov.au) (W) 02 6289 [REDACTED] s47F, s47E(c)

From: [REDACTED] s47F, s47E(c) >

Sent: Thursday, 21 December 2023 2:45 PM

To: HERALD, Russell <[REDACTED] s47F, s47E(c) [@health.gov.au](mailto:[REDACTED]@health.gov.au)>

Cc: [REDACTED] s47F

Subject: NMOW & WMOW Transition committee & officers

REMINDER: Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Dear Russell,

Thank you so much for your call today. The Board greatly appreciates your advice and information. I have CCD all for their information.

Further to our phone call please find below the details of our officer who we would like to be trained in the Whitehorse ERP with the aim of having full access to the system information as soon as possible.

[REDACTED] s47F

Corporate Service Manager

[REDACTED] s47F [@mow.net.au](mailto:[REDACTED]@mow.net.au)

[REDACTED] s47F

[REDACTED] s47F is on leave currently and returns to work at 9am on 5th January 2024. I have cc'd her to this email along with [REDACTED] s47F who is our Operations Manager. [REDACTED] s47F can answer any urgent questions about this start up if required prior to the 5th January 2024.

Again, we greatly appreciate your assistance.

Yours sincerely

[REDACTED] s47F

"Important: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission."

CEO

s47F

[@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)

From: s47F, s47E(c) [@health.gov.au](mailto:s47F@health.gov.au)

Sent: Thursday, February 15, 2024 11:30 AM

To: Lakshman Gunaratnam s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)

Cc: HERALD, Russell <s47F, s47E(c) [@health.gov.au](mailto:s47F@health.gov.au)>

Subject: RE: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Hey Lakshman

Can you please upload all the files to the NMOW sharepoint site?

From: Lakshman Gunaratnam s47F [@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)

Sent: Thursday, February 15, 2024 10:21 AM

To: s47F, s47E(c) [@health.gov.au](mailto:s47F@health.gov.au)

Cc: HERALD, Russell <s47F, s47E(c) [@health.gov.au](mailto:s47F@health.gov.au)>

Subject: RE: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Hi s47F,
s47E(c)

Thanks for your email and please see below the required information placed into the table.

Updated tables below. As for evidence, we have provided screenshots in DOHAC sharepoint (in the weekly status reports folder: [WMOW_evidence of upload to NMOW sharepoint](#)). But also attached versions of the same.

s47G

This document has been released under the
Freedom of Information Act 1982 (CTH)
by the Department of Health and Aged Care.

s47G

Thanks
Lakshman
Lakshman Gunaratnam
CEO

s47F

[\[REDACTED\]@milesmorgan.com.au](mailto:[REDACTED]@milesmorgan.com.au)

From: s47F, s47E(c) [\[REDACTED\]@health.gov.au](mailto:[REDACTED]@health.gov.au)

Sent: Wednesday, February 14, 2024 5:57 PM

To: Lakshman Gunaratnam s47F [\[REDACTED\]@milesmorgan.com.au](mailto:[REDACTED]@milesmorgan.com.au)

Cc: HERALD, Russell <s47F, s47E(c) [\[REDACTED\]@health.gov.au](mailto:[REDACTED]@health.gov.au)>

Subject: RE: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Importance: High

Thanks Lakshman

I've tried to marry up the data that you mention below to the list NMOW have sent through to us this arvo.

Can you please also provide us time/date stamped evidence the below have been provided to NMOW?

s47G

s47G

s47F, s47E(c)

From: Lakshman Gunaratnam s47F <s47F@milesmorgan.com.au>

Sent: Wednesday, February 14, 2024 5:53 PM

To: s47F, s47E(c) <s47F@health.gov.au>

Subject: FW: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Hi [REDACTED]

Please see below. [REDACTED] confirms the data uploaded to NMOW. He also confirms the status of the SOPs.

Hope that helps.

Thanks

LG

Lakshman Gunaratnam

CEO

s47F

<s47F@milesmorgan.com.au>

[REDACTED]

From: s47F <s47F@milesmorgan.com.au>

Sent: Tuesday, February 13, 2024 1:53 PM

To: Lakshman Gunaratnam <s47F@health.gov.au>; s47F@health.gov.au
s47F@health.gov.au

Subject: RE: Documents provided and key risk to be addressed [SEC=OFFICIAL]

And FYI for you Lakshman, we've now uploaded all SOPs to DOHAC. I also have a loose reminder in my calendar about deleting the copies of the sensitive financial data from services this evening.

Data transfer for NMOW has also completed, including:

- Jan DEX
- Jan client invoices
- Volunteer reimbursements
- ERP data
- Client onboarding schedule
- Batches 3-5 of new clients to onboard
- Volunteer schedule/availability
- HCP provider info – in the template sent by NMOW (a template for loading into Xero)
- Food wastage and stocktake data
- Food safety plan
- Copies of notices/letters that have been formally sent to clients

From: Lakshman Gunaratnam

Sent: Tuesday, February 13, 2024 12:26 PM

To: s47F, s47E(c)@health.gov.au

Cc: s47F, s47E(c)@health.gov.au; s47F@health.gov.au; s47F@health.gov.au; HERALD, Russell <s47F, s47E(c)@health.gov.au>

Subject: RE: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Hi s47F,

s47G

Lakshman Gunaratnam

CEO

s47F

s47F@health.gov.au

From: s47F, s47E(c)@health.gov.au

Sent: Tuesday, February 13, 2024 10:06 AM

To: Lakshman Gunaratnam <s47F@health.gov.au>

Cc: s47F, s47E(c)@health.gov.au; s47F@health.gov.au; s47F@health.gov.au; HERALD, Russell <s47F, s47E(c)@health.gov.au>

Subject: RE: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Hi Lakshman

As the grant recipient, NMOW are the owners of all the data at Whitehorse. Are you able to arrange for the secure data transfer to occur asap, this includes:

- January DEX data
- January invoice file
- Volunteer reimbursement file
- A copy of all ERP data as at 12noon 12 February
- HCP provider info
- Batch 3-5 for new client onboarding
- Volunteer schedule
- Client onboarding schedule
- Food wastage and stocktake registers.

Thank you!

s47F,

From: Lakshman Gunaratnam s47F <s47F@milesmorgan.com.au>

Sent: Friday, February 9, 2024 7:43 PM

To: s47F, s47E(c) <[s47E\(c\)@health.gov.au](mailto:s47E(c)@health.gov.au)>

Cc: s47F, s47E(c) <[s47E\(c\)@health.gov.au](mailto:s47E(c)@health.gov.au)>; s47F <s47F@milesmorgan.com.au>

Subject: Documents provided and key risk to be addressed

REMINDER: Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi s47F,

We have now uploaded the documents to our Sharepoint folder for Milestone 2, plus additional work undertaken for NMOW, and these are available for your team to access. We will have a few updates next week, and will track any changes.

[Transitioning WMOW operations to NMOW](#)

s47G

s47G

Many thanks

LG

Lakshman Gunaratnam

CEO

s47F

milesmorgan.com.au

"Important: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission."

