

ACQI BOARD CANDIDATES FOR THE PERIOD 2010 - 2011



UNITED IN CARING



NOMINEES FOR ACQI BOARD POSITIONS 2010 – 2011

Peter Bell	<i>Chief Executive Officer</i> Southern Cross Care (Qld) Inc
Darryl Chapman	<i>Chief Executive Officer</i> Warwick Benevolent Society
Mary Anne Edwards	<i>Facility Manager/ Proprietor</i> Resthaven on Quarry
Russell Egan	<i>Executive Director</i> Superior Care Group Pty Ltd
Athena Ermides	<i>General Manager</i> Berlasco Court Caring Centre
Jeanette Evans	<i>General Manager – Aged Care</i> Churches of Christ Care
Robert Gore	<i>Chief Executive Officer</i> Masonic Care Qld
Anthony McPhillips	<i>General Manager</i> Nazareth Care Wynnum
Deirdre Moran	<i>Director of Care</i> Mercy Aged Care Services
Lanna Ramsay	<i>State Manager Community Care</i> Ozcare
Marcus Riley	<i>Chief Executive Officer</i> Ballycara
Tony Rolfe	<i>Chief Executive Officer</i> Finlandia Village
Ross Smith	<i>Chief Executive Officer</i> RSL Care



Peter Bell
CEO
Southern Cross Care (Qld) Inc

Having worked within Southern Cross Care (Qld) for over ten years, and prior to that holding positions such as CEO for Portland District Hospital and Director of Finance for Evans Health Service, Peter's career in health care has spanned over 30 years.

These roles have given Peter a great exposure to working at Board level, understanding public & private health and most importantly they have allowed him to make a contribution to society through providing excellent care facilities to those in our community in need of such.

Meeting all of the prerequisite criteria set out in the Attributes and Competencies of Directors, in terms of experience and knowledge, Peter's personal qualities also enables him to foster successful key internal and external relationships.

As a member of ACQI for the past 10 years, and working in the Aged Care Industry for the same time, I have become aware of ACQI various sectors and the organisations it supports. Being actively involved in the Retirement, Aged Care and Community sectors during this time, in my every day position, I have developed an extensive and current knowledge of the services supported by ACQI.

Being a long term user of the services of ACQI I feel I can speak for the industry when assessing what needs to happen to improve the benefits for the industry. I believe that ACQI has served us very well in the past and will continue to do so.

Currently I am the CEO of an Incorporated Association. As such I have first hand involvement and knowledge of the Association Director's role, legal and fiduciary responsibilities. At SCC we are currently involved in a process of rewriting our Governance Manual and reestablishing the role of Directors v's staff within our own organisation. As CEO of SCC I have for the past 3 years been developing, in conjunction with our staff and Board of Directors, a Strategic Planning Process.

As a member of the senior management team at SCC for the past 10 years one of my strengths has been using business judgement skills in my decision making processes.

I am capable and willing to represent the Association to external bodies. Over many years I have gained experience in representing associations. I was previously the Chairman of the Central West (NSW) Hospital CEOs group and have held honorary positions in NSW Health on the Managed Funds (insurance) Group, the Accrual Accounting Implementation Committee.

I am willing to communicate with members of the Association and have been a long standing advocate of ACQI. I am prepared to continue that advocacy and to make myself available to other members of the Association. I am a team player and happy to work constructively with the team at ACQI to further the aims of aged and retirement living across Queensland and in Australia, My commitment to ACQI can be demonstrated in part by my willingness to present a paper at a previous ACQI Conference. I am committed to ACQI and would be happy and able to devote the time needed for Board matters and to be involved in the Committees of ACQI. I am currently a member of the Business Issues Committee.



Darryl Chapman
CEO
Warwick Benevolent Society

I have been the CEO of the Warwick Benevolent Society Inc for approximately 12 years following 24 years with Q Health, much of that time in senior management positions. The Society is a stand-alone community-based charitable organization providing community care, residential aged care and day therapy services. My key area of interest is the representation of the smaller stand-alone services often situated in non-metropolitan, rural and remote areas of the State. I believe I have a sound knowledge of the issues affecting the entire sector and am not reluctant to provide the perspective of the smaller provider.

I have been an active ACQI Board Member and Council Member and I am currently the ACQI Board Treasurer.

