



2018 Annual Report



OPAN 2018 annual report

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Where we have come from...

The history of aged care advocacy in Australia

Aged care advocacy for individuals has been delivered by community organisations for over thirty years. Community action in the 1980's led to the establishment of grass roots organisations to champion the rights of older people, particularly those in nursing homes. The work of activists clearly demonstrated the need for a permanent resource that would fight for the rights of older residents of aged care. A coalition of community organisations and academics in NSW undertake research into the standards of aged care facilities and published in the report 'If Only I'd Known'.

Funding from the NSW and Commonwealth governments was finally negotiated for an independent advocacy services, the first of which, The Aged Rights Service in NSW commenced in 1986. Other State and Territory based services have followed and have been supported by jurisdictional funding as well as advocacy grants under section 5 of the Aged Care Act 1997.

These organisation delivered information, individual advocacy and education to older people, the community and aged care providers to better inform people of their aged care rights and to assist older people to be empowered to exercise those rights. These services have been delivered in the most recent decade or so through the Commonwealth National Aged Care Advocacy Program (NACAP).

The State and Territory organisations delivering NACAP have collaborated over the years, sharing common approaches to supporting older people, data on need and service use, a championing a society that better respects older people and prevents elder abuse. Over time, these organisations came together on a semi-regular basis and decided to form an un-incorporated network to foster further collaboration.

The formation of the Older Persons Advocacy Network (OPAN)

OPAN operated as an alliance of nine independent state and territory aged care advocacy providers from around 2012. OPAN's members are exclusively the organisations which had previously been delivering the National Aged Care Advocacy Program (NACAP) under individual contracts with the Department of Health (DoH) for over two decades. OPAN members came together to sign a Memorandum of Understanding in 2016.

In 2017, OPAN members decided to formalise the collaboration and network by creating a federation of organisations and incorporating. NACAP developed a detailed Members Agreement, complemented by the Constitution. OPAN was registered as a company in March 2017.

OPAN bid for and won the tender to deliver the National Aged Care Advocacy Program and started operations on 1 July 2017. The contract included 15 innovation projects above and beyond the direct services funding which went to the nine service delivery organisations (SDOs).

Following successful advocacy to the Minister for Aged Care, an additional \$1M was provided to OPAN to undertake elder abuse advocacy in 2017-18, to support the continuation of the elder abuse program at Aged Rights Advocacy Service (ARAS) in South Australia, along with expanding elder abuse capacity and service delivery nationally.

Deciding OPAN's strategic directions

The OPAN Board and Member representatives met over two days in November 2017 to determine both strategic directions and key strategic outcomes.

The focus of OPAN was the implementation and delivery of the National Aged Care Advocacy Program (NACAP). Members supported the continued implementation of the NACAP program under a revised National Aged Care Advocacy Framework, which the Commonwealth Department of Health was developing in collaboration with OPAN.

In addition to NACAP the work and knowledge of OPAN Member organisations in the field of elder abuse prevention and individual advocacy support was recognised and acknowledged. Most OPAN members were delivering some form of elder abuse prevention and/or support with a variety of focuses and funding streams. The OPAN members committed that OPAN should continue this work in elder abuse and bring a level of national consistency to the program. The allocation of \$1m from the Commonwealth government to continue this important work was the impetus for this focus and ongoing work. Members agreed OPAN would aim to build on its expertise in elder abuse prevention and support and become a national elder abuse advocacy organisation in addition to its advocacy work in aged care. OPAN subsequently secured two years additional funding to continue this important work through to end June 2020.

Strategic outcomes

OPAN has determined four **key strategic outcomes** which form the basis for the organisation's business plan and reporting:

1. Delivery of OPAN NACAP work plan within a quality framework
2. Demonstrated influence and outcomes from systemic advocacy strategies
3. Recognition of OPAN as a key national body for older persons advocacy
4. Developing a strong, collaborative, effective organisation with a flourishing network

OPAN's achievements – March 2017 to present.....

