

**From:** [Lakshman Gunaratnam](#)  
**To:** [HERALD, Russell](#)  
**Subject:** Re: Feasibility Study/Contract [SEC=OFFICIAL]  
**Date:** Wednesday, 2 August 2023 11:01:11 AM  
**Attachments:** [image001.png](#)

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Hi Rusty - I'll get you that email asap and also have all email addresses that will send through as well.

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**From:** HERALD, Russell <Russell.Herald@health.gov.au>  
**Sent:** Wednesday, August 2, 2023 10:03:17 AM  
**To:** s47F @mow.net.au; s47F @qmow.org>  
**Cc:** s47F @milesmorgan.com.au; Lakshman Gunaratnam s47F @milesmorgan.com.au; s47E(c), s47F @health.gov.au; s47E(c), s47F @health.gov.au; s47E(c), s47F @health.gov.au

**Subject:** FW: Feasibility Study/Contract [SEC=OFFICIAL]  
s47F ,

Looking to send out a note to the 32 in the coming days to start a conversation around the core policy issue – i.e. definition of meal and construction of price against that definition.

Below is what I sent to LG as a bit of a rough “opening gambit” concept. Everything here is open to debate

What I am hoping to get from you before I send this out, is any initial reactions/inputs, and thoughts about whether any of this will raise red flags (or even amber).

I haven't thought about distribution hubs for this so I know that I'll have to mention this.

Also introducing you by way of cc to the staff in my team who will do all the work on this end for me

Rusty

**From:** HERALD, Russell  
**Sent:** Wednesday, 2 August 2023 9:57 AM  
**To:** Lakshman Gunaratnam s47F @milesmorgan.com.au; s47F @milesmorgan.com.au  
**Cc:** s47E(c), s47F @health.gov.au; s47E(c), s47F @health.gov.au; s47E(c), s47F @health.gov.au  
**Subject:** Feasibility Study/Contract [SEC=OFFICIAL]

Hi LG/s47F

Introducing you to s47E(c), s47F (Director), s47E(c), s47F and s47E(c), s47F in our CHSP Policy team. They have the fun job of running the feasibility study work on this end.

s47E(c), s47F is currently working through the administration options on our end and is currently designing an operational model to ensure things work on this end.

This team is also responsible for working on a separate pilot of community transport pricing, and so the architecture on this end is being designed to be as consistent as possible.

Currently this is looking like:

- CHSP contracts reflect current method – price times quantity
- Under the pilots, quantity will be determined using new standard definitions, but price will not relate to CHSP unit price ranges, but instead be a weighted average.
- Each pilot participant will have scheduled attached to the contract outlining how the price was derived (for meals, normal food, texture modified, social support etc)
- DEX reporting will remain as is.
- Separate reporting in place for underlying analysis of the new pricing structures.
- CHSP program manual adjusted to identify and enable the pilots, and participant responsibilities in relation to dual reporting
  - This will separate out participants from standard unit pricing terms, as well as compliance and consumer contributions framework

The CHSP manual work is being done in the context of potential legislative amendments to the Aged Care Act under the reform pathway, but also general work to contemporise the manual. By way of current thinking, the method that is in my head, which probably needs much more thought/refinement and I assume you have many ideas as well:

Baseline Price Per Meal:

	Standard Meal (made in kitchen)	Standard Meal (from meal supplier)	Texture Modified/Complex (made in kitchen)	Texture Modified/Complex (from meal supplier)
Single Meal, no social engagement	\$A	\$B	\$C	\$D
Single Meal, social engagement	\$E	\$F	\$G	\$H

Then a price Multiplier

<u>Distance</u> (to cover costs, such as petrol subsidies for regional trips)*	1.XX
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Can maybe link somehow to community transport pilot which has short, medium and long distance

Then a reduction for client contribution

<u>Reasonable Client contribution</u> (based on Single Aged Pension rate)	Eg. \$8 = 0.75% of single aged pension (per fortnight), assume all are full rate pensioners given more than 80% are...*
--	---