From: HERALD, Russell <s47F, s47E(c)@health.gov.au>

Sent: Friday, February 16, 2024 10:02 AM

To: CONNOLLY, Thea <s47F, s47E(c)@health.gov.au>

Cc: s47F, s47E(c)@health.gov.au>

Subject: FW: Documents provided and key risk to be addressed [SEC=OFFICIAL]

Thea – this is the latest I have seen from MMA, but s47 is well and truly more across the detail

Can I suggest it might be easier if we have s47 call you (on mb)

s22



s22



s22



s22



s22



s22



s22



s22



s22



s22



document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Ref #	Service name	Date of comment
-------	--------------	-----------------

1 Bathurst Meals on Wheels 2/10/2023

2 Bathurst Meals on Wheels 2/10/2023

3 Bathurst Meals on Wheels 2/10/2023

4 The Village Chef by Meals on Wheels 3/10/2023

5 Bundaberg Meals on Wheels 27/09/2023

6 Bundaberg Meals on Wheels 27/09/2023

7 Bundaberg Meals on Wheels 27/09/2023

8 Bundaberg Meals on Wheels 27/09/2023

9 Dubbo Meals on Wheels 3/10/2023

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

10 Dubbo Meals on Wheels 3/10/2023

11 Dubbo Meals on Wheels 3/10/2023

12 Dubbo Meals on Wheels 3/10/2023

13 Dubbo Meals on Wheels 3/10/2023

14 Queensland Meals on Wheels 3/10/2023

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

15	Queensland Meals on Wheels	3/10/2023
16	Queensland Meals on Wheels	3/10/2023
17	Dubbo Meals on Wheels	27/09/2023
18	Dubbo Meals on Wheels	27/09/2023
19	Bundaberg Meals on Wheels	27/09/2023
20	Narrandera Meals on Wheels	27/09/2023
21	Sutherland Food Services	24/09/2023
22	Sutherland Food Services	24/09/2023

23 Sutherland Food Services 24/09/2023

24 Sutherland Food Services 24/09/2023

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Reference in the discussion paper

s47G

to

1

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Section 5.1: information gaps - dwell time and social support needs

General comment / question about funding

General comment to focus discussion points

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Section 3.2, Table 1: details and exclusions

Page 4: Current definitions of a meal

Section 2: price setting for the MOW service model will be a separate paper to allow full exploration.

Section 5.1: "there should be a universal output weighting for the social connection dimension of the MOW model"

General comment

General comment

General comment

Section 5, Table 2: Mini-main output weighting

Section 5.1 Output weighting.

Section 3.2, Table 1: course categories and nutritional values

Suggested as a response to concerns raised about protein levels in vegetarian meals

Question raised in meeting discussion

General references to agency, quality and choice

Section 4.1: Nutritional adequacy of meals

General comment

General comment

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Action taken

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Noted, no change

Noted, no change

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Additional information

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

s47G

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Follow up FFST discussion?

s47G

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

May require further exploration.

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Ask the department for any information they hold from consultations?

document has been released under the
dom of Information Act 1982 (CTH)
partment of Health and Aged Care.

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

s47G

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.



INAUGURAL MEALS ON WHEELS FEASIBILITY STUDY MEETING

Feasibility Study participants:

Service representatives:

- s47F (Sutherland Food Services, NSW) (FFST co-convenor)
- s47F (Ipswich MOW, QLD) (FFST co-convenor) – day 2 only
- s47F (The Village Chef by MOW, NSW)
- s47F (Tamworth MOW, NSW)
- s47F (Narrandera MOW, NSW)
- s47F (MOW Dubbo, NSW)
- s47F (MOW Dubbo, NSW)
- s47F (Camden MOW, NSW)
- s47F (Wollongong MOW, NSW)
- s47F (Blue Mountains Food Services, NSW)
- s47F (Blue Mountains Food Services, NSW)
- s47F (Inverell MOW, NSW)
- s47F (Central Coast MOW, NSW)
- s47F (Central Coast MOW, NSW)
- s47F (Blacktown MOW, NSW)
- s47F (Nepean Food Services, NSW)
- s47F (Open Arms Care, NSW)
- s47F (Bathurst MOW, NSW)
- s47F (MOW Rockhampton, QLD)
- s47F (Bundaberg & District MOW, QLD)
- s47F (Sandgate & District MOW, QLD)
- s47F (Brisbane South MOW, QLD)
- s47F (Fraser MOW, QLD)
- s47F (Newcastle MOW Collective, NSW & Whitehorse MOW, VIC)
- s47F (Newcastle MOW Collective, NSW & Whitehorse MOW, VIC)
- s47F (MOW-QLD (6 services) & Ballarat MOW, VIC)
- s47F (MOW-QLD (6 services) & Ballarat MOW, VIC)
- s47F (MOW-QLD (6 services) & Ballarat MOW, VIC)
- s47F (MOW-TAS)

Subject matter experts (SMEs):

- Lakshman Gunaratnam (MMA)
- s47F (MMA)
- s47F (MMA)
- s47F (MMA)
- Nutrition: s47F and s47G
- Nutrition: s47F (Demographer's Workshop)
- Finance: s47F and s47G
- Finance: s47F and s47G
- Technology: s47F and s47G
- Technology: s47F and s47G

Department representatives:

- Russell Herald (SES Band 1)
- s47E(c), s47F (EL2)
- s47E(c), s47F (EL1)
- s47E(c), s47F (APS6)
- s47F (Consultant)
- s47F (Consultant)

Location:

Kindilan Multipurpose function room, Sirius Building, Level 1 North, 23 Furzer Street, Phillip



Day 1: 9 October 2023

Day 1 agenda			
Time	Item	Discussion	Lead
10:00am	1. Intros	<ul style="list-style-type: none"> Acknowledgement of country 	s47F
		<ul style="list-style-type: none"> Housekeeping 	s47E(c), s47F
		<ul style="list-style-type: none"> Introductions (everyone but the services) 	Russell Herald to introduce team; Lakshman Gunaratnam to introduce SMEs
10:15am	2. Icebreaker	<ul style="list-style-type: none"> Getting to know each other <ul style="list-style-type: none"> Name and experience Service name and location Types of services (in addition to meals) Number of clients and meals Years in operation 	s47F to lead all services
10:45am	3. Overview of the Feasibility Study	<ul style="list-style-type: none"> What we are doing and why it matters: <ul style="list-style-type: none"> How to achieve a more connected network to maximise efficiencies, support and resources enabling the availability of services to more older Australians A model of meals that provides both the consumer and the funder value for money 	Russel Herald (DOHAC), Lakshman Gunaratnam (MMA) and s47F (MMA)
11:45am	4. Co-design Feasibility Study parameters	<ul style="list-style-type: none"> What additional roles/responsibilities and expectations will Feasibility Study participants need to sign-up to? What other program settings should be concurrently considered? What additional supports will Feasibility Study participants receive? 	Russel Herald (DOHAC) to open followed by group discussion
1:00pm: Working lunch with Aged & Community Care Providers Association (ACCPA)			
2:00pm	5. Insights from initial information gathering	High level understanding the financial drivers of service viability <ul style="list-style-type: none"> Total cost of service Revenue Growth enablers (assets) 	Lakshman Gunaratnam (MMA) SMEs: s47F and s47F s47G



Day 1 agenda			
Time	Item	Discussion	Lead
3:15pm	6. Definition of a meal	<p>Discuss the stated objectives of meeting and/or improving:</p> <ul style="list-style-type: none">Nutritional adequacy/quality of food providedClient choice, needs and preferencesConsistency and comparabilityOperational capacityLegislative, regulatory and contractual requirementsAligning the definition of a meal to a fit-for-purpose meals on wheels funding model. <p>Discuss proposed meal definition of a meal (output framework).</p>	<p>s47F (MMA)</p> <p>SMEs:</p> <p>s47F and</p> <p>s47F (Demographer's workshop)</p>
6:30pm: Dinner at the Midnight Hotel (all Feasibility Study participants and SMEs)			