Delivery of information, advocacy and education to older people and their families

The main role of OPAN is to support and fund SDO s to deliver the National Aged Care Advocacy Program (NACAP). NACAP is funded by the Australian Government under the *Aged Care Act 1997* (the Act). NACAP provides free, independent and confidential advocacy support, education and information to older people (and their representatives) receiving, or seeking to receive, Australian Government funded aged care services.

Individuals eligible to receive advocacy services, information and education services through NACAP include:

- people receiving Australian Government funded aged care services
- people seeking to receive Australian Government funded aged care services (this may include prior to receiving an aged care assessment)
- families or representatives of the above.

The objectives of the NACAP will be met through the delivery of following program activities:

- independent and individually focused advocacy support delivered to older people (including their families or representatives)
- the provision of independent information to support older people (including their families or representatives)
- the delivery of education sessions promoting aged care consumer rights to older people (including their families or representatives)
- the delivery of education sessions to aged care providers and staff promoting consumer rights and aged care provider responsibilities, including through online/digital systems.

In 2017/18 OPAN SDOs exceeded the national targets for all required KPIs as outlined in Table 1 below.

Table 1 NACAP data report July 2017 – June 2018 (full year)				
Performance Indicator Description	Annual Target	July 17 – June 18 Actual	> 20%	% of Delivery
Number of advocacy and information cases for older people receiving or seeking to receive aged care services and/or their representatives	7,150	11,474		160%
Number of education sessions on resident rights and responsibilities provided to older people receiving or seeking to receive Residential Aged Care services and/or their representatives	1,400	1467		104%
Number of education sessions on recipient rights and responsibilities provided to older people receiving or seeking to receive Home Care services and/or their representatives	280	487		173%
Number of advocacy cases for older people receiving or seeking to receive aged care services for all special needs groups (equal or exceeding 20%)	2,295	3,580	156%	
Number of education sessions for older people receiving or seeking to receive aged care services delivered to all special needs groups (equal or exceeding 20%)	391	967	247%	

Preventing elder abuse and supporting those at risk

Following effective lobbying by OPAN members, in particular ARAS which risked losing its elder abuse funding at the end of June 2017, OPAN won a one-off grant of \$1M for 2017-18.

With the initial one-off grant OPAN determined a program of work that would support future planning of OPAN and SDO roles in this program area. The first initiative was an independent review by Dr Kate Barnett of OPAN elder abuse activity, particularly in ARAS and Advocare. The CEO drafted a national elder abuse governance framework which the Board approved at its November 2017 meeting. This laid the groundwork for the development of the national elder abuse advocacy and prevention framework as recommended in the independent review.

Funding was provided for two elder abuse projects of national importance: in supported decision making and rural and remote elder abuse. OPAN also offered modest funding to SDOs to start to build (or extend) some direct service delivery capacity.

The independent reviewer, Dr Kate Barnett, was employed as the elder abuse project officer from January 2018.

The OPAN national elder abuse working group, comprising representatives from all SDOs, meeting monthly, has been a model for collaborative development of this project which has resulted in the development of a national elder abuse advocacy and prevention framework including a national dataset. The OPAN National Elder Abuse Prevention and Advocacy Framework (NEAPAF) is the result of this work. The NEAPAF will be launched in November 2018 by the Minister for Senior Australians and Aged Care and will guide the implementation of pilots and programs within OPAN to support people at risk of or experiencing elder abuse.

OPAN took an active role in the 5th National elder Abuse Conference, developing the elder abuse community responses to elder abuse strategy day in February 2018. OPAN was a co-sponsored of the Seniors Rights Service led strategy day. The final report, “Abuse of older people: a community response” was very well supported by participating organisations and very well received by Government. OPAN has continued to meet with senior Ministerial and Departmental stakeholders in relation to OPAN’s work and focus in elder abuse. A further two years funding has been secured to continue the work of OPAN and its SDO’s in the vital area of elder abuse prevention and support.

