



VOLUNTARY AMALGAMATION INFORMATION PACK



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ACKNOWLEDGEMENT

Central Bayside Community Health Services, Connect Health & Community and Star Health respect and honour Aboriginal and Torres Strait Islander Elders past, present and emerging. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on the lands in which our services operate and commit to the principles of reconciliation and building a brighter future together.



As the name of the entity will be decided after the AGM vote, the voluntary amalgamation will be referred to as NewCo throughout this document.



Lars Schiphorst

Chair

Connect Health & Community

Director since 27 August 2015, Board Chair from 7 December 2016

Lars has more than 30 years management consulting and executive experience across a wide range of industries in Australia, Asia and the UK. His governance experience is in the community and healthcare sectors. Currently Deputy Chair of Link Community Transport; Executive Director of the Australian Institute of Performance Sciences and on the Board of Sandringham Ambulatory Care Centre. Previously on the Board of the Australasian Sonographers Association.



Janice Munt

Chair

Central Bayside

Community Health Services

Board Chair since November 2018

Janice has been the Chair of Central Bayside Community Health Services (CBCHS) since November 2018. Her background in community, health, education and government as a former Member of Parliament and Parliamentary Secretary for Health, mean Janice is well placed to consolidate, build on and look to the future of CBCHS. Her mission is to lead CBCHS with Vision, Values and Purpose; to help people and make their lives better.



Tass Mousaferiadis

Chair

Star Health

Board Chair from May 2019

Tass Mousaferiadis is an experienced Board Chair and Director. He has a background working in government, community and non-profit organisations primarily in the public health sector where he has held leadership roles advising on policy and strategy. In addition to chairing the Board of Star Health, Tass also chairs the Boards of Eastern Health and the Victorian Responsible Gambling Foundation, and is a Board Director of Foodbank Victoria.

Tass was recently involved in the establishment of the Victorian Pride Centre and currently volunteers with JOY 94.9 - Australia's only LGBTIQ+ community radio station. Tass also currently consults in the health and community sectors.

MESSAGE FROM OUR CHAIRS

Throughout the COVID-19 pandemic, Central Bayside Community Health Services, Connect Health & Community and Star Health have continued to deliver the highest quality community health and disability services possible across our local community.

The pandemic has also seen our organisations strengthen their collaboration with each other to partner on numerous initiatives in a coordinated way. We have learned a great deal throughout the past two years, and we believe the pandemic has shown that our three organisations can operate better together than when we are apart.

In doing so, we can achieve better health and wellbeing outcomes for our community and improve service delivery. We can also reduce duplication of services within adjoining local government boundaries. While our services differ, there is an opportunity for us to work more closely with each other to provide greater service access to consumers.

Against this backdrop, the Board and Chairs of Central Bayside Community Health Services, Connect Health & Community and Star Health have come together to explore the potential for a voluntary amalgamation of our organisations.

A voluntary amalgamation will enable us to strengthen service delivery and secure more public and private resources, instead of competing against each other. We can build a more coordinated approach to funding and, in turn, provide a broader range of connected services for the community by obtaining more financial support that delivers better health and wellbeing outcomes for our region.

To help ensure that a voluntary amalgamation will achieve its stated objectives, there are three principles that our three organisations see as essential. These principles will underpin a successful voluntary amalgamation. They relate to organisational values, service delivery, and staff and volunteer wellbeing. The voluntary amalgamation will:



We are eager for your feedback, input and ideas on a voluntary amalgamation of our organisations and hope this information pack answers some of the questions you may have. Should you wish to contact us to raise any concerns please contact your respective Information Line:

Central Bayside Community Health Services:

☎ 03 8587 0200

✉ info@cbchs.org.au

Connect Health & Community:

☎ 03 9575 5333

✉ info@connecthealth.org.au

Star Health:

☎ 03 9525 1300

✉ info@starhealth.org.au



A MESSAGE FROM THE MINISTER FOR HEALTH



I am pleased to support the voluntary amalgamation of Central Bayside Community Health Services, Connect Health & Community and Star Health.

As Minister for Health, I am committed to a thriving community health sector that supports, protects, and serves vulnerable groups across Victoria including people with a disability, seniors and individuals experiencing mental ill health and homelessness. This mission is more important than ever before considering the impacts of COVID-19.

By joining together, I am confident that your three organisations will partner on community health initiatives in a more coordinated way and, in doing so, achieve better health and wellbeing outcomes for the inner south, south and southeast suburbs of Melbourne.

I look forward to working with you on this exciting project.



*Hon Martin Foley MP.
Minister for Health.*

HONOURING OUR PAST AND PREPARING FOR THE FUTURE

Central Bayside Community Health Services, Connect Health & Community and Star Health have distinguished histories of service in the local community that span more than 40 years, and share a commitment to those most in need. All three organisations have an unshakable commitment to supporting the health and wellbeing of vulnerable communities, including the elderly and people with different abilities.

Central Bayside Community Health Services (CBCHS)

Central Bayside Community Health Services is a not-for-profit organisation that has been serving the local community for more than 30 years. Based in the City of Kingston, its main site is located in Parkdale. CBCHS also offers programs and services from other venues in Chelsea, Clarinda, Mentone, Cheltenham, Clayton, Edithvale, as well as in the community.

Connect Health & Community

Connect Health & Community is a not-for-profit community health service, helping residents in the southeast, Bayside and Glen Eira areas. They are the largest provider of problem gambling services in Victoria and have been providing health and social services to the local community for more than 40 years. Connect Health & Community offers programs and services across the southeast of Melbourne with locations in Bentleigh East, Cheltenham and Sandringham.

Star Health

Star Health has been a leading not-for-profit health service in the inner-south and beyond for over 40 years. Star Health offers programs and services across the southeast of Melbourne in Bentleigh, Prahan, South Melbourne, Port Melbourne and St Kilda.



Coming together

The history of each organisation will be preserved as part of any voluntarily amalgamated entity. Life Members of each organisation will become Life Members of the new organisation, and the contributions that our valued workers have made to each organisation will be forever recognised and celebrated.

