Attachment A

Meals and Transport Pricing Pilots – Project Schedule – As at September 2023

Stages and milestones	FY 23-24				FY 24-25				FY 25-26
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Stage 1	Planning								
Pilot options									
Brief Minster									
Engage MMA and ACTA									
Engage CHSP providers									
Stage 2			Design						
Meals service provider consultations									
Transport service provider consultations									
CHSP 24/25 Grant extensions									
Stage 3					Implementation				
CHSP ad hoc grants									
Pilot reporting and monitoring									
Stage 4							Close		
Pilot evaluation									
Inform future in-home aged care policy									

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Key:

- Initial Working Group meeting
- Evaluation report and key data

Service Name	State	MMM Location	FTE	Reg. Volunteers	2020 / 21 Delivered CHSP Meals	2020 / 21 Number of CHSP Clients
Ipswich Meals on Wheels	QLD	MMM 1	s47G			
Narrandera Meals on Wheels	NSW	MMM 5				
Caloundra Meals on Wheels	QLD	MMM 1				
Newcastle Meals on Wheels	NSW	MMM1				
Bundaberg Meals on Wheels	QLD	MMM 2				
Camden Meals on Wheels	NSW	MMM 1				
Rockhampton Meals on Wheels	QLD	MMM 2				
Charlestown Meals on Wheels	NSW	MMM 2				
Longreach Meals on Wheels	QLD	MMM 6				
Wollongong Meals on Wheels	NSW	MMM 2				
Collinsville Meals on Wheels	QLD	MMM 6				
Blue Mountains Meals on Wheels	NSW	MMM 1				
Babinda Meals on Wheels	QLD	MMM 5				
Blacktown Meals on Wheels	NSW	MMM 1				
Crows Nest Meals on Wheels	QLD	MMM 5				
Inverell Meals on Wheels	NSW	MMM 3				
Roma Meals on Wheels	QLD	MMM 6				
Dubbo Meals on Wheels	NSW	MMM 3				
Rochedale Meals on Wheels	QLD	MMM 1				
Central Coast Meals on Wheels	NSW	MMM 1				
Brisbane South Meals on Wheels	QLD	MMM 1				
Sutherland Food Services	NSW	MMM 1				
Fraser Meals on Wheels	QLD	MMM 6				
Tamworth Meals on Wheels	NSW	MMM 3				
Redcliffe Meals on Wheels	QLD	MMM 2				
Village Chef by Meals on Wheels	NSW	MMM 1				
Nepean Meals on Wheels	QLD	MMM 1				
Fairfield Meals on Wheels	NSW	MMM 1				
Bathurst Meals on Wheels	NSW	MMM 3				
Open Arms Care Meals on Wheels	NSW	MMM3				
Ballarat Meals on Wheels	VIC	MMM 2				
Whitehorse Meals on Wheels	VIC	MMM 1				
Meals on Wheels Tasmania	TAS	MMM 2				

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From: "Minister Wells DLO"
Sent: 25/09/2023 3:24:39 PM
To: s47E(c), s47F @health.gov.au>; "Minister Wells DLO" s47E(d) @Health.gov.au>
Cc: "HERALD, Russell" <Russell.Herald@health.gov.au>; s47E(c), s47F @health.gov.au>; "MPS" <s47E(d) @health.gov.au>; "Minister Butler DLO" s47E(d) @Health.gov.au>
Subject: RE: Waiver request for MS23-001357 [SEC=OFFICIAL]

Approved

Appreciate if this could come to MWO prior to MBO so we can progress before the Minister goes on leave.

Kindly
s47F

From: s47E(c), s47F @health.gov.au>
Sent: Monday, 25 September 2023 1:35 PM
To: Minister Wells DLO s47E(d) @Health.gov.au>
Cc: HERALD, Russell <Russell.Herald@health.gov.au>; s47E(c), s47F @health.gov.au>; MPS <s47E(d) @health.gov.au>
Subject: Waiver request for MS23-001357 [SEC=OFFICIAL]
Importance: High

Hi team

Please find waiver request below for MS23-001357.