Table 2 National Consolidated elder Abuse direct support KPIs			
Performance Indicator Description	Q3/Q4 target (Q2-Q4 SA)	Q3/Q4 Actual (Q2-Q4 SA)	% Q3/Q4 of Delivery (Q2-Q4 SA)
Number of advocacy/information cases for older people at risk of or who are experiencing elder abuse	700	1330	190%
Number of advocacy cases for older people at risk of or who are experiencing elder abuse for all special needs groups (>20%)	140	646	461%
Number of education sessions on elder abuse prevention or strategies to protect themselves from elder abuse to older people, the community and service providers	97	242	249%
Number of education sessions on elder abuse prevention or strategies to protect themselves from elder abuse for all special needs groups (equal or exceeding 20%)	19	110	567%

OPAN has been very supportive of the establishment of Elder Abuse Action Australia, the new peak body funded by the Attorney-General’s department. OPAN has expressed interest in becoming a member of EAAA. There is a strong connection as two of OPAN’s SDOs’ CEOs are co-chairs (Diedre Timms and Russell Westacott) and Carolanne Barkla is also a founding Director.

OPAN funded the piloting of elder abuse information, advocacy and education services in most states and territories. The achievements against the agreed KPIs and targets are outlined in Table 2 below. ARAS in South Australia was funded initially directly by the Department of Health to continue its elder abuse prevention program, covering July – September 2018. OPAN’s grant continued the funding support for the ARAS from September 2018 onwards.

OPAN’s pilots of direct service delivery in elder abuse prevention and individual advocacy have continued throughout the second half of the 2018 calendar year. These pilots have been expanded to all States and Territories, utilising the additional two years of funding support from the Australian Government Department of Health, with implementation of the pilots in a nationally consistent manner in line with the OPAN NEAPAF.

Delivery of OPAN NACAP work plan within a quality framework

SDO CEOs and their staff have contributed to the delivery of the OPAN work plan initiatives through cosponsor support, participation in working groups and the sharing of knowledge and resources (see section on Developing a strong, collaborative, effective organisation with a flourishing network).

Half of the 15 innovation projects are complete or well on the way to completion (numbering per approved OPAN initiatives work plan):

- 1. Establish OPAN governance framework
- 2. Engagement and reporting on systemic advocacy
- 3. Expansion to 28 sites
- 4. National extended hours 1800 toll-free phone service
- 5. Online presence (website)
- 7. Digital provider training
- 9. Finalisation of NACAP framework
- 11. Elder abuse (year 1)

The launch of OPAN's digital training on aged care advocacy for aged care workers, along with the OPAN National Elder Abuse and Prevention Framework will be launched in November 2018 by the Minister for Senior Australians and Aged Care. OPAN's digital presence has been evolving and is strongly supported by the work and guidance of Catherine Aitken from ADA Australia. The National Aged Care Advocacy framework has been finalised and awaits release. The expansion of regional offices in NSW is complete and is well underway in Victoria. Aged Care advocacy will be provided across 28 sites nationally from the beginning of 2019.

A number of the OPAN NACAP innovation projects impact the collective of OPAN members and therefore require collaboration and consultation across the OPAN network and membership. All projects have commenced in planning phases.

- 6. National consistency in service delivery (including service model, policy development)
- 8. Consumer management reporting software / training
- 10. National resources and marketing
- 12. Advocacy professional development
- 13. Consumer co-design reference group
- 14. Innovation fund (associated with consumer co-design initiative)
- 15. Quality assurance

There are also national working groups for the elder abuse work and for the national consistency project in which all SDOs participate.

The August to November period has seen progress on the national consistency project (Initiative 6), project planning and implementation commencement on Advocacy professional development (led by Advocare WA) and the development of the national Communications and Marketing Plan for OPAN (in line with Initiative 10). A scoping of functionality for a stakeholder management system

and NACAP data aggregator has occurred, allowing delivery the activities of Initiative 8 by March 2019. A rescoping of the Consumer co-design reference group has occurred with establishment of Consumer Participation processes planned for the first half of the 2019 calendar year.