A new voluntarily amalgamated entity will also remain committed to the values that have earned the goodwill of the community. The lived experience of our members, clients, families, carers and volunteers will be at the centre of planning and delivery for the new entity. These experiences will guide management and executives as part of improving the range and access to services for consumers.

Each organisation, in various ways, has been committed to helping the local community and has been an advocate for social justice for individuals and the communities in which they live. A voluntarily amalgamated entity will continue that mission with renewed passion and greater ability to achieve a positive social impact.

A larger, united entity will have a strong collective voice which it will use to pursue greater funding, investment, and evidence-based policy outcomes at a local, state and Federal level.



WHY VOLUNTARILY AMALGAMATE?

We deliver similar and often interconnected services with a shared goal of providing better health, wellbeing, and support outcomes for people within the inner south, and southeast suburbs of Melbourne. This is a credit to the vision created by each of our organisations respectively.

We acknowledge that clients are increasingly experiencing replication in the services offered across the organisations and a voluntary amalgamation would help to reduce service silos and help to improve client access to services.

The COVID-19 pandemic has had a significant impact on our community health services and if there is anything we have learned, it is that we are better together than apart. Our three organisations have collaborated and partnered during the pandemic, and we are delighted with the outcomes this alliance has yielded.

Together we can advocate for our communities, including leading up to State and Federal elections in 2022. Combined we represent more clients and a larger geographic area, making our voice stronger and louder.

We are confident that our values, objectives, and visions for the future align with each other.

History of voluntary amalgamation

Bringing aligned organisations together to deliver better and more services to its local communities has been a key part of the history of Star Health, Central Bayside Community Health Services and Connect Health & Community.

When Central Bayside Community Health Services (CBCHS) celebrated its 30 years of service to its local community in 2019, it reflected on its early beginnings. In April 1989, the Mordialloc Cheltenham Community Health Centre commenced business. The very next year, in 1990 it merged with Mordialloc Aged Services and in 1997 Chelsea Community Health Centre merged with CBCHS to become larger and stronger.

It's the same story for Star Health. In 1993, three Community Health Services in Prahran, St Kilda and South Melbourne merged to form Inner South Community Health Service (ISCHS). ISCHS became Star Health in 2019 and continues to stand on the traditions of these smaller organisations by addressing health inequity for its local community.

Connect Health & Community has also continued to evolve over the past 40 years to better serve its community. More recently in 2017 it entered a joint venture with Link Health and Community to expand its primary health offering to the community of Sandringham and beyond by opening the Sandringham Ambulatory Care Centre at the Sandringham Hospital in partnership with Alfred Health.

The commitment of our three organisations to adapt, grow and strengthen our service offering to our communities has never wavered. We believe the voluntary amalgamation of our services during one of the biggest challenges to our health system is a natural evolution which will ensure that we can continue to be even more effective for the next 40 years.

LEARNING FROM OUR PEERS

We recognise that a voluntary amalgamation, though very new to our three organisations, is not new to community health services. Amongst the in-depth conversations we are having with our stakeholders, we are also looking to other community health organisations that have successfully voluntarily amalgamated or merged with other like-minded organisations.

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CASE STUDY:

BETTER SERVICES ON OFFER FOR WESTERN VICTORIA

The hospitals in western Victoria voluntarily merged and formed Grampians Health on November 1, 2021. The four hospitals adopted a collaborative approach to help protect their communities during the coronavirus pandemic, which led them to voluntarily explore a more formal and structured partnership.

The voluntary amalgamation promised to deliver better health outcomes through the integrated health service. An added benefit to the voluntary amalgamation was the direct benefit to the local economy. An increased access to services and career opportunities meant less people travelling unnecessarily for treatment or work and more people staying within the community.

Patients from each of the services - at Edenhope, Stawell, Horsham, Dimboola, and Ballarat continue to access quality care from their local facility, with no loss of services.

During the voluntary amalgamation there were no reductions in staffing levels and staff continued to work in their usual roles. Staff were also provided the opportunity to relocate to the additional locations if they wanted to.

Under NewCo there will be no reductions in staffing levels and there will be a job for any staff member who wants a job at the new voluntary amalgamated entity.



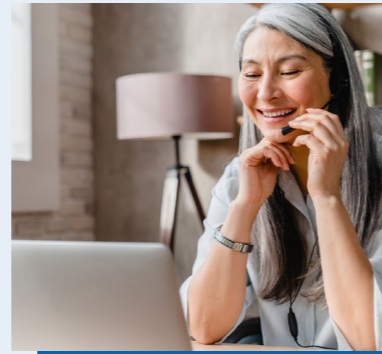
Western Victoria and Grampians Health voluntarily merge in 2021.

CASE STUDY:

AN EXCITING OPPORTUNITY EMERGES FOR SUE

After the Grampians Health Merger on November 1st, Clinical Training Coordinator Sue Roberts had the opportunity to further develop her skills.

Sue has been working at Edenhope and District Memorial Hospital for nearly 20 years. She is currently the After-Hours Coordination and Clinical Training Coordinator and works closely with Wimmera Health Care Group to implement and develop training programs. Sue is passionate about the idea of the voluntary merger of western Victorian hospitals and Grampians Health.