Day 2: 10 October 2023

Day 2 agenda			
Time	Item	Discussion	Lead
9:30am	1. Recap	<ul style="list-style-type: none">Acknowledgement of countryReflections on Day 1Outline of Day 2	FFST co-convenors: s47F s47F
10:00am	Stream 1: NSW services to join webinar on the proposed MOW-NSW code of conduct (CBR.SIRIUS.7.S.771, Collaboration Room, Sirius Building, Level 7)		
10:00am	Stream 2: Overview of the ERP (Kindilan Multipurpose function room)		
11:30am	2. Discussion with Meals on Wheels Australia (MOWA)	<ul style="list-style-type: none">Questions from Feasibility Study participants for MOWA (structured agenda to follow)	FFST co-convenors: s47F s47F
12:30pm: Working lunch exploring the ERP			
1:30pm	3. Milestones and timeframes	<ul style="list-style-type: none">Next stepsExpectations about progressHow will our work and progress interact/impact the broader service environment	Russel Herald (DOHAC), Lakshman Gunaratnam and s47F (MMA)
2:30pm: Participants depart for the airport			

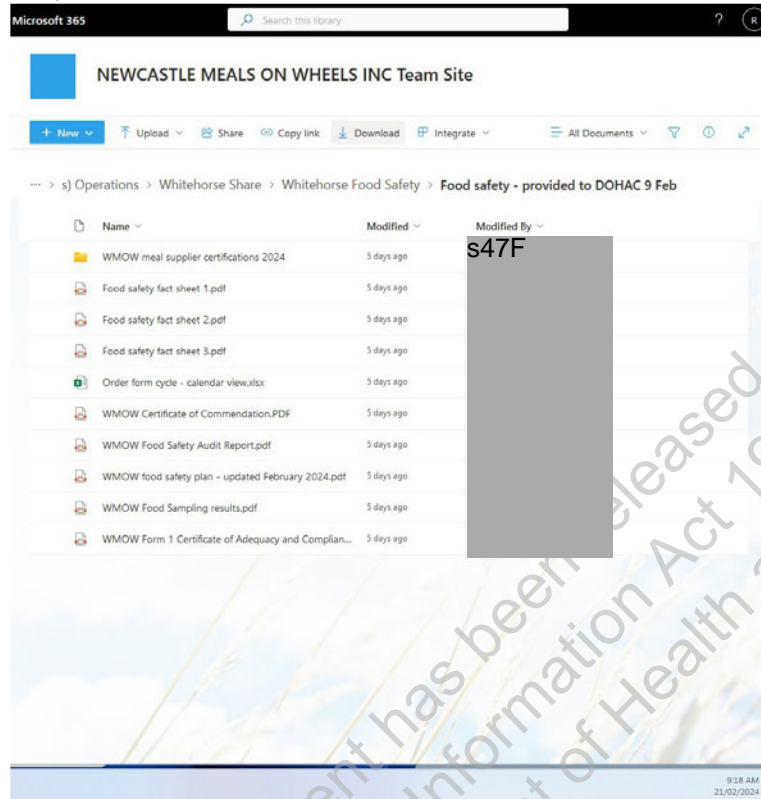
From: s47F
To: s47F, s47E(c), s47F
Cc: Lakshman Gopalaram; s47F
Subject: WMOW ordering from suppliers
Date: Friday, 23 February 2024 12:48:40 PM
Attachments: image001.png

Good afternoon all,

Information about supplier orders in response to the 'Ordering from suppliers' activities is below.

Notes on the ordering process

- Demand for courses from each meal supplier to be extracted from the system - period 4 March to 10 March
 - Chilled meals for all suppliers to be extracted as daily breakdowns of need, so that two deliveries of chilled meals can be made during the week with expiry dates taken into account
- S ordering is cartons for frozen and individual meals for chilled
- Order are submitted to supplier contacts where email introductions were provided yesterday. Details are also in the 19 February handover document
- Reports of the courses required, by supplier should be printed from your ERP
- Order cycle is here:



- Meal supplier order form cut-off is in the home folder of Whitehorse Share: (19 February handover doc, provided Monday)

Microsoft 365

NEWCASTLE MEALS ON WHEELS INC Team Site

+ New Upload Share Copy link Download Integrate All Documents

Meals on Wheels Documents > s) Operations > Whitehorse Share

Name	Modified	Modified By
Daily Update Sheets	Yesterday at 3:06 PM	s47F
ERP Data Export	29 January	
Other stakeholder collateral - provided to DOHAC 9 F...	5 days ago	
Standard Operating Procedures - provided to DOHAC...	A few seconds ago	
Volunteer management	13 February	
Whitehorse clients	13 February	
Whitehorse Dex	16 January	
Whitehorse EOM	1 February	
Whitehorse Food Safety	29 January	
Whitehorse Invoice Data	16 January	
Whitehorse Marketing and Branding	29 January	
Whitehorse Menus	29 January	
Whitehorse New Client Engagement	16 January	
Whitehorse Volunteer Reimbursements	16 January	
MMA handover 19 February 2024.docx	2 hours ago	
Signed Lease MOW Hub part 96-106 Springvale Rd N...	Yesterday at 6:40 PM	

- LNE order form is here:

Microsoft 365

NEWCASTLE MEALS ON WHEELS INC Team Site

+ New Upload Share Copy link Download Integrate All Documents

... > Whitehorse Food Safety > Meal supplier orders and invoices > Meal supplier orders > Meal supplier orders > LNE

Name	Modified	Modified By
2023	4 hours ago	s47F
2024	4 hours ago	
WMOW LNE ordering template w Chilled Dinners Febr...	4 hours ago	

12:26 PM
21/02/2024

- EFZ order form is generated from the supplier order report in extracted from your ERP (using LLF information)
 - Examples of previous orders here

Microsoft 365 Search this library ? R

NEWCASTLE MEALS ON WHEELS INC Team Site

[+ New](#) [Upload](#) [Share](#) [Copy link](#) [Download](#) [Integrate](#) [All Documents](#) [Filter](#) [Info](#) [Share](#)

... > Whitehorse Food Safety > Meal supplier orders and invoices > Meal supplier orders > Meal supplier orders > LLF > 2024

Name	Modified	Modified By
Feb 2024	4 hours ago	s47F
Jan 2024	4 hours ago	
WEEK_COMMENCING_08_Jan_2024_chilled-Invoice C...	4 hours ago	

12:24 PM
21/02/2024

- TCF order form is here:

Microsoft 365 Search this library ? R

NEWCASTLE MEALS ON WHEELS INC Team Site

[+ New](#) [Upload](#) [Share](#) [Copy link](#) [Download](#) [Integrate](#) [All Documents](#) [Filter](#) [Info](#) [Share](#)

... > Whitehorse Food Safety > Meal supplier orders and invoices > Meal supplier orders > Meal supplier orders > TCF

Name	Modified	Modified By
TCF orders 2023	4 hours ago	s47F
TCF orders 2024	4 hours ago	
MOW order form 2024 Template.xlsx	4 hours ago	

12:32 PM
21/02/2024

- HHT order form is generated from the supplier order report in extracted from your ERP
 - Examples of past orders are here:

Microsoft 365 ? R

NEWCASTLE MEALS ON WHEELS INC Team Site

New Upload Share Copy link Download Integrate All Documents

... > Meal supplier orders and invoices > Meal supplier orders > Meal supplier orders > HH > 2024 > Feb 2024

Name	Modified	Modified By
WMOW_HH_LINE_ORDER_WEEK_COMMENCING_05_...	3 hours ago	s47F
WMOW_HH_LINE_ORDER_WEEK_COMMENCING_12_...	3 hours ago	
WMOW_HH_LINE_ORDER_WEEK_COMMENCING_19_...	3 hours ago	
WMOW_HH_LINE_ORDER_WEEK_COMMENCING_26_...	3 hours ago	