Media focus on the quality and safety of aged care and the announcement of the Royal Commission led to a need to increase the access pathways and timeframes to advocacy support and information services. In response to Board direction, an after hours and overflow client contact process was implemented utilising the OPAN 1800 700 600 free call number. The initial phase of the project has seen after hours real time answering of calls from the public and older people needing advice and support. Calls are taken when SDOs normal answering systems are exceeded by demand and after hours (up till 8pm nationally). A contact centre was engaged to provide this concierge service up till 8pm nationally Monday to Friday, with escalation of callers at immediate risk of harm to an advocate or emergency services. At the time of report the service has supported over 463 overflow and after-hours callers. These callers details are then allocated to their respective SDO for follow up by an advocate. A review of the service will be conducted in December 2018.

Demonstrated influence and outcomes from systemic advocacy strategies

OPAN has established a strong relationship and regular contact with the Minister for Senior Australians and Aged Care and the Department of Health with scheduled quarterly meetings. OPAN also meets regularly with the Aged Care Complaints Commissioner and the Aged Care Quality Agency executive team. OPAN is also represented on the National Aged Care Alliance which meets quarterly.

SDO data and trend reporting has emerged as a key tool in advocating with government and the aged care sector regarding emerging and systemic issues of concern. These data have provided invaluable in discussions with the Minister, the Department of Health and the aged care sector.

- OPAN will engage with the new Aged Care Quality and Safety Commission which comes into existence on 1 January 2019, in particular with regards to the revised consumer engagement and focus within the new Commission. OPAN has contributed to the Senate inquiry into the Bills to establish the Aged Care Quality and Safety Commission.
 - OPAN has signed a MoU with the Aged Care Complaints Commissioner. This is a key stakeholder relationship for OPAN and SDOs.
 - OPAN is a member of the Aged Care Quality Agency Liaison Group, focused on advising on the development of the new aged care accreditation standards.
 - OPAN was invited with a small number of other “peak” bodies to advise the My Aged Care Learning Environment (MACLE) about training for My Aged Care workers as well as eventually for ACATs and Regional Assessment Services. OPAN will contribute further
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resources into MACLE when our digital training videos are launched in the first quarter of 2018-19.

- OPAN was invited by DoH to contribute to two consumer forums on the development of a new single charter of aged care rights. This is a key document for advocates.
- OPAN has made a number of policy submissions in response to various issues in the aged care system (see <http://www.opan.com.au/opan-systemic-policy-submissions/>), with thanks to Anna Harrington ADAA for her support.
- OPAN plays an active role in the National Aged Care Alliance, with joint representation by Geoff Rowe, CEO of ADAA.
- OPAN contributed to the development of the Terms of Reference for the Royal Commission into the Quality and Safety of Aged Care.

OPAN aims to lead the way for aged care advocacy to be known and valued by all key aged care stakeholders. OPAN continually finds that areas such as Aged Care Quality Agency and My Aged Care have inadequate understanding of the value-add that advocacy can bring. Stakeholders are generally very open to the concept of advocacy once introduced to it. Some service providers are very positive about advocacy. A small number of aged care service providers still see supporting aged care recipients to access advocates as a burden to avoid. OPAN will work with industry peak bodies to change this negative perspective, while SDOs engage with individual providers.

Recognition of OPAN as a key national body for older persons advocacy

OPAN has a clear position that it is an independent organisation. While it sits in the “consumer” camp, it is not a lobby group like COTA or National Seniors. However, OPAN will continue to use the intelligence gathered from the work of SDOs to inform policy advocacy to government as part of our contract, and to aged care service providers as necessary.

Government

- The Minister for Senior Australians Aged Care formally launched OPAN at an event at Parliament House attended by around 60 key stakeholders in November 2017.
 - At a round table of 16 aged care sector leaders convened by the Minister in April 2018 to discuss the structure and functions of the Aged Care Quality and Safety Commission, OPAN was one of only four “consumer” organisations invited.
 - OPAN was invited to present to a key meeting of Veterans’ Affairs senior officers and ex-service organisations (ESOs), and has negotiated with SDOs for ESO representatives /
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advocates to be able to accompany OPAN advocates to visit aged care homes where veterans are resident.

- OPAN was invited to present to the Diversity Sub-Group of the Aged Care Sector Committee, where it was interrogated about its plans and capacity to reach out to and ensure quality services for special needs groups. OPAN will focus on this aspect of our work in 2018-19.
- The OPAN CEO was invited to be a member of the national judging panel for the Aged Care Quality Agency Better Practice Awards.

Sector / peaks

- The OPAN CEO was among a small number of national organisations invited to a consultation forum with the major aged care provider peak bodies to discuss the implications of the Carnell/Patterson review.
- The OPAN CEO presented at the Aged Care Quality Agency Better Practice Conference in August 2018 and the ACSA national summit in Sydney in September 2018.

Media

OPAN has developed a communications and marketing plan and media policy within the last quarter. The OPAN CEO has accepted a number of media opportunities. This has provided an opportunity to promote advocacy services, to discuss solutions to improve the quality of aged care and to promote awareness of elder abuse. Media articles have occurred in print, radio (both regional and national) and mainstream TV.

Value adding our internal expertise

While not specifically OPAN-related appointments, the following indirectly contribute to the above key strategic outcome.

- Russell Westacott, CEO of SRS is an individual member of the Diversity Sub-Group of the Aged Care Sector Committee.
 - Carolanne Barkla, CEO of ARAS has recently been appointed Chair of the End of Life Directions for Aged Care Reference Group.
 - Elder Abuse Action Australia (EAAA): leadership of EAAA by Diedre Timms and Russell Westacott as Co-Chairs and Carolanne Barkla as inaugural director.
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Developing a strong, collaborative, effective organisation with a flourishing network

The OPAN SDOs are key partners working with the OPAN national secretariat to achieve this outcome. Engagement with SDO CEOs and senior advocacy staff is active and frequent, both by telephone and email, with bi-monthly meetings scheduled for two weeks prior to Board meetings.

The discussions and contributions through working groups and SDO executive meetings taken by this group are of high value, and are adding to the approach to greater national consistency surrounding NACP and elder abuse. This collaboration and partnership approach is a key value proposition and success factor of OPAN.

As determined both in drafting the OPAN work plan and at the strategy session in late November 2017, SDO CEOs have taken various roles sponsoring or co-sponsoring work plan initiatives and are also supporting the development of OPAN, including providing practical support as follows in Table 3.

Table 3 – SDO contributions to and participation in OPAN development and work plan

Organisation	Key contributions
SRS	<ul style="list-style-type: none"> • Discounted rental on office space • Finance and IT support • Co-sponsorship of digital provider training initiative
ERA	<ul style="list-style-type: none"> • Leadership of consumer co-design initiative • Membership of OPAN policy sub-committee
ADAA	<ul style="list-style-type: none"> • Website management • Policy support • Branding development • Secondment of P/T project officer for 6 months • Membership of OPAN policy sub-committee • Leadership of elder abuse rural and remote project
Advocare	<ul style="list-style-type: none"> • Co-sponsorship of professional development initiative • CEO is member of CEO review committee
ARAS	<ul style="list-style-type: none"> • Joint leadership with OPAN CEO of elder abuse initiative • Co-sponsorship of national resources and marketing initiative • Membership of OPAN policy sub-committee
Advocacy Tasmania	<ul style="list-style-type: none"> • Co-sponsorship of national data project • CEO is member of CEO review committee
ADACAS	<ul style="list-style-type: none"> • Hot desk when the CEO is in Canberra • Hand-over from the former MD • Participation in numerous meetings with DoH

Organisation	Key contributions
	<ul style="list-style-type: none"> • Leadership of elder abuse supported decision making project
NT	<ul style="list-style-type: none"> • The two SDOs in NT have articulated a desire to contribute to OPAN as and when they can, e.g. active membership of the elder abuse national working group. • They are also expecting to contribute to the debate about how OPAN moves to a more evidence based, outcomes focussed model of service delivery.

Establishing OPAN

Board & Governance

OPAN has bi-monthly board meetings scheduled but held monthly meetings between March and October 2018 due to the evolving and strengthening of the organisation. During the 2017/18 period an independent review of the OPAN organisational structure was undertaken and advice provided to the OPAN Board and members, including on opportunities to manage any perceived conflicts of interest. This has led to the continuing exploration of the role of independent Directors within the governance structures of OPAN.