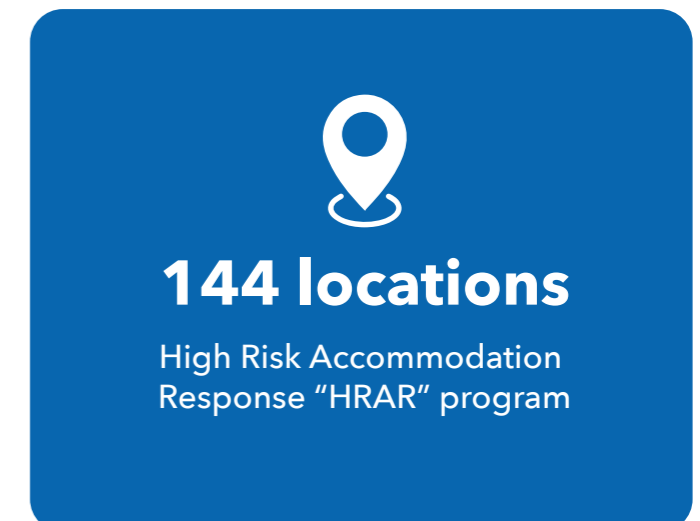
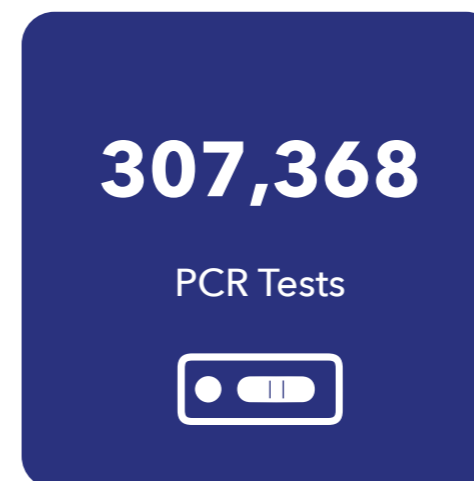
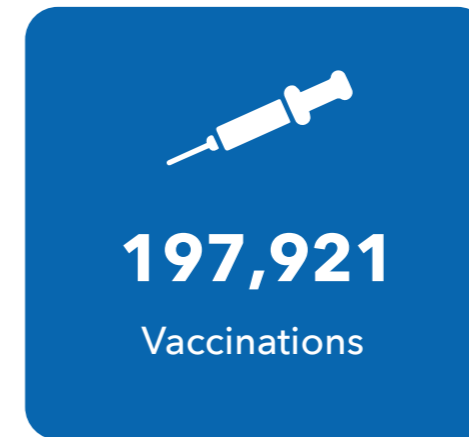
"A single health service offers infinite possibilities - it's very exciting. As part of the Grampians Regional Educator Group, I've seen the amazing amount of knowledge, experience and skills that are in the region that we can tap into," Sue says.

"Currently I create learning packages and education sessions, which the other health services could create as well. By coming together, instead of us all doing our own thing we can standardise it and utilise everybody's different skills. A single health service would be fantastic and free up our time to offer more development opportunities."

Under NewCo, more exciting opportunities will be available for all new and existing staff, with a more streamlined career development and progression.

COVID-19 RESPONSE

Our three organisations collaborated and partnered during the COVID-19 pandemic, which enabled us to provide our communities with a stronger and united health service over the past two years. Here is a snapshot of the support we offered our communities during 2021.



OUR VISION

The voluntary amalgamation between Central Bayside Community Health Services, Connect Health & Community and Star Health is driven by the following three principles;



Our clients are our reason for being, so they will be considered first throughout all stages of the voluntary amalgamation process.

A voluntarily amalgamated entity will retain all current services provided by the three organisations with none of those services diminished in any way.

Every effort will be made to provide continuity for clients with their health practitioners. Transition programs will be established for clients if practitioners are promoted or accept new roles for career development as part of a voluntary amalgamation.

Our vision is for a larger amalgamated entity that connects a variety of services to be built in a way that provides better access to services for clients and provides staff with more career progression and experience opportunities, to attract the best workforce possible.

This aligns with a core objectives of the voluntary amalgamation which is to improve health and wellbeing services broadly and establish the best and most motivated workforce possible to help achieve that goal.

We look forward to the voluntarily amalgamated organisation building more specialist services in partnership with consumers, community organisations and stakeholders. This will also help to introduce new services to our catchment area, including communities that do not currently have access to these services.



MORE SERVICES CLOSER TO HOME

A voluntary amalgamation will mean our organisations will be able to provide our quality services to more people. Central Bayside Community Health Services, Connect Health & Community and Star Health each offer unique services that members of our community would usually have to travel further than necessary to access. Under NewCo, we will be able to leverage off each other's specialised services and provide our expert and quality services to more community members in the south, south-east and inner-south suburbs of Melbourne.

Here are some examples of services that our members can look forward to in the event of a voluntary amalgamation:

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CASE STUDY:

NEWCO CONTINUES DISABILITY SUPPORT FROM HOME

During the COVID-19 lockdown, Central Bayside Community Health Services' (CBCHS) disability support continued for many of their clients with one-on-one home support and online programs. Clients were able to receive ongoing support with their personalised programs from the comfort and safety of their own home. Under NewCo, online and home support services will continue to be on offer to clients in south, south-east and inner-south Melbourne.

CBCHS continued servicing clients with home support services during COVID-19 lockdown



CASE STUDY:

HYDROTHERAPY SESSIONS HELPING MARCO IN SOUTH MELBOURNE

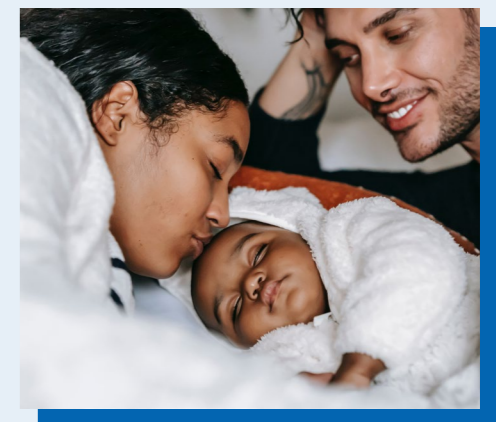
Marco lives in South Melbourne with his wife and loves to tend to his fruit and vegetable garden. He's been having trouble getting to the shops as he has arthritis in his left knee. Under NewCo, Marco's neighbour mentions that he gets help utilising the hydrotherapy services located in Bentleigh. Marco calls NewCo and books his first hydrotherapy session with his neighbour.



CASE STUDY:

NEWCO'S GPS & COUNSELLORS SUPPORT DAVE & MELODY TO LIVE FREE FROM FAMILY VIOLENCE

Dave from Bentleigh is having trouble sleeping. He goes to see his GP at NewCo in Bentleigh. While discussing issues that are keeping Dave awake, he mentions to his GP that he and his partner Melody have their first child due in a few months and he is pretty worried about being a parent. During the conversation, Dave tells his GP that he experienced family violence growing up and that lately he has been feeling like he is losing control. Dave wants to learn better ways of managing his feelings and the GP lets Dave know about the Men's Behaviour Change Programs and family violence counsellors at NewCo. Melody, Dave's partner also engages with the NewCo's team who can help those who have, or are, experiencing family violence.



