

POCO ECHO SOLUTIONS

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RSL South Eastern District Ltd

Veteran Wellbeing Coordination Centre


Business Plan

Prepared: October 2021

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Adopted by RSL South Eastern District Ltd on 22 November 2021



Kerry Gallagher AM
President
RSL South Eastern District



Matthew Rowe
General Manager
Veteran Wellbeing Coordination Centre

Business Plan Summary

The Business

Business name: RSL South Eastern District Veteran Wellbeing Coordination Centre

Business structure: Operating Component of Company Limited by Guarantee

ABN: 54 100 851 018 CP 6309

Business location: Greenslopes Private Hospital, Newdegate Street, Greenslopes

Date established: 22 September 2020 (in current format)

General Manager: Matthew Rowe **Client Enquiry Officer:** Karen Gardner

RSL SED Director representative: Kerry Gallagher AM, President

Activities: Provision of wellbeing support – a comprehensive individualised program delivering physical, emotional, social and mental health – to veterans and their families.

Target Market

Veterans and their families in the sphere of influence of RSL South Eastern District.

The Future

Vision statement:

Build a robust, positive and supportive community of veterans and their families.

Operational objectives:

The provision of detailed close coordination of support services across Governments, Departments and Agencies in support of veterans and their families.

Core business:

- Wellbeing support, visits and bereavement assistance
- Medical and Allied Health information
- PTSD and mental health support
- Advocacy and research for compensation and welfare
- Career transition assistance
- Financial literacy and crisis support
- Peer mentoring
- Other needs as identified

The Finances

It is expected that the RSL SED and partner investment in the services will be in the order of \$256,000 per annum on the basis of a break-even budget. A comprehensive first year budget is set out below.

Testimonials

The veterans we help are from all services and all ages. Our team is made up of men and women of all ages, from all walks of life, including ex-service members, and they provide invaluable support to inpatients as well as identifying ongoing veteran needs.

Just a few of their stories are set out in brief below.*

Case study one - Bronwyn

One of our veterans, from outside of Brisbane, is an outpatient receiving cancer treatment at a Brisbane hospital who heard about our service by word-of-mouth.

She had lost part of a limb due to her illness and related to us, among other things, that she had been asked during an intake interview with another service provider whether the impairment was permanent. Her condition is terminal and when she first visited the VWCC she was very unhappy, with significant anger, little hope and was *at her wits end*.

She was seeking help with through the DVA claims process which one of our advocates was able to provide with ongoing support through the process from VWCC staff and volunteers.

In a recent email to VWCC staff she wrote:

Thank you so much for your on-going help without which I don't know where we would be (I think I do). I hope all is well with you guys. Again. Thanks and regards.

Case study two - Rod

Another veteran we have helped was an inpatient in hospital who was visited as part of the regular inpatient visits program.

Rod was provided with companionship and support as well as some reading material and puzzles to pass the time. After our first visit we were contacted by the nursing staff asking if we did shopping for veterans, so we went back for another visit to see how we could help. As Rod had only been expecting to be in for a short visit, he hadn't brought with him the essentials, and when the stay was extended due to complications he was hoping someone could help. We got a list of things he needed and came back with some items to help make the stay more comfortable.

This led to the establishment of the *Veteran Family Home Shopping Service* which caters to veteran in-patients and those returning home from hospital.

Third case study - Cyril

The brother of an inpatient, who was also an ex-serviceman, called into the Wellbeing Centre after having been told about us by the nursing staff. He had a cup of tea and a chat and mentioned that his brother had a terminal illness and the family were looking to move him to supported accommodation in the next few days.

When he learned we did hospital visits he asked if there was someone who could visit Cyril as the family were living some distance away and he had his own business to take care of.

Our first visits volunteer (also ex-service) struck up a great rapport and the first visit lasted almost two hours. The next day we visited again and had a great chat, and Cyril's condition appeared to have improved. The following Monday we had a visit from Cyril's brother who told us his brother had passed away over the weekend after having arrived at the supported accommodation. His decline had been rapid and while his brother was clearly saddened, he said the visits we had provided Cyril were a really great service to him and his family and made the world of difference to the end of his brother's life. He was so grateful and has kept in touch.

* real examples with some details changed to protect client privacy.



The Business

Business details

Activities: Provision of wellbeing support – a comprehensive individual program delivering physical, emotional, social and mental health – to veterans and their families.

Our experience demonstrates that the demand for these services will continue to grow with increased awareness of their availability. It is anticipated that this will continue.

Registration details

Business name: Returned & Services League of Australia (Qld Branch) South Eastern District Limited (**RSL SED**)

Trading name(s): Veteran Wellbeing Coordination Centre

Date registered: RSL SED has been in existence since 1923 operating out of the business residence at Oxlade Drive New Farm since 1978.

Business Locations:

New Farm Headquarters. RSL SED holds the head lease granted by Brisbane City Council for 42-60 Oxlade Drive, New Farm and operates its primary headquarters for conducting business operations and services from the Limbless Soldiers Building at 42 Oxlade Drive. There is a sub-lease of two areas onsite (to Events on Oxlade and Merthyr Bowls).¹

Greenslopes Private Hospital. RSL has had a presence since the building of the Repatriation Hospital in 1939 and RSL SED has operated from the site through that time and since privatisation in the 1990s. In 2020 a review of operations out of the current office (in the ground floor of the Keith Payne Unit) was undertaken. Initially the Greenslopes Wellbeing Centre was established by Kerry Gallagher AM and Matthew Rowe and then current operations, the Veteran Wellbeing Coordination Centre (**VWCC**), began operating out of the same site in 2021.

Business structure: RSL SED is a company limited by guarantee registered as a charity with the Australian Charities and Not-for-profits Commission. The VWCC is an operating component of RSL SED.

ABN: 54 100 851 018 CP 6309

Domain names: www.rslsouthqueensland.org

Memorandum of Understanding: A memorandum of understanding has been prepared and forwarded to Greenslopes Private Hospital with a view to formalising the relationship between RSL SED and Ramsay Health Care. Ramsay Health Care are reviewing the MOU.

An MOU currently in use between Cancer Council Queensland and Greenslopes Private Hospital is at Attachment A for reference.

