



Cogent Business Solutions Pty Ltd

CAPABILITY PROFILE

Health Sector and Not-for Profit Division



Quality
ISO 9001



FEBRUARY 2016

Overview

From the people who developed the ‘MyHospitals’ Web Portal for the Commonwealth

Our team is available to provide assistance across a range of areas which include:

- Board Oversight: Policy Control, Structure and Strategic Planning Review
 - o Governance and Contractual Performance Review
- Business planning, core business analyses, and business systems reviews
 - o Financial review, auspicing income and reserves planning
 - o Fundraising strategies and Membership value strategies
 - o Delegation policy and committee reporting to ensure good oversight
 - o Program review and customer led needs assessments
 - o Human resources reviews
- Community Needs Assessments, public health data analyses and population health studies; Market failure reviews, analyses and reporting
- Program monitoring and evaluation against contractual obligations
- Evidence based research with academic oversight; Clinical and operations reviews
- Performance criteria design, contractual compliance and efficiency assessments
- Commissioning and procurement design with contract and outcome planning
- Negotiation support, procurement advice and tender writing expertise
- Board and CEO performance reviews
- Risk assessments and business continuity management
- Strategic service planning; Operational management
- Business transformation and transitional management
- Communication strategies for stakeholder engagement
- Needs assessments, public health data analysis and population health studies
- Communication strategies for stakeholder engagement
- Quality improvement processes and methodologies
- Business transformation and transitional management: strategic responses to sector change; government policy requirements, mission creep and profitability within a funded budget

COGENT BUSINESS SOLUTIONS - OUR COMPANY

OVERVIEW



This document is an introduction to Cogent Business Solutions Pty Ltd (Cogent) and specifically our **Health Sector and Not-for-Profit Division**. If you read no further, have a look at the last section which is a list of completed projects.

Cogent is a quality accredited management consultancy firm, specialising in the provision of service delivery solutions to industry, not-for-profit and government organisations. Cogent's team is located in every major city in Australia and draws upon a base of over 480 specialist consultants to provide specialist expertise and an interdisciplinary, integrated team model.

Founded in 1996, Cogent has an extensive listing of Commonwealth, State and Territory Department clients, as well as numerous private sector and not-for-profits clients, all of which speak favourably about the quality of our services.

Value for money is important and to achieve this Cogent provides a custom designed program based on value to the client. We can design a project which value adds to the client's existing resources, providing guidance and support on an *as required* basis or within a complete service project brief. We accomplish this by using highly experienced and qualified consultants who have the ability to work through existing resources and focus on the specific needs of our client's project.

OUR PEOPLE

Cogent is committed to professionalism and uses only consultants with an outstanding track record in their field of expertise. Our consultants are dedicated to technical and business excellence and providing innovative and cost effective solutions to meet business needs. The underlying philosophy governing our consultant selection is to ensure the provision of expertise specific for each assignment and to match the client's expectation.

Our consultants have an established reputation for their high level of expertise, sector knowledge, reliability, and delivering results on time. There are five guiding principles that Cogent promotes in dealings with our clients:

- Understanding clients' needs and understanding every aspect of each project
- Matching consultants' expertise and experience to address those needs
- Quality assurance and review by Principal Consultants, who provide direct linkage between the client and the Managing Director of the firm
- Professionalism, based on development and use of best practice in all our areas of expertise, and maintenance of consultants' knowledge and experience through continued professional development
- Integrity throughout the way we perform our work, the relationships with our clients, and the products we deliver

OUR CLIENTS

Cogent's Health and Community Sector Division has assembled a team of consultants with vast experience in the NFP sectors. Clients include a wide range of private, community and public sector organisations looking to improve performance and governance, we have compiled information for decision-making and developed funding alternatives around program design: to increase our clients competitive position within the sector and to the benefit their customer constituents. Our services have focused on key issues offering practical solutions, we have analysed public health data and built thematic mapping tools for our clients. We have specifically developed research instruments, evidence base performance reporting and contract KPI oversight reporting. Our clients believe that this approach delivers a high quality set of professional recommendations which has helped us achieve considerable success for their business. In addition, we have health sector clients who use Cogent to improve their clinical and control systems and to analyse services outcome.

OUR APPROACH

The idea of using a management consultant is sometimes associated with an expensive and complicated process however Cogent is adaptable and has an integrated approach to their expertise. This approach is flexible and allows for assistance to be provided for one day, or for a week, or for a large complicated project. It allows for '*bolt on - bolt off*' incorporation of subject matter expertise which you only pay for when, and for how long such experts are involved in your assignment.