WHAT IS CHANGING?

There will be no immediate changes arising from the voluntary amalgamation. Instead, gradual changes will occur over a transition period to ensure continuity of service for our clients, staff, and local communities.

The amalgamated organisation will enable us to offer our valued clients and community members access to a greater range and diversity of programs and services over a greater geographic area.

Each of our organisations has a community of esteemed stakeholders who will have a lot of questions on what the potential voluntary amalgamation would mean for them.

We have addressed some of these questions below.

Members and benefactors

The contributions our members and community supporters have made over the years have helped us to achieve so much. Their continued involvement through a voluntary amalgamation will allow us to achieve even more.

For many of our members and community supporters, their involvement with each of our organisations has allowed them to make connections and friendships. This will continue. As we unite our three like-minded organisations these connections and friendships will grow stronger with more like-minded people from across our communities having the opportunity to come together and work together to achieve stronger community health outcomes.

What does this mean for you?

Your role as active members of the organisation will not change. You will become a part of a broader membership base that will connect you to more like-minded people with the same passions.

A new amalgamated organisation will help us realise many of the things our members have wanted to achieve. This would be the culmination of the building blocks the members have put in place over many years.



Frequently Asked Questions

In anticipation of the proposed voluntary amalgamation, Central Bayside Community Health Services, Connect Health & Community and Star Health have prepared a series of questions and answers to help ease your concerns. Please note this list isn't exhaustive and we invite you to contact the Information Centre should you have any additional questions.

Q: Are any of these organisations in financial distress?

A: No. Central Bayside Community Health Services, Connect Health & Community and Star Health are financially sound, accredited, audited, and compliant with relevant regulations.

Q: Will Central Bayside Community Health Services, Connect Health & Community and Star Health cease to exist after the voluntary amalgamation?

A: Central Bayside Community Health Services, Connect Health & Community and Star Health have proudly served their local communities for more than 40 years and look forward to continuing this work.

If a voluntary amalgamation is ratified by members, the establishment of a new legal entity will occur in the 2022-23 Financial Year and the three organisations will cease to exist at a future point.

However, the three legacy organisations will continue to exist until the voluntary amalgamation process is fully completed.

Q: How will the voluntary amalgamation affect the geographical spread of services across Victoria?

A: A voluntary amalgamation will create a more coordinated network of community health services in our region. It is expected the new entity will provide access to services to more than 600,000 people across 18 sites, and beyond.

Q: What will the new entity be called?

A: If the voluntary amalgamation is ratified by the Members at the Annual General Meetings (AGMs), a comprehensive stakeholder consultation process will then be undertaken informing an assessment of the brand identity options for the new entity. A decision on what the new entity will be called is expected before its formal legal establishment in the new Financial Year of 2022-2023.

Q: Who will be the new Chairperson?

The inaugural Chairperson will be elected by the inaugural Directors of the new entity.

Q: Who will assume the CEO role at the voluntarily amalgamated organisation?

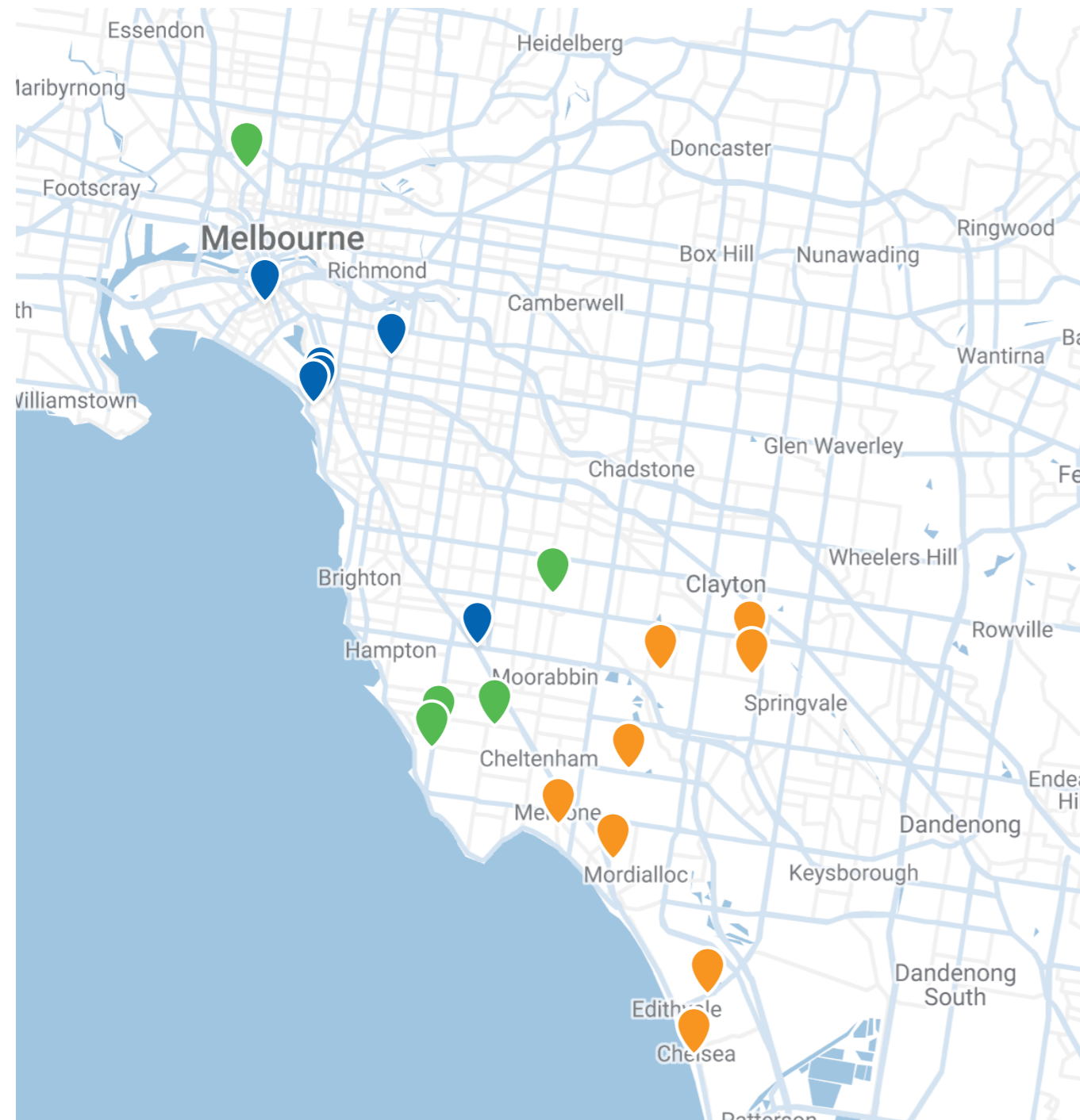
Once the transitional Board has been established, it will undertake a process to appoint a CEO for the new entity.