¹ RSL SED Strategic Plan

Business premises

Business location:

The VWCC is located in the ground floor of the Keith Payne Unit at Greenslopes Private Hospital (**GPH**). Signage has recently been installed to make the premises visible from the main entrance to Greenslopes Private Hospital and to increase the visibility of the RSL SED presence on site. Greenslopes Private Hospital is located in the Brisbane City suburb of Greenslopes eight kilometres from the Brisbane city centre and easily accessible by public transport and private motor vehicle. There is a courtesy bus operating from the hospital to public transport network between 6am and 6pm Monday to Friday (excluding Public Holidays).

The site is an accessible ground floor office space covering an area of approximately 112 square metres. The office space is divided into a reception and general meeting area with a small kitchenette and two private offices. Each office is furnished with a telephone and computer facilities which are provided by RSL SED. Some furnishings were provided by Ramsay Health Services during an upgrade of the facility in 2020 and the balance of office equipment has been provided by RSL SED. Further details of equipment onsite is set out below.

There is considerable veteran foot traffic in and around the office (in particular those arriving and departing the Keith Payne Unit) and in the hospital premises in particular (those being inpatients and day surgery as well as those visiting any one of the three specialist centres onsite). The visits programme into the hospital is encouraged and supported by Ramsay Health Services by the daily provision of inpatient details to the VWCC and is the source of a wealth of veteran need to the VWCC.

Opportunities for expansion of the service into other sites:

The service at GPH is well embedded and processes have been trialled, tested and reviewed. The planned process for expansion into other sites has been developed though not yet implemented. To avoid the risk of over-reach (or 'spreading ourselves too thin') the preferred approach (to be led by the hospital visits programme into selected sites) is to expand one hospital at a time.

Steps for implementing the service into other sites will largely replicate the approach taken at GPH as follows:

- a. Identify the preferred next hospital / site for expansion;
- b. Engage individual hospital leadership (one at a time) in a *staged process*;
- c. Correspond / meet with CEO equivalent to discuss proposed services;
- d. Advertise for site specific volunteers;
- e. Recruit, induct and train suitable volunteers;
- f. Commence visits, provide support to veterans and their families as required;
- g. Monitor progress, report to RSL SED, provide feedback to hospital leadership.

The above steps could then be repeated at the next chosen venue and could also be replicated across chosen Aged Care Homes or similar.

It is recommended that the expansion be led by the VWCC and that information gathered by SED and its Directors relating to the planned hospital visits be shared with the VWCC.

Organisation chart

The organisation chart is at Attachment B.

Management & ownership

Directors: RSL SED is led by a volunteer board of directors. Directors during the year of the preparation of this report to date are:²

Kerry Gallagher AM	President
Judith Alterator	Charity / Board Secretary
Judith Munday	Treasurer
Stephen Dacey	Vice President (recently retired)
Steven Monteith	Vice President (recently retired)
Robert Maher	Vice President (recently retired)
Peter Murray	Vice President

Doug Egan was also elected Senior Vice President on 13 March 2021 and in due course the ACNC should be advised of his appointment as a responsible person.

Details of management & ownership: Day to day management of the 2020 review and development of the Wellbeing Centre and the 2021 transition to the VWCC has been conducted by Matthew Rowe as General Manager under the strategic direction of Kerry Gallagher AM.

Key Personnel Experience:

Kerry Gallagher is the President of RSL SED and Chairman of Vanguard Health and a retired senior Army Officer.

Matthew Rowe is the General Manager of the Veteran Wellbeing Coordination Centre; a lawyer, mediator and former permanent seagoing Royal Australian Navy officer.

Karen Gardner is Client Enquiry Officer, who joined originally as a volunteer, with a background in customer service delivery, office and people management and technology.

There are also eleven volunteers currently inducted, or ready for induction, and operating out of the Centre under the supervision of the Key Personnel above.

Advertisement for, as well as recruiting, training and induction of, volunteers is ongoing and has resulted in a strong suite of volunteers assisting in the service. Some further details are set out in the tables below.

² <https://www.acnc.gov.au/charity/1ac074f5e163fd25d4eaccebb276d552#people> accessed 18/8/21

Current staff and volunteers

Job Title	Name	Skills or strengths
General Manager	Matthew Rowe	Provision of comprehensive administrative, financial and government compliance and management services to business, for-purpose and not-for-profit partners.
Client Enquiry Officer	Karen Gardner	Service Orientated (customer service) AMA Medical Reception Course. St Johns Ambulance First Aid Plus. Office management. People Management.
Hospital Visits volunteer	Rosie	Undergraduate degree in Psychological Science. Casual Medical Receptionist and Secretary. Excellent Communication skills.
Hospital Visits volunteer	Jacob	Electrical Engineering student. Excellent Communication skills. Service orientated (customer service)
Hospital Visits volunteer	Aaron (Retired)	ESO Army 6yrs. Cert IV in Business Administration. Cert III in Security Operations. First Aid Training. Excellent Communication skills.
Hospital Visits volunteer	Miranda	Bachelor of Psychological Science student. Service orientated (customer service) Excellent Communication skills.
Hospital Visits volunteer	Suzanne	Pharmacist / Pharmacy Owner. Bookkeeper. First Aid and CPR certificate.
Hospital Visits volunteer	Cherie (Retired)	Diploma of Teaching. Bachelor of Arts (Psychology). Graduate Diploma of Counselling. Master of Guidance and Counselling. Graduate Diploma Music Education.
Hospital Visits volunteer	Doina	Retired business-woman with Dip, Bach and Masters degrees (Counselling, Metaphysical Science, Hypnotherapy & Business)
Hospital Visits volunteer	Emma	Bachelor of Behavioural Science (Psychology). Medical Administrator. Patient Centred. Service orientated (customer service)

Qualified inactive volunteers

Job Title	Name	Skills or strengths
Hospital Visits volunteer	Molly	1st year Nursing Student. First aid + CPR training Certificate III & IV in Hospitality. Service orientated (customer service). Excellent Communication skills.
Hospital Visits volunteer	Rebecca	Bachelor of Behavioural Science (Psychology). Human Resources Advisor. Child Safety Officer. Mental Health Keyworker. Executive Assistant/HR Advisor
Hospital Visits volunteer	Clint (Retired)	ESO RAAF 31yrs. Associate Diploma in Environmental Health. Graduate Certificate in Occupational Hygiene.

Required staff for future operations

The current staffing model and arrangements is suitable for a one-site, hospital-based operation. In the first instance, the only additional staff to assist with expansion to a multi-site operation would be additional Hospital Visits Volunteers.

The current Client Enquiry Officer is able to coordinate (by replicating the operations at GPH) an expanded operation out of an increased number of sites. Depending on the scale of the expansion (ie. how many sites were intended to be included into the visits program) additional support to the coordination function may be required. It is envisaged, though, that the expansion would better benefit from utilising improved IT systems rather than additional personnel.