\*can be lowered with the super saver options to \$4 etc but flexibility with provider, including increasing above where people can afford to do so i.e. premium

A meal is, by weighting:

- Main course = X outputs [=Dinner, Lunch and Breakfast primary dish]
- Entrée = Y outputs
- Desert = Z outputs
- Snack = A outputs

(I haven't got to what a meal actually is )

Rusty

Russell Herald

**Assistant Secretary**

Home Support Operations Branch

Home and Residential Division | Ageing and Aged Care Group

Department of Health and Aged Care

(W) 02 6289 <sup>s47E(c),</sup><sub>s47F</sub> (M) <sup>s47E(c),</sup><sub>s47F</sub>

Executive Assistant: <sup>s47E(c),</sup><sub>s47F</sub>

<sup>s47E(c),</sup><sub>s47F</sub> [@health.gov.au](mailto:health.gov.au) (W) 02 6289 <sup>s47E(c),</sup><sub>s47F</sub>

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Freedom of Information Act 1982 by the  
Department of Health, Disability and Ageing

**From:** s47F  
**To:** [HERALD, Russell](#)  
**Cc:** [Lakshman, Gunaratnam](#)  
**Subject:** Future Fit Feasibility Study - update and next steps  
**Date:** Wednesday, 2 August 2023 3:35:11 PM

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Hi Rusty

My apologies for the delay in sending this to you.

My understanding is the purpose of this email is to keep study participants engaged and to provide a path forward over coming weeks. Please let me know if I have missed anything or if you would like additional information included.

I assume all future correspondence will include your team (thank you for the introduction today).

Given we have not yet responded to your intro email, and given this email is based on a promise from Lakshman to talk tactics, I thought I would keep this draft correspondence separate.

Lakshman will send the email addresses of participants directly so you can hopefully get a version of the draft below out to services as soon as you're happy with it.

Please let me know if you need anything else.

Many thanks,

s47F

---

Dear Meals on Wheels feasibility study participants,

Further to my emails to you in June I wanted to provide you with an update on the feasibility study and next steps.

I am delighted to confirm there will be 32 participants in the feasibility study (see the list below), across three states, representing every shape, size and location of service from the Meals on Wheels network.

Collectively, this group represents close to over 30% of the total network from New South Wales and Queensland (based on Stocktake data) – and that is without factoring in the two pilot sites in Victoria. This means our work on the feasibility study will be sufficiently robust to inform future policy and program considerations.

#### **Why is this feasibility study important?**

The feasibility study allows us, working together, to provide insights and evidence that will help address structural issues such as the definition of a meal and the true cost of service under a Meals on Wheels delivery model. At a strategic level it's about ensuring that as an early intervention community-based care provider, the Meals on wheels network is able to feed more Australians and help enable older Australians to stay at home longer.

What your participation in the study will help us do is, with a level of evidence-backed certainty, ensure Meals on Wheels services remain viable, to strengthen and expand network coverage to meet growing demand from older Australians. But doing so in a structured way that is sustainable, cost effective and provides a clear return on investment to government and our communities.

#### **What will this feasibility study achieve?**

The objective of the feasibility study will be to provide robust and transparent data, so that decision makers can pursue data-informed policy positions.

To do this it will work with services to understand their financial feasibility; technical feasibility; and operational feasibility. To achieve this it will look at:

- Detailed nutritional information on meals offered to older people, and the nutritional levels of the meals older people choose to eat at the point of early intervention

- Consistent and frequent welfare and wellness indicators, including trends over time, with an ability to monitor the impact of different intervention types
- How cutting-edge technology can improve service efficiency and effectiveness, bringing high-quality analysis and continuous learning and improvement to the forefront of MOW operations
- Greater connectedness and integration between MOW services (the network to enable improved service coverage); as well as between MOW services and other early intervention service systems.

This allows the government, together with you as champions of change, to see the Meals on Wheels network as a trusted delivery arm of government, with an evidence-base that validates for the first time:

- The true cost of outputs under the MOW service delivery model
- The most equitable and sustainable definition of a CHSP meal output
- How to accommodate key cost drivers in the funding model
- How to accommodate two concurrent services (meals and social support), and understanding the value of doing so
- Insights into the nutrition landscape from an availability and access perspective.

#### **How will be go about delivering tangible outcomes for the network?**

The feasibility study will see the establishment of world-leading early intervention services and the creation of a robust evidence base.

#### **What the department is doing to support feasibility study participants**

The department now has a dedicated team to support the feasibility study. We are working on adjusting the CHSP program manual to formally call out and enable the feasibility study, highlighting that you as study participants have additional responsibilities and reporting requirements. These amendments to CHSP guidelines will acknowledge that study participants will have different standard unit pricing, as well as be operating under separate compliance and consumer contributions framework.

#### **Next steps**

The first phase of the feasibility study is to understand – in a consistent way – the true cost of service, including an assessment of the needs and current state of critical service infrastructure for all study participants. This means we need to have visibility of, for example:

- The differing storage requirements for different service types
- Overheads for different service types in different locations
- Supplier availability (both meals and ingredients) in different locations.

This information cannot be collected remotely, and so a schedule of site visits has been developed and you will be individually contacted to nominate the best time (over coming weeks) to meet with MMA and subject matter experts about your service. This information will build on the data you have provided through the first two Stocktakes. MMA will be in contact from next week to start making arrangements.

These site visits will also help us lock down the order, as well as any additional functionality needs, of each service so that we can start to schedule in transition to the new software. The use of the same software (or the ability to provide near real time data in the same format) is a condition of participating in the feasibility study and one of the main reasons why we are able to move forward in support of the network.

I am planning on hosting a meeting of study participants in Canberra in late September (likely the week commencing 25 September, with specific dates to be confirmed). Once dates have been confirmed, I will write to each of you to invite you to attend and call for agenda items. Your attendance will be supported through Future Fit. In addition to all that we need to discuss when

we come together, there will also be a demonstration of the software, as well as the additional functionality being specifically designed to support the feasibility study. However, if you are interested in an early walk through of what has been build, feel free to reach out to MMA who can arrange this as part of your site visit.

I welcome the sharing of ideas between this group and my team and look forward to embarking on this once-in-a-generation reform program.

Thanks

Rusty

### **Participating services**

#### New South Wales

1. Narrandera
2. Newcastle
3. Camden
4. Charlestown
5. Wollongong
6. Blue Mountains
7. Blacktown
8. Inverell
9. Dubbo
10. Central Coast
11. Sutherland Food Services
12. Tamworth
13. Village Chef
14. Nepean
15. Fairfield Food Services
16. s47G(1)(a)
- 17.

#### Queensland

18. Ipswich
19. Caloundra
20. Bundaberg
21. s47G(1)(a)
22. Longreach
23. s47G(1)(a)
- 24.
- 25.
- 26.
27. Rochedale
28. s47G(1)(a)
- 29.
- 30.

#### Victoria

31. Whitehorse
32. s47G(1)(a)

**From:** [Lakshman Gunaratnam](#)  
**To:** [HERALD, Russell](#)  
**Cc:** [Lakshman Gunaratnam](#); s47F  
**Subject:** Email address of the 32 participants  
**Date:** Wednesday, 2 August 2023 9:00:17 PM  
**Attachments:** [image001.png](#)

---

Hi Rusty,

Please see below the email addresses for the 32 Feasibility Study participants.