12:13 PM
23/02/2024

- Meal ordering SOP lives here:

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

Microsoft 365 Search this library ? R

NEWCASTLE MEALS ON WHEELS INC Team Site

+ New Upload Share Copy link Download Integrate All Documents

... > s) Operations > Whitehorse Share > Standard Operating Procedures - provided to DOHAC 9 Feb > Food safety

Name	Modified	Modified By
Food safety and logistics coordinator R&R.pdf	2 hours ago	s47F
Food safety and logistics coordinator task list.xlsx	2 hours ago	
FS-002 Transport and receipt of meals policy.pdf	2 hours ago	
FS-003 Meal storage policy.pdf	2 hours ago	
FS-004 Personal hygiene.pdf	2 hours ago	
FS-005 Stock management policy.pdf	2 hours ago	
FS-006 Equipment maintenance and repair policy.pdf	2 hours ago	
FS-007 Equipment cleaning and sanitising.pdf	2 hours ago	
FS-008 Pest control policy.pdf	2 hours ago	
FS-009 Food recall policy.pdf	2 hours ago	
FS-010 Food safety training policy.pdf	2 hours ago	
FS-011 Client food complaints.pdf	2 hours ago	
FS-012 Allergen management.pdf	2 hours ago	
FS-013 Temperature monitoring and calibration policy....	2 hours ago	
FS-014 Food safe packing and delivery.pdf	2 hours ago	
FS-015 Food safety audit and records management.pdf	2 hours ago	
FS-016 Menu creation.pdf	2 hours ago	
FS-017 Meal ordering procedure.pdf	2 hours ago	
FS-018 Sticker and label use.pdf	2 hours ago	
FS-019 Waste management policy.pdf	2 hours ago	

1:15 PM
21/02/2024

(Please note, the screenshots of document locations in this email were current as of Wednesday (21 February). As MMA no longer has access to the Sharepoint, if any folder structures have changed since then, files/folders may have moved without our knowledge).

Regards,

s47F

s47F

Director

s47F@mmesmorgan.com.au

www.mmesmorgan.com.au

From: [Lakshman Gunaratnam](#)
To: s47E(c), s47F
Cc: s47F
Subject: Transition out Project Management Plan (PMP)
Date: Monday, 5 February 2024 5:44:24 PM
Attachments: [image001.png](#)
[Transition out project PMP January 2024.pdf](#)

Hi s47E(c), s47F

Good to talk with you earlier. As mentioned, I've attached the draft PMP. While a finalised version of the PMP, together with other documents, will be dropped into Sharepoint as confirmed, I wanted to share this in advance.

Pages 8 and 9 will be useful for the contract language, particularly how we have thought to reframe references to the ERP (given NMOW's decision to use their own software because there is no ongoing support or sustainment for what is currently in use). You will note we have also removed any references to FF as this program has now finished.

Happy to discuss post tomorrow's WMOW Transition meeting. Please let me know if you would prefer a Word document.

Thanks

Lakshman

Lakshman Gunaratnam

CEO

s47F



From: s47F
To: [HERALD, Russell](#); s47E(c), s47F
Cc: [Lakshman Gunaratnam](#)
Subject: RE: Interim contract and the feasibility study [SEC=OFFICIAL]
Date: Monday, 29 January 2024 7:36:07 AM
Attachments: [image001.png](#)

Thanks Rusty

We will let you know what NMOW decides (no doubt you will hear this directly from them as well).

s47F

From: HERALD, Russell s47E(c), s47F @health.gov.au>

Sent: Saturday, January 27, 2024 11:52 AM

To: s47F @milesmorgan.com.au> s47E(c), s47F

@health.gov.au>

Cc: Lakshman Gunaratnam s47F @milesmorgan.com.au>

Subject: RE: Interim contract and the feasibility study [SEC=OFFICIAL]

Hi s47F

Definitely a fair point. I would probably agree that to manage risks an assumption of no contract with the department on 9 March is probably the most solid foundation.

That being said, I would also say that the end state of 8 March at WMOW needs to be determined by NMOW – be it option 1 or 2. Option 1 has some clear benefits under this assumption, but this isn't something that the Department can dictate. So ultimately the NMOW transition team will need to come to an informed decision. We did discuss at the meeting on Thursday, that there was a decision point to be made about the software come 8 March.

Rusty

From: s47F @milesmorgan.com.au>

Sent: Thursday, January 25, 2024 5:09 PM

To: HERALD, Russell s47E(c), s47F @health.gov.au>; s47E(c), s47F

@health.gov.au>

Cc: Lakshman Gunaratnam s47F @milesmorgan.com.au>

Subject: Interim contract and the feasibility study

Dear Rusty and s47E(c), s47F

Apologies I wasn't able to attend today's meeting as I was working on the demo for next Tuesday.

s47G

Regards,

s47F

[REDACTED]

Managing Director

s47F

[REDACTED]

milesmorgan.com.au

[REDACTED]

"Important: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission."

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

From: s47F
To: s47F
Cc: [Lakshman Gunaratnam](#); s47F
Subject: Full data extract uploaded to Sharepoint
Date: Wednesday, 31 January 2024 2:49:12 PM
Attachments: [image001.png](#)

Good afternoon all,

I have just uploaded an extract of all data held in the ERP to the 'ERP Data Export' folder on the 'Whitehorse Share' sharepoint (WMOWdataextract_all.json.gz). This is a full extract of **all** Whitehorse data held in the ERP as of this morning. The data is in a JSON format. You will likely need to liaise with your CRM vendor to review the data and provide guidance about how the data can be loaded into their system, and any requests for refinements in the extract. We can then make necessary refinements and adjustments as we understand the needs and capacity of the system into which it will be loaded, and provide an updated data extract.

Regards,

s47F

s47F

Director

s47F

www.milesmorgan.com.au

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

From: [Lakshman Gunaratnam](#)
To: s47E(c), s47F
Subject: RE: FF close out contract: milestone information [SEC=OFFICIAL]
Date: Monday, 15 January 2024 5:11:39 PM
Attachments: [image001.png](#)
[Future Fit close-out deliverables summary table 15 JAN 2024.docx](#)

Hi s47E(c), s47F

Thanks for sending through. Very comfortable with the changes, and have attached a changes accepted / clean copy of the Word doc. And are you okay if we report status against the attached document (taking out the dollars)?

Re your questions / areas to be filled out – I've done this below and it's in blue text. Please do let me know if you need anything else.

Thanks

LG

Lakshman Gunaratnam

CEO

s47F

From: s47E(c), s47F @health.gov.au>

Sent: Monday, January 15, 2024 4:00 PM

To: Lakshman Gunaratnam s47F @milesmorgan.com.au>

Subject: RE: FF close out contract: milestone information [SEC=OFFICIAL]

Hey Lakshman

Thanks for sending this through, I've made some tracked changes for your consideration. I also need a couple of things:

1. what third party information (if any) will MMA use as part of delivering any contracted services? Noting licensing agreements are being established for the use of the ERP and client data is owned by Newcastle Meals on Wheels.

