

OFFICIAL

AGENDA

Aged Care Transition Taskforce Meeting # 15

Date: Wednesday 12 November 2025, 12:30pm – 3:50pm AEDT

Venue: Level 6 North, Executive Suite Boardroom (6.N.528)

Yaradhang Building - 23 Furzer Street, Woden

(Microsoft Teams details included in calendar invitation)

Item	Details	Paper/ Verbal	Lead
1	12:30pm (15 mins)	Verbal	Anne Burgess, Chair Sonja Stewart, Deputy Chair Josh Maldon, a/g First Assistant Secretary, Reform Implementation Division
	<ul style="list-style-type: none"> ○ Opening of meeting ○ Welcome ○ Apologies ○ Conflicts of Interest ○ Actions and Issues Register 		
2	12:45pm (70 mins)	Paper	Josh Maldon, a/g First Assistant Secretary, Reform Implementation Division Jo Hegerty, a/g Assistant Secretary, Aged Care Communication and Change Branch Maria Filardo, a/g Assistant Secretary, New Aged Care Act Transition Branch Fay Flevaras, Chief Digital Information Officer Brian Schumacher, a/g First Assistant Secretary, Digital Transformation and Delivery Division
	Post-implementation check-in: <ul style="list-style-type: none"> a) Response Room – tracking and take-outs b) Delivery updates: <ul style="list-style-type: none"> ○ communication ○ education and training ○ digital ○ systems 		
3	1:55pm (20 mins)	Paper	Liz Hefren-Webb, Aged Care Quality and Safety Commissioner Peta Martyn, a/g General Manager, Older Australians and Veterans, Services Australia
	Post-implementation update: <ul style="list-style-type: none"> ○ Aged Care Quality and Safety Commission ○ Services Australia 		
	2:15pm (15 mins)		Tea break
4	2:30pm (20 mins)	Paper	Liz Hefren-Webb, Aged Care Quality and Safety Commissioner Emily Harper, First Assistant Secretary, Market and Workforce Division
	Implementation and workforce		
5	2:50pm (30 mins)	Paper	Emily Harper, First Assistant Secretary, Market Workforce Division Travis Power, Assistant Secretary, Ageing Policy, Systems and Evidence Branch
	Implementation monitoring: <ul style="list-style-type: none"> ○ long-term (including evaluation) 		
6	3:20pm (25 mins)	Paper	Josh Maldon, a/g First Assistant Secretary, Reform Implementation Division Maria Filardo, a/g Assistant Secretary, New Aged Care Act Transition Branch
	Transition Taskforce wrap up: <ul style="list-style-type: none"> ○ final summary - input from members on key achievements ○ handover arrangements for ongoing monitoring 		
7	3:45pm (5 mins)		Anne Burgess, Chair
	Meeting close		

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Aged Care Transition Taskforce

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Agenda Item No: 2

Post-implementation check-in

Questions for Taskforce Consideration

1. Are there any specific areas of concern that need to be raised with the department?

Purpose of the paper

To provide an update on the commencement of the New Aged Care Act and seek feedback from members on areas of concern.

Summary of issues for discussion

System releases across the Department of Health, Disability and Ageing (the department), Services Australia and Aged Care Quality and Safety Commission were completed successfully over the period 30 October to 2 November. All systems were online by 2 November 2025 evening ahead of schedule and Services Australia went live on 5 November. Warranty arrangements are now in place in each agency to support technical issues that emerge.

An update on the Response Room activity will be provided at the meeting.

Delivery updatesCommunication

Communication activities were delivered successfully for the 1 November start date.

Web content, including updates to publications, went live on health.gov.au at 3pm on 31 October, and myagedcare.gov.au on 1 November. We also published news items on both websites, posted on all department social channels and sent our 41,000 subscribers an Alert on 1 November. The Minister's media release was published in line with the press conference.

Our partners and stakeholders also published content, newsletter articles and social media on 1 November, this content was generally positive and linked to department content or the media release.

Social media reporting conducted between 30 October and 3 November looked at the sentiment of social media comments about the aged care services and the state of aged care in Australia. The sentiment expressed overall was judged as being neutral, including 43.6% positive reactions. This report also identified the emotions displayed in the online conversations. There were 43.1% assessed as exhibiting joy (happiness).

We are now implementing follow-up communication activities, including messaging on how parts of the Act fit together, Support at Home service agreements and pricing updates, regulatory requirements, fee and accommodation arrangements, and Quality Standards.