With the additional IT systems as detailed further below, the current staffing model could operate a greatly improved expanded function across a number of sites. This would be a preference to increasing administrative personnel and while it would require further analysis, it is likely to be a more cost effective approach.

Recruitment options

Currently the recruitment of volunteers and staff has been undertaken through a variety of means including:

- advertisement on Volunteering Queensland, Seek and GoVolunteer website;
- visits to Sub-Branches;
- interactions with a variety of other ESOs;
- word of mouth through the veteran community; and
- notification to Sub-Branches through SED Delegates.

Training programs

The complete recruitment and onboarding process has been developed in-house. This includes advertisement, qualifications assessment, interview, induction, training and review as well as screening for suitability at each stage. Processes and documents associated with the onboarding process are at Attachment C.

We have also benefited from participation in programmes provided by other ESOs and ATDP and encourage ongoing participation in these including:

- the *Legalwise* training Veterans Entitlements – A Practical Guide;
- Legacy Qld 'Death Compensation Course';
- Bribie Island RSL Veteran Forum;
- ATDP Course in Military Advocacy;
- Various Sub-Branch initiatives; and
- Other training opportunities as they arise.

In addition our own staff and volunteers benefit from the VWCC developed induction and training process (both delivered in a round-table forum) and through on-the-job training *in situ* at GPH.

Skill retention strategies

We maintain a qualifications register which includes for all volunteers:

- CV;
- Personal particulars form;
- NOK contact details; and
- Qualifications where relevant to the role being performed.

In addition, for ATDP qualified advocates we maintain a copy of their ATDP qualifications and currency and provide them with a letter of authorisation to provide services with the authority of and operating out of the VWCC.

Services and Strategy

Service	Description
Wellbeing Support	Hospital visits to identify needs, collect information and assess support availability
Bereavement assistance	Referral to support services including the provision of 'poppy service', war widows pensions and
Medical and Allied Health information	Information on Ramsay Care programs, DVA and other supports such as Heart Health, fitness support and OT
PTSD & Mental Health Support	Information regarding the supports available out of Keith Payne Unit and other like services out of complementary facilities
Advocacy and Research	Provision of referrals to qualified advocates and support for seeking information and completing documentation required to access support primarily from DVA
Career transition assistance	Development of programmes to match veterans in need of assistance with those who have successfully made the transition
Financial literacy and crisis support	Assistance with navigating the various providers of support in times of need when complex pathways are least manageable
Peer mentoring	Development of programmes to match veterans in need of assistance with those who have successfully made the transition

Market position: The programmes we provide and deliver are primarily informed by two sources with the information gathered and needs identified:

- from hospital visits; and
- through word of mouth referrals.

Our approach is not to take a competitive market position. Rather, the VWCC and services provided takes adopts a 'brokerage model', whereby services are largely based externally, or provided by other agencies.

Operational goals:

The VWCC has established and works to the following operational goals:

- Generate a ROI (however defined) for RSL SED with a focus on delivery of veteran / family support services;
- Continue to be the lead agency for the delivery of veteran / family support services;
- Professionalise the offering.

Further, coordinate:

- Delivery of services to veterans and their families;
- Referral to trusted partners for specialised services (relevant medical/ health / financial / legal and other support services).

Unique selling position: The physical location of the VWCC in GPH is the number one benefit and brings great credibility to RSL SED. The relationship with GPH and Ramsay Health executive staff is also of great value and should not be understated. This location and exposure also brings with it a requirement to maintain high standards to ensure the reputation of the VWCC is managed to maintain the positive working relationship with GPH and Ramsay Health. The benefit of the VWCC is its position in being able to identify veteran need from first hand information from (largely hospital inpatient) veterans and assist them in navigating the often complex pathways to gaining the support they seek or that is available.

Anticipated demand: Demand has grown over the past 6 months from a standing start, and in the face of some resistance, to supporting over 200 veteran interactions per month. This demand has grown with limited 'advertising' of services. There is little demographic information available on veterans in the RSL SED area, though the latest Census has sought veteran specific information for future reference for the first time.

It is anticipated that demand for veteran support services will increase consistently into the foreseeable future. With the almost complete demise of the WWII veteran community and the ageing of the 'historical target veteran population' requiring RSL and DVA support (ie those of the Korea, Vietnam and similar era) there will be an increasing demand for support services.

Further, even based on anecdotal evidence (such as the c60,000 veterans returned from more recent conflicts) demand for support services is bound to increase for the lifetime of those veterans and their families.

Pricing strategy: It is expected that all current services be provided on a no-cost or break even strategy. It may be that later development of services (such as opt in fitness, exercise and entertainment opportunities) require some financial contribution from participants, though profit generation is not intended to be sourced from veteran input. Rather, profit is sought to be generated (for the purpose of return to the veteran support services) from external sources such as government contribution, philanthropic support, investment in housing, pursuit of business opportunities and other service provision.³

Growth potential: Growth potential is huge, governed primarily on financial commitment made to the service.

³ See for example the *Salvos Legal Limited* model whereby the profits of the provision of (in that case) legal services are applied to other aspects of an organisation. ie. a financial charity business supporting the operational service delivery arm of the organisation.
<https://www.acnc.gov.au/charity/a8283d47c854f485865f037d3dbf1c2f#financials-documents>

Future design opportunities:

There are a number of areas where the services of the VWCC could develop, including:

- Develop and expand the offering (eg. on-discharge home care, general medical and psych support, drug/alc accommodation, aged care, disability support);
- share the model and services with other Districts / State branches;
- become umbrella organisation for 'other' ESOs (coordinate collaborative forum of ESOs at Greenslopes [Southern Queensland] Wellbeing Centre); and
- increase sources of funding support in collaboration with RSL Queensland (including F/R events).

Design guidance:

The design of the VWCC and its systems and processes has been based on the following general guidance.

Replicable: Generate models, regardless of scale, that can be replicated in:

- an established setting; or
- a greenfield site.

Professionalise: Identify and engage volunteer and professional:

- Advocates;
- Wellbeing coordinators;
- Grant writing specialists;
- Trusted partners for specialised services; and
- Program and system developers

These may be third party (eg referral to RSL (Q) employees or medical and health professionals).