Cogent's integrated team approach has a high level of expertise at your call with an ANU Public Health Research Master graduate on staff, an Associate Professor in Primary Health, a General Practitioner, and Academic Researchers, in addition to the full complement of business, risk, IT, governance and not-for-profit specialists available to your business. Each have senior careers in their areas of expertise, allowing Cogent to supply the highest level of evidence based and rigorous methodology to each project as required.

We believe that our approach will deliver immediate strength and professionalism to your decisions and data to your contractual reporting: with evidence based Services Review, Performance Criteria Design and Analysis suitable for Program Reporting.

OUR HEALTH PORTFOLIO

The **Health Sector and Not-for-Profit Division** brings together a team of consultants who collectively contribute their many years of experience as practicing senior managers in a range of health systems, or as experienced consultants working extensively in the health portfolio. Their training and experience in delivering hands-on, practical and implementable solutions to health industry assignments is a potent advantage to those seeking assistance in resolving ongoing or one-off problems. This diversity of backgrounds and wide ranging experience allows Cogent to deliver for its clients a focussed yet comprehensive solution which will identify the core issues and the most cost effective, results oriented solution to their business and management challenges.

OUR SERVICES

SELECTED AREAS OF EXPERTISE

Rather than providing encyclopaedic capability listings, we have provided information on our capabilities in select areas where our professional assistance is currently in great demand.

Health Service Evaluation and Planning

Our team is available to provide assistance across a range of areas which include:

- Public health and population health studies and needs assessments
- Market failure reviews, analyses and reports
- Specific clinical and management services, reviews and planning
- Evidence based program review, performance criteria design and analysis with data for reporting
- Community sector and NGO: operations process review, governance and contractual oversight, commissioning and procurement with contract planning
- Business transformation and transitional management, strategic response to sector change, adherence to government policy requirements, mission creep and profitability within a funded budget
- Clinical governance and risk management
- Review, evaluation and monitoring of delivery methodologies and the evaluation of lean methodologies for efficient and effective outcomes
- Strategic service planning
- Business planning, core business analyses, business systems reviews
- Marketing planning, communication strategies for stakeholder engagement
- Specific health service related market research
- Negotiation support, specific procurement advice and tender expertise
- Quality improvement processes and methodologies
- Management, financial and clinical benchmarking
- Capital and infrastructure planning, including the design, construction, commissioning and subsequent operation of new and refurbished facilities. Our expertise extends to the conduct of special purpose studies such as post occupancy review, value management and infrastructure reviews.

Health Service Management Options

The capabilities of our consultant team provide a range of options for management of health services and hospitals. Specifically, we can provide health-specific expertise to assist you in the areas of:

- Executive locum placement (both long and short term)
- Executive search and recruitment
- Policy formulation and advice
- Transition planning and business restructure
- Workforce planning
- Enterprise bargaining and industrial relations

Service Delivery Improvement

Our capability to enhance organisational management and support change and reform, including:

- Business analysis and planning (including risk management)
- Business process review, re-engineering and lean reviews
- Change management, sector repositioning and restructure
- Benchmarking
- Customer driven health solutions (NDIS), value based services and integrated practice units (primary health solutions)
- Strategic response to market failure and commissioning models (within PHNs)

Service Acquisition

This outcomes-focussed area identifies the most appropriate means to provide services to organisations, and includes:

- Business case assessments
- Acquisition strategy development
- Market testing, Competitive Tendering and Contracting (CTC), outsourcing
- Evidence based analysis for market failure decisions (within PHNs)

Review and Monitoring of Results

This group of services centres on our ability to assist you to identify, monitor and report on the outcomes of your activities. Our qualified specialists can assist you with:

- Financial management, including:
 - Activity based costing
 - Resource management
- Developing Key Performance Indicators (KPIs) and related process
- Health systems: customer value assessments and customer driver service response
- Reviews of governance: annual review of the board, performance and oversight reviews, profitability reviews, and CEO performance reviews

Specialist Services

Cogent also offers a range of specialist services to its clients which support the effective delivery of management solutions, including:

- Tender response development and support
- Sterilizing and infection control reviews
- Risk management services, including the development of specific risk management plans and strategies for service and project functions
- Occupational health and safety and environmental management
- Contract management, performance auditing and system development

A more complete listing of our areas of available expertise is provided on our web site at www.cogent.com.au, which also includes details of many of our recent projects.