Given some of the QLD services are being supported by s47F team, can you please copy in s47F [@qmow.org](#) and s47F [@qmow.org](#)

Many thanks

LG

### New South Wales

1. Narrandera - [ndramealsonwheels@bigpond.com](#)
2. Newcastle - s47F
3. Camden - s47F [@macpachr.com.au](#)
4. Charlestown - s47F [@cdmow.com.au](#)
5. Wollongong - s47F [@wollongongmow.com.au](#)
6. Blue Mountains - [general.manager@bmfs.org.au](#)
7. Blacktown - [Manager@blacktownmow.com.au](#)
8. Inverell - [info@invmow.com.au](#)
9. Dubbo - s47F [@mealsonwheelsdubbo.org.au](#)
10. Central Coast - s47F [@ccmow.com.au](#)
11. Sutherland Food Services - s47F [@foodservices.org.au](#)
12. Tamworth - s47F [@mow.org.au](#)
13. Village Chef - s47F [@kmow.org.au](#)
14. Nepean - s47F [@nepeanfoodservices.org.au](#)
15. Fairfield Food Services - s47F [@fairfieldfoodservices.org.au](#)
16. s47F, s47G(1)(a)
17. s47G(1)(a)

### Queensland

18. Ipswich - [manager@ipswichmow.org.au](#)
19. Caloundra - [calmow@bigpond.net.au](#)
20. s47F, s47G(1)(a)
21. s47G(1)(a)
22. Longreach - s47F [@qmow.org](#)
23. s47G(1)(a)
24. s47F, s47G(1)(a)
25. s47G(1)(a)
26. s47F, s47G(1)(a)
27. Rochedale - [rsmow@bigpond.com](#)
28. s47F, s47G(1)(a)
29. s47G(1)(a)
30. s47G(1)(a)

### Victoria

31. Whitehorse (s47F captured above)
32. s47G(1)(a)

Thanks

LG

Lakshman Gunaratnam

CEO

s47F

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



This document has been released under the  
Freedom of Information Act 1982 by the  
Department of Health, Disability and Ageing



**From:** [HERALD, Russell](#)  
**To:** ["ndramealsonwheels@bigpond.com";](#) s47F [REDACTED]; s47F [@macpachr.com.au";](#)  
s47F [@cdmow.com.au";](#) s47F [@wollongongmow.com.au";](#) ["general.manager@bmfms.org.au";](#)  
["Manager@blacktownmow.com.au";](#) ["info@invmow.com.au";](#) s47F [REDACTED]; s47F [@ccmow.com.au";](#)  
s47F [@foodservices.org.au";](#) s47F [@mow.org.au";](#) s47F [REDACTED];  
s47F [@nepeanfoodservices.org.au";](#) s47F [@fairfieldfoodservices.org.au";](#)  
s47G(1)(a) [REDACTED]; ["manager@ipswichmow.org.au";](#) ["calmow@bigpond.net.au";](#)  
s47G(1)(a) [REDACTED]; s47F [REDACTED];  
s47G(1)(a) [REDACTED]  
["rsmow@bigpond.com";](#) s47G(1)(a) [REDACTED]  
s47G(1)(a) [REDACTED]; s47F [REDACTED]  
**Cc:** s47F [@qmow.org";](#) ["Lakshman Gunaratnam";](#) s47F [REDACTED]; s47E(c), s47F [REDACTED];  
s47E(c), s47F [REDACTED]  
**Subject:** Future Fit Feasibility Study - update and next steps [SEC=OFFICIAL]  
**Date:** Thursday, 3 August 2023 10:07:00 AM  
**Attachments:** [image002.png](#)

Dear Meals on Wheels feasibility study participants,

I am writing to provide you with an update on the feasibility study and next steps.

I am delighted to confirm there will be 32 participants in the feasibility study (see the list below), across three states, representing every shape, size and location of service from the Meals on Wheels network.

Collectively, this group represents close to 40% of the total network from New South Wales and Queensland (based on meal outputs in Stocktake data) – and that is without factoring in the two pilot sites in Victoria. This means our work on the feasibility study will be sufficiently robust to inform future policy and program considerations.