Collaborative: Collaborate with RSL (Q) and other ex-service organisations (ESOs) to:

- Establish and ensure coordinated and individually focused support services for veterans and their families in southern Queensland;
- Minimise duplication of effort;
- Develop a centre of excellence for ongoing grant writing services;
- Provide referral to specialists as required; and
- Become the recognized centre of excellence for support services to veterans and their families in Queensland.

Ongoing improvement: Areas for further development:

Collection, management, sharing of veteran/family data iaw privacy principles;

- Development and utilisation of State CRM or other shared database;
- Key importance of liaison across all hospitals and nursing homes in the District or wider agreed territory;
- Developing the model for replication across the State; and
- Removing or overcoming the issues associated with cross-over/duplication of services already available through RSL(Q).

Other areas for further development:

- Identifying and connecting with those in need of support is challenging;
- Liaise with hospital executive to identify veterans/families on admission;
- Engage in liaison with Sub-Branches;
- Coordination of services and duplication of effort is an issue;
- Data capture, management, utilization, sharing and storage needs development and coordination;
- Knowledge of support (brokerage service) available is necessity;
- Advocate to hospitals directly.

Future opportunities:

- Design and implementation of an operationally effective model (replicable);
- Provide solutions to current challenges at the implementation level;
- Meet the balance between volunteer and professional service delivery;
- Manage user privacy while providing standardisation and sharing of information;
- SED lead in collaborative solution focused service; and
- Focus on effective delivery.

Partners and support

Partner agencies

Agencies to partner with:

- Defence, DVA, RSL and Service Clubs within the District;
- Health Departments (State and Federal) and other agencies where relevant (including Aboriginal and Torres Strait Islander agencies);
- Supported Sub-Branches;
- Supported ESOs;
- Community organisations that provide similar / referral services; and
- Community organisations driven by similar objectives.

Intellectual property and confidentiality management

We have confidentiality clause in our volunteer agreement to protect client confidentiality as well as intellectual property. A copy of the Volunteer Agreement is at Attachment D.

Insurance

RSL SED has previously advised VWCC that insurance is covered by the RSL SED policy:

- AON Public & Products Liability Insurance Policy to 1 December 2021;
- AON Voluntary Workers Personal Accident Policy to 1 December 2021.

A limitation of liability is sought in the volunteer agreement for out of scope activities.

Risk management

Risk	Likelihood	Impact	Risk rating / Strategy
Safety - Failure to ensure that staff and volunteers work in a safe environment.	Rare	Moderate	Moderate - Safety procedures and practices in place. Review and monitor.
Safety - Personal injury to staff, volunteers and the public due to WH&S system failure or human error.	Rare	Minor	Minor - Induction undertaken. Develop WH&S policies and procedures. Incident investigation post each reported injury occurrence.
Financial – insurance cover inadequate / inappropriate	Unlikely	Moderate	Moderate - Regular liaison with Board in advance of any changes to services and discussions on an annual basis at time of renewal of coverage.
Financial – funding or lack thereof	Likely	Catastrophic	High - The Board continue efforts to source long-term funds from diverse sources
Human - Failure to recruit, "onboard" and sustain suitable staff and volunteers	Unlikely	Minor	Low - Procedures for recruiting, selecting, training and managing staff and volunteers in place including screening
Reputational - Failure to maintain high standard of professionalism and interaction with community and site specific staff (eg Ramsay Health)	Unlikely (under current model)	Moderate	Moderate – Regular liaison with Board, maintenance of close supervision of staff and volunteers, ongoing liaison with Ramsay Health Executive)

Legal considerations

The position of RSL SED at GPH is indeterminate and while there is no suggestion it is tenuous, it is likely at the discretion of Ramsay Health. As noted above a proposed MOU has been provided to Ramsay Health and remains *with their legal department*.

It is possible that in the process of transition to a new model a further meeting with Ramsay Executive could be arranged to discuss the way ahead and include discussion as to whether an alternative (such as the one in place with Cancer Council Qld – a copy of which is Attachment A).

Operations

Plant & equipment

A detailed list of equipment at the VWCC is in Attachment E.

Technology (Software): The current operations are utilising one outdated PC (for the client enquiry officer) and a personal laptop (for the General Manager) and internet connection provides connectivity to the site.

IT upgrade. A proposal for the purchase of suitable office IT equipment was presented to RSL SED in November 2020 and a copy is at Attachment F for reference. There is also a Ricoh print and copy station which was delivered to the VWCC but has yet to be installed. A proposal for the installation of the print centre. Costs associated with the installation of the print centre have been sourced and provided to RSL SED, though those expenses would only be warranted if they were accompanied by the additional provision of contemporary IT equipment.

Outdated equipment. There are various other outdated pieces of computer hardware onsite (either left over from previous operations or gifted to the VWCC from other RSL SED sites) also onsite and in the event that contemporary IT services are installed at the VWCC a divestment of these outdated equipment is recommended.

Improved processes. For improved effectiveness and data security and seamless expansion a database and software with connectivity through a mobile device should be investigated. This would streamline the current, manual process into an automated series of actions:

- VWCC receives information from relevant Hospital, Residence or other source and uploads patient information into the database each morning;
- Volunteer logs in and picks a location they wish / have been allocated to visit that will show a list of patients/residents & wards where applicable
- The patient/residents file has information on dates of past visits and notes
- Access to this information can be restricted in what the Volunteer can view
- Volunteer records visit information into the database, which can include for example if they do not request to be visited again
- Follow ups can be requested for VWCC to follow up on and liaise with patient/resident
- VWCC manages the database and monitors it and can move sensitive information from the Volunteer view and pick up on any assistance we can offer that may have been missed

Trading hours:

The Centre continues to open 10.00am – 2.00pm Tuesday, Wednesday and Thursday as well as regularly on Mondays and on Fridays as required by appointment. While these core hours are adequate, the VWCC is positioned and ready to extend the opening hours should RSL SED so determinise.

Communication channels: The office is contactable by telephone on (07) 3394 7235, by email wellbeing@rslsouthqueensland.org and by referral from GPH hospital staff and RSL Sub-Branch and other ESO contacts.

Quality control: The system of interview, induction, training, review and mentoring of volunteers and staff determines a high standard of services is maintained. Further, regular 'check-ins' with volunteers ensures that they are monitored for their own wellbeing and needs.

The Future

Vision statement

Our vision is to build a robust, positive and supportive community of veterans and their families.

Mission statement

Our mission is to support and promote the interests, welfare and wellbeing of veterans and their families.

Operational objective

Our operational objective is the provision of detailed close coordination of support services across Governments, Departments and Agencies in support of veterans and their families.

Action plan

Milestone	Date of expected completion	Person responsible
Endorse business plan and commitment to VWCC	30 Sep 2021	RSL SED Board
Gain partner funding commitment of \$256,000 total budget expenditure	1 Oct 2021	RSL SED Liaison Director / VWCC GM
Commence expansion of services beyond GPH	1 Dec 2021	VWCC GM

The Finances

Budget

A comprehensive first year budget is at Attachment G. It is expected that the RSL SED, and partners, investment in the services will be in the order of \$256,000 per annum.

Key objectives and financial review

Financial objectives

The budget has been formulated on a low cost break-even basis.

Finance required

To commence operations on a low cost model an immediate term initial investment in the order of \$256,000 per annum is required.

Assumptions

In addition to those assumptions set out in the budget document itself, the budget is based on the assumptions detailed below:

- that in the initial years of operation the partner will contribute all revenue;
- that in subsequent years, additional contributions will be sought from other partners, grant sources and profit making activities; and
- consideration be given to funding of individual offerings as they are contemplated.

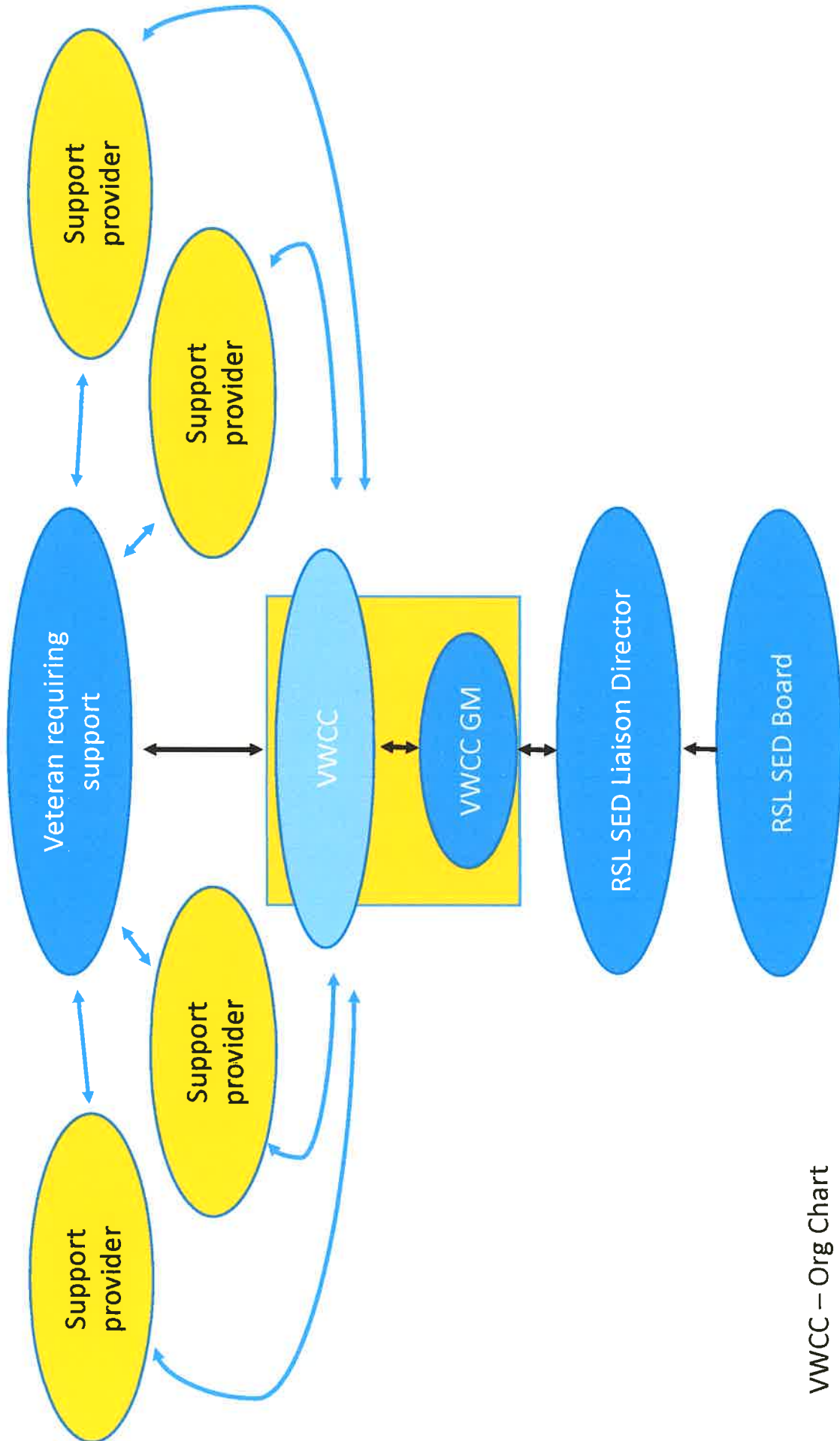
Supporting documentation

Attached is my supporting documentation in relation to this business plan. The attached documents include:

- *Attachment A* – MOU CC Qld / Greenslopes Private Hospital (for reference)
- *Attachment B* – Organisation Chart – Veteran Wellbeing Coordination Centre
- *Attachment C* – VWCC 'Onboarding' documents and associated administration docs
- *Attachment D* – Greenslopes Wellbeing Centre Volunteer Agreement
- *Attachment E* – List of Equipment - VWCC
- *Attachment F* – Request for computers and IT support
- *Attachment G* – Draft Annualised Budget
- *Attachment H* – VWCC Location Map

Memorandum of Understanding

[insert on finalisation with GPH]





GREENSLOPES WELLBEING CENTRE

VOLUNTEER INTERVIEW NOTES

Name:* _____ **CV provided?** _____

Email:* _____ **Telephone:*** _____

DATE: _____

Interviewed by _____

- 1. Why would you like to be a volunteer at RSL SED Wellbeing Centre?**

- 2. Can you tell me about an aspect of a volunteer experience that you've really enjoyed, and a part that you wish had been different?**

- 3. Why do you think this volunteer opportunity is a good match for you?**

- 4. How much time would you like to volunteer?**

- 5. Tell me about a time your responsibilities got a little overwhelming and you weren't able to get everything on your to-do list done. What did you do?**

- 6. Can you tell us about how you manage confidential information and would you be comfortable signing a confidentiality agreement?**