Cogent Capability: Summary

Cogent is an experienced and respected Health Sector and Business Management consultancy firm with a history of twenty years of successful service delivery. We have an extensive selection of consultants available to us who are matched to the needs of our clients to ensure a service which exceeds your expectations.

PROVISION OF ASSISTANCE

As can be seen from this limited snapshot of our capabilities, Cogent can offer access to highly qualified professionals in a wide range of specialist areas, and can also arrange the provision of essential administrative support services on an “as and when required” basis. Should you require services which compliment your operations, projects or reform agenda, Cogent can provide it and is happy to discuss this at any time.

The Next Step:

From one call the Cogent team would work with you to design the project (small or large), design a methodology, and price the project against an agreed timeline. All work would be subject to your review, price negotiated against scope of work and the agreed timeline. At all times you would be in control, and the program of work would be delivered according to our agreed schedule.

You can discuss the provision of any of our services by contacting:

Mr Paul Dyer
Director
Cogent Business Solutions Pty Ltd
Telephone: 02 6152 9222
Mobile: 0408 628 118
Email: pauldyer@cogent.com.au

RECENT CLIENT LISTING

Our consultants have recently assisted a number of government and non-government organisations, including:

- ACT Government and Health Department
- Albury Wodonga Health Service
- Alfred Health
- Austin and Repatriation Medical Centre Inc.
- Australian Defence Industries Ltd (ADI)
- Australian International Development Assistance Bureau
- Australian Protective Service
- Australian Sports Commission
- Calvary Hospital ACT Inc. (Public and Private Hospitals)
- Capital Coast Health (NZ)
- Computer Sciences Corporation (CSC) of Australia
- City of Melbourne
- Department of Defence – Health Services Branch – numerous projects
- Department of Employment, Education, Training, and Youth Affairs
- Department of Finance and Administration
- Department of Health and Ageing
- Department of the Prime Minister and Cabinet
- Department of Veteran’s Affairs
- Eastern Health (Vic)
- Epworth Hospital
- Inner & Eastern Health Care Network (Vic)
- Lithgow Community Private Hospital
- Medical Benefits Fund of Australia
- Modbury Hospital
- NSW Air Ambulance
- NSW Department of Health
- Northern Health Care Network, (Vic)
- North Western Adelaide Health Service
- P&O Services
- Peter McCallum Cancer Institute
- Royal Victorian Eye and Ear Hospital
- South Australian Health Commission
- St Vincent’s Hospital Bathurst
- Warringah Council, Sydney
- Women’s and Children’s Hospital (Adelaide)

OUR PEOPLE

Paul Dyer - Director

B Health Administration, Cert Accountancy

Partner Responsible and Cogent Team Leader



Paul Dyer, a Director of Cogent, is a general management specialist with over 20 years spent at senior executive levels within the public, private and catholic health sectors in NSW and the ACT. Paul possesses extensive experience in both policy development and operational planning of healthcare services and in the planning, construction and commissioning of capital works projects. Most recently, Paul has specialised in Strategic Service Planning, Business Planning and Services Procurement projects.

With a highly developed capacity for sound judgement in determining management priorities in dynamic economic and political environments, Paul provides essential focus and perspective on projects that can only be gained through his vast experience. He has achieved successful financial and industrial outcomes and has demonstrated a capacity for creative forward planning and strategic management, with substantial experience in change management. Paul holds significant representational experience in government, industrial, media and public forums, together with refined communication skills, successful negotiation skills and a natural ability to motivate and manage staff to produce results.

Paul's previous appointment was CEO of Calvary Public and Private Hospitals from 1994 to 2000. Prior to that his career included appointments as CEO at Lismore Base Hospital, Armidale and New England Hospital and Auburn District Hospital. He has a degree in health management and accounting qualifications, has a keen interest in making organisations work better and more efficiently through the building of teams and teamwork, and is passionate about improving the quality of project deliverables.

Specific Projects Undertaken

- Market Testing of Defence Health Services in Victoria, taking a leading role in the evaluation of tenders, parallel negotiation with short-listed tenderers, preparation of BAFO strategy, evaluation of BAFO and negotiation of the Contract with the Preferred Tenderer.
- Paul was an assessor with Cogent's team that undertake assessments of health service providers funded by OATSIH to provide health services to aboriginal communities throughout Australia. In this role Paul completed in excess of 20 assessments. Paul was also Cogent's principal Quality Assurance Reviewer and

in this role he conducted QA on the assessments of over 150 organisational governance assessments prior to them being sent to OATSIH for its consideration.