Board representation continues with eight of the nine OPAN members being represented. Member representatives are nominated by the Member organisation and formally ratified at each Annual General Meeting (or following members meeting) by the membership. Half the Directors are chairs of their respective with the other half of the Directors being a CEO (or equivalent). This separation of roles is viewed positively in the independent governance review undertaken in June 2018.

The Board has approved a range of organisational policies including importantly risk management, financial management and policies and procedures for the management of relationships and deliverables with the SDOs. The external complaints policy was a deliverable under the NACAP Workplan and was approved by the Board at its October meeting.

The first independent audit of OPAN's finances was conducted by the appointed auditors, RSM Australia Pty Ltd in September/October 2018. The financial audit covered the period from the incorporation of OPAN through to 30 June 2018. The audit included a risk review of Information technology. The auditors report is provided as an attachment to this annual report.

OPAN's Members

Following the strategic directions meeting in November 2017, Members' meetings have been held almost monthly since March 2018 (March, April, June and July). It is expected that Members' meetings would be held roughly quarterly.

A significant discussion regarding the clarification of the roles of Members and Board achieved consensus in the March and April 2018 meetings.

The July 2018 Members' meeting resolved to support, over the longer term, the recommendations for an independent Chairperson, arising from a governance review.

OPAN Operations

Around 95% of the NACAP funding was provided to the nine SDOs in 2017-18.

In addition to this, the \$800,000 balance of funding for elder abuse was allocated against a range of activities and projects by the OPAN Board in November 2017 following the adoption of an elder

abuse governance framework drafted by the CEO in collaboration with the SDO CEOs. This included \$126,563 for direct service delivery in all SDOs (except Tasmania, which, due to state elder abuse funding, did not have capacity to accept additional funding from OPAN at that time).

Around 94% of NACAP funding including elder abuse funding is being provided to the 9 SDOs in 2018-19. The balance funds a small secretariat (CEO) and project funding of \$190,000 in 2017-18 and \$174,600 in 2018-19, covering the majority of the 15 NACAP innovation projects (including in 2018-19 the senior project officer).

A full independent audit of OPAN's finances is provided as an attachment to this report.

OPAN staffing

Fiona May, former CEO of ACT Disability Ageing and Carers Advocacy Service (ADACAS) was appointed Managing Director from the time of incorporation until the appointment of the inaugural CEO, Lewis Kaplan, on 2 October 2017. The inaugural CEO contributed to the establishment phase of OPAN and the building of relationships and ways of working with SDOs. Mr Craig Gear (formerly OPAN chairperson) has acted in the role of CEO since the resignation of Lewis Kaplan in August 2018.

Dr Kate Barnett was employed as elder abuse project officer (contractor) from January 2018 and Ms Stella She as financial controller (through Seniors Rights Service). The support of ADAA Qld in seconding a part-time project officer during the OPAN establishment phase to achieve the first steps is much appreciated.

From July 2018, the work of the OPAN secretariat was supported by a full-time Senior Project Officer (Jennie Burrows) and a 0.2 FTE Executive Support Officer (Robyn Short-Hobbs). The organisation and national secretariat has been supported by the in-kind and low cost contributions of SDOs in the areas of policy development, IT and website support, financial management processes and support and other infrastructure needs. These contributions and support have contributed greatly to the establishment and functioning of OPAN. Additional support for policy development has been provided through ADA Australia and the expertise of Anna Harrington. The secretariat has also been supported in project and administration throughout 2017/2018 by Claire Levisohn, and in the development and implementation of communications and marketing activities by Rachael Morcombe and Thomas Linnane.

OPAN Operational achievements

The major operational achievements to date at the OPAN secretariat level include:

- Registration as a public benevolent institution
 - A successful national professional development day for 30 advocates representing most SDOs was held in Sydney immediately following the national elder abuse conference
 - Website with high level of accessibility to people with vision impairment (with thanks to Catherine Aitken ADAA for her support)
 - Website secure portal for Directors and Member representatives
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- Office space established at Seniors Rights Service.