Confirming that MMA will use the following third party information:

1. Commercial-in-confidence financial information of the service
 2. Commercial-in-confidence delivery model and performance information
 3. ABS data
 4. AIHW data
 5. Any aggregated data provided by DOHAC
 6. Aggregated data from the ERP (as agreed by individual services in the licensing agreement)
 7. Commercial-in-confidence information from meal suppliers
 8. And other publicly available or individually consented data as necessary
2. Are you able to complete the below table for me? [Please see text in blue](#)

Name and Contact details	Position	Role and responsibilities
Lakshman Gunaratnam	Chief Executive Officer	<ul style="list-style-type: none"> Primary contact for the delivery of all services in the contract (Milestones 1 to 3) Overall relationship management between: <ul style="list-style-type: none"> Our client DOHAC All subject matter experts The beneficiaries at Whitehorse, working directly with their CEO
s47F	Program lead/Account manager	<ul style="list-style-type: none"> Managing the overall delivery of the tech delivery and core work around WMOW transition Lead for Milestones 1 and 3 and supporting Milestone 2
s47F	Project Manager	<ul style="list-style-type: none"> Responsible for overall project governance, including status reporting Responsible for interpreting a wide range of different data, identify significant trends and communicate operationally critical insights to stakeholders Primary tester for WMOW tech changes and

		updates
s47F	s47F s s47G	<ul style="list-style-type: none"> Lead for Milestone 2 and supporting Milestone 1 Overall responsibility for delivery of agreed outcomes that include: <ul style="list-style-type: none"> Desktop audit results for all FS study participants Analytics performed and supporting data for the presentation given in Canberra The standardised P&L template (blank) The standardised P&L template populated with at least 10 services' financial data.
s47F	s47F s47G	<ul style="list-style-type: none"> Supporting in the delivery of the above areas by s47G
s47F	s47F GoSource s47F GoSource	<ul style="list-style-type: none"> Continued development and refinement of the ERP as being used at Whitehorse Finalise security architecture for third-party access Refreshing user training Dedicated resources for user onboarding Software sustainment Basic help desk/ user support Primary focus on Milestone 1 with support to Milestone 2 (as required) and Milestone 3
s47F	Cowell Clarke Commercial Lawyers	s42

Thank you!

From: Lakshman Gunaratnam s47F <s47F@milesmorgan.com.au>

Sent: Thursday, 4 January 2024 9:59 AM

To: s47E(c), s47F <s47F@health.gov.au>

Subject: RE: FF close out contract: milestone information

Hi s47E(c), s47F

Please see attached a slightly revised document to reflect the 8 weeks for the interim contract. The fee is a modest increase of s47G (further to yesterday's document) for the transition to BaU and close out work.

Thanks

LG

Lakshman Gunaratnam

CEO

s47F

From: Lakshman Gunaratnam

Sent: Wednesday, January 3, 2024 4:22 PM

To: s47E(c), s47F <s47F@health.gov.au>

Subject: FF close out contract: milestone information

Hi s47E(c), s47F

Good speaking with you this morning. As discussed, please find attached the FF close out contract: milestone information (suggested milestones).

Happy to discuss.

Cheers

LG

Lakshman Gunaratnam

CEO

s47F



"Important: This transmission is intended only for the use of the addressee and may contain confidential or legally privileged information. If you are not the intended recipient, you are notified that any use or dissemination of this communication is strictly prohibited. If you receive this transmission in error please notify the author immediately and delete all copies of this transmission."

document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

From: [Lakshman Gunaratnam](#)
To: s47E(c), s47F
Cc: [HERALD, Russell](#)
Subject: RE: Revised timing and focus for the Feasibility Study [SEC=OFFICIAL]
Date: Thursday, 11 January 2024 1:11:33 PM
Attachments: [image001.png](#)
[Future Fit Feasibility Study - January 2024 SoW.pdf](#)
[Future Fit Feasibility Study - January 2024 SoW.docx](#)

Hi s47E(c), s47F

Thanks for your email and also the clarification over the requirements for Phase 1 of the feasibility study.

s47G

Many thanks

LG

Lakshman Gunaratnam

CEO

s47F



From: s47E(c), s47F @health.gov.au>

Sent: Friday, December 22, 2023 9:35 AM

To: Lakshman Gunaratnam s47F @milesmorgan.com.au>

Cc: HERALD, Russell s47E(c), s47F @health.gov.au>

Subject: Revised timing and focus for the Feasibility Study [SEC=OFFICIAL]

Hey Lakshman

Thank you for the revised project plan, and key activities and deliverables summary, for the proposed Feasibility Study.

s47G

From: [Lakshman Gunaratnam](#)
To: s47E(c), s47F
Subject: Work performed in accordance with the latest invoice (#895)
Date: Monday, 6 November 2023 4:27:18 PM
Attachments: [image001.png](#)

REMINDER: Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi s47E(c), s47F

In accordance with the most recent invoice, and with the completion of monthly status reports, I wanted to provide you with a summary of the work performed.

The invoice relates to the delivery of the ERP, and associated activities delivered at Whitehorse (where we continue to test and refine system functionality). The activities performed / outcomes are as follows:

- Client and volunteer record management
- Generation of client invoices
- Generation of DEX reports
- Generation of client invoices, based on recorded delivery finalisation data entered on completion of a run
- Run planning and route mapping functionality
- Enhancements to core functionality, including: run sheet improvements; performance improvement for generating reports; UX enhancements (volunteer summary information, warnings for meal plans with no assigned run, introducing the ability to edit volunteer profile information, and to temporarily 'suspend' volunteers when on holiday, unwell etc.)
- Addition of 'automatic application of modification requests (e.g. "pre-cut") to courses where supported by suppliers'
- Creation of meal plans for client
- Course and menu management – including automatic identification of suitable/unsuitable courses based on client clinical needs and non-clinical preferences
- Supplier ordering – including automatic application of modifications where required (and available) to meet client needs
- Auto extraction of volunteer run reimbursement information
- Updating the details of contacts and authorised representatives for a client
- Updating the client consent information records
- Xero integration API work continues to be tested and refined with CINCH Transform.

Thanks

Lakshman

Lakshman Gunaratnam

CEO


s47F

Acknowledgement of country

We acknowledge the Traditional Owners
of Country throughout Australia and
recognises the continuing connection to
lands, waters and communities.

We pay our respect to Aboriginal and
Torres Strait Islander cultures; and to
Elders past and present.





Future Fit **AGENDA** **ITEM 3:** **OVERVIEW**

INAUGURAL MEETING
9-10 OCTOBER 2023
CANBERRA



Australian Government
Department of Health and Aged Care



The role of meals and social support

- It is difficult to reverse the effects of undernutrition
- It is easier to socially engage and support older Australians when the service is incidental
- Nutritional outcomes are enhanced with the more time someone spends as part of delivering, preparing and/ or eating a meal
- Early intervention is key to compressing morbidity (maintaining a high quality of life for longer)

What do we mean by healthy ageing?



Our opportunity

Once in a generation opportunity to:

- Build a more connected network
- Maximise efficiencies, support and resources and ensure service viability
- Improve the availability of meals on wheels services to older Australians

What we are doing

Operational deep dive

Each Study participant will undergo a deep dive on their:

- Financial feasibility
- Technical feasibility and
- Operational feasibility.

Starting with an analysis of each services financial position, the creation of a common profit & loss statement (for analysis purposes).

Investigating technical requirements and build to transition like-services in batches.

Use technology to support common operational policies and practices.

Defining the model

- How do we define a meal?
 - Where is the balance between nutrition and client choice?
 - What do we mean by complex meal?
- What do we mean by social support?
 - Set number of minutes?
 - Set number of visits in a week?
 - What is a welfare check?
- Where does the value lie in funding social support?
 - How do we verify/validate the social support provided?
- How can technology support common practices or policy requirements?