As we move forward, the initial challenge the Department will pose for consideration by all of you is: how, as a group of 32 study participants, do we come to a clear and mutually agreeable definition of a meal output for the purpose of the feasibility study, how we best reflect the social support provided through Meals on Wheels and how this is appropriately mapped to pricing/funding arrangements. It is difficult, but important that we find the right balance that best reflects the work that you all do that separates the Meals on Wheels model from other models. In that context, I intend to provide a further email next week with some basic concepts to work from so that we can all start collectively thinking about these issues.

Moving forward, I welcome the sharing of ideas between this group and my team and look forward to embarking on this once-in-a-generation reform program.

Further Q&As and next steps are provided below for your information.

Cheers,

## Rusty

### Why is this feasibility study important?

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What your participation in the study will help us do is, with a level of evidence-backed certainty, ensure Meals on Wheels services remain viable, to strengthen and expand network coverage to meet growing demand from older Australians. But doing so in a structured way that is sustainable, cost effective and provides a clear return on investment to government and our communities.

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14. Nepean
15. Fairfield Food Services
16. s47G(1)(a)
17. [REDACTED]

#### Queensland

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19. Caloundra
20. s47G(1)(a)
21. [REDACTED]
22. Longreach
23. s47G(1)(a)
24. [REDACTED]
25. [REDACTED]
26. [REDACTED]
27. Rochedale
28. s47G(1)(a)
29. [REDACTED]
30. [REDACTED]

#### Victoria

31. Whitehorse
32. s47G(1)(a)

Russell Herald

### **Assistant Secretary**

Home Support Operations Branch

Home and Residential Division | Ageing and Aged Care Group

Department of Health and Aged Care

(W) 02 6289 s47E(c), s47F (M) s47E(c), s47F

Executive Assistant: s47E(c), s47F

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

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Freedom of Information Act 1982 by the  
Department of Health, Disability and Ageing

**From:** [HERALD, Russell](#)  
**To:** s47F  
**Cc:** s47F ; "Lakshman Gunaratnam"; s47E(c), s47F  
**Subject:** RE: Feasibility Study/Contract [SEC=OFFICIAL]  
**Date:** Friday, 4 August 2023 9:30:00 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.jpg](#)  
[image004.png](#)

Many thanks s47F I will adjust. I think the plan at the moment is to have a couple of quick chats on Monday to think through some of this next message. Very Happy to pull back a bit, as you are probably right in that bringing distance and contributions in at this stage may make peoples heads spin!

Rusty

**From:** s47F  
**Sent:** Thursday, 3 August 2023 6:07 PM  
**To:** s47F ; HERALD, Russell  
**Cc:** s47F ; Lakshman Gunaratnam ; s47E(c), s47F  
**Subject:** RE: Feasibility Study/Contract [SEC=OFFICIAL]

**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.

Thanks Rusty and great to e-meet the broader team.

Firstly, the email that went out today to FS participants was a great starting message to the group. There is no more important collaboration in our 70 year history I would suggest so great to start to bring people and ideas together.

The only suggestion I have and not so much a flag I have is with the ideas as you have put together below is potentially don't go all in to start with. I appreciate you need to put some form of model/s and the thinking behind what goes in to that, which are all valid what you have listed, but it may get a little heavy early – but that said we don't have much time either, and I may under estimate them at times, so it could all form into one discussion paper / conversation starter broken into logical sections and flow. I agree with s47F these are questions people want answered and as these services have shown by their participation, they want to and appreciate being part of the design.

s47G(1)(a)

I think going with your core logic as below could be to start with a big question first – what is a meal, what is an output. If they unpack that as a group then leads you to the next part what do you charge and how did you arrive at that, what do you charge or what does it cost to attract, manage and retain volunteers? Then what is a fair client contribution...you can bring in the discussion on the aged pension, complexity of clients, regional footprint and distances...