Through my active involvement in the industry over 12 years, my participation at Board, Committee and Regional level, I have developed an extensive and current knowledge of the Association and the sectors it services. I am a regular attendee and participant in the Residential Care Committee and its activities. As a Provider and Board Member I have been required to develop and maintain a knowledge of issues affecting Community Care, including Flexible Care, and Retirement Living.

I have met with Ministers, Shadow Ministers, Members of Parliament, the National Peak Bodies, and inter-state colleagues and providers, on my own behalf and also on behalf of and as a representative of ACQI and its members.

As a member of ACQI I expect the Association to provide Advocacy on behalf of its members, Timely and accurate information on contemporary issues affecting the industry, and Support for members of the Association. As a member of the Board I would continue to pursue these goals on behalf of all members.

As a member of the current Board, we have set the ground work for working in a more strategic manner (in conjunction with the Chief Executive Officer and Management Team), setting and reviewing policy, general governance and monitoring management performance. The Board has been actively involved in representation and participation in the activities of the National Peak Bodies, and the industry's position with political representatives.

I believe that we have become more operationally efficient and effective, and sufficiently member focused. As a nominee for re-election I hope to be part of the continuing process of refocusing and re-invigorating the Corporate Office and membership of ACQI.

I will continue to devote time and resources to the Association, Board matters, committee matters and regional activities. I am prepared to commit to election for a full three year term.

I continue to be inspired by the elders in our community who maintain a fierce independence despite accessing a range of care services and accommodation. I believe we need to ensure the maintenance and viability of aged care, particularly in the rural and remote sector. I would again like the opportunity to represent them through our State Association.



Mary Anne Edwards
Facility Manager/ Proprietor
Resthaven on Quarry

I have been a standalone private provider and operator since 1984, my facility is located in the Mackay region. It is because I see the benefit to the various industry sectors as a whole and because of the importance I place in being involved and having an opinion in the decision making process that I have always attempted to stay informed of current legislative requirements, changing industry trends and the impact these demands have on the industry as a whole; I believe I best do this by participation in various industry bodies, this is the driving factor in my desire to remain an active participant on the ACQI Board.

During the time I have been involved as both a Board member and state representative on the Federal Board I would like to think I have caused and been involved in thought provoking and challenging discussion. I believe there are challenging times ahead for all State Industry bodies in putting before all levels of government representations that reflect the difficulties on the ground for those operating within the Community, Retirement and Residential living sectors. It is the responsibility of each board member to put ideas forward that are representative of the membership base and each of these decisions needs to reconcile the social conscious care provision factor with the need to retain or in some case regain viability for are sectors of age care provision.

Moreover I know we as a Board need to establish communication with the broader membership so that all providers are informed of any gains made, I also think this communication needs to extend to print media so that the community as a whole are aware of the pressures and threats this industry is facing because of government inaction in some areas and overreaction in others.

I have demonstrated my commitment to this industry by attendance at regional, state and federal meetings and regard each of these forums as critical to the decision making processes. I believe I bring to the board table the perspective of the provision of age care throughout regional Queensland, I believe none of us has all the knowledge and we all have some, it is by a combination of this collective knowledge shared around the various meetings that we can best prepare for the challenges of the future. We need to identify these challenges and formulate strategic action plans to present the most suitable position for Queensland and to co-ordinate these strategies with both of our peak representative organisations.



Russ Egan
Executive Director
Superior Care Group Pty Ltd

I am 33 years old and have been Executive Director of Superior Care Group since 2003. SCG is a private family company which operates one 94 place aged care service at Wellington Point and is presently developing another 96 place service at Merrimac. We also operate 3 childcare centres and have various commercial property holdings. I was previously the Principal Industrial Relations Negotiator for Education Queensland. I hold a Bachelor of Laws from the University of Queensland.

I have a detailed knowledge of the finances and operation of residential aged care. I am aware of the mechanics behind aged care valuations and the key drivers for bank finance having recently undergone a refinance of our company.

Upon joining my family company I immediately joined ACQ membership and have maintained it for the last 7 years. This year however, I almost ended my membership as I perceived a lack of focus by ACQ on advocacy and political lobbying activities. I believe that the overwhelming priority for ACQ is to represent our interests as members in Canberra. Policy decisions in Canberra affect the very core of our businesses and that is the reason we pay our dues to ACQ - to have the politicians hear our views on what needs to be changed in the aged care industry. I also think we need to work on increasing the social and networking aspects in ACQ. We can share a lot of knowledge and make important business connections if the opportunities present themselves.