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Education and training

The department and the Aged Care Quality and Safety Commission has developed a suite of training materials and e-learning modules across the new Aged Care Act, Support at Home program and strengthened Quality Standards. Providers can incorporate these modules into their own learning management systems to train their workforce. These training modules are highly recommended but not mandatory.

The requirements to deliver training are not prescriptive about the actual training providers need to deliver, only that training needs to be provided to ensure aged care workers have the appropriate qualifications, skills and experience. This allows each provider the flexibility to deliver training in line with their own service context and the needs of their individual learners. Tailoring training to their service and workers, helps providers to ensure their training approach is effective. We recognise that some providers have delivered their own training programs or leverage other resources.

The eLearning developed compliments the guidance materials available on the department's website.

The Education and Training Working Group continues to meet regularly and has met 15 times since its inception on 25 March 2025.

New Aged Care Act training (to 31 October)

The department continues to actively promote the training available and is monitoring the engagement and completion rates.

The number of course completions continue to grow, with increases shown in the worker modules. In total there have been:

- **39,044 completions** across the New Aged Care Act modules (as at 31 October).
- **2,326 downloads** of the facilitator guides for the older person modules

The completion rate does not include completions where providers have downloaded modules and incorporated them into their own learning management systems.

The full breakdown across New Aged Care Act modules is at [Attachment A](#)

Support at Home provider training (to 27 October)

Module	Views	Downloads
Program overview	4,185	2,840
Module 1 – Assessment process and Service Delivery	1,917	1,215
Module 2 – Service Agreement Care Plan and Budget Planning	1,260	888
Module 3 – Short Term Pathways	760	501
Module 4 – Claiming and Payment Arrangements	708	473
Module 5 – Care Management	607	408
Module 6 – Self Management	328	194
Total	9,765	6,519

Attachments

[Attachment A](#): New Aged Care Act training modules – detailed statistics

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Attachment A

New Aged Care Act training modules - detailed statistics to 31 October

New Aged Care Act Module 1: Understanding and adapting to the Aged Care Act 2024*Module for workers*

Month	Enrolments	Completions	Completion rate (of enrolments)
May	223	106	48%
June	769	574	75%
July	1,089	822	75%
August	2,483	1,785	72%
September	3,936	2,797	71%
October	28,635	18,626	65%
Total	37,135	24,710	66%

Module for providers

Month	Enrolments	Completions	Completion rate (of enrolments)
May	143	78	55%
June	509	369	72%
July	469	349	74%
August	431	332	77%
September	1,169	717	61%
October	3,408	2,004	59%
Total	6,129	3,849	63%

Module for older people

- There have been 472 participants since May to October 28, with only 12% identifying as an older person or their supporter.
- Some learners accessing the worker module are also accessing the older person module.
- The facilitator guide has been downloaded over 1204 times, and the older person resource page on the website has had over 2496 unique users (to September 30).

New Aged Care Act Module 2: Aligning to changes*Module for workers*

Month	Enrolments	Completions	Completion rate (of enrolments)
July	198	107	54%
August	646	356	55%
September	2,132	1,127	53%
October	8,830	5,531	63%
Total	11,806	7,121	60%

Module for providers

Month	Enrolments	Completions	Completion rate (of enrolments)
July	177	99	56%
August	247	153	62%
September	763	339	44%
October	1,899	1,266	67%
Total	3,086	1,857	60%

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Module for older people

- There have been 130 participants from May to 28 October, with only 12% identifying as an older person or their supporter.
- Some learners accessing the worker module are also accessing the older person module.
- The facilitator guide has been downloaded over 1122 times.

New Aged Care Act Module 3: Leading change and building capability in aged care*Module for providers*

Month	Enrolments	Completions	Completion rate (of enrolments)
October	1,671	905	54%
Total	1,671	905	54%

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Aged Care Transition Taskforce

12 November 2025

Agenda Item No: 3

Post-implementation update

Questions for Taskforce Consideration

- Not applicable

Purpose of the paper

The purpose of this paper is to provide an update on the Aged Care Quality and Safety Commission's implementation of the new Aged Care Act, which took effect on 1 November 2025.