- The market testing and procurement of Optometry Services for the Australian Defence Force in all States and Territories of Australia, including the negotiation of approximately 20 contracts with service providers. Upon the expiry of the first contract period of two years, Paul was also engaged to undertake a second project with a similar scope to engage the service providers for a further period of 5 years.
- Undertaking a benchmarking activity for Albury Wodonga Health to compare the current costs of the delivery of a number of non-clinical support and corporate services with the likely cost of similar outsourced services. This activity drew on data from Cogent's extensive database to compare staffing levels and the cost of service delivery.
- Project manager for a number of procurements for non-clinical support services for all major Adelaide hospitals (6) for two separate contracts; Austin Health; Alfred Health; and Eastern Health, as well as some minor services procurement.
- The procurement of a health service provider for the provision of all services at the Puckapunyal Health Centre in Victoria. This involved the preparation of the Request for Tender (RFT), evaluation of tenders, leading the negotiation team with the preferred tenderer and ensuring successful transition from the current providers.
- Assisting the Department of Defence to procure and commission over 20 individual projects, principally health promotion and prevention projects and studies aimed at the improvement of the health of Australian Defence Force (ADF) personnel. This required my involvement in scoping and documenting the Department's requirements, sourcing, negotiating and commissioning consultants to undertake the projects, and in some cases assisting Department personnel to manage the consultancies.
- Conducted a major review of the financial governance of the Canberra Hospital. This was an extensive review and audit of most aspects of financial governance, but was also expanded to include a number of reviews of operational departments including Outpatients; Operating Theatres and Radiology.
- Paul has been involved in numerous other procurement-related projects for government and private sector clients.
- Principle author and editor of a Business Case which subsequently received endorsement and NZ\$308m in Government funding for the purpose of reconstruction of health facilities across two sites in greater Wellington, New Zealand. This required extensive co-ordination of both staff and other members of the consultant team in order to deliver the Business Case within the tight timeframe set by Government. This role also included extensive involvement in the planning and co-ordination of health service planning into the future to ensure

that the facilities constructed met the needs of the community serviced by these facilities.

Paul has recently completed a review of the provision of health services by the Department of Defence in the ACT region. This encompassed an evaluation of service delivery across five different and diverse sites, the conduct of a fit-for-purpose review of the Duntroon Health Centre, Business Cases for the Radiology and Operating Theatre Services conducted at Duntroon, and the formulation of a plan to consolidate the delivery of all health services into one health centre in the near future. Paul also has extensive experience in reviewing a number of organisations and individual services provided by organisations outside the health industry, in conducting procurement activities across a range of different sectors, and in community consultation, including in a number of most sensitive subject matter areas.

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Ian Hook – Principal Consultant



*MBA (Murdoch), B.TH, Dip.Min, Dip.Pastoral (Counselling),
Dip.AdvManagement, Dip.(Frontline)Mgt, Cert IV Workplace Training and
Assessment, Cert IV Employment Services, FAICD FAIM FAIEA*

Ian Hook is a Chairman, Non-Executive Director, CEO and Executive Director with 30 years executive and board level experience across the not-for-profit, small business, and government sectors: specialising in health, training and human services. A former CEO of Tropical Medical Training-GP Registrar Training, National CEO of Arthritis Australia, CEO of Mission Australia WA and President of the Australian Fundraising Institute (WA), and President of his local Rotary Club: he brings a long standing commitment to community sector operations, client value and governance. He is respected as a mentor, external advisor and conflict mediator. Ian has also managed his own private company for 15 years and has won two Hospitality Industry Awards.

In a non-executive capacity, Ian has sat as a director on over 20 boards and many more committees and national working groups including Chairman-Health Reimagined Ltd, Deputy Chairman-Medicare Local Far Nth Queensland, Director-Mission Australia National Board, Director-Arthritis Australia National Board, Australian General Practice Training (GPET) - National Training Appeals Panel, Director and National Executive-Fundraising Institute Australia, Executive Member-Association of Chief Executives – Health Training, President-Nowra Chamber of Commerce, Member-Regional Tourism Council -NSW South Coast, and Administrator-Australian Rheumatology Research Foundation. Ian has extensive experience in Government including the Health Industry Advisory Council to WA Minister of Health; with a number of Ministerial appointments including: Chairman -Charitable Sector Review appointed by the WA Attorney General and Chairman -WACOSS Funding Review appointed by Premier of WA. At federal level, Ian has recent experience on National Advisory Boards and working groups including Indigenous Health Training Oversight, National Data Collection Oversight Group, Accreditation Review Group and Performance Management of the General Practice Registrar Training Program.