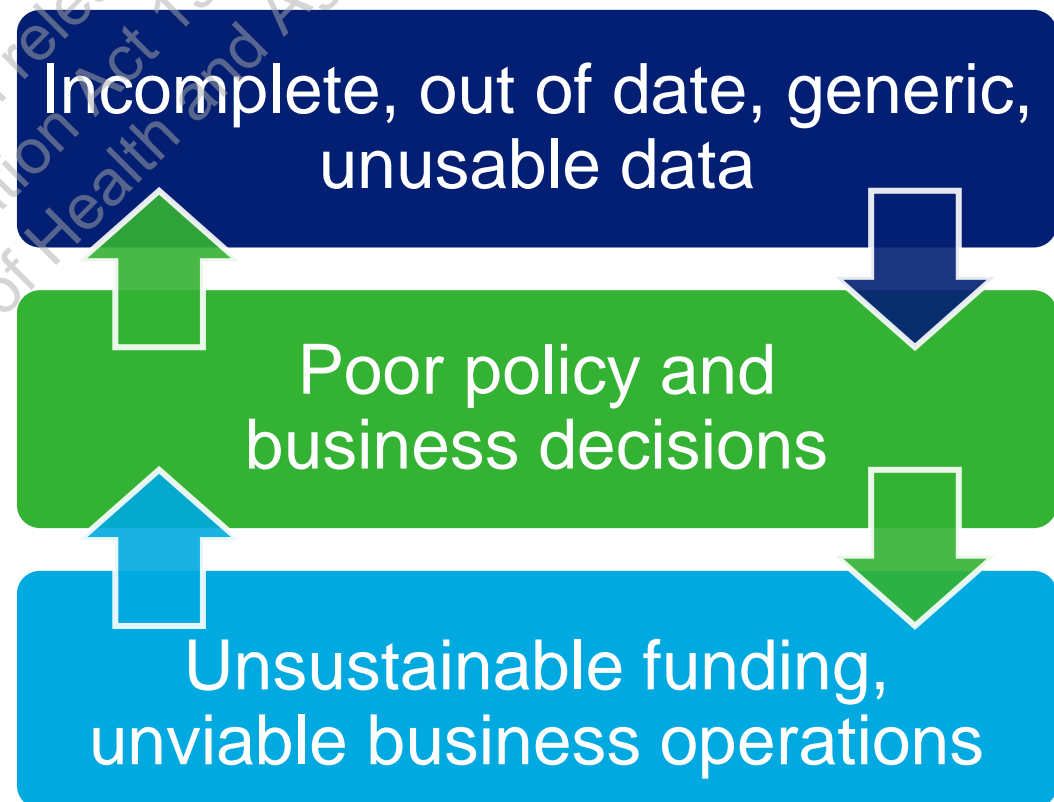
Setting a price

The Study will provide an evidence-base that validates for the first time:

- The total cost of service under the meals on wheels model
- An equitable and sustainable definition of a CHSP meal output
- A funding model that acknowledges and sustains the meals on wheels model
- How two concurrent services (meals and social support) can be accommodated within one funding envelope
- Insights into nutrition landscape (availability and access).

Why aren't we starting with price?

- Business structures and practices vary across Study participants
- To get the funding basis right we need holistic, current, detailed data – we can't measure and fund what we have not defined
- Common terms need to be agreed, creating a common baseline for analysis, improving projections and modelling to limit adverse price/funding outcomes
- Infrastructure needs to be built, and services need to be able to adapt to new operating arrangements that come with new software.



What we are not doing

Competing

As leaders within the meals on wheels network, you have come together to collaborate not compete.

Everyone's views are important.

Your view may not always prevail.

Change is always challenging (no matter how much we refuse to admit it).

Transparency is critical to the success of the Study, so we will need to work on a basis of trust.

There is support available, to talk through any concerns or worries, just ask.

Taking away independence

The meals on wheels model is unique.

Your communities, your volunteers, your staff and your cultures are diverse.

Building a common foundation is not about changing what you do day-to-day.

Consistent practices will help each service be better and do more for your local communities, in whatever way that materialises.

To dispel misinformation, there is no intention to commercialise the meals on wheels model.

Taking the narrow view

There will always be edge cases – the exceptions to the rule.

While a fulsome explanation of each topic will always be required, and while there will always be outliers – we are all here to act for the greater good.

If there are issues that impact a particular sub-set of services, then these issues should be explored, and solutions proposed by the services impacted.

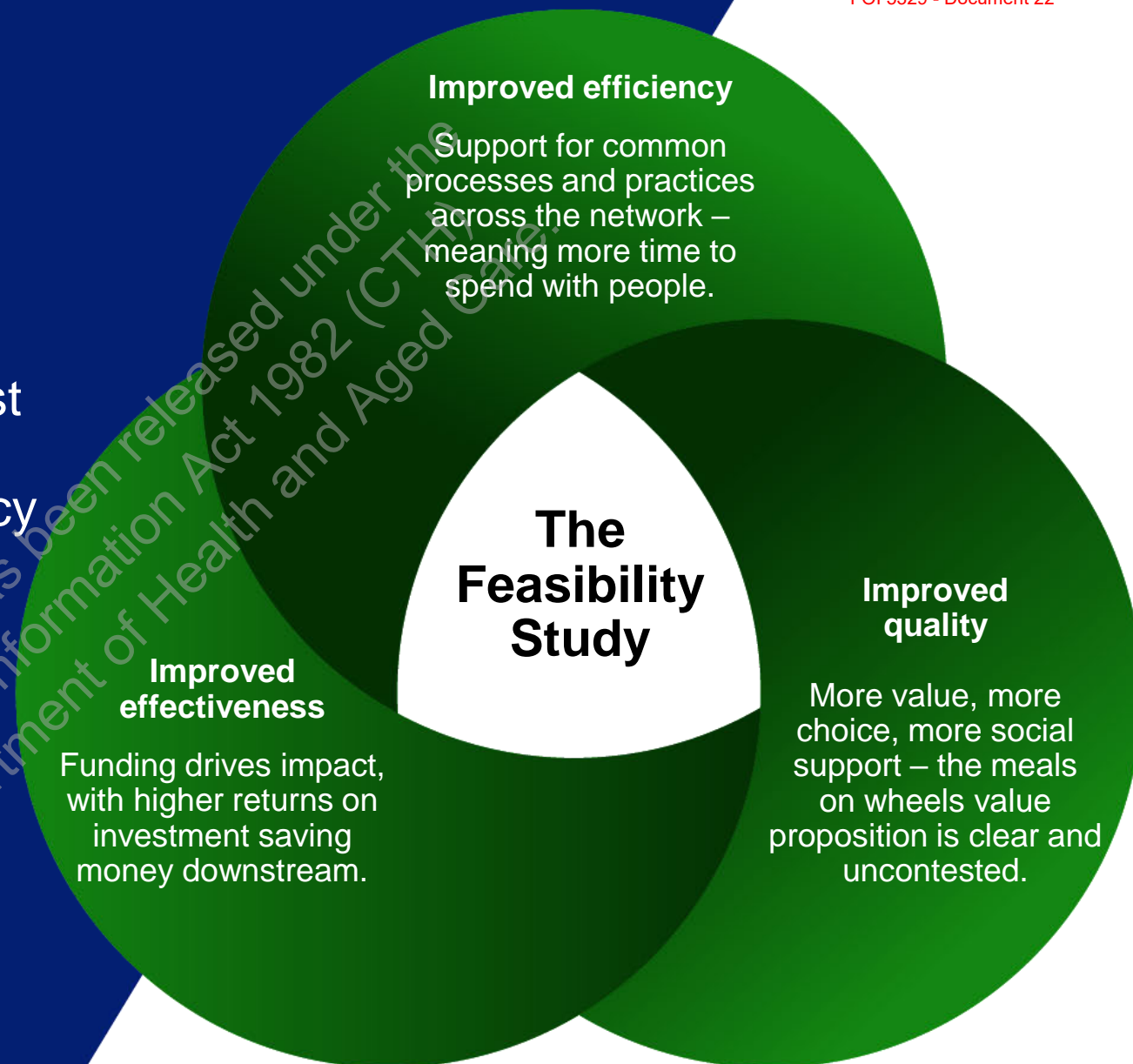
If a decision has been taken and you have concerns about how this will impact your service, support is available, just ask.