Summary of issues for discussion

- System changes to support the implementation of the *Aged Care Act 2024* and strengthened Quality Standards were successfully delivered on 1 November 2025.
- Commission systems and processes are online and working as expected. We continue to monitor the system and remain ready to respond to any issues as they arise.
- Changes to the Commission's website went live from 6pm Friday 31 October 2025, including the Complaints online form and a form for Providers to raise questions about the transition.
- Ms Treasure Jennings commenced in the role of Complaints Commissioner on 1 November 2025.
- The Commission's phone lines were open from 9am-5pm on Saturday 1 and Sunday 2 November, to cater for:
 - Providers needing general assistance or to lodge a Serious Incident Response Scheme (SIRS) report during the My Aged Care (MAC) portal upgrade
 - Urgent enquiries from older people and their supporters.
- The Commission remains focused on supporting providers and workers, and older people and their families and carers.

Consultations

- Not applicable

Attachments

- Not applicable

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Aged Care Transition Taskforce

12 November 2025

Agenda Item No: 3

Post-implementation update

Purpose of the paper

To present the Aged Care Transition Taskforce with an overview of post-implementation progress, including details of successes, areas on watch and ongoing implementation support mechanisms.

Summary for discussion

Services Australia (the agency) system releases have been successfully delivered for implementation of all aged care projects on 1 November 2025. Portals were made available in read only mode from 1 November and successfully transition out of read only from 5 November.

Quality assurance checks have been completed on an initial small batch of Support at Home (SaH) budget calculations to test that system calculations are occurring correctly. Manual checking has been completed and the system is operating as expected. Calculation of the remaining budgets has commenced.

Services Australia Response Room

The Services Australia Response Room (Response Room) operations were established to provide oversight of emerging go-live defects and issues relating to business, information technology and program delivery, as well as a clear escalation path for prompt response and resolution. Response Room operations commenced 15 October 2025 and will operate until 15 December 2025. Physical rooms are in place in Brisbane and Canberra, and are supported by Parramatta operations team.

The agency, Department of Health, Disability and Ageing (DHDA) and the Aged Care Quality and Safety Commission (the Commission) have worked together to establish communication channels and an escalation process.

Soft Launch

To support the implementation of the SaH Program, testing with selected Aged Care Software Developers and Providers will occur during November 2025 to gain confidence the Aged Care Payment System is functioning correctly. This will incorporate planned Business Verification Testing (BVT) activities, such as the finalisation of inflight transactions and other key activities up to but excluding release of payments. During the soft launch claiming will be monthly, reverting to daily following successful BVT.

COMMITTEE-IN-CONFIDENCE**Hypercare Plan**

Following project and program implementation the agency commences a temporary, and highly focused, support phase known as hypercare. A Hypercare Plan was developed to support implementation of the Aged Care Reform program. A team was stood up prior to go-live and is responsible for triaging production issues. Floor walkers will be present at each key location to support staff with system changes, including the new SaH program. The hypercare period will be for a period of 3 months as per the agency's current framework.

Communications

A range of communication strategies were deployed to inform providers of the availability of new and transitioned data and that the Aged Care Provider Portal being in view only mode from 31 October until 5 November 2025.

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Aged Care Transition Taskforce

12 November 2025

Agenda Item No: 4

Implementation and workforce

Purpose of the paper

Aged Care Transition Taskforce (Transition Taskforce) members agreed for workforce to be a standing agenda item at all future Transition Taskforce meetings. This paper outlines workforce training initiatives the department and Aged Care Quality and Safety Commission are aware of, noting the considerable activity underway throughout the sector.

Summary of issues for discussion

Under the *Aged Care Act 2024* (the Act), one of the Aged Care Quality and Safety Commission's (the Commission) key functions is to provide education and engagement for the aged care sector, including for aged care workers. In addition, Outcome 2.9 of the strengthened Quality Standards states that providers must provide aged care workers with training and supervision to enable them to effectively perform their roles.

The Commission invests significant resources into education, engagement and communication activities. These include online learning programs, live learning workshops, guidance tools, customisable resources, and communication products. In 2026, the Commission will be updating its engagement, education and communication strategy and this will include consultation with the sector including unions.

Use of the Commission's and Department of Health, Disability and Ageing (the department) learning resources is not mandatory. Each provider and its workforce are unique, and learning and development strategies and plans need to be tailored to individual circumstances. Factors that should be considered include the experiences of the older people in care including incidents, feedback and complaints, the capabilities of the workforce, and the operating models of the provider.

Sector readiness - training uptake

The Commission has developed a range of training on the Alis learning platform, including online learning modules covering the strengthened Aged Care Quality Standards, and refreshed content about other provider and worker requirements including audits and the Aged Care Code of Conduct. These learning resources are available free of charge for aged care providers, their workers and responsible persons.