Ian holds an MBA from Murdoch University, with specialization in Community Sector Leadership, and post graduate qualifications in Management, Performance Design, Training and Assessment. He has further completed four programs at **Harvard Graduate Business School** and the **Kennedy School of Government** including: ‘*Using Evidence for Social Program Effectiveness*’, ‘*Managing Non-Profit Performance Measurement*’, and ‘*Strategic Frameworks for Community Value Outcomes*’.

Ian’s experience includes the delivery of health services to rural and remote communities and delivered a paper on the remote delivery of health services at a WHO Conference in Europe. He has expertise in managing diverse and complex integrated-disciplines requiring significant expertise across many stakeholders and jurisdictions which are deeply

embedded with standards, compliance and governance oversight. Commercially orientated, Ian will focus on the core business oversight, on profitability, contractual performance, legal frameworks, and will always measure outcome through customer/community value. Ian understands social media channels for content management and advocacy.

As a consultant, Ian brings a fresh insight and an innovative outlook to the organisation and will add depth and senior expertise from an extensive background of CEO leadership, including managing companies with budgets over \$35m, 380 staff members, 70,000 organisational members and 17,000 program clients. Ian starts with organisational culture to define an understanding of the core value that drives the corporate ethos, business and sector strategies toward effective governance and oversight. He will focus on real-time performance, delivered through stakeholder engagement and business analysis, and can bring leadership and insight to board training and contract performance management. Finally, Ian is a Fellow of the Australian Institute of Directors and is a Fellow of the Australian Institute of Management with current expertise in General Management, Governance, Health Services, Training, Community Sector Policy and Small Business.

Ian Hook can be contacted on:

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Ant Blumer - Director



BA(UNSW), Dip Proj Mgt, Dip Fr Lang, Dip Pers & Res Mgt, Cert Loss Control, MAIRM, MSIA, Ext Auditor RABQSA, Registered Security Consultant VIC

Ant has managed Cogent's integrated systems management unit since 1999. This business area is responsible for Safety, Risk, Security Management and a range of Business Improvement Services.

Ant's expertise in risk management has been gained through extensive consulting practice, demanding overseas management positions and strategic roles in the private sector. Ant has created a proprietary suite of risk management tools which are currently being used across many public and private organisations in Australia. He integrates risk analysis with strong project management methodology to deliver detailed options with input from a diverse range of stakeholders.

Mandy Nearhos - Director



BSc (Computer Science), Grad Dip Sc (Computer Science), MACS

Mandy has worked as a consultant at Cogent Business Solutions since 2005. She was appointed General Manager of Cogent in 2007. Her experience in IT and business analysis across a range of federal government departments and private companies gives her a unique insight into the way different organisations harness technology to improve business outcomes. Mandy's strongest skill is identifying ambiguities and logical complexities in business requirements. She is then able to design a business solutions and technical implementation which best meets user needs within tight timeframes and budgets.

Helen Hill - Director and Company Secretary



Dip Bus Mgt, Dip Proj Mgt, Cert IV Financial Services (Bookkeeping)

Helen Hill joined Cogent in 2005 as the Business Administrator. Since joining the company Helen has been instrumental in transforming both the operating and accounting systems for Cogent. Helen's attention to detail is second to none, she is self-motivated, and takes a pride in her work which becomes obvious to all who work with her. Helen is a qualified bookkeeper and is a Member of the Institute of Certified Bookkeepers.

Laura Goudswaard - Public Health Research Consultant

Laura has exceptional skills in data analysis and the use of 'Big Data' within the health sector. Laura has developed data sets for Decision Making and Health Assessments within the Australian context; and has experience with WHO data analysis across a range of international settings. Laura has excellent communication skills and high level interpersonal and team building skills, with the ability to mentor, motivate and manage staff to produce high level results within often tight timelines.

Qualifications and Affiliations

2014 – 2015 (First Class Honours)

Master Public Health Advanced: The Australian National University.