Service Delivery Organisation achievements

- Over-delivery against the NACAP contract nationally, although this masks variations particularly in the smallest SDOs
 - Agreement by all SDOs on a single national definition of information vs. advocacy
 - Agreement by all SDOs to develop a better understanding of the intensity of their advocacy cases
 - Agreement by larger SDOs to investigate extended hours service delivery potential
 - All Members are committed to progressing OPAN's elder abuse agenda, with service delivery contracted against the national elder abuse advocacy and prevention framework
 - Agreement by all SDOs to undertake elder abuse advocacy and prevention work, reporting into the newly designed OPAN elder abuse dataset and all now funded by OPAN.
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Next steps for OPAN – where to from here....

OPAN is moving from establishment phase organisation to one with a broader reach and brand, although recognising fully its members are all well-established.

OPAN's strength comes from its collective support to its membership. Creating a supportive environment between SDOs is an important strategy to support and ensure older people across Australia have access to information and advocacy support wherever they may reside. SDO's seek to support each other in meeting target KPIs and are available to support and advise each other to mitigate service delivery risks.

Creating national consistency is at the core of OPAN's reason for existence along with the management of the NACP. The core components of the OPAN work plan are collaborative and collective projects which will engage advocates and other staff in all SDOs as we build the journey towards national consistency, quality, data, resources and professional development. SDOs commitment, contribution and support continues to increase as these projects gather momentum.

Delivering on our organisational priorities....

OPAN seeks to contribute to a society that respects and values older people. To do this we plan to focus on the following over the upcoming period....

Short term organisational priorities: 3 - 6 months

1. Accelerate the implementation of the work plan projects which require all SDOs' active engagement:
 - National consistency
 - Data
 - Resources and marketing
 - Professional development
 - Consumer co-design
 - Extended hours 1800 toll-free phone service.
 2. Implement the Aged Care Systems Navigators Trial, in a consortium with COTA and other peaks.
 3. Implement the new national elder abuse prevention and advocacy framework.
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4. Liaise with external agencies (peaks) likely to receive new elder abuse funding and with Attorney-General's department regarding OPAN's national elder abuse prevention and advocacy framework.
5. Build national data aggregator system and interrogate SDO provided data to identify trends and quantify key issues and themes
6. Provide input to the commencement activities of the Aged Care Quality & Safety Commission
7. Prepare and submit responses to the Royal Commission into the Quality and Safety of Aged Care
8. Promote OPAN 'Talk to Us First' digital aged care worker advocacy training through aged care service provider peaks
9. Build OPAN / SDO capacity to deliver the national elder abuse advocacy and prevention strategy.

Medium term organisational priorities: 6 - 12 months

1. Increase community and aged care service provider awareness of the value of aged care advocacy and access pathways to OPAN services and supports, through the implementation of communications and marketing campaigns
 2. Develop and deliver webinar delivery of training for advocates in key aged care knowledge areas identified through the advocate professional project
 3. Work with SDOs to create capacity to measure unmet demand and unmet need intensity of advocacy cases, e.g. number of calls and/or hours spent per case to inform negotiations for next contract.
 4. Build OPAN / SDO capacity to reach out to and provide quality services to special needs groups and report this work in a meaningful way.
 5. Contribute to the aged care quality and safety improvement agenda nationally through the consumer engagement processes within the new Aged Care Quality and Safety Commission, submission to government enquiries and the Royal Commission into Quality and Safety in Aged Care.
 6. Develop outcomes framework to measure the impact of the information, advocacy and education provided by OPAN.
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7. Consult with community, consumers, senior stakeholders in government and sector to promote advocacy services.
8. Support the development of the 6th national elder abuse conference.
9. Build OPAN / SDO capacity as information providers and referral agencies in addition to core advocacy business.
10. Lead development of national advocacy standards in aged care.

Longer term organisational and strategic priorities

1. Implement quality assurance project across OPAN services.
 2. Contribute to development and governance of new Aged Care Quality and Safety Commission
 3. Plan for the next phase of NACAP including work to gauge unmet demand and unmet need and ways to capture and report on outcomes and/or impact.
 4. Explore delivery of cross-sectoral national inter-sectoral advocacy conference (2019-20).
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