There has been significant uptake of Commission learning resources with over 500,000 module completions of content relating to the strengthened Quality Standards either directly in the Alis platform (110,000) or via content sharing (390,000) between 1 January and 22 October 2025. There has been strong uptake from Associated Providers since providing free access to this cohort.

There are over 145,000 individual learners using Alis products (either directly on-platform or through SCORM sharing and other platforms like AusMed). The department estimates there are around 348,000 workers in the aged care sector providing direct care to older people.

Reports of aged care workers not being given access to training

While the Commission has seen good levels of engagement with training resources, it has been concerned about anecdotal reports, through a range of channels, of some aged care workers not

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being given opportunity to undertake training to support their readiness for the new Act.

This issue has now been referred to the Commission's Sector Risk Committee for active monitoring and development of a response strategy - commencing immediately with increased communications with the sector about this issue. There was an article in the Commission's monthly Quality Bulletin (aimed at providers), issued on 29 October 2025, and further communications are in development.

Anyone wishing to provide feedback to the Commission about a provider not giving their workforce adequate training can do so via the Commission's complaints and concerns process – via phone 1800 951 822, an online form at www.agedcarequality.gov.au or email info@agedcarequality.gov.au

Strengthened whistleblower protections are now in place under the Act, and the Commission will be implementing a communications program about these protections, including via contacts with unions, in the coming months.

Commission meetings

The Commission holds a range of regular meetings with key stakeholders, including through the Commission Consultation Forum (CCF) which meets quarterly. The CCF meeting has workforce responsibilities as a standing agenda item.

The Commission also meets 3 times per year with industrial associations, including the: Health Services Union, United Workers Union, Australian Nursing and Midwifery Federation and the Australian Workers Union. The next meeting is on 13 November 2025 and workforce responsibilities is a standing agenda item.

Future direction

The next Aged Care Provider Workforce Survey is scheduled for February 2026. The Survey includes questions on training offered to directly employed nurses and personal care workers in the previous 12 months, and how many direct care workers have completed each training program. The Survey will likely include questions about the following training areas:

- *Aged Care Act 2024*
- Statement of rights and statement of principles
- Code of Conduct
- In-home aged care reforms
- Residential aged care reforms
- Quality Standards and governance
- Complaints and whistle blowing

The need for ongoing training in these areas will also be considered as part of implementation of the national registration scheme for personal care workers.

Following cessation of the Transition Taskforce, outstanding and emerging workforce issues can be addressed through the Aged Care Workforce Committee (ACWC), and through other governance arrangements including bodies such as the Council of Elders and the National Aged Care Advisory Council.

The ACWC was formed in 2023 to provide advice to government on ways to build, train and support the aged care workforce. The group's initial two-year term ended in August 2025. The Department is currently revising the ACWC's terms of reference, scope and membership for the next appointment period.

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Aged Care Transition Taskforce

12 November 2025

Agenda Item No: 5

Implementation monitoring

Purpose of the paper

To update the Aged Care Transition Taskforce (Transition Taskforce) on planning for ongoing monitoring and evaluation of the *Aged Care Act 2024* (the Act) implementation and reforms, including the review established in the Act.

Summary of issues for discussionLong-term (including evaluation)

A wide range of work is underway to measure and report on the reforms to aged care brought about in response to the Royal Commission on Aged Care Quality and Safety (the Royal Commission).

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The department regularly monitors a broad range of program metrics and is well-positioned to be able to compare data before and after the Act's implementation. Data is publicly reported in a variety of ways, including but not limited to:

- the department's Annual Report
- regular publications, including our flagship publications, the *Report on Operation of the Aged Care Act*, the *Financial Report of the Australian Aged Care Sector*, and the *Quarterly Financial Snapshot*
- other agencies' reporting, such as the Productivity Commission's annual Report on Government Services (RoGS)
- the My Aged Care website
- the GEN Aged Care Website, administered by the Australian Institute of Health and Welfare on behalf of the department, which contains extensive data, links with other datasets, and related reports and analysis; and
- existing reporting on Quality Indicators, Star Ratings, Resident Experience Surveys, Care Minutes, etc

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The department is developing an evaluation framework (Framework) to assess progress with the wider aged care reforms brought about in response to the Royal Commission. This Framework will enable compliance with requirements outlined in section 601 of the Act (independent review of implementation). The Framework will also consider the coherence of the broad suite of program and project level evaluations of specific aged care reforms.