- Fundamentals of Epidemiology (final grade: 85%, High Distinction)
- Qualitative Methodologies for Health Research (86%, High Distinction)
- Introduction to Health Policy and Administration (91%, High Distinction)
- Fundamentals of Health Protection and Promotion (86%, High Distinction)

- Public Health Research Project Development (75%, Distinction)
- Contemporary Issues in Public Health (90%, High Distinction)
- Principles of Health Economics and Financing (80%, High Distinction)

- Health Technology Assessment (88%, High Distinction)
- Disease, Security and Biological Weapons (72%, Distinction)

- Research Proposal: 'Effects of IT on Data Quality, Timeliness and Accessibility in the Health Information System in the Philippines' (90%, High Distinction)

2010 – 2014

Bachelor of Liberal Arts and Science with honours: University College Maastricht (UCM)¹:

Interdisciplinary focus on Life- and Social Science.

[UCM is highly selective, and ranks consistently in the top 5 of over 400 bachelor programs in the Netherlands. The language of instruction is English.]

2012

Undergraduate Exchange Semester: University of Sydney

- Health, Ethics and the Law (91%, High Distinction)
- Sociology of Health and Illness (87%, High Distinction)
- Indigenous Health and Communities (76%, Distinction)
- Culture and Development (79%, Distinction)

Key Skills

- Can manage projects and programs of work efficiently and effectively
- Significant Experience in Data Analysis and Decision Tools.

Relevant Experience

2015

National Health and Medical Research Council (NHMRC): Canberra, Australia

3-month internship doing an analysis of outcomes of NHMRC funding, in the area of Aboriginal and Torres Strait Islander health related research.

2014- 2015

World Health Organization (WHO) Western Pacific Regional Office (WPRO): Manila, The Philippines

3-month internship in the Information, Evidence and Research Unit (now Health Intelligence and Innovation Unit) at WPRO working on eHealth. Was asked to continue this work into 2015, in conjunction with ANU Master Thesis on IT use in the health information system of the Philippines.

2014- 2015

College of Medicine, Biology and Environment Student Representative; Post Graduate and Research Student Association (PARSA). Canberra, Australia

Elected by peers to represent the ANU College of Medicine, Biology and Environment to PARSA and other university committees and institutions.

2014- 2015

PARSA Student Health and Welfare, and Indigenous Portfolio Member. Canberra, Australia

Member of subgroups of PARSA working towards student health and welfare, and Indigenous students' agency and inclusion.

2014

Calvary Hospital Canberra volunteer. Canberra, Australia

After completing several training sessions, this role involved assistance of in-patients at the hospital with individual needs during meal times.

2010-2011

Financial Commission, Student Association KOKO. Maastricht, The Netherlands

Part of a team reviewing finances of a large student organization in Maastricht.

OTHER COMPLETED PROJECTS AT COGENT

- Appointed by Department of Health to review the efficiency and effectiveness of an After Hours general practice clinic in a large centre in regional Australia and then provide a plan for the implementation of a recommended service delivery model: in order to transition the service to the new model.
- Completion of governance assessments of over 200 organisations receiving Office for Aboriginal and Torres Strait Islander Health (OATSIH) funding. Cogent was contracted to provide these assessments using the *Risk Assessment Profile Tool (RAPT)* designed specifically by Cogent for 2 years, and this has provided significant ‘on the ground’ experience with a range of different Aboriginal and Torres Strait indigenous organisations across Australia. Cogent undertook site visits to all Aboriginal Community Controlled Health Services (ACCHSs) and developed a degree of interaction and communication with these organisations that was exceptionally positive, and we were invited to undertake the second years’ assessments.
- A Ministerial Review of a regional private hospital in rural NSW, which had as its focus the strategic, clinical and financial operations of the hospital and its links the local Area Health Service.
- The conduct of a Defence Health Service Costing Study that examined all the financial arrangements and funding mechanisms for the provision of direct health services for ADF personnel across Australia.
- Review of over 100 General Practitioners compliance with their funding agreements in the United Kingdom.
- Conduct of a major review of the financial governance of the Canberra Hospital. This was an extensive review and audit of most aspects of financial governance.
- A primary leadership role in amalgamating of five rural hospitals to form the Murrumbidgee District Health Service. This involved developing corporate services for the organisation that met its business needs and achieved the productivity savings, reporting requirements and performance targets set by NSW Health.
- A complete review of risk within the Aboriginal and Torres Strait Islander Commission (ATSIC), several years ago. Cogent worked with both the elected arm and the public service arm to review their operational, organisational, and strategic risk culture and appetite. The project required extensive consultation with indigenous elected and public sector staff across Australia and we were able to achieve significant results with these groups.
- Undertaking a Ward Support Services Review at the Austin Hospital in Melbourne.