So more from my side how you bring the details together, which I appreciate are first cut, but are definitely in the wheel house of what needs to be discussed and what people will contribute to.

Kind Regards

s47F

Chief Executive

[Unit 16, 27 South Pine Road, Brendale Qld 4500](#)  
[PO Box 2393, Strathpine Centre Qld 4500](#)

Email: s47F @qmow.org

Mobile: s47F

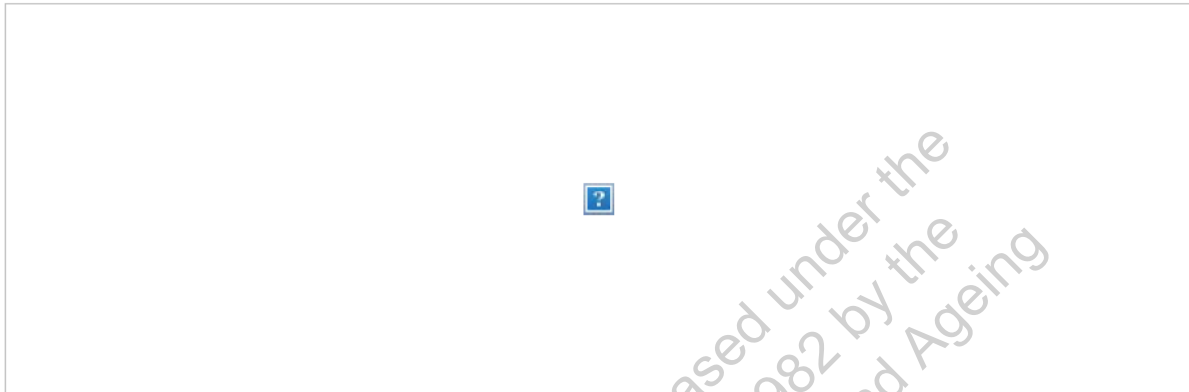
Phone: (07) 3205 5588

Follow us on: [Facebook](#) | [Instagram](#) | [Linkedin](#)

Meals on Wheels Queensland acknowledge the Traditional Custodians of the land and sea where we live and work. We pay our respects to Elders, past, present and emerging.



<https://playforpurpose.com.au/meals-on-wheels-qld>



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From: s47F @mow.net.au>

Sent: Thursday, August 3, 2023 10:15 AM

To: HERALD, Russell <[Russell.Herald@health.gov.au](mailto:Russell.Herald@health.gov.au)>; s47F @qmow.org>

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

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

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

Subject: Re: Feasibility Study/Contract [SEC=OFFICIAL]

**CAUTION - External Sender: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.**

Great to meet everyone, and no flags from me Rusty. Have just seen your message go out to the group and value the high degree of transparency and cooperation especially the full listing of those involved and clarity on what the path ahead looks like. The NSW network is not so accustomed to such openness ;-)

As I have mentioned in the past, the topics you are focussed on are what I understand people want to talk about. They are the challenges people want to solve. And involving them in the design of these solutions - is more than we could ask for.

Thanks for including us Rusty.

Kind regards,

s47F

General Manager - Newcastle Meals on Wheels

s47F — 02 49 577 097

( [gm@mow.net.au](mailto:gm@mow.net.au) )

From: HERALD, Russell <[Russell.Herald@health.gov.au](mailto:Russell.Herald@health.gov.au)>



**Sent:** Wednesday, August 2, 2023 10:33 am

**To:** s47F @mow.net.au>; s47F @qmow.org>

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

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

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

**Subject:** FW: Feasibility Study/Contract [SEC=OFFICIAL]

s47F

Looking to send out a note to the 32 in the coming days to start a conversation around the core policy issue – i.e. definition of meal and construction of price against that definition.

Below is what I sent to LG as a bit of a rough “opening gambit” concept. Everything here is open to debate

What I am hoping to get from you before I send this out, is any initial reactions/inputs, and thoughts about whether any of this will raise red flags (or even amber).