- 7. Any questions of us?**

e: wellbeing@rslsouthqueensland.org
t: 07 3394 7235



Veteran Wellbeing Coordination Centre
Generic Induction Program

10.30am – Introductions and overview of induction

10.35am – Our services and aims (handout and slide show)

10.50am – The Volunteer Agreement

11.00am – Role Description and expectations

11.15am – Reading and questions

11.30am – Hospital tour, introductions and return to Wellbeing Centre

12-12.15pm - Questions, thanks, schedule first visits and conclude

Documents supporting:

- Volunteer agreement
- Role description (for hospital visits)
- Overview of our services (a copy of the VWCC flier)
- Personal particulars form

e: wellbeing@rslsouthqueensland.org
t: 07 3394 7235



GREENSLOPES WELLBEING CENTRE

Personal Particulars and NOK details

Your Contact Details

Surname: _____

Given Name/s: _____

DOB: _____

Address: _____

Email contact: _____

Telephone / Mobile: _____

NOK / Emergency Contact Details

Surname: _____

Given Name/s: _____

Address: _____

Email contact: _____

Telephone / Mobile: _____

e: wellbeing@rslsouthqueensland.org
t: 07 3394 7235



Veteran Wellbeing Coordination Centre

Volunteer Application Management Administration Processes

1. Create Advertisement

Send the ad to events@rslsouthqueensland.org to post on Seek and Volunteering Queensland. When someone has applied you will receive emails titled: *Application for Volunteer/Expression of Interest/Volunteer EOI for position #xxx*.

2. Initial Contact

Call volunteer and thank them for their interest and check they are still interested in the role and request CV, we don't need anything special just anything they have already or a one pager detailing their experience and skills.

3. 1st Email (Example)

"Thank you for your application to be one of our Volunteer Wellbeing Officers, we appreciate your interest. Could you please forward a copy of your CV to this email address, and we will be in contact with you again shortly. In the meantime, should you have any questions our contact number is 07 3394 7235 and our administration operating hours are Tues-Thurs 10.00am to 2.00pm."

4. Second Call

Call to book in a date and time for them to come in and have a chat. Put their details into the interview spreadsheet and update Outlook calendar with Time and Name. (Leave CV's in the inbox until interview date for Matt to read)

5. 2nd Email (Example)

"As per our discussion, I have booked your meeting with us on **Tuesday 18th May 2021 at 11.30AM**. We are located on the grounds of the Greenslopes Private Hospital - Newdegate Street, Greenslopes 4120. Please see attached a map of where you will locate us and a flyer about us. If you have any questions don't hesitate to call me. Look forward to meeting you."

****Attach the Centre Flyer & Map**

6. Interview Prep

Fill out the Volunteer Interview Notes form with Interviewee information and put them in a folder with a copy of the Role Outline for Matt. Create another folder with the Role Outline and spare note paper.

7. Post Interview/Induction Email (*Example*)

"Thank you for your time yesterday we appreciate your meeting with us to discuss our volunteer opportunity with you. We would like to invite you to participate in our group induction on Wednesday 2nd June 2021 at 12.30PM at our centre. Please confirm you are able to make this session.

On the day could you please confirm your availability for the Volunteer position to start. For further information on the services provided of the RSL and DVA please refer to the below links. Should you have any questions our contact number is 07 3394 7235 and our administration operating hours are Tues-Thurs 10.00am to 2.00pm.

RSL South Eastern District (rslsouthqueensland.org)

RSL Queensland | Home (rslqld.org)

Department of Veterans' Affairs (dva.gov.au)

Sincerely,
etc

8. Induction (see separate induction process document)

e: wellbeing@rslsouthqueensland.org
t: 07 3394 7235



GREENSLOPES WELLBEING CENTRE

VOLUNTEER AGREEMENT

This is an Agreement between: _____ [insert volunteer name]
(referred to in this document as 'the volunteer' or 'you')

and

RSL SED Greenslopes Wellbeing Centre
(sometimes referred to in this document as 'we', 'us', 'our').

This Agreement is not intended to be a legally binding contract between us and it may be cancelled at any time by either us or you.

1. You are a volunteer

The role of _____
[insert volunteer role title]

at RSL SED Greenslopes Wellbeing Centre is a volunteer role to be conducted between the hours of _____ and _____.

2. What you can expect when volunteering at RSL SED Greenslopes Wellbeing Centre

We look forward to supporting your volunteering and our expectations are set out further below.

3. What RSL SED Greenslopes Wellbeing Centre asks of its volunteers

We ask you to be respectful, professional and do your best. Our further expectations are below.

4. Contact person

Your contact person is _____ [insert name of contact person].

5. Role description and details

A description detailing your role will be provided to you and discussed with you.

6. Health and Safety of you and others

Your health and safety and that of others around you is a priority. Further details are below.

7. Induction and training will be provided for your volunteering.

8. Information we need from you – will be discussed prior to your commencing with us.

9. Confidential information – is important to protect and you must not disclose any confidential or personal information that you access in your volunteering.

1. You are a volunteer

Your volunteer role at RSL SED Greenslopes Wellbeing Centre is a volunteer role.

This means you are not an employee of, or contractor to, RSL SED Greenslopes Wellbeing Centre and, if you accept the role, you perform all duties on a voluntary basis and will not receive remuneration or payment, other than reasonable reimbursement of pre-approved expenses.

Neither RSL SED Greenslopes Wellbeing Centre nor you intend any employment or contractual relationship to be created (you are not an employee, independent contractor or consultant at RSL SED Greenslopes Wellbeing Centre).

If this changes at any time, and there is a possibility that you might perform paid work for the organisation or be involved in vocational training, we will discuss this and document the arrangement in a formal contract.

2. What you can expect when volunteering at RSL SED Greenslopes Wellbeing Centre

RSL SED Greenslopes Wellbeing Centre values volunteers and will endeavour to provide you with:

- a description of your role so you understand the role and tasks you are authorised to perform;
- a full induction, orientation and training relating to the volunteer role;
- a safe environment in which to perform your role;
- respect for your privacy, including keeping your private information confidential;
- a supervisor to ask questions and get feedback (see para 4 below);
- reimbursement for pre-approved reasonable expenses as a result of volunteering for us; and
- insurance for the volunteer duties you are authorised to perform during our operating hours.