That appointment, or an interim board, will be in place prior to the legal establishment of the new entity.

CLIENTS

For our valued clients and community members, expect no changes to the services that we offer. There will be no services cut and there will be no location shutdowns. A benefit of a union amongst all three organisations is the potential for services to be offered in more accessible and convenient locations for our clients.

Newco locations



Central Bayside Community Health Services (CBCHS)

- Parkdale** - 335 Nepean Highway, Parkdale 3195
- Chelsea** - 3/1 The Strand, Chelsea 3196
- Clarinda** - 58 Viney Street, Clarinda 3169
- Mentone** - 31 Venice Street, Mentone 3194
- Cheltenham** - 299 Centre Dandenong Road, Cheltenham 3192
- Edithvale** - 8 Edithvale Road, Edithvale 3196
- Clayton** - 45 Oakes Avenue, Clayton South 3169
- Clayton** - Westall Hub, 35 Fairbank Rd, Clayton South 3169

Connect Health & Community

- Bentleigh** - 2a Gardeners Road, Bentleigh 3165
- Cheltenham** - 347 Bay Road, Cheltenham, 3192
- Sandringham** - 232 Bluff Road, Sandringham 3191
- Sandringham Hospital** - 193 Bluff Road, Sandringham 3191
- Royal Childrens Hospital** - 50 Flemington Road, Parkville 3052

Star Health

- Bentleigh** - Level 4, Suite 2, 973 Nepean Highway, Bentleigh 3204
- Prahran** - 240 Malvern Road, Prahran 3181
- South Melbourne** - 341 Coventry Street, South Melbourne 3205
- St Kilda** - 22-28 Fitzroy Street, St Kilda 3182
- St Kilda** - Victorian Pride Centre, 79/81 Fitzroy St, St Kilda 3182
- St Kilda** - 18 Mitford St, St Kilda 3182

What does this mean for you?

All our clients that access our services will experience no change. Our clients will continue to have the same services offered, at the same locations, regardless of whether an amalgamation is ratified.

A voluntary amalgamation will create a more coordinated network of community health and wellbeing services in our region. It is expected the new entity will provide access to services to more than 600,000 clients across 18 sites, and beyond.

Frequently Asked Questions

We understand that you may have some questions about what this means for you, so we have outlined some answers below.

Q: Will I still be able to access my service in a location that is convenient to me?

A: Yes. No site will shut down, you will still be able to access your services at the same location where you currently access them.

The new entity will continue to provide services from the existing locations of Central Bayside Community Health Services, Connect Health & Community and Star Health.

New service locations will also be developed over time which means you may have more locations to choose from to access services, some of which may be even more convenient for you.

Q: Will I be able to see the same health practitioner or service provider that I currently do?

A: All health practitioners and service providers will have roles available to them in the new entity to ensure that you will continue to access all the services you need at the same place without disruption.

Q: How will my data and privacy be treated during the voluntary amalgamation process?

A: As part of the new entity the same data and privacy controls will be maintained consistent with Federal privacy laws and best practice.

STAFF AND VOLUNTEERS

Our staff and volunteers will experience little change to the way they operate in their day-to-day jobs. These changes will mainly focus on how we connect services to one another.

The formation of the new entity will ultimately provide more opportunities for career development and progression for staff, and a range of volunteer opportunities.

There will be a job for anyone currently working for Central Bayside Community Health Services, Connect Health & Community or Star Health that wants to work for the new entity.

We recognise and appreciate the contribution and dedication our staff provide to clients and we are committed to facilitating a smooth transition that ensures the new entity will be a workplace that all staff and volunteers will be proud to work for.

What does this mean for you?

The most important thing is that there will be a job for anyone currently working for Central Bayside Community Health Services, Connect Health & Community and Star Health that wants to work for the new entity.

A voluntary amalgamation will provide all staff and volunteers with even more opportunity to develop new skills or build upon the ones you already have. A voluntary amalgamation will provide staff with more career development which is what we want for our staff and volunteers.

CLIENT EXPERIENCE:

BADELESCU FAMILY RECEIVES UNITED CARE FROM NEWCO

Under NewCo, the Badelescu family could engage in speech pathology services for their youngest family member John (4), which they were previously seeking treatment for at another community health provider (prior to becoming NewCo).

Not only does this simplify and expedite the referral process for the family, but it also means that with the family's consent, their service providers or clinicians can more easily pick up the phone and speak with other treating clinicians who are employed by NewCo.

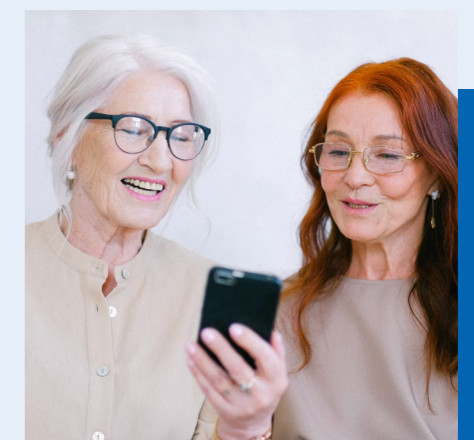
It will mean greater continuity with their health records and provide clinicians with the most up to date information about this family and their needs and goals. A single care plan could be in place and could be directed by the family and supported by NewCo's team of treating clinicians. Providing wrap around care and support is important to the Badelescu family - they are tired of telling their story to new services providers. NewCo will be much more able to provide wrap around care, with the family or consumer at the centre, than 3 separate organisations are able to.