- Directly involved in establishing and maintaining the governance and management of Storm Retirement Villages and Great Lakes Nursing Home to receive and comply with commonwealth funded residential and community services.
- Provided governance and business planning advice to Quirindi Retirement Homes to ensure their continued compliance to Commonwealth aged care funding requirements.
- Establishment of preferred contractor agreements with fixed review criteria for a large Health Area Health Service.
- Cogent was commissioned in 2010 to assist Aboriginal Hostels Ltd (AHL) to firstly review management and operational practices and then to conduct a procurement process to find a well-qualified operator for the Hetti Perkins Home for the Aged in Alice Springs. This nursing home was the only nursing home operated directly by the Commonwealth or any of its Departments or Authorities and is operated specifically for the Aboriginal people of the Alice Springs district.
- Risk and security reviews of a range of mining operations and community impact assessments for WMC Resources. This included visits to local/indigenous communities in Burkina Faso, Mali, Cote d'Ivoire, Ghana, Togo, South Africa, Namibia, Botswana, Namibia, the Philippines, Romania, China and the Uighur Autonomous Region, Kazakhstan, Uzbekistan, and Laos. The specific activities for each country varied but all included extensive consultation, liaison and engagement with cultures and customs we needed to respect, often over a period of 12 – 18 months to ensure that the assessment and project outcomes were achieved.
- Working within the Australian National Parks and Wildlife Service, incorporating price and access negotiations with the Traditional Owners of the 3 premier National Parks (Uluru, Kakadu and Booderee). This process required a deep sense of the traditional owner needs through negotiation and ongoing management, in particular the sensitivities surrounding national park access to sensitive sites and a resource sharing mechanism that was sustainable from a Commonwealth perspective but also met the needs of the traditional owners.
- Cogent staff also undertook community consultations and assessments in over 15 countries, including Ethiopia, Eritrea, Burkina Faso, Côte d'Ivoire, Mali, Ghana, Papua New Guinea, Romania, Kazakhstan, Uzbekistan, China, Philippines, Namibia, Botswana, South Africa, Zimbabwe. These consisted of a broad range of community consultations in terms of safety, security, and risk assessments based on developing activities and mineral exploration opportunities. Some consultations were conducted over prolonged periods and required staff to live with local communities in a broad range of remote, rural, and urban settings.
- Risk and security assessments of over 40 remote Aboriginal community airfields and operations. This required extensive liaison with traditional owners and operators and included visits to most. We assisted the communities to conduct a

- risk assessment process, developing a risk management plan and then audited that plan. This was for the Office of Transport Security (OTS) and lasted in excess of 5 months.
- Cogent worked with the Board and Executive of the Ngunnawal Aboriginal Corporation to develop and deliver a board governance training workshop.
 - Review of funding arrangements for the Regional Aviation Funding Program for the Department of Infrastructure. We were required to audit the instruments and contract arrangements of various government grants and ongoing funding programs to assist regional and remote aviation companies and operators. We were required to liaise and visit a number of Aboriginal communities as part of the program, including Palm Island.
 - Support to the Woollahra Council on a range of matters relating to governance and organisational delivery, the governance aspects related to compliance with the Local Government Act (LGA).
 - Conducted organisational compliance review and preparations for auditing by the Office of the Registrar of Indigenous Corporations, Ananguku Arts and Culture Aboriginal Corporation.
 - Review of DEWHA's Office for the Arts funding agreement of the Kuju Aboriginal Arts program, undertaking gap analysis and providing business development support, Port Lincoln Aboriginal Community Council Inc.
 - Developing the business and human resources services of The Pioneers Lodge Aged Persons Complex, a Commonwealth Funded Aged Care Facility.
 - Conduct of an evaluation study on the provision of Optometry and Optician Services for the Department of Defence across Australia which included the efficacy of service delivery, as well as a number of aspects related to access, efficiency and effectiveness of the contract and service delivery.
 - Development of the Governance Structure for Murrumbidgee District Health Service, including Board, Committee and Senior Staff roles and responsibilities, delegations and performance targets.
 - Conducted a review of the Perioperative Unit (Operating Theatres) at The Canberra Hospital. This review team comprised of an extremely experienced senior surgeon, theatre manager and health manager/consultant. The terms of the review were broad ranging, with the review outcomes improving throughput and efficiency markedly, including the implementation of a number of staff suggestions that assisted in raising morale and staff satisfaction within this extremely busy unit.
 - Preparation of strategic, business and health service plans for a five-year period for 3 rural private hospitals in mid-west NSW. This project was funded under the Department of Health and Ageing's "Bush Nursing, Regional and Community Private Hospitals Initiative".

