

Sectors under pressure



Aged Care & Homecare

Intense scrutiny and most exposed (RC / AQSC)
Under 'Directions' re access nationally
Infection control standards – challenging, stretched

Disability Services

Impacting service access to NDIS recipients
Under 'Directions' (progressively via States)
RC in play; questioning adequacy provider responses

Health and Allied Health

Demand surge variations
Social distance in a clinical setting
GP, Allied Health and Ambulatory service model impacts

Childcare

Significant activity and revenue hit
State policies will determine short term activity return
Heavily invested in property development and growth

Critical Objectives

1. Prevent an outbreak and manage infection prevention controls
2. Communicate effectively to stakeholders
3. Manage safe and appropriate access, environments and socialisation
4. Ensure good governance and compliance

Pandemic Risks & Issues

Governance & Compliance

Already complex – org. resilience is being tested
Compliance with standards must be maintained
D&O accountabilities for good governance - spotlight
Service model changes – resource and agility test
Covid-fixation errors

Care & Clinical Governance

Up to date clinical governance framework essential
New guidance for outbreak risk management
Influenza vaccination policy and directions
Social isolation and loneliness
Human errors, human factors and safety

Financial

Revenue hits – particularly NFP and SME
Unfunded expenditure (equipment, staff and isolation)
Liquidity stress
Sales interest / bookings down / share prices down
Property development commitments

Employee Safety & Wellbeing

Managing staff training, protection and obligations
Building a workforce / Standing down a workforce / relocating a workforce
Psychological safety and harms

Business Continuity

Adequacy (and testing) of business resilience approach
Absence of business continuity plans that have been tested
Recovery phase needs planning

- Ventilators vs Continuing Care
- Official line vs Official experience
- Learning from losses

Key Actions

1. Reassess Pandemic Plans

- STOP and review effectiveness of plan.
- Risk assess your plan (8 risk model)
- Ensure alignment with standards and compliance requirements
- TEST your plan



2. Seek Guidance on insurance cover

- Plain language advice on cover – don't wait for renewal
- Advice on claims; preventative actions and support
- Directors and Officers understanding is crucial – seek a brief



3. Rethink Communication

- How we communicate and connect throughout a time of crisis influences how we recover.
 - Consistent messages
 - Uncompromising commitment
 - Tone from the top
- Communication Plan is really valuable; Hope is not a strategy!



Risk Equilibrium

- Crisis Management is not Risk Management – eyes up for the long game
- Key strategic risks remain in play:



- Maintain vigilance with ERM
- Post-Pandemic 'Governing for Vulnerable People' will be even more complex
- Consider:

