



PROGRAM MANAGEMENT PLAN

Revised July 2023

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1. Introduction

In 1998, the Australian Government Department of Veterans' Affairs (DVA) implemented a DVA Quality Use of Medicines program (QUM program) designed to encourage best practice in prescribing, dispensing and use of veterans' medications, especially in chronic diseases and complex medication regimes. In 2004, the University of South Australia first entered into a Contract with DVA for the provision of the service, known as Veterans' Medicines Advice and Therapeutics Education Services (MATES) program. University of South Australia s provided the program from 2004 to 2022.

In 2023, after a competitive tender, the University of South Australia entered in a new Deed of Agreement that had an initial deed period from 10 March 2023 to 30 June 2027 with two (2) option periods each with a duration of three (3) years.

The program under this Agreement is known as Veterans' Medicines Advice and Therapeutics Education Services (Veterans' MATES).

This document outlines the Program Management Plan, which is the master-planning document for the Veterans' MATES program, integrating, summarising and referencing other plans and schedules as required.

All other plans related to the program fit beneath the umbrella of the Program Management Plan.

All activities identified in the Program Management Plan will be delivered according to agreed safety and quality measures, and according to the budget and timelines set out within the Agreement.

2. Program Aim and Objectives

2.1. The aim of the program is:

- To optimise the use of medicines and health services to improve health outcomes and quality of life for veterans.

2.2. The objectives of the program are:

- To provide medicine and health educational services for health professionals with a specific focus on General Practitioners (GPs) and pharmacists who care for veterans;
- To provide medicine and health educational services for other health professionals who care for veterans, where appropriate;
- To provide medicines and health advice and skills training for veterans to promote safe and effective use of medicines.

2.3. The Veterans' MATES program operates under a quality use of medicines framework. Quality use of medicines¹ is objectively defined as:

- **"Judicious selection of management options**

This means consideration of the place of medicines in treating illness and maintaining health, recognising that for the management of many disorders non-drug therapies may be the best option;

- **Appropriate choice of medicines, where a medicine is considered necessary**

This means that, when medicines are required, selecting the best option from the range available taking into account the individual, the clinical condition, risks, benefits, dosage, length of treatment, co-morbidities, other therapies and monitoring considerations. Appropriate selection also requires a consideration of costs, both human and economic. These costs should be considered both for the individual, the community and the health system as a whole; and

- **Safe and effective use**

This means ensuring best possible outcomes of therapy by monitoring outcomes, minimising misuse, over-use and under-use, as well as improving the ability of all individuals to take appropriate actions to solve medication-related problems, e.g. adverse effects and managing multiple medications."

3. Program Scope

3.1. The aims and objectives of the program will be met by undertaking the following tasks and responsibilities:

- Delivery of the Veterans' Medicines Advice and Therapeutics Education Service;
- Development and delivery of business enhancements and innovations;
- When approved, assistance in the roll-out of innovations for national implementation.

3.2. These tasks and responsibilities will be completed by undertaking the following activities within the time frame and budget specified in the Agreement and to a level of quality acceptable to DVA.

- University of South Australia will work with DVA at a strategic and operational level to deliver program objectives.

¹ Commonwealth Department of Health Housing and Community Services. *A policy on the quality use of medicines*. Canberra: Australian Government Publishing Service, 1992.

- University of South Australia will conduct regular analysis of DVA data sets to identify, monitor and inform DVA of medication and health related problems and emerging health care trends.
- University of South Australia will prepare educational material on identified medication and health related problems and emerging health care trends to targeted members of the veteran community, their GPs, community and accredited pharmacists and other health professionals as appropriate to each campaign.
- University of South Australia will coordinate the dissemination of educational material and research findings.
- University of South Australia will evaluate the impacts of the program deliverables.
- University of South Australia will manage, develop and support the Veterans' MATES website.
- University of South Australia will provide material suitable for publication in peer reviewed journals and conference publications.
- University of South Australia will deliver business enhancements and innovations during the initial contract period.
- University of South Australia will provide key program management activities including the supply and management of appropriate resources, the management of the program activities to ensure the quality and timeliness of deliverables and program reports, and the management of various communication activities.

3.3. The following issues are the responsibility of DVA:

- *Collection of the following DVA administrative claims data which DVA agrees to provide to University of South Australia as part of the program;*
 - *Medical (GPs, Specialists, Diagnostics);*
 - *Allied health (e.g. Psychologists, Social Workers, Occupational Therapists, Dentists);*
 - *Private and public hospital admissions (Major Diagnostic Category, Diagnosis Related Group, International Classification of Diseases);*
 - *Pharmacy (by Anatomic Therapeutic Chemical levels);*
 - *Veterans' Home Care (VHC);*
 - *Coordinated Veterans' Care (CVC)*
 - *Community Nursing; and*
 - *Rehabilitation Appliance Program Treatment Operation Review System.*
- *Collection of additional data which DVA agrees to provide to University of South Australia as part of this program;*
- *Regular updates of all data which DVA agrees to provide to University of South Australia as part of this program;*
- *Transfer to University of South Australia all data which DVA agrees to provide to University of South Australia as part of this program;*
- *Review and approval of program material.*

4. Deliverables

4.1. Ethics Approval

- 4.1.1. University of South Australia will ensure that ethics approvals from the Departments of Defence and Veterans' Affairs Human Research Ethics Committee (DDVA HREC) and the University of South Australia Human Research Ethics Committee (UniSA HREC) for work undertaken in this program remain in place.
- 4.1.2. University of South Australia has ethics approval in place with Australian Institute of Health and Welfare (AIHW). Linkage of the DVA data with the National Death Index further informs health outcome studies.

4.2. Health Issues Identification and Data Analysis

- 4.2.1. University of South Australia has established and will maintain a dedicated data management centre (see 7.13 security management) in which DVA data are accepted, stored and analysed.
- 4.2.2. DVA will continue to supply to University of South Australia, upon continuing satisfactory audit of the data management centre, agreed administrative claims data as specified in item 3.3. The method of transfer and form of data supplied are as agreed to by both parties.
- 4.2.3. Updated administrative claims data will be provided by DVA on a weekly basis for the period of the Agreement, unless otherwise agreed to by both parties. Client data will be provided to University of South Australia on a weekly basis to minimise the risk of deceased veterans being included in the program.
- 4.2.4. DVA will provide University of South Australia with additional data as agreed to by both parties.
- 4.2.5. DVA will be responsible for the provision of agreed DVA data to University of South Australia through the agreed transfer mechanism.
- 4.2.6. University of South Australia will perform routine analysis and maintenance of all data. In addition, University of South Australia will analyse the patient provider and prescription claims data received from DVA, at least four (4) times a year in order to extract feedback and clinically focused campaign data. This will include but not be limited to veteran specific, medical practitioner specific, condition specific, medicine specific and setting specific analyses. In all cases a Quality Use of Medicines approach, delivered as judicious management of patients, appropriate, safe and effective medication use will help define the research questions assessed within the database and to set the evaluation questions.
- 4.2.7. University of South Australia will also provide to DVA analysis of the relevant current trends and developments in healthcare in the context of veteran

medication and health care related needs and the development of the Veterans' Medicines Advice and Therapeutics Education Services.

- 4.2.8. Outcomes from these analyses will be used by University of South Australia together with routine environmental scans, to deliver:
- Healthcare trends and program direction advice;
 - Campaigns and campaign plans for stakeholder education;
 - Short term intervention analysis for inclusion in the quarterly reports and
 - Long term health outcome analysis for inclusion in the annual program report. A final program report (see Appendix A for definition of program reports).

4.3. Preparation of Targeted Health Education Materials

- 4.3.1. University of South Australia will produce a minimum of eighteen (18) campaigns over the contractual period from 10 March 2023 to 30 June 2027. One (1) campaign to be delivered within the first four (4) months of the commencement date, then one (1) campaign each quarter through the life of the Deed with the exception of 2024 where five (5) campaigns will be released.
- 4.3.2. Campaigns will be developed by a team of quality use of medicines specialists consisting of University of South Australia staff and external parties subcontracted to University of South Australia (see Appendix B) and in consultation with DVA, relevant clinical experts and veterans. A detailed explanation of the campaign development process can be found in Appendix C.
- 4.3.3. University of South Australia will develop campaigns in accordance with timelines detailed in Appendix D.
- 4.3.4. Each campaign will consist of materials tailored individually to GPs, veterans and pharmacists and other health professionals as appropriate to the content of educational material.
- 4.3.5. GP material will include, but not be limited to:
- Individual patient information;
 - A clinically focused educational package.
- 4.3.6. Veteran material will include, but not be limited to:
- A veteran focused educational package.
- 4.3.7. Pharmacy and other health professional material will include, but not be limited to:
- A clinically focused educational package in keeping with prescriber education materials.
- 4.3.8. University of South Australia will develop a lay language summary of the key messages.
- 4.3.9. Material presented in all campaigns will be evidence based, referenced and presented as key practice points, in a succinct format.

- 4.3.10. Campaign material together with a campaign plan (see Appendix A for definition of program reports) will be provided to DVA and members of the Veterans' MATES editorial committee (see 6.5.1) two (2) weeks prior to a scheduled editorial committee meeting.
- 4.3.11. *DVA and the editorial committee will review the material and provide feedback to University of South Australia.*
- 4.3.12. Prior to dissemination of the campaigns and subsequent to the editorial committee meeting, University of South Australia will provide DVA with all materials for approval.
- 4.3.13. *DVA will provide a response to approval of the materials to University of South Australia within a week from receipt.*
- 4.3.14. University of South Australia will prepare material to support the accreditation of Veterans' MATES campaigns as continuing professional development (CPD) learning activities with relevant professional bodies.

4.4. Dissemination of Health Education Information

- 4.4.1. University of South Australia will disseminate campaign material to all identified GPs, veterans, pharmacists and other health professionals, as appropriate, nationally.
 - 4.4.1.1. University of South Australia will use the services of an approved secure mail-house for the dissemination of all material (excluding desktop delivery to GPs). Fujifilm Data Management Solutions Pty Ltd (Fujifilm) is the mail house provider subcontracted to provide these services.
 - 4.4.1.2. University of South Australia has subcontracted HealthLink to provide secure electronic delivery of patient information to the clinical desktop for GPs.
- 4.4.2. University of South Australia will disseminate the campaigns in accordance with the timelines detailed in Appendix D.
- 4.4.3. University of South Australia will provide DVA with campaign participation information in the quarterly reports (see Appendix A for definition of program reports) within four (4) months of completion of each campaign dissemination process.
- 4.4.4. Supporting dissemination
 - 4.4.4.1. *DVA will maintain the capacity for a call centre for health professionals' and veterans' responses and enquiries through the Veterans' Affairs Pharmaceutical Approvals Centre (VAPAC).*

University of South Australia will prepare and provide briefing documents to VAPAC staff prior to campaign dissemination.

University of South Australia will provide a pre-recorded training session for VAPAC staff on each campaign prior to the health professional mailing. The option of providing face to face will be retained for campaigns where required.

DVA will fund any activities associated with the Brisbane training of call centre staff.

DVA will provide University of South Australia with a written report detailing information on calls received by call centre staff.

Written reports documenting information on calls received will be sent to University of South Australia six (6) weeks after the completion of each mail out or as agreed by both parties.

- 4.4.4.2. University of South Australia will prepare and deliver briefing documents for DVA state offices and stakeholder organisations as part of campaign material development.

DVA will provide information on all calls received through state offices relating to the program.

- 4.4.4.3. Program website

University of South Australia, with DVA oversight, will maintain a program website which will include copies of educational material developed for the program.

4.4.5. Preparation of Papers and Conference Presentations

- 4.4.5.1. DVA and University of South Australia will together identify high profile and widely read professional journals for the publishing of papers relating to the program.
- 4.4.5.2. University of South Australia will deliver to DVA, at a minimum of three (3) times per full contract year, materials for the preparation and presentation of such papers to journals for consideration for publication.
- 4.4.5.3. Authorship of such papers will be appropriately acknowledged in accordance with the Joint National Health and Medical Research Council / Australian Vice Chancellors' Committee Statement and Guidelines on Research Practice contained in the Australian Code for the Responsible Conduct of Research.
- 4.4.5.4. University of South Australia will prepare material suitable for presentation at a minimum of two (2) local and one (1) international major health conference per full contract year.

- 4.4.5.5. DVA or University of South Australia, with the approval of DVA, will submit papers and present at conferences about the Veterans' MATES program and its related research.

4.5. Evaluating Health Education Impacts

- 4.5.1. University of South Australia will evaluate the impacts of the health education material on the target groups. Evaluation will address but not be limited to:
 - 4.5.1.1. Changes in the use of health services, by comparing health service use before and after the release of the educational materials;
 - 4.5.1.2. Changes in health outcomes via proxy measures in the datasets;
 - 4.5.1.3. The resultant costs of changes in healthcare resource utilisation; and
 - 4.5.1.4. Feedback from the targeted groups received via campaign surveys developed by University of South Australia.

4.6. Business enhancements /Innovations

- 4.6.1. s 47

4.7. Additional services

- 4.7.1. University of South Australia may undertake, from time to time, additional services (outside of the service requirements) which may include data analysis to support DVA in considering a range of issues.

campaign

- 4.7.2. Any additional services will be negotiated and agreed upon between DVA and UniSA.
- 4.7.3. An Official Order will form the contract for the relevant service (Appendix F).

5. Program Management and Support

- 5.1. DVA will monitor the performance of University of South Australia in relation to the tasks and deliverables described in the Agreement, through both formal and informal avenues.
- 5.2. Project management meetings will be conducted using a hybrid model enabling on-line and in-person attendance where appropriate.

The program management and structures, which pertain to this program, include:

5.3. Program Management

- 5.3.1. High level key DVA staff and University of South Australia program team leaders will meet bi-annually to provide governance, oversight and advice to the program.
- 5.3.2. DVA will utilise this discussion to formally manage the program to ensure its effective operations.
- 5.3.3. DVA will be responsible for coordination of the meeting and the recording of minutes and actions arising.
- 5.3.4. People specified in table 1 will be involved in the discussions.

5.4. Informal Management and Support

- 5.4.1. Informal program management and support will be provided by a number of mechanisms and activities including:
 - 5.4.1.1. Operational management meetings, which will allow for general discussions on program activities and timelines. The meetings will occur on a four weekly basis and will involve the DVA Director- Pharmacy Programs & Operations, DVA Assistant Director- Pharmacy Programs & Operations, and the Veterans' MATES Program Director, MATES Deputy Director – Digital Health and Programs, Veterans' MATES Deputy Director - Data and Evaluation, Veterans' Manager Veterans' MATES, and Project Coordinator: Veterans' MATES Project from the University of South Australia;
 - 5.4.1.2. Regular communication between DVA and University of South Australia through emails, videoconferencing, telephone conversations and, face to face meetings will be undertaken throughout the program.