I haven’t thought about distribution hubs for this so I know that ill have to mention this.

Also introducing you by way of cc to the staff in my team who will do all the work on this end for me  
Rusty

---

**From:** HERALD, Russell

**Sent:** Wednesday, 2 August 2023 9:57 AM

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

s47F @milesmorgan.com.au>

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

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

**Subject:** Feasibility Study/Contract [SEC=OFFICIAL]

Hi LG, s47F

Introducing you to s47E(c), s47F (Director), s47E(c), s47F and s47E(c), s47F in our CHSP Policy team. They have the fun job of running the feasibility study work on this end.

s47E(c), s47F is currently working through the administration options on our end and is currently designing an operational model to ensure things work on this end.

This team is also responsible for working on a separate pilot of community transport pricing, and so the architecture on this end is being designed to be as consistent as possible.

Currently this is looking like:

- CHSP contracts reflect current method – price times quantity
- Under the pilots, quantity will be determined using new standard definitions, but price will not relate to CHSP unit price ranges, but instead be a weighted average.
- Each pilot participant will have scheduled attached to the contract outlining how the price was derived (for meals, normal food, texture modified, social support etc)
- DEX reporting will remain as is.
- Separate reporting in place for underlying analysis of the new pricing structures.
- CHSP program manual adjusted to identify and enable the pilots, and participant responsibilities in relation to dual reporting
  - This will separate out participants from standard unit pricing terms, as well as compliance and consumer contributions framework

The CHSP manual work is being done in the context of potential legislative amendments to the Aged Care Act under the reform pathway, but also general work to contemporise the manual.

By way of current thinking, the method that is in my head, which probably needs much more thought/refinement and I assume you have many ideas as well:

Baseline Price Per Meal:

	Standard Meal (made in kitchen)	Standard Meal (from meal supplier)	Texture Modified/Complex (made in kitchen)	Texture Modified/Complex (from meal supplier)

Single Meal, no social engagement	\$A	\$B	\$C	\$D
Single Meal, social engagement	\$E	\$F	\$G	\$H

Then a price Multiplier

<u>Distance</u> (to cover costs, such as petrol subsidies for regional trips)*	1.XX
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Can maybe link somehow to community transport pilot which has short, medium and long distance

Then a reduction for client contribution

<u>Reasonable Client contribution</u> (based on Single Aged Pension rate)	Eg. \$8 = 0.75% of single aged pension (per fortnight), assume all are full rate pensioners given more than 80% are...*
--	---

\*can be lowered with the super saver options to \$4 etc but flexibility with provider, including increasing above where people can afford to do so i.e. premium

A meal is, by weighting:

- Main course = X outputs [=Dinner, Lunch and Breakfast primary dish]
- Entrée = Y outputs
- Desert = Z outputs
- Snack = A outputs

(I haven't got to what a meal actually is )

Rusty

Russell Herald

**Assistant Secretary**

Home Support Operations Branch  
Home and Residential Division | Ageing and Aged Care Group  
Department of Health and Aged Care  
(W) 02 6289 <sup>s47E(c)</sup><sub>s47F</sub> (M) <sup>s47E(c)</sup><sub>s47F</sub>  
Executive Assistant: <sup>s47E(c)</sup><sub>s47F</sub>  
<sup>s47E(c)</sup><sub>s47F</sub> [@health.gov.au](mailto: @health.gov.au) (W) 02 6289 <sup>s47E(c)</sup><sub>s47F</sub>



**From:** [Lakshman Gunaratnam](#)  
**To:** s47E(c), s47F  
**Cc:** s47F  
**Subject:** RE: Feasibility Study/Contract [SEC=OFFICIAL]  
**Date:** Monday, 7 August 2023 1:52:38 PM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image001.png](#)

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Hi: s47E(c),  
s47F

Many thanks for your email and we're very much looking forward to catching up.