I also believe that to be member driven we need to seek member feedback. I am constantly conducting surveys to my own customers yet I cannot recall the last time ACQ sent me a survey about my views on what the organisation's priorities should be. Real member participation is so low that the vast majority of paying customers are not actively having their say. Engaging with members is about reaching out to them and making it easy and welcoming for them to be involved.

I currently hold the position of Finance Director on the Board of Volleyball Queensland, a 4000 member organisation. I have also held various other board positions in both political and sporting organisations. Through my extensive involvement in incorporated associations for the last 15 years I am acutely aware of the responsibilities of directors to a large membership base.

I hope to be able to bring to the Aged Care Queensland Board some new ideas for aged care policy and my enthusiasm for strong business administration and vocal advocacy of operators' rights. I was previously involved in the ACQ Workplace Relations Committee and now hope to serve the organisation in a more significant capacity.



**Athena Ermides
General Manager
Berlasco Court Caring Centre**

Berlasco Court Caring Centre has been a member of Aged Care Queensland since its inception and as the General Manager I have represented the organisation to ACQI since 1998. The organisational structure is flat, the General Manager reports directly to the Board of Management, and all other staff report directly to the General Manager. It is necessary therefore to have a thorough understanding of the sector, the legislation that underpins it and the operational and strategic approach required to bring this together.

I was a member of the ACQ Council in 2007, have chaired the CALD Network group since 2004, and am a member of the Education Advisory Committee. I attend the State conference annually and have presented papers at the conference on three occasions. I have also attended both ACSA and ACAA conferences and believe that it is important to look nationally at aged care issues and be involved in every level in order to be a part of, and participate in changes that are necessary for the sector as well as advocate effectively on a local level.

This facility has a specific focus on delivery of services for those from CALD backgrounds. The multicultural aspect of this work has resulted in representation being requested from a range of local, state and federal bodies on varying subjects within the aged care arena. Some of the activities I have been involved with in this role are:

- Member of Queensland Aged Care Planning Advisory Committee, (Commonwealth Department of Health and Ageing) 2000, 2001, 2002
- Career Mentor Scheme, QUT, 2000 – present
- Member GP Partners Taskforce since 2004, member Co-Op's IMIT and Medication Management Committees
- Member Advisory Committee Queensland Health, Cross Cultural Training Working Group 2007
- Member ACQ Aged Case Residential Experience (CARE) 2006 – present
- Member Queensland Multicultural Development Association (MDA) and Community Health Action Group (CHAG) 2006 – present
- Member Aged and Acute Care Forum 2006 - present
- Advisory to the Management Committee Gold Coast Greek Community for their Residential Aged Care Project 2004 – 2007.

Prior to re-entering aged care in 1998 I was involved in successful family businesses. The most notable benefits of this involvement have been to highlight the importance of true customer focus in every aspect of my work, to manage finances in a timely and efficient manner and to appreciate the critical elements of human resource management in the successful operation of any business whether it is in the for profit or not for profit sector.

I believe that a critical element of being able to manage in any organisation or business is to be constantly up-skilling and keeping abreast of any new developments related to that business. I am a member of the following professional organisations, receive (and read) their publications and newsletters and attend as many conferences, workshops and other relevant forums.

- Current registration with Queensland Nursing Council (since initial registration in 1979)
- Vice President, NIMAC (Nurses in Management Aged Care) 2007 – present
- Associate Fellow, Australian College of Health Service Executives (Member since 1997)
- Member Geriaction since 2000

I believe I have effective communication skills and the ability to interact appropriately with people from a range of different backgrounds, education and skill levels. These are important aspects of being a member of team that is committed to the challenges faced on a daily basis in this industry.



Jeanette Evans
General Manager – Aged Care
Churches of Christ Care

Jeanette Evans holds the position of General Manager - Aged Care with Churches of Christ Care, where she has been employed since 2006. Prior to that, Jeanette held management roles with Blue Care.

Jeanette is currently responsible for the operations of 32 residential aged care services and the delivery of over 440 community aged care / EACH(D) packages, supported by over 1900 staff and 500 volunteers.

Jeanette holds a Diploma of Applied Science, Bachelor of Health Science, and Master of Health Administration. She is a Registered General Nurse and Registered Midwife, an Associate Fellow of the Australian College of Health Service Executives, and a Fellow of the Royal College of Nursing Australia.