The legislated review must be conducted within 6 months of the third anniversary of the commencement of the Act (i.e. by May 2029). It must be provided in writing to the Minister and tabled in Parliament within 15 days of being received by the Minister.

s47C

The department will engage closely with key stakeholder bodies (e.g. Council of Elders and the National Aged Care Advisory Committee) over the coming months and years in the development and implementation of this review.

Consultations

Members considered an update on the evaluation/monitoring in August and the Response Room in September 2025. Key stakeholders will be engaged closely throughout the evaluation process.

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Aged Care Transition Taskforce

12 November 2025

Agenda Item No: 6

Transition Taskforce wrap up

Questions for Transition Taskforce Consideration

1. What do members see as the key achievements of the Aged Care Transition Taskforce (Transition Taskforce)?
2. Do members have any feedback on the delivery of the Transition Taskforce's purpose, functions and scope as set out in the Terms of Reference (Attachment A)?

Purpose of the paper

To gather input and intelligence from members on the impact of the Transition Taskforce and to commence closure and handover activities.

Summary of issues for discussionFinal summary

The Transition Taskforce was established with clear purpose, functions and scope as set out in the Terms of Reference (Attachment A). In working towards an aged care system that is fair and equitable for everyone the Transition Taskforce was tasked with:

- working 'collaboratively to bring the aged care sector through the transition journey to the new *Aged Care Act 2024*
- identifying and addressing implementation issues and providing expert advice to the Minister for Aged Care and the department
- providing oversight and stewardship of reforms to the aged care system proposed through the Act and the Government's response to the Aged Care Taskforce
- monitoring and evaluating the progress of aged care reform projects and initiatives to align with overall strategic objectives
- identifying and escalating issues that are likely to impact reform implementation and suggesting solutions
- actively maintaining high level oversight of risk management activities and identifying where risk is not being effectively managed.

Following each meeting the department has published a summary of the key issues covered and related high-level advice from members. Now that the Transition Taskforce is in its final months, members may wish to consider the key themes, issues and achievements that they would like included in the 'final summary'.

As a departmental committee, the Transition Taskforce is not required to report to the Minister, however the department will provide a copy of the final summary and key take outs of any review process for information. In the coming month, the department will prepare a draft summary for members' review prior to finalising.

Ongoing monitoring of issues raised by members

The Transition Taskforce has been working collaboratively to troubleshoot and resolve implementation issues with the department. ^{s47C}

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s47C [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

The Council of Elders and the National Aged Care Advisory Council (NACAC) provide independent advice to government on aged care reform. This advice reflects the needs and expectations of older people, their families and carers, and the perspective of providers, consumers, workers and independent experts. These well-established Councils will continue in their roles as a conduit from the sector, past the conclusion of the Transition Taskforce.

Where there may be ongoing issues for monitoring at the conclusion of the Transition Taskforce, as appropriate, the ongoing monitoring of issues may be oversighted by NACAC. The Transition Taskforce shares membership overlap with NACAC, which provides continuity.

Attachments

Attachment A: Terms of Reference

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Attachment A

Aged Care Transition Taskforce Terms of Reference

Purpose

The Aged Care Transition Taskforce (Transition Taskforce) is a non-statutory departmental committee that will work collaboratively to bring the aged care sector through the transition journey to the new *Aged Care Act 2024* (the Act) from 1 November 2025. The Transition Taskforce will work to identify and address implementation issues and provide expert advice to the Minister for Aged Care and the Department of Health, Disability and Ageing (the department).

Functions

The Transition Taskforce will provide oversight and stewardship of reforms to the aged care system proposed through the Act and the Government's response to the Aged Care Taskforce so that Australia has an aged care system that is fair and equitable for everyone.

In practice this means:

- Monitoring and evaluating the progress of aged care reform projects and initiatives to align with overall strategic objectives.
- Identifying and escalating issues that are likely to impact reform implementation and suggesting solutions.
- Actively maintaining high level oversight of risk management activities and identifying where risk is not being effectively managed.

The Transition Taskforce will have oversight of five implementation and transition streams, with membership reflecting experience and expertise in these areas:

- Implementing the drafted Rules and other subordinate legislation
- Education and training
- Communication and change management
- Funding and fee structure
- Data and digital

Membership

The Transition Taskforce brings together the department, the Aged Care Quality and Safety Commission, consumer advocates, workforce representatives, residential and home care providers, digital, primary care and clinical experts to support the sector to prepare to transition to the Act. A list of the Transition Taskforce membership is at [Attachment A](#).