We've just moved a couple of things so that we can accommodate Thursday at 2pm. If you're happy to send out an invite that would be great.

Many thanks

LG

Lakshman Gunaratnam

CEO

s47F

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




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**From:** s47E(c), s47F @health.gov.au>  
**Sent:** Friday, August 4, 2023 12:19 PM  
**To:** Lakshman Gunaratnam <s47F @milesmorgan.com.au>  
**Cc:** s47E(c), s47F @health.gov.au>; s47E(c), s47F @health.gov.au>; s47F @milesmorgan.com.au>  
**Subject:** RE: Feasibility Study/Contract [SEC=OFFICIAL]

Hey LG

Looking forward to working with you on the feasibility study! Are you happy for me to send through a meeting invite for Wednesday/Thursday next week? I'm thinking an hour so we can get the full download on where things are up to and discuss next steps. We'll give you an update on our game plan too.

Let me know what time suits:

- Wednesday 9 August
  - 11am to 12pm
  - 2pm to 3pm
- Thursday 10 August
  - 10am to 11am
  - 1pm to 2pm
  - 2pm to 3pm

Feel free to give me a call if you need anything.

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.*

---

**From:** Lakshman Gunaratnam <s47F @milesmorgan.com.au>  
**Sent:** Thursday, 3 August 2023 8:07 AM  
**To:** HERALD, Russell <Russell.Herald@health.gov.au>  
**Cc:** s47E(c), s47F @health.gov.au; s47E(c), s47F  
s47E(c), s47F @health.gov.au; s47E(c), s47F @health.gov.au; s47F  
s47F @milesmorgan.com.au>  
**Subject:** RE: Feasibility Study/Contract [SEC=OFFICIAL]

**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 Rusty,

Many thanks for your email and introductions. We look forward to working with everyone.

Hi s47E(c), s47F – good to reconnect post the NSW Town Hall.

Looking forward to speaking over the coming days to unpack initial hypothesis that the Feasibility Study will be able to explore.

Many thanks

LG

Lakshman Gunaratnam

CEO

s47F

s47F @milesmorgan.com.au



**From:** HERALD, Russell <[Russell.Herald@health.gov.au](mailto:Russell.Herald@health.gov.au)>  
**Sent:** Wednesday, August 2, 2023 9:27 AM  
**To:** Lakshman Gunaratnam <[s47F@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)>; [s47F@milesmorgan.com.au](mailto:s47F@milesmorgan.com.au)>  
**Cc:** [s47E\(c\), s47F@health.gov.au](mailto:s47E(c), s47F@health.gov.au); [s47E\(c\), s47F@health.gov.au](mailto:s47E(c), s47F@health.gov.au); [s47E\(c\), s47F@health.gov.au](mailto:s47E(c), s47F@health.gov.au)  
**Subject:** Feasibility Study/Contract [SEC=OFFICIAL]

Hi LG, [s47F](mailto:s47F)

Introducing you to [s47E\(c\), s47F](mailto:s47E(c), s47F) (Director), [s47E\(c\), s47F](mailto:s47E(c), s47F) and [s47E\(c\), s47F](mailto:s47E(c), s47F) in our CHSP Policy team. They have the fun job of running the feasibility study work on this end.

A couple of things before we move into this space is:

- Final reports on the baseline stocktake and nutrition stocktakes
- Updated status reports
- A contract variation to add the study to the work program, and any changes to milestone payment schedules.

[s47E\(c\), s47F](mailto:s47E(c), s47F) is currently working through the administration options on our end and is currently designing an operational model to ensure things work on this end.

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Rusty

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Executive Assistant: <sup>s47E(c), s47F</sup>  
<sup>s47E(c), s47F</sup> [@health.gov.au](mailto:s47E(c), s47F@health.gov.au) (W) 02 6289 <sup>s47E(c), s47F</sup>

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