Table 1 Specified persons

Role	Organisation
Assistant Secretary, Client Programs	Department of Veterans' Affairs
Chief Health Officer	Department of Veterans' Affairs
Director, Pharmacy Programs & Operations, Client Programs	Department of Veterans' Affairs
Assistant Director, Pharmacy Programs & Operations, Client Programs	Department of Veterans' Affairs
Veterans' MATES Program Director	University of South Australia
Veterans' MATES Deputy Director – Digital Health and Programs	University of South Australia
Veterans' MATES Deputy Director – Data and Evaluation	University of South Australia
Manager Veterans' MATES	University of South Australia
Project Coordinator: Veterans' MATES Project	University of South Australia
Senior Business Development Manager	University of South Australia

5.5. Reporting Requirements

- 5.5.1. University of South Australia will provide DVA with a description of activities, deliverables, and impacts of the program within the program quarterly reports and outcomes of the program within the annual program report (see Appendix A for definition of program reports) to assist DVA with the monitoring and evaluation of the program.
- 5.5.2. University of South Australia will provide an annual program report (see Appendix A for definition of program reports) by the end of December each calendar year.
- 5.5.3. University of South Australia will provide a final program report to DVA fourteen (14) business days prior to the expiry date in the final year of the extension agreement. The final program report will include a final financial statement (see Appendix A for definition of program reports).

6. Program Organisation and Structures

6.1. Program Organisation

- 6.1.1. The University of South Australia (UniSA) represented by the Quality Use of Medicines and Pharmacy Research Centre (QUMPRC) will deliver the Veterans' MATES program in collaboration with a consortium representing:
 - NPS MedicineWise,
 - Drug and Therapeutics Information Service (DATIS) – SA Local Health Network,
 - The Australian Medicines Handbook;
 - Adelaide University Discipline of General Practice;
 - Adelaide University's Health Technology Assessment Group (AHTA); and
 - Phoenix Australia, (represented in Appendix B).
- 6.1.2. University of South Australia Quality Use of Medicines and Pharmacy Research Centre (QUMPRC) within Clinical and Health Sciences is the hosting organisation within University of South Australia for this Agreement.
- 6.1.3. The program staffing organisation is represented in Appendix G.
- 6.1.4. Certain people are identified by the Agreement as "specified personnel" by name. Part E of the Agreement identifies the specified persons and their roles.
- 6.1.5. The Program Director, supported by the Deputy Director – Digital Health and Programs and Deputy Director – Data and Evaluation and will be the primary interface with DVA's representatives on all strategic aspects related to the provision of the program's services.
- 6.1.6. The Manager Veterans' MATES and Project Coordinator: Veterans' MATES Project will be responsible for liaison between DVA delegates and University of South Australia and for day-to-day management and performance of service provision.

- 6.1.7. The Project Coordinator: Veterans' MATES Project will be responsible for the establishment and ongoing management of the program administration and reports. The Project Coordinator: Veterans' MATES Project is assisted by an administration officer.
- 6.1.8. The Development Coordinator will be responsible for development of all campaign materials and liaison with DVA on approval of such materials prior to dissemination.

6.2. Senior Program Team

- 6.2.1. University of South Australia has formed a senior team comprising of the Program Director, Deputy Program Director – Digital Health and Programs, Deputy Director – Data and Evaluation, Manager: Veterans' Mates, Security and IT Officer, Project Coordinator: Veterans' MATES Project and Senior Partner Engagement Manager.
- 6.2.2. The senior program team will meet monthly to review the strategic management of program deliverables, contractual matters, risk, finance and communication.
- 6.2.3. University of South Australia will relay to DVA any issues raised at the senior team to the operational management meetings through the Program Director or Manager: Veterans' MATES.

6.3. Program Executive Committee

- 6.3.1. University of South Australia has established a Program Executive Committee (PEC) which will play a key role assisting with the planning and coordination of aspects of the program operations. Specific functions of the PEC will be described in the terms of reference.
- 6.3.2. University of South Australia will be responsible for coordination of PEC meetings and the recording of minutes and actions arising from the meetings.
- 6.3.3. The PEC membership is provided in Table 2.

Table 2 PEC Membership

PEC Member	Organisation
s 47F	University of South Australia
s 47F	University of South Australia
s 47F	University of South Australia
s 47F	University of South Australia
s 47F	University of South Australia
s 47F	University of Adelaide
s 47F	University of Adelaide
s 47F	Australian Medicines Handbook
s 47F	Drugs and Therapeutics Information Service (DATIS)
s 47F	Phoenix Australia

6.4. Program Management Responsibility Assignment Matrix

6.4.1. Program management responsibilities are summarised in the matrix below.

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6.5. Campaign Research and Preparation Responsibility Assignment Matrix

6.5.1. Campaign preparation responsibilities are summarised in the matrix below.

Deliverable	DVA	University of South Australia	Adelaide Health Technology Assessment	Discipline of General Practice	Drug and Therapeutics Information Service	Australian Medicines Handbook	Phoenix Australia
Strategic Campaign Planning	R, S	P	I	I	I	I	I
Campaign Materials	R, S	P	I	I	I	I	I

P = Primary Role
I = Assist/input
R = Review
S = Sign-off/Approval

6.6. Evaluation Responsibility Assignment Matrix

6.6.1. Evaluation responsibilities are summarised in the matrix below.

Deliverable	DVA	University of South Australia	Adelaide Health Technology Assessment	Discipline of General Practice	Drug and Therapeutics Information Service	Australian Medicines Handbook	Phoenix Australia
Campaign Plan	R, S	P		I	I	I	I
Quarterly Program Report	R, S	P	I	I	I	I	I
Annual Program Report	R, S	P	I	I	I	I	I

P = Primary Role
I = Assist/input
R = Review
S = Sign-off/Approval

6.7. Relationships

6.7.1. Reference Groups

- 6.7.2. University of South Australia will continue to organise and support the following reference groups:
- An editorial committee to provide final review of all campaign material prior to dissemination
 - A clinical reference group to provide advice on the preparation of campaigns, including clinical advice on individual cases, key messages and alternative clinical management strategies.
 - A practitioner reference group to provide advice on professional issues and to disseminate program information to constituents;
 - A veterans' reference group to inform on veteran matters and concerns, provide input to campaign selection and message design, and to disseminate program information to constituents.
- 6.7.3. University of South Australia will consult with DVA on the membership of the reference groups.
- 6.7.4. DVA may appoint one (1) DVA representative or nominee on each of the practitioner reference group and veterans' reference group.

7. Program Management Processes

- 7.1. University of South Australia will ensure that the relevant sections of the DVA Service Charter and University of South Australia policies and guidelines are applied to all program activities, tasks and deliverables.
- 7.2. University of South Australia will develop and implement standard operating procedures for all primary program activities and tasks and subcontractor staff will be required to comply with the standard operating procedures at all times.

7.3. Work Organisation

- 7.3.1. The structure of the work organisation is depicted in the program work schedule diagram (Appendix D).
- 7.3.2. University of South Australia senior team will review the program work schedule on a monthly basis and will notify DVA of any changes of greater than two (2) weeks to the timelines noted in the program work schedule.

7.4. Annual Work Plan

- 7.4.1. University of South Australia will provide the first annual work plan (AWP) within thirty (30) days of the commencement of the Official Order and subsequently, within three (3) months of the end of the calendar year for commencement on 1 January of the new calendar year in accordance with the Official Order. (see Appendix A for definition of program reports).
- 7.4.2. *DVA will review, provide feedback and approve the annual work plan within thirty (30) business days of receiving the document from University of South Australia.*
- 7.4.3. The annual work plan will be monitored monthly by University of South Australia Senior Team
 - 7.4.3.1. Should there be any requirement to deviate from any specification in the annual plan, University of South Australia will immediately notify DVA in writing of the requirement specifying:
 - Change required;
 - Reason for change;
 - Assessment of impact;
 - Implications to linked activities and deliverables;

7.5. Program Management Plan Changes

- 7.5.1. University of South Australia will make every endeavour to meet specifications included in the program management plan.
- 7.5.2. University of South Australia Senior Team will review the program management plan on a quarterly basis and will notify DVA of any changes to ensure continued relevance and currency.
 - 7.5.2.1. Should there be any requirement to deviate from any specification in the program management plan, University of South Australia will immediately notify DVA in writing of the requirement specifying:
 - Change required;
 - Reason for change;
 - Assessment of impact;
 - Implications to linked activities and deliverables;
 - Plans developed to manage the change.

7.6. Staffing

- 7.6.1. University of South Australia has staff appointed to all positions as noted in Schedule 4 of the Agreement.
- 7.6.2. University of South Australia has developed job descriptions for all positions and staff will be required to take part in a performance management process, in

accordance with University of South Australia human resource policies and guidelines.

- 7.6.3. University of South Australia program staff will complete the military concepts online training as specified in the Deed within ninety (90) days of signing the contract and for new staff members, within thirty (30) days of entering the project.
- 7.6.4. University of South Australia will ensure that all program staff nominate and ensure that an alternative suitably qualified University of South Australia staff member from within the program is able to provide immediate assistance should any program staff member be unable to perform their responsibilities for any reason.
- 7.6.5. The Program Director has the delegated responsibility for all human resources issues relating to program staffing.
- 7.6.6. University of South Australia will immediately notify DVA of any absences of more than one (1) month or changes to specified personnel other than for approved leave.
- 7.6.7. University of South Australia will comply with the requirements for staffing in accord with the Indigenous Participation Plan.

7.7. Subcontractor Management

- 7.7.1. University of South Australia will obtain prior written consent from DVA to subcontract any part of the work performed under the contract.
- 7.7.2. University of South Australia is responsible for all subcontracts and will develop, issue and administer the subcontracts.
- 7.7.3. The Program Director is responsible for the management of all subcontractors.
- 7.7.4. Each subcontractor and their associated staff members will be required to sign a confidentiality agreement.
- 7.7.5. Each subcontractor and their associated staff members will complete the military concepts online training as specified in the Deed within ninety (90) days of signing the subcontract and for new staff members, within thirty (30) days of entering the project.
- 7.7.6. Subcontracting agreements will require the subcontractor to undertake the same obligations and commitments as University of South Australia and DVA as appropriate under the principal agreement in particular, clauses 10.4 (d). These obligations and commitments may vary from time to time.
- 7.7.7. Subcontract agreements will require the subcontractor to undertake the same obligations and commitments as University of South Australia, with regard to the survival of particular obligations identified in the principal agreement.

- 7.7.8. As part of the subcontractor agreements, University of South Australia will provide the subcontractors with a copy of the relevant clauses and parts.
- 7.7.9. Subcontractors are responsible for:
- Delivery of work as defined in their subcontracts with University of South Australia;
 - Completion dates being met;
 - Quality and completeness of their deliverables;
 - Progress reports, where applicable;
 - Meeting attendance as specified;
 - Maintenance of appropriate confidentiality and security clearances.
- 7.7.10. Statements of work detailing roles, responsibilities, activities, deliverables, payment schedules and agreed senior contact personnel will be negotiated. Although specific activities and deliverables differ between organisations, the primary responsibilities of the subcontractors involved in campaign development include:
- 7.7.10.1. Provision of specified staff or proxy to attend meetings and fully participate in the activities of the Program Executive Committee;
- 7.7.10.2. Provision of specified staff or proxy to attend the clinical reference group, where applicable, (see 6.5.1) participate in the development of campaign materials and resources as agreed at the annual strategic planning meeting and campaign writing meetings;
- 7.7.10.3. Provision of reports of activities and deliverables where applicable.
- 7.7.11. University of South Australia has developed a subcontractor progress report template to be completed on a bi-annual basis by the subcontractors involved in campaign development and will include:
- Progress against milestones;
 - Management of information;
 - Subcontractor compliance with security, where appropriate, and confidentiality; and
 - Subcontractor compliance with quality requirements.
- 7.7.12. Payment will be made to subcontractors as specified in their agreement.
- 7.7.13. University of South Australia will immediately notify DVA of any significant changes to the subcontracting arrangements that would impede program outcomes.

7.8. Facilities and Resources

- 7.8.1. University of South Australia will support the program by providing:
- Communication systems including telephone lines;
 - Financial support including accounts receivable and accounts payable systems;
 - Human resource support including industrial management;
 - Purchasing systems;
 - Legal support for program activities;
 - Information technology support;
 - Access to other existing equipment.
- 7.8.2. University of South Australia will immediately notify DVA of any issues concerning the provision or management of resources or facilities that would impede program outcomes.

7.9. Procurement Management

- 7.9.1. University of South Australia will ensure that all purchasing is undertaken in accordance with University of South Australia procurement, financial and legal policies and guidelines.
- 7.9.2. University of South Australia will comply with the requirements of procurement in accord with the Indigenous Participation Plan.
- 7.9.3. University of South Australia will review the program budgets prior to purchasing of all items to assist in preventing overspends.
- 7.9.4. The Program Director and Manager: Veterans' MATES have been provided by University of South Australia the necessary delegation to authorise and approve the purchasing of all resources for the program.
- 7.9.5. Any overspend of program funds unless otherwise approved by DVA will be at the expense of University of South Australia.
- 7.9.6. University of South Australia will immediately notify DVA of any issues concerning the procurement of resources or facilities that would impede the program outcomes.

7.10. Financial Management

- 7.10.1. University of South Australia will ensure that all financial activities are undertaken in accordance with University of South Australia, financial and legal policies and guidelines and comply with Australian Accounting Standards.
- 7.10.2. University of South Australia has established a separate cost centre for this program and all transactions including incoming and outgoing funds relating to this program will be recorded in this cost centre.

7.10.3. University of South Australia will submit claims for payment to DVA in accordance with Schedule 7 of the Agreement.

7.10.4. Claims will be made by way of a Tax Invoice which will include a reference to University of South Australia and the Agreement.

7.10.4.1. Invoices for fixed fee payment will include:

- Contractor's name & Deed title;
- Official Order number
- Milestone deliverable(s) (detailed in Schedule 7 of Agreement);
- Total invoice amount;
- Total GST amount.

7.10.5. The Project Coordinator: Veterans' MATES, who is responsible for the management of all program finances, will produce financial reports and table them on a monthly basis at the senior program team meetings. This will include but not be limited to:

- Budgeted and actual income received;
- Budgeted and actual expenditure
- Procurement and management of assets;
- Management of liabilities.

7.10.6. University of South Australia will also provide DVA with a financial statement with the quarterly reports (see Appendix A for definition of program reports)

7.10.7. University of South Australia will immediately notify DVA of any issues concerning the management of program finances that would impede program outcomes.

7.11. Communications Management

7.11.1. The planning and information flows associated with the program's communications are defined in the program communication plan (Appendix H).

7.11.2. The Program Director is responsible for the management of all communications with both internal and external parties.

7.11.3. University of South Australia will ensure that all formal communication with external parties is reviewed and authorised by DVA including but not limited to:

- Campaign material;
- Publication Papers;
- Conference Presentations;
- Media communications;
- Newsletters; and
- Websites.

7.12. Quality Management

- 7.12.1. Quality of program outcomes and deliverables will be managed in accordance with the quality management plan (Appendix I).
- 7.12.2. The Program Director, Deputy Director – Digital Health and Programs, Deputy Director – Data and Evaluation, and Manager: Veterans’ MATES are responsible for the quality of all program outcomes and deliverables.

- 7.12.2.1. The quality management plan is based on a number of principles including:

Developing and disseminating quality products and services as required under the Agreement;

Management of quality through the internal review process, editorial and program management committees, and external reviews by parties such as opinion leaders and Reference Groups;

Delivering quality outcomes through adherence to the Program Management Plan;

Meeting all contractual obligations and timelines through the regular review and assessment of program plans, timelines and risks;

Providing high level financial and activity reports in accordance with Agreement requirements (see Appendix A for definition of program reports);

Adherence to all requirements of University of South Australia quality management systems including but not limited to procurement, financial, legal and risk policies and guidelines;

Meeting the expectations of key stakeholders including DVA, external organisations, subcontractors and program staff through formal requests for feedback, unsolicited feedback on satisfaction with program management, and dealing with requests in a timely and professional manner.

- 7.12.3. University of South Australia will demonstrate the success of the quality management plan to DVA by meeting deliverables and timelines within the Agreement; and by the provision of accurate and timely reports.
- 7.12.4. DVA will be responsible for reviewing materials to ensure that they are correct and meet the required quality standards.
- 7.12.5. University of South Australia will immediately notify DVA of any issues concerning the quality of the program deliverables that would impede program outcomes.

7.13. Security Management

- 7.13.1. DVA has classified the DVA identified line data with Protective Markings at the “OFFICIAL: Sensitive - Personal Privacy” level and “OFFICIAL: Sensitive” level for de-identified data.
- 7.13.2. Unless otherwise authorised by DVA, University of South Australia will store, handle and manipulate these data in accordance with the specifications for “OFFICIAL: Sensitive - Personal Privacy” level and “OFFICIAL: Sensitive” level as defined in the Australian Government Protective Security Policy Framework (PSPF) or Australian Government IT Security Manual (ACSI33).
- 7.13.3. The Security and IT Officer is responsible for program security management and will report to the Program Director immediately if necessary and at senior program team meetings regarding security issues.
- 7.13.4. DVA will provide timely and accurate technical and security information as requested from time to time by the University of South Australia to assist with the maintenance of an appropriate secure data management centre.
- 7.13.5. In addition, University of South Australia has developed, implemented and maintains the security framework detailing:
 - Site security plan;
 - Security risk management plan;
 - Information and IT security policy;
 - Security incident detection and response plan;
 - System usage agreements;
 - Security Standard Operating Procedures;
 - Secure gateway policies;
 - Secure gateway design;
 - Secure gateway management plan;
 - Security awareness training package;
 - Operational Procedures for City East Security.
- 7.13.6. University of South Australia will ensure that all program and subcontractor staff are provided with information and training on security plans and procedures with particular emphasis on individual responsibilities. Plans to ensure continued training and assessment form part of the security risk management plan.
- 7.13.7. University of South Australia will ensure that the physical locations and systems used for the transfer, analysis and storage of all DVA data and other sensitive material meet the agreed security standards.
- 7.13.8. University of South Australia will ensure that staff who will have access to DVA data are cleared to the security level appropriate to the work carried out by the person as defined by the protective security manual.

- 7.13.9. University of South Australia will, within 30 business days of the appointment of personnel and prior to any staff accessing DVA data, obtain police checks on all staff accessing DVA data classified as OFFICIAL: Sensitive- Personal Privacy.
- 7.13.10. University of South Australia will provide DVA with evidence that staff have been given a positive police check.
- 7.13.11. University of South Australia will report regularly to DVA on security measures in place and assist DVA in the conduct of security audits.
- 7.13.12. University of South Australia will immediately notify DVA of any issues concerning the security of any program material.

7.14. Privacy Management

- 7.14.1. University of South Australia will manage program privacy management in accordance with the Privacy Management Plan (Appendix M).
- 7.14.2. The Privacy Management Plan will include how personal information is collected, stored, used, disclosed, quality assured and secured and will be in accordance with provisions of the Privacy Act 1988.
- 7.14.3. University of South Australia will submit the Privacy Management Plan for approval to DVA within thirty (30) days after execution of the Deed and prior to providing any services.
- 7.14.4. University of South Australia will develop a Privacy Collection Notice to be published on the Veterans' MATES website. DVA will review and approve the Privacy Collection Notice prior to publication on the Veterans' MATES website.
- 7.14.5. University of South Australia will update the Privacy Management Plan and resubmit to DVA for approval within two (2) weeks of any relevant change in privacy law or better practice as issued by Privacy Commissioner or receipt of comments from DVA.

7.15. Intellectual Property Management

- 7.15.1. Intellectual property will be managed in accordance with the intellectual property plan (Appendix J).
- 7.15.2. University of South Australia will assign ownership of intellectual property rights in Agreement material to DVA upon the agreement date or the creation of the contract material as defined in the Agreement.
- 7.15.3. University of South Australia and its subcontractors are responsible for identifying and managing their own intellectual property that is pre-existing to and used in the development of any products or services under this program.

- 7.15.4. University of South Australia and its subcontractors will grant to DVA a permanent, irrevocable, worldwide, royalty-free, non-exclusive licence to reproduce, adapt and exploit any pre-existing material.
- 7.15.5. DVA will retain ownership of any DVA material.
- 7.15.6. University of South Australia will administer an intellectual property register in the form set out in Schedule 9 of the Deed and will provide DVA with a copy of this register upon request.
- 7.15.7. University of South Australia will immediately notify DVA of any issues concerning intellectual property rights that would impede program outcomes.
- 7.15.8. DVA will grant University of South Australia a permanent, irrevocable, royalty-free, fee-free, worldwide non-exclusive licence (including a right to sub-licence) to use, reproduce, modify and exploit the source codes, methodology and systems that are developed for the purposes of delivering the Services under this Agreement. This licence will not extend to any other Agreement material.