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Critical Date – Waiver Request	
MS number	MS23-001357
Subject	Commonwealth Home Support Programme (CHSP) Meals and Transport Pilots
Critical date	**Tuesday, 3 October 2023**
Brief summary of submission	Current policies for aged care community transport and meals delivery are not fit for purpose. There is an opportunity now to develop and test alternative evidence-based funding policies for meals delivery and community transport through the CHSP. These policy ideas will be tested and then evaluated ahead of in-home aged care reforms in 2025. The department proposes to engage around 60-65 CHSP service providers, 33

	for meals delivery and around 30-35 for community transport, at a cost of s47E(d) over 2023-24 and 2024-25. These providers will work with the department on policy options and test their application under the current low-risk block funded CHSP model.
Why is a waiver to the 5 day critical date rule required?	The critical date is 3 October 2023 to allow time for contractual arrangements to be finalised ahead of project commencement in early October. Noting a copy of the submission was provided to both offices (Butler and Wells) ahead of time. A waiver request has been submitted to each office.
What is the risk to the Minister/Department or Agency if the critical date is not met?	Contractual arrangements need to be finalised ahead of project commencement in early October so the department can establish the working groups from October 2023. Further delays would result in working group meetings being rescheduled which would create flow-on impacts to timeframes and may prevent the pilots from commencing on 1 July 2024.
What is preventing/has prevented the Department/Agency providing this Ministerial Submission at an earlier date?	After receiving the final proposals from Miles Morgan Australia and the s22 the department worked to understand the cost-benefit of undertaking the projects. s22
When will the Ministerial Submission be provided to the Minister's Office? Note – if this date is not met, a new waiver must be requested	26 September 2023. A four business day timeframe would be required.
Waiver approved by	DLOs to complete

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Kind regards

s47E(c), s47F

Assistant Director – CHSP and Continence Policy Section

Home Support Operations Branch | Home and Residential Division | Ageing and Aged Care Group
Australian ent of Health and Aged Care
T: 02 628 s47E(c), s47F @health.gov.au

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From: "Minister Wells DLO"
Sent: 20/10/2023 2:24:19 PM
To: s47E(c), s47F @health.gov.au>; "Minister Wells DLO" s47E(d) @Health.gov.au>; "Minister Butler DLO" s47E(d) @Health.gov.au>
Cc: "HERALD, Russell" <Russell.Herald@health.gov.au>; s47E(c), s47F @Health.gov.au>; s47E(c), s47F @health.gov.au>; "MPS" <s47E(d) @health.gov.au>; "HRD Executive" <s47E(d) @Health.gov.au>
Subject: RE: MS23-001357 - Commonwealth Home Support Programme (CHSP) Meals and Transport Pilots [SEC=OFFICIAL]

Hi s47E(c), s47F

This one is likely to progress next week.

Kindly,
s47F

From: s47E(c), s47F @health.gov.au>
Sent: Friday, 20 October 2023 1:41 PM
To: Minister Wells DLO <s47E(d) @Health.gov.au>; Minister Butler DLO <s47E(d) @Health.gov.au>
Cc: HERALD, Russell <Russell.Herald@health.gov.au>; s47E(c), s47F @Health.gov.au>; s47E(c), s47F @health.gov.au>; MPS <s47E(d) @health.gov.au>; HRD Executive <s47E(d) @Health.gov.au>
Subject: MS23-001357 - Commonwealth Home Support Programme (CHSP) Meals and Transport Pilots [SEC=OFFICIAL]

Hi team

Are you able to provide an update on the status of MS23-001357 - Commonwealth Home Support Programme (CHSP) Meals and Transport Pilots? This min sub required dual signatures from Minister Butler and Minister Wells.

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 @health.gov.au
Location: Level 7, Sirius Building
GPO Box 9848, Canberra ACT 2601, Australia

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Australian Government

Department of Health and Aged Care

Ministerial Submission – Dual Signature
MS23-001357
Version (1)
Date sent to MO: 4 October 2023

To: **Minister Butler and Minister Wells**

CC: **Assistant Minister Kearney**

Subject: **Commonwealth Home Support Programme (CHSP) Meals and Transport Pilots**

Critical date: 18 October 2023 to allow sufficient time for pilot design ahead of the pilots commencing 1 July 2024.