VOLUNTEER EXPERIENCE:

NEW BENEFITS FOR NEWCO VOLUNTEERS

Rita is a product manager for an insurance firm and volunteers for Central Bayside Community Health Services during her spare time. She's currently working three days a week as she slowly transitions into retirement. Recently she has been seeking more opportunities to volunteer but there are limited shifts available at Central Bayside Community Health Services. Under NewCo volunteers like Rita will benefit from the increased availability and diversity of roles. The voluntary amalgamation will create a larger pool of volunteers and skills that NewCo can draw on and in doing so strengthen and broaden the professional development and volunteering options.



Frequently Asked Questions

Q: Will there be any impacts on jobs or volunteer positions?

There will be a job for anyone currently working for Central Bayside Community Health Services, Connect Health & Community and Star Health that wants to work for the new entity.

All services will be maintained when the new entity is formed, however roles may not be identical as services evolve.

We acknowledge the role of unions in navigating workplace issues and welcome the opportunity for further consultation with workplace representatives.

Q: Will my job change?

In due course, as services evolve, some roles may transition and evolve as needed.

Q. Will I still be able to volunteer?

Absolutely. Volunteers will continue to be at the heart of the new entity. We also anticipate additional professional development opportunities for our valued volunteers.

Q: Will new career opportunities be created by the voluntary amalgamation?

Yes. A voluntary amalgamation will result in more career progression and development opportunities. There may be opportunities to gain additional experience in the delivery of these services or take advantage of career progression opportunities through the wide range of services offered by the new entity.

Q: Is this a voluntary amalgamation or a takeover?

Will one of the organisations have greater influence than the others?

It will be an equitable and voluntary amalgamation of Central Bayside Community Health Services, Connect Health & Community and Star Health.

The new Board will be made up of an equitable number of members from the current Boards of Central Bayside Community Health Services, Connect Health & Community and Star Health.

Central Bayside Community Health Services, Connect Health & Community and Star Health are voluntarily amalgamating with an equal voice.

Q: Will my work location change?

A: Staff will largely stay in the same location they currently work in, as a voluntary amalgamation will not change the immediate geographical needs of the communities we service.

Through the transition there may be career progression opportunities offered to staff that could see location changes.

The new entity will work with individuals throughout the transition period.

Q: Will I have a new boss?

A: Most staff will have no change to who they directly report to.

There will be some changes to the roles of CEOs and their Executive level reports that will take effect after legal establishment of the new entity. We will work through all these changes with impacted staff.

Changes to reporting lines may be made through general career progression once the new entity is established.

STAFF EXPERIENCE:

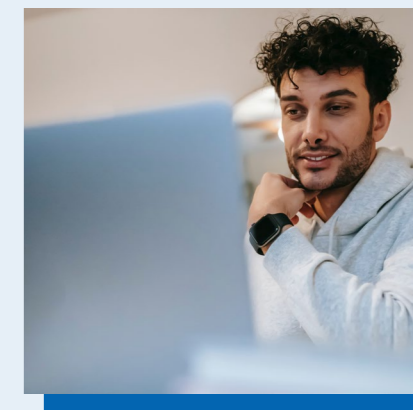
A NEW OPPORTUNITY SEES MICK JUMP AT THE CHANCE

Mick Kirby is on secondment at Star Health to cover the Director of Clinical & Residential Care Services. He saw the opportunity to hone his skills in a different area and support Star Health in a fixed term position that can be difficult to fill.

"I've been here for six weeks and it's been a breath of fresh air to work in a new environment. I have really noticed how prominent the community focus is and the impact it has in all decisions made around the community," Michael said.

"It's a very exciting time to be here as we explore the new opportunities that coming together could present."

"I've noticed the different processes across the health services and see opportunities for improvement at Connect Health & Community and to tap into resources from somewhere like Star Health, and there have already been examples in recent weeks. My secondment up here is an example of how we can work together."



STAFF EXPERIENCE:

HAYDN BENEFITS FROM THE EXTRA HELP AT NEWCO

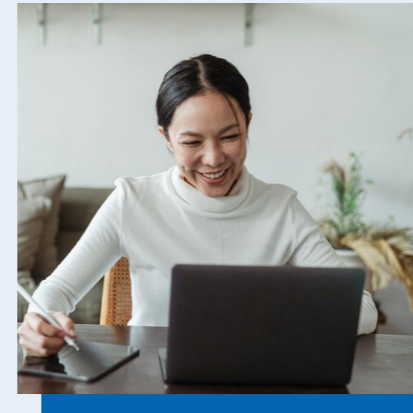
Haydn is a Smoking Cessation Coach at Star Health. Back-fill while Haydn is on leave is challenging which is making him feel reluctant to take leave or to stay at home when he is unwell, because he knows there's no one else in the organisation who can fill in for him. Under NewCo, these roles would be expanded and combined. This provides greater service response for NewCo and allows Haydn to be part of a team, thereby enabling resource sharing, the ability to take time off while also providing a stimulating, learning environment for Haydn and his colleagues.



STAFF EXPERIENCE:

NEWCO STREAMLINES RECRUITMENT PROCESS

Child psychologist Maddie works at Central Bayside Community Health Services two days per week. She'd love to increase to 4 days per week but the current funding doesn't provide for this. There's a position vacant at Star Health and without NewCo, Maddie would need to be recruited via external advertising, complete a new Police Check, supply a Working With Children's Check (WWCC), be referenced checked and be onboarded if successful. Maddie would have two employers, two sets of entitlements and taxation responsibilities etc.



Under NewCo, when one of the other sites or programs has a vacancy in their team for a Child Psychologist, the position is advertised across the entire staffing network of NewCo employees and Maddie is able to apply for the role via an internal application, and if successful, simply needs a Change of Employment Contract. She will not need a new Police Check or to update her WWCC. Nor will she need to be onboarded by People & Culture and the hiring manager instantly saving time for both parties.