Jeanette has extensive experience in the areas of aged care policy, leadership and management, and has served as a member of ACQI Residential and Community Care Committees.

Knowledge of ACQI and the Sectors it Serves:

Since 1995, I have worked in organizations (Blue Care, Churches of Christ Care -CofCC) which are/have been members of ACQ. I am familiar with the activities of ACQ through participation in the Residential and Community Care Committees, ACQ newsletters, attendance at ACQ conferences and industry forums etc.

I have, over a number of years, worked as a senior/executive manager across residential and community care and retirement living. In these roles I have managed policy, financial and operational performance, across a range of service sizes in metropolitan, rural, and remote Queensland.

Improving Member Benefits:

Like many providers, CofCC is challenged by the achievement and maintenance of financial viability in residential aged care and, to a lesser extent, community aged care.

More than ever, peak bodies which represent the aged care industry must provide value for money and must be seen as "adding value" to address the significant challenges facing the industry in 2010 and beyond. I believe that one of the greatest benefits that can be provided to membership is effective lobbying.

I am keen to see ACQ achieve a higher and more significant profile (and the profile of the industry) with governments and the community and to truly understand, support and make a difference for the aged care industry in Queensland.

Understanding role of Association Director:

I have a well developed understanding of organizational governance. This has been acquired through completion of a Master of Health Administration, and through experience in an executive level position with CofCC over several years. In this role I have significantly contributed to strategic planning for large and diverse aged care and retirement living operations.

I am willing to participate in an orientation program to assist me to understand the role more completely.

I will also be guided by the Constitution of the association in discharging my role as Association Director.

Strategic Approach, Strategic Planning:

I have been responsible for developing Churches of Christ Care's (CofCC) Organisational Strategy pertinent to Aged Care (residential, community, retirement villages) and have undertaken this task for 2008-2011.

I have also participated in the development of CofCC's Strategic Plan for 2008-2011 and am responsible for the oversight of Business Plan development in CofCC's aged care services and the subsequent monitoring of the achievement of the Business Plan objectives which support CofCC's Strategic Plan.

Previously, I was involved in the development of the Strategic Plan for Blue Care Suncoast Hinterland Region, the oversight of Business Plans and the monitoring of the achievement of the objectives of these Business Plans for five residential and ten community care services.

I have also demonstrated an ability to manage/monitor the sound financial performance of a division with an operating income of over \$70m while in this role.

Business Judgment in Decision Making:

As the General Manager - Aged Care, I am responsible for the business decisions in relation to the operations of CofCC's residential and community care operations. I have an excellent understanding of the challenges experienced by each of these sectors and am required to apply business principles to support optimal business outcomes. My Master of Health Administration assists me in understanding the business of aged care and in making relevant decisions.

Representation of the Association/Communication with Members:

My current position affords me the opportunity to interact with a number of external bodies and Association members and non-members.

I am happy to represent ACQ to external parties, and promote effective communication and participation with/by association members.

Teamwork:

I currently lead a team of five highly qualified senior Aged Care Managers who collaborate with me to achieve the Aged Care Division's strategic and operational imperatives. Overall, I am operationally responsible for a workforce of over 1900 staff and 500 volunteers.

CofCC operate 1355 residential aged care beds across 32 services. At the time of writing this, all of our services are 100% compliant with the Aged Care Accreditation Standards. This is made possible through effective teamwork, combined with a mature approach to clinical governance and quality management.

Previously, in Blue Care, I led a diverse team of five residential aged care managers and ten community aged care managers who were geographically disperse. Enabling them to work as a team was a challenge which I successfully enjoyed.

I enjoy working in a highly motivated, functional team.

Commitment to Board:

I am willing to commit to and able to devote time to ACQ Board matters and be involved in the work of its committees.



Robert Gore
CEO
Masonic Care Qld

Hello. I have been employed as the first CEO of Masonic Care Queensland for just over 10 years. This involves responsibility for 10 facilities spread across Queensland from Texas in the South to Cairns in the north. These embrace the large and metropolitan (e.g. 445 approved beds at Sandgate) to the small and rural and remote (e.g. 20 beds at Tin Can Bay). In all we care for approximately 1200 residents through RAC beds, retirement villages and rental units.

During these nine years I think I must have experienced most of the challenges and joys of trying to deliver quality aged care in a difficult and dynamic environment and a changing external and internal culture. As a corollary I like to think that I can identify with the challenges facing other operators (members) and therefore the Board and hope that my experience enables me to contribute in a meaningful way to finding ways to meet these challenges.