The Minister for Aged Care has instructed the department to take responsibility for engaging members.

Members are engaged as individuals who are policy leaders and experts with the ability to provide representative advice. Members may represent the views of their organisation or affiliations but agree to come together in the best interests of older people and Australia's aged care system.

Chair and Deputy Chair

The Transition Taskforce will be Chaired by an independent representative. The Deputy Chair will be the Deputy Secretary of the Ageing and Aged Care Group. The Chair will lead meetings and guide the work of the Transition Taskforce, with the support of the Deputy Chair.

The Chair may appoint another member of the committee to Chair all or part of a meeting at their sole discretion.

Attendance

Where members cannot attend a meeting, they may nominate for the Chair/Deputy Chair's consideration a suitable candidate with relevant expertise to attend. This candidate may participate in discussion and advise on issues raised. The department may also review the proposed agenda and explore options to postpone items that specifically focus on the members' area of expertise. Members may also wish to submit views and advice in writing prior to the meeting.

With the Chair/Deputy Chair's prior approval, individuals and organisations may also be invited to attend discussions where they have relevant knowledge, expertise or experience.

Meeting Administration

Secretariat	The department will support the Transition Taskforce including responding to advice, coordinating a work program, agendas, papers, records of meetings and all travel and reimbursement arrangements.
Frequency of meetings	Fortnightly for approximately 2- 3 hours, or as needed <ul style="list-style-type: none"> approximately 21 meetings a forward schedule of meetings will be circulated <p>The need for the Taskforce was reviewed in June 2025 and an extension to the end of December 2025 was agreed by the department.</p> <p>In September 2025, a further extension to the end of February 2026 was agreed by the department.</p>
Papers	To be developed by Members and/or the department at the request of the Chair <ul style="list-style-type: none"> circulated 3 business days prior to the meeting or as soon as practicable.
Record of Meeting	A summary of key discussion points and action items will be provided to members within five business days of the meeting and published on the department's website as soon as possible after each meeting.

Confidentiality and Conflict of Interest

Members will be required to sign a confidentiality agreement and declare any real or perceived conflicts of interest before the first meeting.

- Members will advise of any changes in their real or potential conflicts of interest at the commencement of each meeting.
- A member of the Transition Taskforce who has declared a real or potential conflict of interest may participate in the discussion on that matter, subject to the approval of the Chair.

All discussions undertaken by the Transition Taskforce are in confidence, to ensure members can genuinely engage on issues. Discussions should not be considered as agreement or commitment by Government.

The Transition Taskforce will aim to operate transparently with documents prepared by or presented to the Transition Taskforce only assumed to be confidential where identified as such. Transition Taskforce members however shall not report or attribute comments of individuals nor their affiliations outside of meetings.

Attachment A – Membership

Anne Burgess AM	Chair
Sonja Stewart	Deputy Chair Deputy Secretary, Ageing and Aged Care Group, Department of Health, Disability and Ageing.
Liz Hefren-Webb	Aged Care Quality and Safety Commissioner
Professor Tanya Buchanan	Chief Executive Officer, Dementia Australia
Annie Butler	Federal Secretary, Australian Nursing and Midwifery Federation
Professor Jody Currie	Professor of Practice, Queensland University of Technology
Dr Paresh Dawda	General Practitioner, Principal and Director Prestantia Health and Next Practice
Tim Dymond	Senior Policy Analyst, United Workers Union
Craig Gear OAM	Chief Executive Officer, Older Persons Advocacy Network
Amanda Hawton	General Manager, Home Health, Australian Unity
Emma Hossack	Chief Executive Officer, Medical Software Industry Association
Andrea Kelly	Interim First Nations Aged Care Commissioner, Department of Health, Disability and Ageing.
Claerwen Little	Former National Director, UnitingCare Australia
Deidre McGill	Chief Operating Officer Home & Community Support, Bolton Clarke
Simon Miller	Chief Executive Officer, Anglicare
Natalie Molloy	Former Head of Operations and Clinical Governance, HammondCare
Sonya Smart	Chief Operating Officer, VMCH
Patricia Sparrow	Chief Executive Officer, COTA Australia
Tom Symondson	Chief Executive Officer, Ageing Australia
Lloyd Williams	National Secretary, Health Services Union

Observers/co-opted representatives

Various	Department of Health and Aged Care, Services Australia and other Commonwealth officials as needed
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