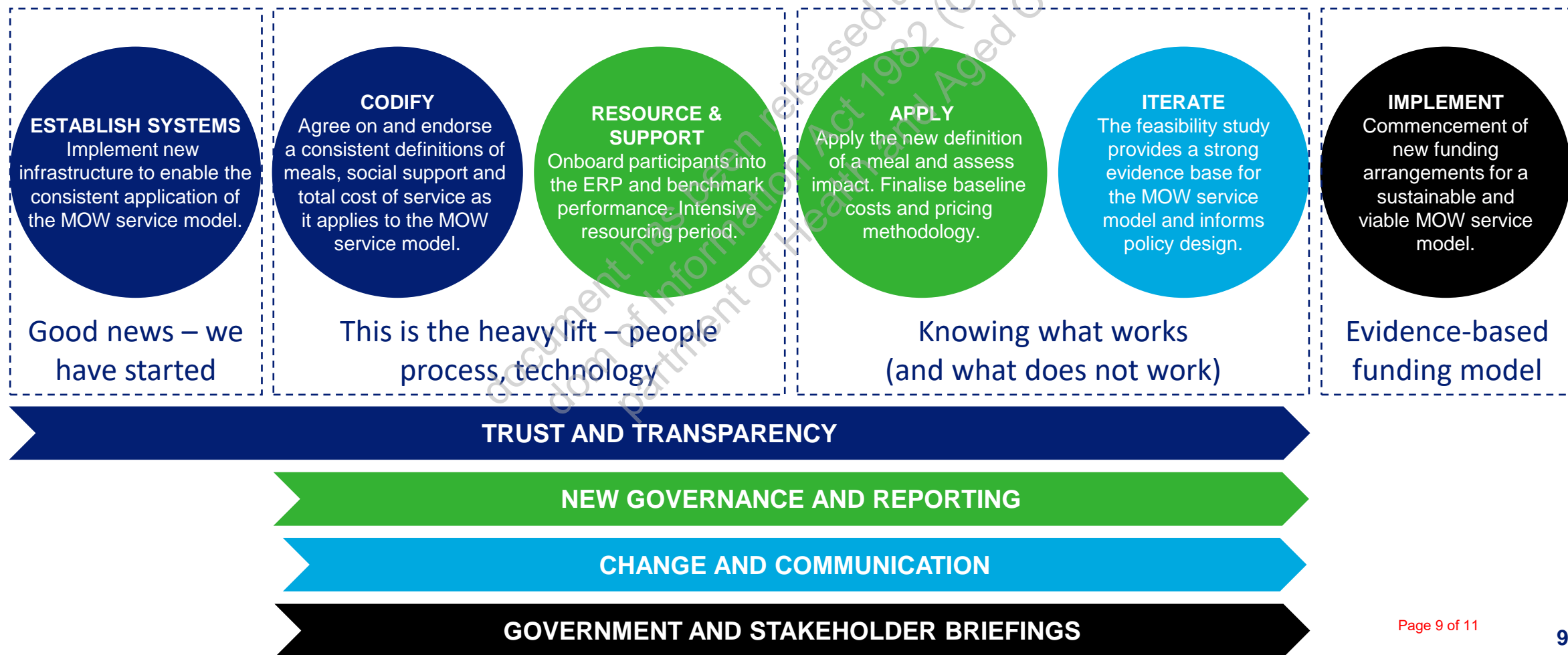
Why it matters

The Study will be able to provide robust and transparent data, so that decision makers can pursue data-informed policy positions.

It will inform a new investment curve that acknowledges the importance of early intervention care to reduce considerable downstream pressure on aged and health-care systems.



Working towards a new funding model





Where do we start?

Over the next two days we will:

- Co-design the Study parameters
- Start to understand financial viability: costs and assets
- Discuss how best to define a meal
- Look at the current technology
- Discuss milestones and timeframes



Discussion topics for the co-design session (agenda item 4)

Co-design additional supports:

- Any changes to CHSP guidelines will not affect service delivery in its current form during the feasibility study period
 - If there is a need for additional policy changes during the study period, these should be agreed up front
 - Any additional or new program or regulatory requirements will be monitored for financial and workforce impact (especially for volunteer only services)
 - If during the course of the study, new policy settings are having a detrimental impact on servicing, FFST can raise these issues for immediate rectification

We note that CHSP guidelines will need to change to firstly acknowledge that study participants are working to a different set of rules – and it would be good to have this acknowledged in the CHSP guidelines

- No changes to our current funding and/or any Deed of Variation during the feasibility study period
 - Given the impact of the new meal definition, study participants would like a level of surety that basic operating parameters (total CHSP revenue) will not change until/unless it changes for the entire CHSP market:
 - We note that there will need to be a deed of variation to cover the study itself, things like:
 - Extending our operations through to the end of the study period (30 June 2025)
 - Study participants will need to go onto the ERP and/or provide similar data
 - Study participants will participate in working group meetings
 - Study participants will provide additional information (confidentially) to support policy development
 - Confidence in how the data will be used (that is for the purposes of the feasibility study only)
- Similarly, there will be no changes to our current work plan/CHSP outputs during the feasibility study period
 - There should be no change (and especially no reduction) to outputs in the study period
 - Anticipated output increases should proceed as planned
 - It is important to note that the new output definition may mask increased demand (and consequentially, the need for additional outputs during the study period)
 - Also, other CHSP services and funding (SSD and ad hoc) will not be impacted by the feasibility study
- Amnesty from any funding, current DEX transmission changes during the feasibility study
 - DEX output reporting/changes will not be taken to mean a reduction in performance

- Study participants will have an amnesty from any adverse performance findings so long as they proactively work with the department to resolve
- Study participants will not see a reduction in output levels for the study period
- DEX reporting deadline exemption if transition to new software happens to fall in/around reporting deadline
- To ensure parity across study participants, and to address the additional effort required contribution to the study, in terms of resources, additional staff, time away from day-to-day service delivery
 - Study participants should all receive **either**:
 - a common unit price per meal output of around \$13.00 for the first two phases of the study, until new pricing is applied based on service/client characteristics **or**
 - a common percentage increase in unit price per meal output for each individual service
 - if ad hoc grant funding is to be used as a way of ensuring additional efforts are funded, then timing and transparency of process will be required
 - Currently, ad hoc funding approvals take too long to process which means services cannot make informed business decisions and service efficiency/quality suffers
 - Should new funding arrangements result in a decline in revenue, study participants, through the FFST can raise these issues for immediate rectification
 - Similar to a funding guarantee (better off overall test)
 - Funding increase is already overdue to address pay increases under the SCHADS Award

Other policy issues to consider:

- CHSP guidelines to be amended so that CHSP meal providers can claim 0.5 output for not at home
 - This is to reflect the significant regulatory requirements associated with making contact with a client (and the ACQSC focus on this dimension of our service)
- Consideration be given to whether meals provided through HCP can either:
 - Be counted as an output (part of an output)
 - Have a departmental issued price signal or
 - Departmental issued clarity on how MOW providers should be engaged by HCP providers (full cost recovery)
- To address the often sunk costs of emergency relief **and** incorrect MAC referrals:
 - MAC and RAS etc will be briefed about the study and will ensure the return of clients that are referred by a study participant back to that particular MOW service
 - FAMS will also need to be briefed
 - Effort be captured and either addressed through immediate unit price increase for the period of the study or ad hoc funding

- It will be important for study participants to have a clear timeline from the department about when and how such information and briefings will occur
 - It is critical that an investment be made to informing/training MAC, DEX, RAS, local Area Managers etc.
 - Detailed and timely information flowing from the department to all relevant mechanics of the service system will be critical to ongoing participation in the study (it is too hard to argue and make the point individually)
- The study will use the term “the meals on wheels model” to differentiate what we do from ‘standard’ CHSP meal providers
- The department will make a commitment to expedite integration between our ERP and MAC to demonstrate efficiencies and to streamline operations
- Engagement, communications and change support may be required from the department (starting with changes to CHSP guidelines to legitimatise the study)
- Governance arrangements need to be sensible and workable
 - Future meetings should not be in Canberra
 - We have settled the Future Fit governance, which should be the starting point
 - We should meet when we have things to say/ discuss and not just for meeting’s sake
 - Suggest formal quarterly meetings with topic specific touch points
- Single point of contact for FFST and/or study participants to raise operational matters with the department
 - FFST happy to take on the role of coordinate issues so that the department does not get inundated
 - Our preference would be to have an “Account Manager” in the department
 - If agreed the FFST will update its governance documents to ensure all study participants have a clear understanding of response and resolution timeframes (roles and responsibilities)

From: s47E(c), s47F
To: ["Lakshman Gunaratnam"](#)
Cc: s47F
Subject: RE: Data destruction [SEC=OFFICIAL]
Date: Wednesday, 28 February 2024 2:42:32 PM
Attachments: [image001.png](#)

Hi Laksham

As I mentioned last week please hold off on destroying any data. I know you have concerns about holding data and I'm actively trying to address this with NMOW.

Further, the following issues have been identified:

- the data dumps were updated in sharepoint to remove suspended clients, this has caused some issues.
- Whitehorse have no access to previous client orders

Are you able to provide me with any advice on the above?

From: Lakshman Gunaratnam s47F @milesmorgan.com.au>
Sent: Wednesday, February 28, 2024 1:38 PM
To: s47E(c), s47F @health.gov.au>
Cc: s47F @milesmorgan.com.au>; s47F @milesmorgan.com.au>
Subject: Data destruction

REMINDER: Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi s47E(c), s47F

I am writing to let you know that MMA has removed all WMOW client and volunteer personal and sensitive information from our internal systems. The only WMOW personal and sensitive data that remains is in the ERP.

Now that NMOW are operating from a separate system, there is no remaining obligation/justification for MMA to continue to hold this data. As such, we have asked our subcontractor to do all things necessary to permanently and securely delete this information by close of business tomorrow 29 February 2024.

We will issue a data destruction certificate once the necessary work has been completed.

Many thanks,
 Lakshman
 Lakshman Gunaratnam
 CEO

s47F



document has been released under the
Freedom of Information Act 1982 (CTH)
Department of Health and Aged Care.

From: s47E(c), s47F
To: "Lakshman Gunaratnam"
Bcc: s47E(c), s47F
Subject: RE: Follow up - subcontracts and ERP transfer [SEC=OFFICIAL]
Date: Tuesday, 5 March 2024 4:05:56 PM
Attachments: [image001.png](#)

Hi Lakshman

Just following up on the below?

Thank you

s47E(c), s47F

From: s47E(c), s47F
Sent: Thursday, February 29, 2024 12:50 PM
To: Lakshman Gunaratnam s47F @milesmorgan.com.au>
Subject: Follow up - subcontracts and ERP transfer [SEC=OFFICIAL]

Hi Lakshman

s47G

Thanks for your help!

Many thanks,

s47E(c), s47F

Director - CHSP and Continence Policy
Home Support Operations Branch

Home and Residential Division | Ageing and Aged Care Group
Australian Government, Department of Health and Aged Care
T: 6289 s47E(c), s47F | E: s47E(c), s47F @health.gov.au
Location: Level 7, Sirius Building
GPO Box 9848, Canberra ACT 2601, Australia

The Department of Health and Aged Care acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.



Lakshman >



Tue, 20 Feb at 11:20 AM

Can you check with ^{s47F} [REDACTED]
If they complete the forward/
backward spreadsheets can MMA
input this into the ERP so it can
still be the primary system?

Hi

^{s47E(c), s47F} [REDACTED]

Text ^{s47F} [REDACTED] who checked in with
^{s47F} [REDACTED] Text back is:

YES -

^{s47G} [REDACTED]

^{s47G} [REDACTED] But if the
spreadsheets are PROPERLY
completed, then at a set point in
time, we can have these uploaded
into the system. Suggest this
should be COB Friday. Or the
night before their system goes
live. Mean AD will need to upload
once we have uploaded then
share JSON file again."

Ok so I imagine that will be a
similar response for the daily data
dump?

Daily dump would be the same.
Couple of hours too run and QA.




iMessage



Dear s47E(c), s47F

I am happy to let you know that the Close Out report and document index, the weekly status report and transition out risk register are now in Sharepoint:

- s47E(c), s47F [Milestone 3](#) – close out report and document index
-  [2024-03-08 Transition project status report.pdf](#) final status report
- s47E(c), s47F [Transition out Risk Register 2024-03-08.xlsx](#) final risk register

These deliverables (Milestone 3) represent the conclusion of our work under the contract.

We do not agree with claims stated in your letter on 8 March 2024 at 2:15pm about unanticipated delays, nor do we agree that there are deliverables to be provided by MMA to the Department post

s47G

Thanks,
Lakshman
Lakshman Gunaratnam
CEO

s47F

IMPORTANT INFORMATION:

Scammers target people who receive emails from law firms. To prevent fraud, Cowell Clarke will never reveal bank details without first engaging in security protocols.

If you receive an email with our bank details in the body of the email, you should assume it is fraudulent and you should contact us immediately.

The contents of this email may be confidential and may be protected by legal professional privilege. If you have received this email in error, please reply to us immediately and delete this email and any attachments.

Liability limited by a scheme approved under the Professional Standards Legislation.

**CERTIFICATE OF DATA DESTRUCTION**

Date: 14/03/2024

To: Department of Health and Aged Care (DOHAC)

In this certificate Service Data means information concerning the operation of the Whitehorse Meals on Wheels outlet collected on the instruction of Newcastle Meals on Wheels Ltd and the Department of Health and Aged Care (DOHAC), including but not limited to client and volunteer personal or sensitive information.

I hereby certify that Miles Morgan Australia Pty Ltd (MMA) has undertaken an exhaustive process of destroying all copies of the Service Data which were in its possession. These measures have resulted in complete and permanent deletion of all copies of Service Data from MMA systems.

MMA has also instructed its sub-contractor, GoSource Pty Ltd, to destroy all Service Data it holds, including in the software it managed on behalf of MMA. The GoSource data destruction certificate has been separately provided to DOHAC for your records.

I also certify that MMA has no connection or feeds into any email or similar communications service with Newcastle Meals on Wheels Ltd and no physical access to the Whitehorse Meals on Wheels site.

This certificate serves as proof that we have fulfilled our obligation to securely destroy all copies of client and volunteer personal or sensitive data in our possession.

Sincerely,
s11C



Lakshman Gunaratnam

CEO