

Attachment 3 - Governance arrangements

Project governance arrangements were described by the Department of Human Services at the commencement of the project, as follows:

A new project governance structure will guide the implementation of *Care in your community* a diagram of which is below. Terms of Reference for each group are attached.

Steering Committee

The Steering Committee is the group that will be responsible for endorsing the direction of the implementation of *Care in your community*. The Executive Director, Rural and Regional Health and Aged Care Services will convene the Steering Committee. It is expected it will meet quarterly as the implementation progresses. Refer to Terms of Reference and membership below.

Implementation Group

The Implementation Group is responsible for the management of the implementation of *Care in your community*. It is convened by the Director, Primary Health, RRHACS division as the lead program area responsible for the implementation of the project. It is expected to meet monthly throughout the initial implementation phase of the project and will report to the Steering Committee on the progress of *Care in your community* and implementation issues which need addressing. Refer to for Terms of Reference and membership below.

Advisory Group

The Advisory Group is proposed as a consultative body that will advise both the Steering Committee and the Implementation Group on implementation issues from the view of the sector. The Advisory Group will also contribute to an understanding of the implementation of *Care in your community* in the external sector. The Advisory Group will be convened by the Secretary of the Department of Human Services and will meet quarterly and on an issue basis if needed between meetings. Refer to Terms of Reference and membership below.

Planning Networks

Planning will be conducted within each integrated area-based trial by an area-based planning network, made up of local stakeholders and involving, at a minimum, health services (including hospitals and community health services), local government, nursing services, General Practice Divisions, consumer representatives and the Department of Human Services.

Implementation Group Terms of Reference and Membership - CiYC

The Implementation Group is responsible for the management of the Implementation of CiYC. It is convened by the Director, Primary Health, RRHACS division as the lead program area responsible for the implementation of the project. It is expected to meet monthly throughout the initial implementation phase of the project and will report to the Steering Committee on the progress of CiYC and implementation issues which need addressing.

It comprises the divisional and regional staff responsible for managing the key tasks associated with implementing CiYC. A full list of participants is below.

The Implementation Group will:

- advise the Steering Committee throughout the implementation of the project;
- contribute to the project through the preparation and provision of relevant material relating to individual portfolios and programs;
- advise the Implementation Project Manager on key issues throughout the implementation of the project;
- oversee the implementation and monitor the progress of key tasks of the project; and
- assist in the formulation of key recommendations associated with the project and its implementation.

The role of individual members of the Implementation Group includes:

- understanding the strategic implications and outcomes of initiatives being pursued through key tasks;
- delivering on implementation key tasks when appropriate to their area;
- advocating for the project's outcomes in their region or program area; and
- having an understanding of project management issues and the approach being adopted.

In practice this means they will:

- attend implementation group meetings;
- actively manage achievement of project objectives in their region or program area;
- convene working groups to meet implementation outcomes;
- provide written reports on the progress of key tasks when required; and
- work towards meeting implementation timelines.

Implementation Group Membership

Janet Laverick, Director Primary & Community Health, RRHACS

Jenny King, Director Programs, MHACS

Anna Burgess, Manager Service Planning, Programs, MHACS

Jenny Collins, Manager Ambulatory Care Policy, Primary Health, RRHACS

Jeannine Jacobson, Manager Aged Care, RRHACS

Susan Race, Acting Manager Continuing Care, Programs, MHACS

John Sammons, Manager Planning, Rural and Regional Health Services, RRHACS

Andy Bevan, Manager Primary and Complex Care, North West Metropolitan Region

Shauna Walter, Manager Housing Primary and Complex Care, Eastern Metropolitan Region

Helen Russell, Manager Housing Primary and Complex Care, Southern Metropolitan Region

Paul Butler, Regional Health Manager, Gippsland

Francis Diver, Manager Statewide Emergency Program, Access and Metropolitan Performance

Derek Chilton, Senior Policy Officer, Drugs Policy

Sue Brennan, Manager Service Partnerships, Planning and Implementation, Mental Health

Judith Abbott, Service and Workforce Planning

Steering Committee Terms of Reference and Membership - CiYC

The Steering Committee is the group that will be responsible for endorsing the direction of the implementation of *Care in your community*. The Executive Director, Rural and Regional Health and Aged Care Services will convene the Steering Committee. It is expected it will meet quarterly as the implementation progresses.

The Steering Committee comprises senior staff across the range of DHS areas involved in the project. See membership list below.