Recommendations:

That you:

1. **Agree** to invest up to s47E(d) of existing CHSP funding in 2023-24 and 2024-25 to undertake policy co-design, pricing projects and evaluate results with around 60-65 providers of meals delivery and community transport under the CHSP.
2. **Note** two co-design Working Groups would be established for each pilot with:
   a. 33 Meals on Wheels providers and representatives from Meals on Wheels (MoW) Australia, MoW South Australia and MoW Western Australia to meet in October 2023 in preparation for the projects.
   b. s22 [redacted]

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1. Agreed/Not agreed/ Please discuss 2. Noted	1. Agreed/Not agreed/ Please discuss 2. Noted
Signature:	Signature: .....
Minister Butler	**Minister Wells**
31/ 11 / 2023	26 /10./ 2023
Comments: with Min Wells	Comments:

Contact Officer:	Russell Herald	Assistant Secretary, Home Support Operations Branch, Home and Residential Division	Ph: (02) 6289 s47E(c), s47F Mobile: s47E(c), s47F
Clearance Officer:	Amy Laffan	A/g Deputy Secretary, Ageing and Aged Care Group	Ph: (02) 6289 s47E(c), s47F Mobile: s47E(c), s47F

Submission summary:
Current policies for aged care community transport and meals delivery are not fit for purpose. There is an opportunity now to develop, test and evaluate alternative evidence-based funding policies for meals delivery and community transport through the CHSP ahead of in-home aged care reforms from 2025.

The department proposes to engage around 60-65 CHSP service providers, 33 for a Meals Feasibility Study and around 30 for a Transport Pricing Pilot, at a cost of s47E(d) (GST exclusive) over 2023-24 and 2024-25. These providers will work with the Department of Health and Aged Care on policy options and to test their application in delivering services under the current low-risk block funded CHSP model.

Through two separate projects, each supported by a Working Group established from October 2023, the remainder of 2023-24 would focus on co-design of policy parameters with these providers and to implement requisite changes to corporate infrastructure. Real world testing and real-time analysis would occur during 2024-25, under an addendum to the participants' CHSP contract.

The core objective of the two projects is to develop and test a more accurate way of accounting for service delivery components, and their relationship to costs, including explicit consideration of the social capital elements. Key to community transport is the distance of the trip, and for meals is the cost of meal preparation, distribution and volunteer costs.

s22 and Miles Morgan Australia (MMA) would be contracted by the department to coordinate and undertake the projects in partnership with CHSP providers and the department.

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Issues:

1. The current pricing architecture for meals delivery and community transport under CHSP is simplistic and not fit for purpose, with single price points for trips or meals, regardless of service location or the kind of service model. This submission seeks your agreement to undertake a policy design and evaluative program to underpin reforms.
2. The department has an existing work program with stakeholders to consider how these issues can be addressed, with activities to date including working with s22 to design a new tiered pricing model that factors in trip distance and client complexity. In addition, the department is working with MMA and MoW organisations to develop new technology that can accurately, and consistently reflect the costs of meals production and volunteer costs.
3. To build on this work, the department proposes to undertake two pilot projects to co-design and test new funding options in CHSP against real world operations of meals delivery and community transport.

4. The two projects would involve 60-65 CHSP providers and is expected to provide near real-time data to participants and the department. Importantly, these projects will provide the most robust evidence base ever constructed in this area.

    a. The meals and community transport projects will operate separately but are linked through the Department's implementation arrangements. That is, the two projects will operate under revised CHSP program guidelines that a consistent across the service types.

5. In preparation for the projects, co-design meetings with providers will commence in October 2023, through newly established Working Groups under each project and conclude by 30 June 2025.

6. s47C [redacted]

7. Evaluative activities will be undertaken during the projects and will be used to inform future policy settings under the in-home aged care system, be it Support at Home or a continued CHSP.

    a. For the funding model, quantitative analysis will be undertaken in partnership with universities to assess the alignment of new funding models against actual service provision in order to determine whether the funding models are achieving their objective.

    b. For meals, assessment will also be undertaken around consumer choice of meals, including type of meal and choice of price points under adjusted menu options.