3. What RSL SED Greenslopes Wellbeing Centre asks of its volunteers

We ask that you:

- support the RSL SED Greenslopes Wellbeing Centre's aims and objectives;
- participate in all relevant induction and training sessions;
- only perform duties you are authorised to perform and always operate under the direction and supervision of RSL SED Greenslopes Wellbeing Centre's staff and obey reasonable directions and instructions as well as those given by Greenslopes Private Hospital staff;
- understand and comply with our policies and procedures;
- notify your contact person or another member of staff of any health and safety issues or potentially hazardous situations that may pose a risk to you or others and report any accidents or incidents relating to staff, volunteers, or the workplace;
- behave appropriately and courteously to all staff, clients and the public in the course of your role including Greenslopes Private Hospital staff, contractors and clients;
- use any property or equipment given to you in your role safely and only for purpose of the role and return it to the organisation when you finish your volunteer role;
- let us know if you wish to change your contribution (for example, hours, role) at any time;
- let us know immediately if there is anything, or anything arises, that makes you unsuitable or unable to legally carry out your volunteer role (for example, your role requires you to drive and you lose your licence or you injure yourself);
- comply with the law at all times; and
- be open and honest in your dealings with us and let us know if we can improve our volunteer program and the support that you receive.

4. Contact person

Your contact person at RSL SED Greenslopes Wellbeing Centre will be Matthew Rowe who is available on 07 33947235 (internal ext 7235) or by email wellbeing@rslsouthqueensland.org.

If you have any questions or concerns about your role, your health and safety, or if you need any assistance to help you perform your role, please contact Matthew as soon as possible.

5. Role description and details

We ask that you only perform duties you are authorised to perform, always operate under the direction and supervision of RSL SED Greenslopes Wellbeing Centre's staff and obey reasonable directions and instructions. This is particularly important for health, safety and insurance reasons.

We have developed a role description to help you understand your role and the tasks you are authorised to perform and tasks that are prohibited. If you are unsure whether a particular task or work is part of your role, or who you can and can't receive directions and instructions from please don't hesitate to talk to your contact person.

6. Health and Safety of you and others

Volunteer safety, and the safety of everyone who is involved in our organisation, is a priority. We have safety obligations towards:

- you in your capacity as a volunteer; and
- the people that you interact with as a part of your volunteer role.

It's important to understand that you may be personally liable (that is legally or financially responsible) for any harm or damage caused to yourself or others if you act outside of the role description, outside of the instructions given to you or you are affected by drugs or alcohol when you are volunteering.

It's therefore important that you only perform the tasks in your role description and that you follow the instructions of your contact person and RSL SED Greenslopes Wellbeing Centre staff.

In Queensland the *Work Health and Safety Act 2011* (Qld) (the WHS Act) and regulations apply.

Also, there may be other legal actions (such as negligence claims) that mean we always need to consider safety issues. Under the WHS Act and other laws, we have a duty of care to minimise risks to everyone affected by our conduct (including paid employees and volunteers). It also means that as a volunteer, you may have duties under the WHS Act too. These include:

- taking reasonable care for your own health and safety;
- taking reasonable care for the health and safety of others;
- complying with any reasonable instruction by RSL SED Greenslopes Wellbeing Centre's staff;
- letting us know of any concerns you may have about safety or fitness in performing our role; and
- cooperating with any of our reasonable policies and procedures

We will provide you with a full induction, safety equipment and role training when you commence as a volunteer with us. However, please do not hesitate to talk to your contact officer at any time if you have any health and safety concerns.

7. Induction and training

We are committed to providing suitable training in support of the organisational policies relevant to your role as a volunteer. For this reason, it's our policy that all volunteers undertake induction and training before starting their volunteer role. Your contact person will confirm the details of the induction and training schedule with you.

8. Information we need from you

Before you can start in your volunteer role we will ask you for a brief CV or resume with three professional references. We will also require positive photographic proof of your identity and a recent police-check to ensure your ongoing suitability to volunteer with us.

9. Confidential information

As a volunteer you are likely to be given access to our confidential information as part of, or to assist you with your role. Confidential information includes any information about Greenslopes Private Hospital and RSL SED Greenslopes Wellbeing Centre's business, services and clients which has been designated by us as confidential or which is, by its nature, confidential or proprietary to us, especially client and patient information. You are not permitted to use or disclose any confidential information for any purpose other than the proper discharge of your duties as a volunteer.

10. Intellectual Property

You agree to transfer all intellectual property rights and interests (including copyright) in any ideas or materials you create relating to your provision of voluntary services at RSL SED Greenslopes Wellbeing Centre to RSL SED Greenslopes Wellbeing Centre. You consent to the use by us of such creations in a manner reasonably contemplated by the voluntary services provided under this document. As a volunteer you also agree not to bring any claim for infringement of your moral rights in respect of that use.

11. Consent to use photographs and images

You [agree/do not agree] that RSL SED Greenslopes Wellbeing Centre may take photographs and video footage of you carrying out your volunteer work and use it for the purposes of marketing and promotion. This may include printed and digital marketing, including the use of your image on social media platforms.

Please sign to acknowledge that you have read this volunteer agreement and have had an opportunity to ask questions.

Acknowledgement and acceptance

I have received, read and understood this Volunteer Agreement and have had the opportunity to receive advice as to its contents.

Signed:

Print Full Name:

Date:

In the presence of me:

_____ [print name]

_____ [insert position]

_____ [signature]

on behalf of Returned & Services League of Australia (Qld Branch) South Eastern District Limited RSL Greenslopes Wellbeing Centre.