Maddie remains with a single employer, with one set of entitlements and one annual financial statement of earnings to manage at the end of the financial year. NewCo benefits from having the expertise of this experienced and passionate Child Psychologist more widely across the organisation.

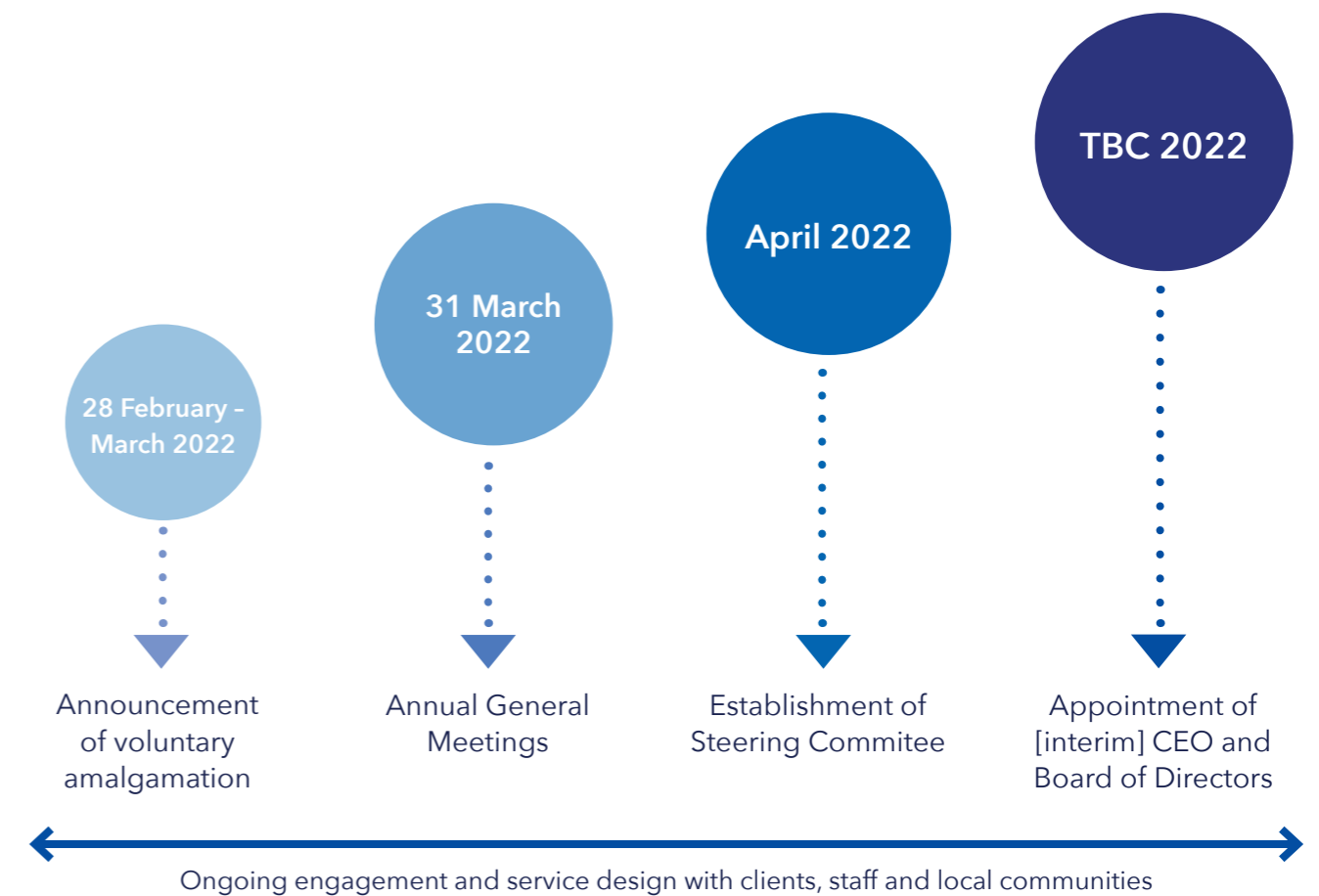
THE PROCESS

How did we get here?

To better understand our decision for a potential voluntary amalgamation, it would be helpful to explain the steps we took to get here.

After careful consideration about the future of community health, wellbeing and support in our region, particularly our joint operations during the pandemic, the three organisations undertook feasibility studies internally and with the support of independent consultants.

While there is further detail to the benefits of a voluntary amalgamation, the broad findings align with each organisation's core objectives. That has ultimately driven a recommendation for voluntary amalgamation from the boards and CEOs of the three organisations, to better serve our community.



TIMELINE: WHAT HAPPENS NEXT?

The formal question of whether Central Bayside Community Health Services, Connect Health & Community and Star Health should voluntarily amalgamate will need to be ratified by members at AGMs of each organisation. These will be held on 31 March this year. More details around voting procedure during the AGMs can be found online voluntaryamalgamation.com.au or at the front reception of each of the three local organisations.

If a recommendation to voluntarily amalgamate is successfully carried by each organisation, a steering committee involving the Board Chairs, and CEOs of the three organisations will work through a transition process that prepares the new entity for its projected legal establishment in the 2022-23 Financial Year.

Board appointments will be announced before the legal establishment of the new entity. The formation of a board will involve equitable representation from Central Bayside Community Health Services, Connect Health & Community and Star Health, and reflect a broad skills base. There is also a provision for an independent Director(s) to be added to the Board.

Once the interim Board has been established, it will undertake a process to appoint a CEO for the new entity. This will be in recognition of the skills and knowledge of the current Executive teams across the three organisations.