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Meals Feasibility Study

8. The Meals Feasibility Study has been developed as part of the broader business transformation activities, known as Future Fit.

9. The project has evolved from 12-months of direct engagement with frontline MoW services across Australia to develop new technological systems and operational models, while retaining the core social capital elements.

10. There are 33 MoW providers who have agreed to form part of the project, with these providers delivering around 1.6 million meals to more than 13,000 CHSP clients annually. This represents around 40% of MoW delivery in Queensland and New South Wales, over 50% in Tasmania, and will also include the new Whitehorse and Ballarat MoW services in Victoria (formerly run by local councils) **(Attachment B refers).**

11. The 33 MoW providers would work with the department over the remainder of 2023-24 to address long-term fundamental policy issues, such as the consistent definition of a nutritious meal and the framework for reflecting the total cost of service provision under the MoW model (a draft paper for discussion with study participants is at **Attachment C).**

12. MMA will support the department by providing a bespoke, and resource intensive operational service to meals providers. This is essential to enable provider capability uplift, ensure new technology is used to its full potential, and ensure data collection and reporting methods are uniform.

s47E(d)

13. [redacted]

Meals on Wheels Governance

14. There remains tension in the MoW network around the engagement between the department, certain MoW services and the Future Fit program.

15. Under the proposed Feasibility Study project, MoW Australia, MoW South Australia and MoW Western Australia will engage with the department and feasibility study participants, with a preparatory in-person meeting to be held in Canberra on October 9 and 10, 2023.

    a. MoW Australia has indicated support with the objectives of undertaking pilots under CHSP and are keen to engage with the Feasibility Study.

16. Potential alternative propositions may be put forward to that being developed by the 33 Feasibility Study participants, and to test options in parallel with the study. This would be welcomed by the department as a means to provide improved comparative assessments of alternative models.

    a. This reflects the significant differences of opinion within the MoW network around future policy settings under the in-home aged care system.

    b. There remain some elements of the MoW network that are prosecuting an AN-ACC style funding arrangement, mainly from MoW NSW. At this point this is not being considered by the department, noting the feasibility study is expected to develop something conceptually similar, but simpler, than the AN-ACC model.

Transport Pricing Pilot

s22

[redacted]

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s22



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Background:

Meals

- In 2022-23, the CHSP funded 550 meals providers a total of $103.1 million (GST exclusive) to deliver over 11 million meals. Providers can also receive revenue from Home Care Packages, the NDIS and donations.
    - The Feasibility Study, while broadly representative across large and small providers, is financially skewed towards higher-than-average MoW providers, as the largest 2 providers in NSW and Queensland are included.
- MoW is a well-loved brand and delivers vital community services to older people.
- Over the past 12 months Future Fit has gathered evidence directly from frontline providers that has shown they do not have the capital base to implement technological and process enhancements to address an increasingly contestable service market, nor to leverage the inherent value of their network.
- Future Fit has provided detailed reports on the infrastructure risks facing the network and the value of being able to distribute costs for common capabilities. A lack of consistency and transparency was also evident across the network, which often resulted in a misapplication of resources and a disconnect between frontline services.
- The work of Future Fit is now services-led, and frontline providers are committed to remaining a trusted delivery partner of government.

- The Feasibility Study is a critical next step and represents a once in a generation opportunity for MoW services to stabilise their backbone infrastructure, and to strengthen and grow as a network.

Transport

- s22 [redacted]

Budget/Financial Implications:

s47E(d) [redacted]. The department has provisioned the expenditure outlined in this brief into the operating budget.

This funding is available under Priority 065 – Outcome 3.2 Aged Care Services.

s47E(d) [redacted]

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Attachments:

A: CHSP Meals and Transport pilots project schedule

B: Meals on Wheels Feasibility Study Participants

C: Draft Definition of a Meal paper

D: s22 [redacted]

Sensitivities:

- Some elements of the MoW network have mixed, or negative views about the Future Fit work program, consistent with traditionally diverse positions of MoW providers. Some members of MoW representative bodies may not support this work however, the process has been designed directly with front line MoW services. The department will continue to engage members to address concerns, including with MoW Australia.
- Depending on the outcome of the pilot design and pricing matrix, some providers may require their outputs or funding adjusted through an ad hoc CHSP grant agreement. However, there will be no reduction to provider funding as a result of the pilots.