Reception	Radio – Sony	Equipment	1598488
Reception	Microwave	Equipment	42681229
Reception	Kettle	Equipment	62103534
Reception	Photo Copier	Equipment	E154M350091
Reception	Hand Sanitizer	Equipment	
Reception	Printer – HP	Equipment	GNF8GC7GYV
Reception	Clock	Equipment	
Reception	Fire Extinguisher (P)	Equipment	
Reception	Filing Cabinet (x2)	Furniture	N/A
Reception	50 th Anniversary of the End of WW2	Wall hanging	N/A
Reception	RSL VWCC Services Flyer	Wall hanging	N/A
Reception	Redumed Sailors & Services Charter of Membership	Wall hanging	N/A
Reception	ANZAC Day in National Capital	Wall hanging	N/A
Reception	Her Majesty Queen Elizabeth II	Wall hanging	N/A
Reception	Refridgerator	Equipment	
Reception	Monitor (Phillips)	Equipment	ZV02022028160
Reception	Desktop Hard Drive (Dell)	Equipment	00186-139-885-148
Reception	Modem – Netgear	Equipment	HF412300540110
Reception	Reception Desk	Furniture	N/A
Reception	Book Case Short	Furniture	N/A
Reception	Display Cabinet/Cupboards	Furniture	N/A
Reception	Cupboard 2 sides	Furniture	N/A
Reception	Small set of Drawers (3)	Furniture	N/A
Reception	Large round Table	Furniture	N/A
Reception	Visitor Chair (Green) x 7	Furniture	N/A
Reception	Bench Seating	Furniture	N/A
Reception	Telephone (Panasonic)	Equipment	4JCCA045406
Reception	Keyboard	Equipment	1BB0703A00
Reception	Mouse	Equipment	
Reception	Office Chair (Black)	Furniture	N/A
Reception	Power Board	Equipment	
Reception	Hard Drive	Equipment	
Reception	Monitor	Equipment	
Reception	Keyboard	Equipment	
Reception			
Office 1	Desk	Equipment	N/A
Office 1	Visitor Chair (Green) x 3	Furniture	N/A
Office 1	Small Round Table	Furniture	N/A
Office 1	Desktop Hard Drive	Equipment	047134076
Office 1	Desktop Monitor	Equipment	0101NPT8P064
Office 1	Telephone (Panasonic)	Equipment	PNGT7178ZA
Office 1	Telephone	Equipment	128038620
Office 1	Keyboard (Microsoft)	Equipment	0066900795856
Office 1	Mouse (Microsoft)	Equipment	8.52977E+11
Office 1	Office Chair (Black)	Furniture	N/A
Office 1	White Board	Wall hanging	N/A
Office 1	"He's My Brother" Painting	Wall hanging	N/A
Office 1	Small set of Drawers (3)	Furniture	N/A
Office 2	Desk	Furniture	N/A
Office 2	Visitor Chair (Green) x 2	Furniture	N/A
Office 2	Small Round Table	Furniture	N/A
Office 2	Telephone	Equipment	917035578
Office 2	Filing Cabinet (x2)	Furniture	N/A
Office 2	Bench Seating	Furniture	N/A
Office 2	Printer – Epson	Equipment	X4WN040987
Office 2	Book Case Tall	Furniture	N/A
Office 2	Monitor (Microsoft)	Equipment	
Office 2	Keyboard	Equipment	6690079718
Office 2	Small set of Drawers (3)	Furniture	N/A
Office 2	White Board	Wall hanging	N/A
Office 2	"Distinguishing Badges of the Australian Imperial Force"	Wall hanging	N/A
Office 2	Clock	Wall hanging	N/A
Office 2	Office Chair (Black)	Furniture	N/A



Matthew Rowe <matt.rowe@pocoecho.com.au>

Proposed purchases - computer, fridge etc

Matthew Rowe <matt.rowe@pocoecho.com.au>

Thu, Nov 12, 2020 at 10:02 AM

To: "kerry@vanguardhealth.com.au" <kerry@vanguardhealth.com.au>

Good morning Kerry,

Just wanting to confirm what I think we need in terms of hardware at this stage and check in on the best approach to purchasing.

Once I get your feedback I suggest we get the orders placed through SED and delivery to Greenslopes and Scott Mackie to set up software etc.

My 'shopping around' and discussions with Scott have led me to think the best approach at this stage is:

Item	Cost	Notes
Fridge: 340L Westinghouse	\$799 + GST	Good Guys delivery
Lenovo all in one (monitor and computer tower) includes Windows 10	\$1155 + GST	This will be computer one (fixed in office) for reception / admin etc
ACER Laptop	\$996 + GST	This will be computer two and provide for mobility
Lenovo monitor	\$996 + GST	This will be for use with the current 'old' computer and provide for a third terminal as and when needed and can be upgraded by future grant
EPSON Print Scan WF-4830	\$199 +GST	This is a temporary solution – until we achieve a grant for a proper print and scan
Total	\$4145 + GST	

Let me know what you think.

Many thanks

Matthew Rowe
Director
Poco Echo Solutions

0418 797 597
matt.rowe@pocoecho.com.au

Draft Budget (annualised)

INCOME:

Partner Contributions	176,000	RSL (Q) / DVA
Grants	35,000	Best / Other
Operation Income	5,000	From user pay activities
Fundraising	15,000	Event based
Donations	15,000	Corporate supporters
TOTAL INCOME:	246,000	

Salaries & Wages:

Salaries	180,000	admin assistant / coordinator (advocates RSL (Q) employees)
Staff professional development	6,500	inc volunteers
TOTAL SALARIES	186,500	

Administration:

Accounting and Audit	2,000	SED in - kind?
Bank Charges	-	subset of SED bank account
Consulting	4,800	events, FR, various
Fees and Permits	1,000	for activities undertaken
Minor Equipment	3,000	telephone, computer, compliance
Office Consumables	1,200	SED in - kind?
Postage/Freight	520	
Events	3,500	seek NFP rate for services
Subscriptions/Memberships	2,500	
Telephone/Internet	600	SED in - kind?
TOTAL ADMINISTRATION:	19,120	

Operational Expenses

Communications & Marketing	5,000	RSL (Q) in - kind?
Business Insurance	2,500	SED in - kind?
Uniforms	1,500	SED in - kind?
Program Consumables	1,200	materials etc
Minor Equipment - Program	2,500	
Utilities	-	GPH in kind
Consumables	2,200	SED currently paying
Building Maintenance	2,500	mainly GPH in-kind
Travel and Accommodation	12,500	inc parking
Motor Vehicle Expenditure	20,400	8 vols, 25km / visit, 3days/wk, 48 wks pa @ 50c / km
TOTAL OPERATIONAL COSTS:	50,300	

TOTAL EXPENDITURE:**Surplus/(Deficit)**

255,920

(9,920)



RSL
South Eastern District

RSL SOUTH EASTERN DISTRICT

VETERANS WELLBEING COORDINATION CENTRE

Providing detailed close coordination of support services across
Governments, Departments and Agencies

FREE SERVICES

for veterans & families:

- Wellbeing support, visits & bereavement assistance
- Medical & Allied Health information
- PTSD & mental health support
- Advocacy & research for compensation & welfare
- Career transition assistance
- Financial literacy & crisis support
- Peer mentoring

VISIT

Located at Greenslopes Private Hospital
Tuesday–Thursday | 10am–2pm or by appointment

GET IN TOUCH

- ✉ wellbeing@rslsouthqueensland.org
- ☎ (07) 3394 7235
- 🌐 www.rslsouthqueensland.org



Matthew Rowe
General Manager
RSL SED Veterans Wellbeing
Coordination Centre