- Conducted a major review of all aspects of the operation of a private hospital in Tasmania, including the development of an implementation plan and the provision of assistance across all aspects of the hospital to achieve the goals of the review;
- Provision of recommendations to Hunter Area Health (NSW Health) for a new facility. Assisted with design of new building and sale to charitable organisation.
- Advice to Calvary Hospital Canberra on the expansion of their emergency facilities.
- Produced Anangu cultural awareness induction manual, to aid all new staff and volunteers from non-Indigenous cultural backgrounds, upon recruitment to the seven Aboriginal controlled Art Centres spread across the Anangu Pitjantjatjara Yankunytjatjara Lands (S.A).
- Conducted an organisational risk and needs analysis - Bindi Inc. (N.T). This included the implementation of all changes and growth areas required by the board, including establishing an indigenous remote community employment outreach program, and establishing targeted training, including cultural awareness training for all staff.
- Long term Public Health Advisor in institutional strengthening project to the Ministry of Health in Tonga and Vanuatu, providing advice regarding corporate and service strategic planning, business planning, policy development, and management skill development.
- Review and updated Ministry of Health (MOH) Strategic Plans and service role delineation guidelines for Tonga and Vanuatu.
- Review and updating of the Strategic Plan for Public and Community Health Division, and preparation of Business Plans for specific services in the Division (e.g. Maternal and Child Health) in Tonga and Vanuatu.
- Contribution to and review of the Office for Aboriginal and Torres Strait Islander Health (OATSIH) Risk Guidelines 2012 and the development of the Risk Assessment Indicative Guide (IG) for OATSIH Governance Review process.
- Facilitated the development of National Non Communicable Disease Control plans for Kiribati, Vanuatu and Tonga, including recommendations and improvement plans;
- Responsibility for reviewing and implementing revised service delivery systems, processes and procedures in the redevelopment of Manning Base Hospital Acute Services Redevelopment, Taree Inpatient Mental Health Service Development and Manning Rural Referral Hospital Emergency Dept. Development Projects.
- Implementing the recommendations of a range of external reviews of Clinical and Non Clinical services involving development of new models of care with associated new policies, procedures and internal control mechanisms (i.e. Maternity Services Review, Paediatric Services Review, Emergency Services Review).

- Responsible for a regional health service (Mid North Coast AHS) submission and service reporting requirements whilst Area Director Health Service Development and Area Director Population Health and Planning.
- Developed change management strategy for the development of a new public hospital in Bega, NSW.
- Rationalisation Study of all health services provided by the Defence Department to ADF personnel in Western Australia.
- Cogent undertook a costing study for the identification of appropriate costs to be apportioned between Calvary Private and Calvary Public Hospitals in the ACT. This project also involved the development of a detailed implementation plan and assistance to ACT Health with the presentation of the findings to the ACT government.
- Conduct of a review of the operations of a community-based service provider who provided work choices for a large number of developmentally disadvantaged members of a large rural city. This included research and implementation of new products and services that could be undertaken by the client-base of that organisation and negotiation with several likely purchasers of those services.
- Cogent undertook governance training for Ngunnawal Aboriginal Corporation in ACT.
- Produced Anangu cultural awareness induction manual to aid and support retention of all new staff and volunteers from non-Indigenous cultural backgrounds, upon recruitment to the seven Aboriginal controlled Art Centres spread across the Anangu Pitjantjatjara Yankunytjatjara Lands. Anangu Arts and Culture Aboriginal Corporation.
- Conducted an enterprise feasibility study, including community consultations and a review of enterprise models at Oak Valley, for Maralinga Tjarutja Community Inc.
- Community consultation, project planning support and raising capital to support cultural renewal projects, Umoona Community Council Inc. Coober Pedy
- State wide Aboriginal Consultation for Major Project status research planning recommendations for Tandanya National Aboriginal Cultural Institute (S.A) in the lead up to their 20 year celebrations.