Consultations:

- Through the projects the department will engage around 60-65 CHSP service providers to co-design how the pilots will work in practice.

Communications:

- The department will prepare a communication plan which will outline opportunities to announce and communicate the outcomes of the pilot, this is expected to include a CHSP webinar in November and factsheets to be published on the department's website.

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Transport Pricing Pilot
Disclosure Log

s22

s47E(c), s47F

s47E(c), s47F

s47E(c), s47F

s22

s22

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From: s47E(c),s47F
To:
Subject: FW: clearance of procurement pack - MMA meals feasibility study CCEMS:07360002356 [SEC=OFFICIAL]
Date: Wednesday, 1 November 2023 5:30:00 PM
Attachments: image.png
image001.png
image002.png

Hi s47E(c),s47F

I have made the changes on our SP version of these documents based on PAS comments, although it looked like s47E(c),s47F might have got to some of them before me. Thanks s47E(c),s47F

The MMA pilot - Contract.docx now contains a new table for the timeframes/milestones and deliverables. And I have included two options that we can choose from, with Option 1 being the format we used for s22 contract. Few things to note:

- The table is based on the MMA Attachment - Detailed Project Plan.xlsx that MMA have provided and it does not have clear differentiation between milestones, deliverables and activities.
- Some of the activities in the plan run across multiple phases and are not group properly.
- The activities don't have definite dates, its all estimated against months.
- s47E(d)

Please let me know if you have any questions or need changes to the table

Regards,
s47E(c),s47F

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From: Procurement.Advice <procurement.advice@health.gov.au>
Sent: Tuesday, 31 October 2023 11:42 AM
To: s47E(c),s47F @Health.gov.au>; s47E(c),s47F @health.gov.au>
Subject: RE: clearance of procurement pack - MMA meals feasibility study [SEC=OFFICIAL] CCEMS:07360002356

Hi s47E(c),s47F

Please see suggested changes and comments within the attached, for your consideration and action, together with a copy of Health's Third Party Insurance policy (for your information).

Once changes are appropriately actioned in the documents, cleared to proceed.

Kind regards,
s47E(c),s47F

Snr Adviser

Procurement Advisory Services

Financial Management Division | Corporate Operations Group
Australian Government Department of Health and Aged Care
T: 02 s47E(d) | E: Procurement.Advice@health.gov.au
GPO Box 9848, Canberra ACT 2601, Australia

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To ensure prompt responses, please address any replies to this inbox and not to personal inboxes.

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---------- Original Message ----------
From: s47E(c),s47F @health.gov.au>;
Receiv Wed Oct 25 2023 09:34:47 GMT+1100 (Australian Eastern Daylight Time)
To: s47E(c),s47F @health.gov.au>;
procurement.advice@health.gov.au <procurement.advice@health.gov.au>;
Procurement.Advice-Queue <procurement.advice@health.gov.au>;
Subject: RE: clearance of procurement pack - MMA meals feasibility study [SEC=OFFICIAL]

Hi team,

Was hoping to follow up on this one, any updates or an ETA would be greatly appreciated.

Kind regards,
s47E(c),s47F

From: s47E(c),s47F @health.gov.au>
Sent: Thursday, 19 October 2023 12:26 PM
To: Procurement Advice <procurement.advice@health.gov.au>
Cc: s47E(c),s47F @Health.gov.au>
Subject: clearance of procurement pack - MMA meals feasibility study [SEC=OFFICIAL]

Hi PAS, for your review and endorsement if appropriate.

Thanks
s47E(c),s47F

Assistant Director
CHSP and Continence Policy Section
Home Support Operations Branch | Home and Residential Funding Division
Department of Health and Aged Care
p: (02) 6289 s47E(c),s47F @health.gov.au

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