I was a member of the Residential Care Committee for approximately 7 years and was also a member of the former ACQ Council. This grounding encouraged me to nominate for the Board three years ago. Following my election I also became a member of the Property and Development (formerly Architectural) Committee. I was also encouraged to nominate by the fact that I thought that there needed to be changes to the way in which the Board and management operated and I am glad to say that these have occurred..

Prior to my current appointment I enjoyed over 35 years including 25 years in senior positions (CEO equivalent), in many aspects of the health and aged care industries. This included both public and private and included mental health, intellectually disabled, prison medical, acute hospital, community health, Nursing Home, Hostel and pathology services as well as District Area and Regional administration. Again this ranged across or included large Regional organisations (\$300 Million budgets, 3000 staff) to small rural and remote services.

It also included 20 years experience of sub-committee membership and in servicing Boards or being a member of a Board or, indeed both. As a consequence I believe a Board's prime roles are to set strategic directions and objectives (in conjunction with Management) to set policy, general governance and to monitor management performance. With ACQ this must focus on maximising services to members by providing direct support, distribution of timely information, provision of advice, interpretation of issues and advice by others, advocacy and effective lobbying both on a reactive and proactive basis both through ACSA and other bodies and in our own right.

I am a firm believer that, particularly at the point of delivery of a service, everyone is equally important and therefore each "stream" is equally important (even though I am still undecided as to whether I think streaming is the best way to go). The same philosophy applies to teamwork which is not always essential but usually achieves more in the long run.

I have enjoyed my time as a Board member and have learned a great deal. I hope to continue to do so as there is much more to learn. I take my role and responsibilities very seriously but hope that I never take myself that seriously as life is simply too short for such folly. Take care and thanks for your consideration and time.



**Deirdre Moran
Director of Care
Mercy Aged Care Services**

Deirdre has 16 years experience in Aged Care and has been the Director of Care for Mercy Aged Care Services for the past 12 years.

Mercy Aged Care Services provides residential and community based aged care in the north Brisbane region. The organisation has a strong focus on integrated dementia care, palliative and specialised clinical care, and care for people ageing with intellectual and multiple disability.

Deirdre has a hands on approach to her role and has utilized her considerable experience to improve aged care accessibility for people with intellectual disability. She has an strong commitment to improving the transition processes into residential care and in 2004 she convened the first Aged and Acute care forum in the RBWH and TPCH districts. The forum brought together leaders, managers and clinicians from both areas to discuss common concerns and ways to improve resident transition between the sectors. Deirdre continues to chair this forum which meets every 3 months.

Deirdre has experience in governance and organisational restructure, and a sound understanding of the strategic and operational challenges of residential and community based care.

Deirdre was a member of ACQI board in 2009.



Anthony McPhillips
General Manager
Nazareth Care Wynnum

I have primarily worked within the aged care sector for the past 20 years other than a short period (2005-2006) as Executive Officer to the Mater Hospital in Bundaberg.

The last 20 years have offered me experience in the following Executive roles:

- Director of Nursing Mercy Aged Care Services in Central Queensland;
- Acting Executive Officer Mercy Aged Care Services in Central Queensland;
- Operations Manager 'Ballycara Retirement Complex', and;
- General Manager Nazareth Care Wynnum.

The above positions have afforded me opportunities to broaden my knowledge and expertise base inclusive of but not limited to the following:

- Strategic planning and leadership
- Mission effectiveness
- Service development
- Human resource management
- Resident and patient care administration
- Quality management
- Operational management – economic viability
- Governance
- Partnership establishment and maintenance –relationships and community involvement
- Marketing and promotions - image

The development and maintenance of a professional collegiate network I regard as pivotal to the effective execution of my responsibilities. To this end I have maintained the following professional associations/memberships:

- ACQI
- Nurses in Management Aged Care (NIMAC)
- Catholic Health Australia
- Australian Association of Gerontology
- Appointed a Fellow of the Royal College of Nursing Australia in 2009.

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- **An extensive and current knowledge of the association and the sectors it services.**

I have been a member of the Association for the past 20 years and I am familiar with its support and advocacy of members within community and residential care, retirement living and rural and remote entities.

I am also familiar with current and past office bearers within the Association and have used and continue to use their expertise extensively across a variety of issues.