The role of the Steering Committee will be to:

- take on responsibility for the achievement of the CiYC implementation outcomes;
- ensure the project's scope aligns with the requirements of the stakeholder groups;
- provide those directly involved in the project with guidance on project issues;
- ensure effort and expenditure are appropriate to stakeholder expectations;
- address any issue that has major implications for the project;

- keep the project scope under control as emergent issues force changes to be considered;
- reconcile differences in opinion and approach, and resolve disputes arising from them;
- report on project progress to DHS Executive and Ministers; and
- take responsibility for any whole-of-government issues associated with the project.

The Role of the individual members of the Steering Committee includes:

- understanding the strategic implications and outcomes of initiatives being pursued through project outputs;
- communicating progress of the project to member's own program areas;
- representing the views of the member's program;
- appreciating the significance of the project for some or all major stakeholders;
- being an advocate for the project's outcomes;
- having a broad understanding of project management issues and the approach being adopted;
- being committed to, and actively involved in pursuing the project's outcomes; and
- leading change and managing the achievement of project objectives in individual areas of program responsibility.

In practice, this means they:

- ensure the requirements of stakeholders are met by the project's outputs;
- help balance conflicting priorities and resources;
- provide guidance to the Implementation Group;
- consider ideas and issues raised;
- review the progress of the project;
- check adherence of project activities to standards of best practice, both within the organisation and in a wider context; and
- lead project implementation in their program area of responsibility.

Steering Committee Membership

Chris Brook, Executive Director RRHACS Division - Chair

Lance Wallace, A/Executive Director MHACS Division

Janet Laverick, Director Primary Health, RRHACS

Jenny King, Director Programs, MHACS

Kathryn Cook, Director Access and Metropolitan Performance, MHACS

Jane Herington, Director Aged Care, RRHACS

Ruth Vine, Director Mental Health, MHACS

Geoff Lavender, Director Rural and Regional Health Services, RRHACS

Tom Keating, Director Hume Region, RRHACS

Brian Joyce, Director Metro Region

Peter Carver, Director Service and Workforce Planning, PSSP

Paul Smith, Director Drugs Policy and Services, RRHACS

Val Callister, Regional Director Gippsland (RD Representative)

Advisory Group Terms of Reference and Membership - CiYC

The Advisory Group is proposed as a consultative body that will advise both the Steering Committee and the Implementation Group on implementation issues from the view of the sector. The Advisory Group will also contribute to an understanding of the Implementation of *Care in your community* in the sector. The Advisory Group will meet every four months and on a needs basis if required between meetings.

The Advisory Group will:

- provide a forum for *Care in your community* implementation issues to be discussed by key external stakeholders;
- provide a leadership role to their sector and represent their sector's interests in relation to the implementation of *Care in your community*;
- help shape the direction of the implementation of *Care in your community* by providing advice to the Steering Committee and Implementation Group regarding implementation issues;
- advise the Implementation Group on strategies to address implementation blocks;
- participate in key tasks where appropriate/required; and
- share information to ensure awareness in the sector of *Care in your community* implementation issues and progress.

The Role of the individual members of the Advisory Group includes:

- understanding the strategic implications and outcomes of initiatives being pursued through project outputs;
- appreciating the significance of the project as a stakeholder and representing their interests;
- actively engaging with the outcomes being pursued in the project;
- being an advocate in the sector for the project's outcomes; and
- being committed to, and actively involved in pursuing the project's outcomes.

In practice, this means they:

- provide guidance to the Steering Committee and Implementation Group;
- consider ideas and issues raised;
- review the progress of the project; and
- lead change in their sector.

Advisory Group Membership

Bill Newton, CEO, General Practice Division Victoria (GPDV)

Sherene Devanesen, CEO, Peninsula Health (Metro Health Services)

Clare Amies, CEO, Western Region Health Centre (Chair of PCP Chairs' Group)

Dan Romanis, CEO, Royal District Nursing Service (Metro & Rural Nursing Services)

Jenny Smith, Manager Mental Health, St Vincent's Health (Mental Health Services)

Hal Swerrisen, Acting Dean Faculty of Health Sciences, La Trobe University (Academic Representative)

Jim Killeen, CEO, Whitehorse Community Health Service (Metro Community Health Service)

Kay Rundle, CEO, City of Greater Geelong (Rural Local Government)

Alison Cran, Director from Yarra Ranges Shire (Metro Local Government)

Peter Craighead, CEO, Central Gippsland Health Service (Rural Health Service)

Rob Spence, CEO, Municipal Association Victoria (MAV)

Sue Clarke, CEO, Bendigo Community Health Services (Rural Community Health Service)

Sophy Athan (Consumer and Carer Representative)

Eleanor Sumner (Consumer and Carer Representative)