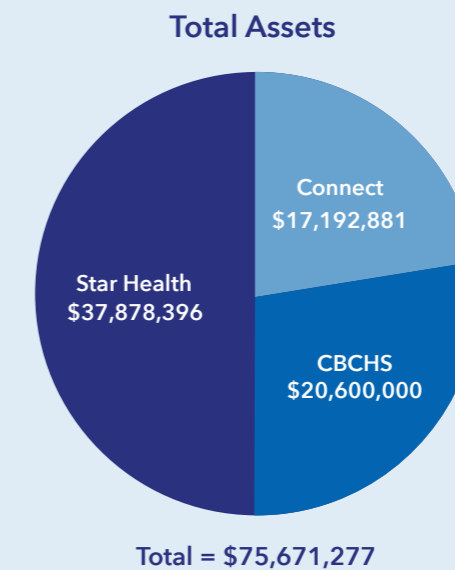
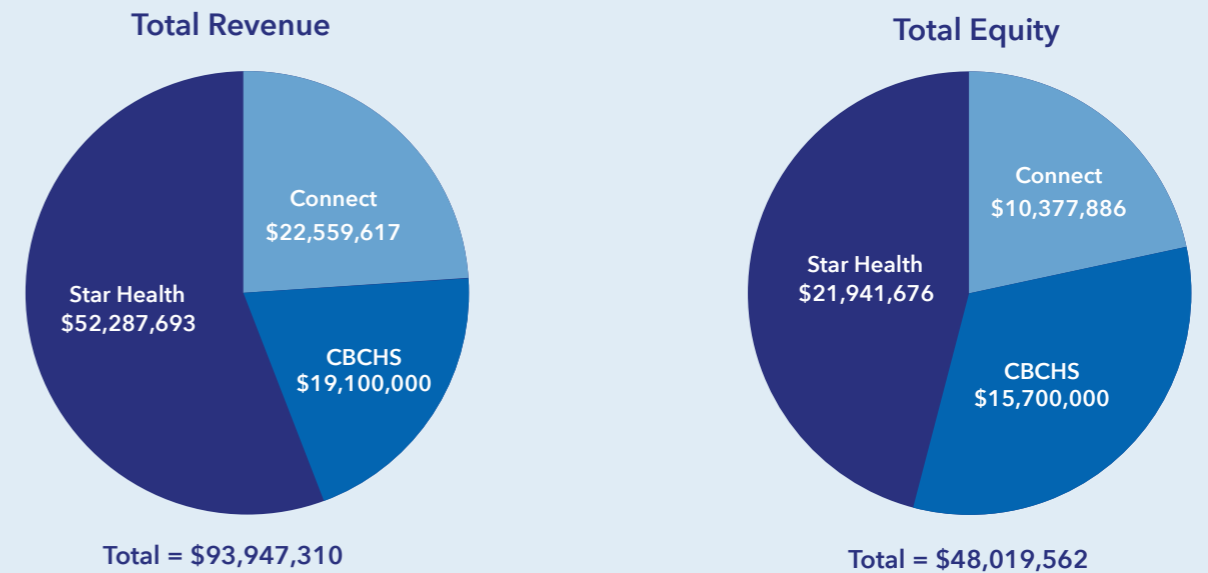
These appointments, or interim appointments, will be in place prior to the legal establishment of the new entity. A strong ongoing stakeholder engagement process and the interests of clients will be the priority throughout this period.

DUE DILIGENCE

This voluntary amalgamation is driven by our combined desire for better-quality health, wellbeing and support services for our local communities. This is a bedrock principle that sits at the heart of the potential voluntary amalgamation and is an essential aspect of the processes that surround this voluntary amalgamation.

All three organisations are financially robust in their current form.

FINANCIALS (FY20-21)



Total = 714

Volunteers



Total = 339

OPERATIONAL SNAPSHOT

(FY20-21)

22,996

Counselling Sessions



38,853 Dental
Appointments

877

NDIS
Participants

600,000

Servicing more than
600,000 people



33,200 General
Appointments



18 Sites
and beyond



9,869 Children
Appointments

3,159

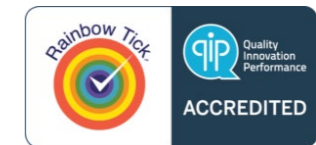
Number of
group sessions

QUALITY ACCREDITATIONS

All three organisations and their programs are fully accredited by the relevant standards set by State and Federal authorities.

The voluntarily amalgamated entity will maintain its commitment to quality service provision and continuous improvement.

CURRENT ACCREDITATIONS



Health and Community
Service Standards



Aged Care Quality Standards



SHARE YOUR THOUGHTS WITH US

This is an exciting time for Central Bayside Community Health Services, Connect Health & Community and Star Health. Join us on this journey and have your say in designing the future of NewCo.

If you have any questions, suggestions or thoughts please share them with us at via the Information Centre:

Central Bayside Community Health Services:

☎ 03 8587 0200
✉ info@cbchs.org.au

Connect Health & Community:

☎ 03 9575 5333
✉ info@connecthealth.org.au

Star Health:

☎ 03 9525 1300
✉ info@starhealth.org.au



APPENDIX

NewCo service list

- Aged Care Social Support
- Alcohol & Other Drug (AOD) Services
- AOD Harm Reduction
- Case Management Services
- Child, Youth and Family Service
- Community Health Nursing and Midwifery
- Community Visitor Scheme
- Counselling
- COVID-19 Screening and Vaccination
- COVID-19 Outreach
- COVID-19 Concierge
- COVID-19 Positive Care Pathways
- COVID-19 Mobile Testing
- Dental
- Dementia Support
- Diabetes Services/Education
- Dietetics
- Endocrinologist
- Exercise Physiology
- Family Violence Services
- Geriatrician
- GP/Doctors
- Hand Therapist
- Health Promotion
- High Risk Accommodation Response (HRAR)
- Home Care Packages
- Homelessness Support - Older Persons
- Homelessness and Accommodation Response Support - Residential services
- Hydrotherapy
- Indigenous Access Services
- Mental Health Services
- NDIS - Day Services
- NDIS - Dietetics
- NDIS - Early Childhood Interventions
- NDIS - Exercise Physiology
- NDIS - Occupational Therapy
- NDIS - Physiotherapy
- NDIS - Psychology
- NDIS - Speech Pathology
- NDIS - Support Coordination
- NDIS - Therapeutic Supports
- Occupational Therapy
- Paediatrician
- Physiotherapy
- Podiatry
- Post-Acute Care
- Psychology
- Speech Therapy
- Smoking Cessation