- **A focus on improving benefits for the membership.**

ACQI has served its membership well and continues to do so. The activities of the Association are guided and measured by a strong Code of Ethics which espouses professionalism, fairness, respect, courtesy and confidentiality.

I am confident the Association's services of advocacy, information, promotion and advice will continue and grow in value to the membership.

- **An understanding of the role, the legal and fiduciary responsibilities of an association Director.**

As general manager to Nazareth Care Wynnum and with my previous positions, I am cognisant of the legal and fiduciary responsibilities of a Director. At Nazareth Care we are currently undergoing a transfer of business from the Sisters of Nazareth to its new operating entity involving the establishment of a national Board of Directors.

In the late 1990's I was nominated by the Congregational Leader of the Sisters of Mercy Central QLD, to membership on the inaugural 'CHA-QLD' Committee, a state committee reporting to Catholic Health Australia.

- **A strategic approach, including skills in strategic planning within relevant and current contexts.**

I have extensive experience with strategic planning processes inclusive of: service design and development; workforce planning; operational and capital budgeting; and the achievement of strategic objectives through operational plans.

- **The ability to apply business judgement to decision making.**

As a senior executive for the past 20 years I believe I have developed sound business judgement skills. I have tended to favour the 'three-legged stool' approach with decision making, which asks of you the following questions: Is it good for the business? Is it good for the Resident? Is it good for the staff? I have found if all three can be answered to the affirmative generally the decision is sound.

- **The ability to represent the association to external bodies.**

Over the years I have had experience in representing my employing organisations to a variety of stakeholders. My long experience in health and aged care has provided me with insights into the issues and difficulties confronting the sector at present and where we have come from as an industry.

- **A willingness to effectively communicate with members of the association and actively encourage involvement in the association.**

I strongly advocate collegiality and professional networking as a key to coping in such a demanding industry as aged care. Benchmarking with other providers whilst at all times focussing on the customer and best practice approaches continue to be the basic planks of my approach.

I am willing to communicate with members of the association and encourage others to be involved as I recognise the true value of collectivism when confronted by enormous challenges. I see a requirement for myself to be available, approachable and respectful of the needs and priorities of members or potential members.

I have long been a regular at ACQI and NIMAC annual conferences and developed a strong bond with various association members.

- **The propensity to work constructively as part of a team.**

I believe in the adage "Nobody is perfect but a team can be".

Collective wisdom appears the best approach to negotiate our path forward viably as an industry.

- **The commitment and ability to devote time to Board matters and to be involved in the work of committees.**

Time is a precious resource but I see the benefit of a strong and robust industry association as vital to representing the issues of the various membership sectors. Dedicating time to Board matters indicates the requirement for high level involvement. I am happy to devote my energies to the Board and any indicated sub-committee activities.



Lanna Ramsay
State Manager Community Care
Ozcare

I have been working in the Aged Care Industry for the past 12 years and commenced in the industry as a Coordinator for Community Care and have progressed through a range of positions to my current position. This has helped me to be well aware of the everyday service provision issues faced by coordinators and service providers.

I have been involved with Aged Care Queensland over the past 9 years in a variety of roles and believe I bring to the Board a strong commitment to foster collaborative partnerships, assist in the representing the membership at a number of National representative levels.

I am employed by Ozcare as the State Manager of Community Care within this role I manage a large number of Community based services including - CACP, EACH, EACH Dementia, HACC program including Day Respite Centres, National Respite for Carers Program, Veterans' Home Care Services, ACHA (Aged Care and assistance with Housing), Transitional Care service delivery and Care Link Medical alarms and a Pilot project for the Access Points

My initial qualifications were in nursing and specialist nursing including cardiac and intensive care speciality training. I have post graduate qualifications in Health Management and have completed the Aged Care Assessors course in order to have a better understanding of the rules governing Residential Aged Care.

I am an active participant in a range of activities and committees representing the community care sector

- 2007- 2010 ACQI Board Member
- 2004 – 2007 ACQI Council Member
- Board representative for the Community Care Advisory Committee
- 2005 – current Queensland Representative on the Veterans' Home Care National Reference Group
- Member of State-wide and Non-government Health Service Advisory Group
- Representative for Queensland in a range of activities and workshops working toward the on the National Community Care Reforms and my organisation implementing a number of pilot programs around these reforms

I think of Aged Care Policy in terms of National and Strategic interest. I identify the issues facing the industry such as workforce sustainability and attraction, financial viability and increased community awareness as some of the key areas for Aged Care Queensland's business. And most importantly the need for change in program structuring to ensure timely access to care and services within an affordable model not only for consumers but ensuring the long term viability for providers. ensuring a better outcome for all older Australian

I am a strong advocate for the sector for the advancing of care and services to move into the 21st century through the implementation and use of technology and enhancing and diversifying staff skills. I am an open approachable person who is committed to improvements within the industry, I work well with others and in network situations and I am willing to actively participate at all levels.



Marcus Riley
CEO
Ballycara

Marcus Riley has been involved with the retirement living and aged care industry since 1994. As Chief Executive Officer of BallyCara he has responsibility for retirement village and residential aged care operations and associated services. These facilities became only the second ever in Queensland to receive a National Award for Better Practice. He was appointed a Director of the Queensland Hibernian Friendly Society Ltd in 2001 and is the youngest ever Director in the organisation's long history. Marcus is currently the Deputy President of Aged Care Queensland and throughout the year has served as a Queensland representative on the development of the national accreditation scheme for retirement villages, is an active member of the ACQ Retirement Living Committee and is Chair of the ACQ Accreditation Committee. He would be privileged to continue to serve the ACQ Membership as a Board Member.

He has a proven commitment to the Aged Care Queensland membership and a demonstrated ability to perform in the role as a Director of the Association. If privileged enough to be re-elected as a Board Member of ACQ for the coming year, Marcus' aim would be for the Association to be clearly positioned as a cutting edge organisation providing wide-ranging services for its members in addition to strong and ongoing advocacy, information and education. He firmly believes this can be achieved by bringing people together to share innovative practices and fostering the power of our community among members to advance ideas that will transform how we care for our ageing population.

He believes the future of services to older people is based on providing services people need, when they need them, in the place they call home – be it their house, retirement village unit or aged care facility.



Tony Rolfe
CEO
Finlandia Village

As a current member of the ACQ Retirement Living Committee and as the CEO of a community-based organisation delivering community care, retirement living choices and residential aged care, Tony was appointed to the ACQ Board in May 2010 to fill a casual vacancy

In addition to these current roles, Tony had an extensive career as a senior officer within the Commonwealth Department of Health and Ageing in various policy areas in health and community services. From 2004 until 2007, Tony worked in the Office of the Federal Minister for Ageing, first as Departmental Liaison officer to the Hon Julie Bishop and then as Senior Aged Care Policy Adviser to the Hon Santo Santoro during his entire term as Minister. Tony has maintained close links to high levels of departmental officials and political contacts on both sides of the Parliament in Canberra.

As the operator of all three service types which are the focus of Aged Care Queensland's core functions, Tony understands the importance and necessity of the services ACQ provides to its members. ACQ is a vibrant and financially stable organisation but it must always maintain its concentration on the needs of its members and address their expectations in its support, advice and lobbying roles.

Tony is an active member of the Redlands Aged Care Providers Group and in the short time he has been in Queensland, has built extensive networks and contacts across a broad range of industry specific areas.

Tony's family operate a hotel business on the mid-north coast of NSW and he therefore brings to the ACQ Board considerable business acumen generally and hospitality expertise specifically in addition to his extensive range of health and aged care policy and program management skills and experience.

Over the five months he has been an ACQ Director and 18 months on the Retirement Living Committee, Tony has enjoyed his involvement and is keen to continue to participate in these important aspects of ACQ activity.



Ross Smith
CEO
RSL Care

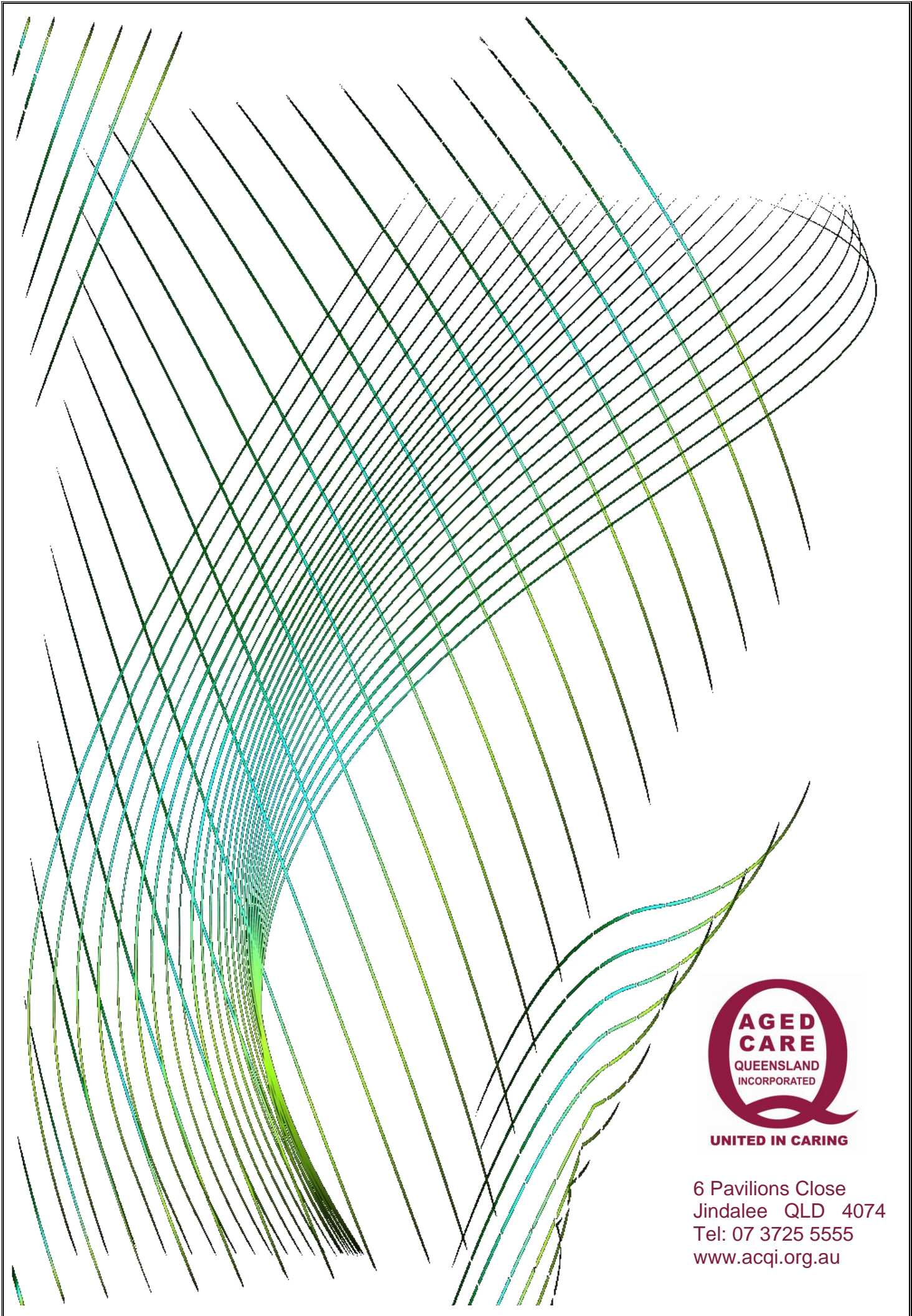
Ross Smith has been Chief Executive Officer of RSL Care in Queensland and NSW since February 1996. RSL Care currently operates some 28 retirement communities with approximately 2300 aged care beds, 1700 retirement village units and serves about 22,000 community based clients.

Prior to 1996, Ross had a senior health career as Manager or Assistant Manager of Hospitals Boards and the Brisbane South Regional Health Authority. These roles had strong governance requirements supporting the boards of the instrumentalities. He also held senior finance roles and played a lead role in the creation of the HACCC program in Queensland.

Ross has strong association experience as a director of ACQI since 1997 and he served the Queensland Branch of the Australian College of Health Services Executives (ACHSE) as Registrar and Senior Vice President during the period 1985 to 2000 and he was a Queensland Councilor on the national branch serving in various roles including National President of ACHSE from 1998 to 2000.

He was awarded the prestigious 2003 ACHSE Gold Medal recognizing innovation, effectiveness and entrepreneurial leadership in the field of Aged Care. He holds an appointment as Adjunct Associate Professor in the School of Health at University of New England and he is a specialist member of various ex-services aged care consultative bodies, currently representing the RSL on the Minister for Veterans Affairs Health and Aged care Consultative Committee.

Ross is currently Deputy President of ACSA and chairs the National Community Care Consultative Committee. Roles associated with these national strategic policy initiatives include membership of the Aged Care Industry Council and the National Aged Care Alliance.



UNITED IN CARING

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