7.16. Risk Management

- 7.16.1. Program risks will be managed in accordance with the Risk Management Plan (Appendix K) which complies with University of South Australia's internal quality management system.
- 7.16.2. The Program Director, Deputy Director – Digital Health and Programs, Deputy Director – Data and Evaluation, Manager: Veterans' Mates, Security and IT Officer and Project Coordinator: Veterans' MATES Project are responsible for the implementation and maintenance of the risk management plan.
- 7.16.3. University of South Australia will immediately notify DVA of any issues concerning the management of risks that would impede program outcomes.

Appendix A

Program Reports

Annual Program Report

Provided to DVA by the end of each calendar year

The annual program report will describe the activities provided in delivering the Veterans' MATES program suitable for public release.

Quarterly Program Report

Provided to DVA four (4) times per year.

The quarterly program report may include but not be limited to:

- **Analysis of data prior to the dissemination of campaign material;**
- **Campaign participation including;**
 - Date of intervention;
 - Date of distribution of campaign materials;
 - Number of GPs targeted;
 - Number of veterans targeted;
 - Number of other stakeholders targeted.
- **Analysis of responses from stakeholders including;**
 - Results of stakeholder evaluation;
- **Analysis of impacts of the program including;**
 - Changes in medicine or health service usage after interventions;
 - Costs and consequences of the interventions.
- **Quality Assurance reporting**
- **Operational matters as applicable including but not limited to;**
 - General progress against major milestones;
 - Progress and outcomes of innovation activities against objectives;
 - Records of key outcomes from program committee meetings.
- **Financial statements will be provided quarterly. Details will include;**
 - Income received in the period;
 - Expenses incurred in the period;
 - Budget for the period;
 - Variance for the period;

Campaign Plan

Provided to DVA prior to the delivery of each Campaign

The Campaign Plan will include but not be limited to:

- Identification of target condition or medication, including relevant analyses of databases;
- Key messages of educational materials
- Expected behaviour change
- Target group
- Details of intervention

Indigenous Participation Plan Report

Provided to DVA via the Indigenous Procurement Policy Reporting Solution (IPPRS) quarterly and after the end of the contract term.

Indigenous Participation Plan Report will identify the University of South Australia's compliance with the Commonwealth's Indigenous Procurement Policy for the:

- Indigenous Participation Plan and
Mandatory Minimum Requirements.

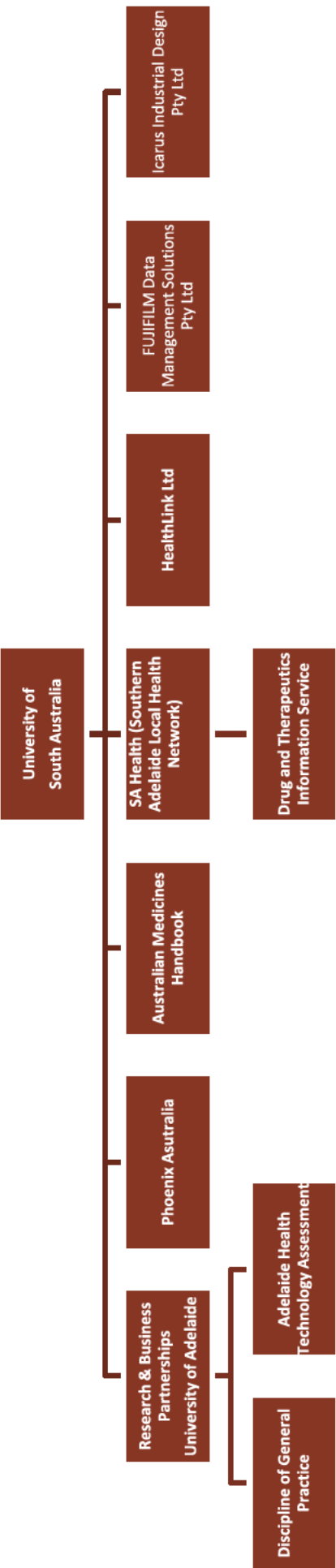
Final Program Report

Provided to DVA fourteen (14) business days prior to completion date.

The final report will be a comprehensive description of all activities carried out during the contract period and the outcomes of those activities. It will include, but not be limited to:

- Executive Summary;
- Methodology;
- Full analysis of all stakeholder feedback;
- Full analysis of all intervention programs;
- Full analysis of all innovation programs;
- Economic evaluation of all interventions;
- Overall interpretation of the results;
- Discussion of the outcomes;
- A complete financial statement.

Appendix B: Subcontractor structure



Appendix C

Campaign development process

Process	Parties Involved
Planning <ul style="list-style-type: none"> Consider DVA, Medicare data or any other relevant matters to help select suitable areas for campaign development Consider other activities and initiatives where synergies may exist Consider scope and timing of proposed campaigns Justify campaign selections and relevance to veterans and GPs Consider input and recommendations from Program Management Committee, Clinical, Practitioner and Veteran Reference Groups, Editorial Committee, and sub-contractors 	Program Team Writing Group
1. Development of Recommendations This includes development of plans for the next campaigns to be offered in the program.	Program Team
2. Consideration by Editorial Committee Concepts for proposed campaigns will be submitted to the Editorial Committee for consideration and approval if acceptable.	DVA Editorial Committee
3. Annual Work Plan Finalised Agreed plan distributed to appropriate parties	Senior Program Team

Campaign Development Process

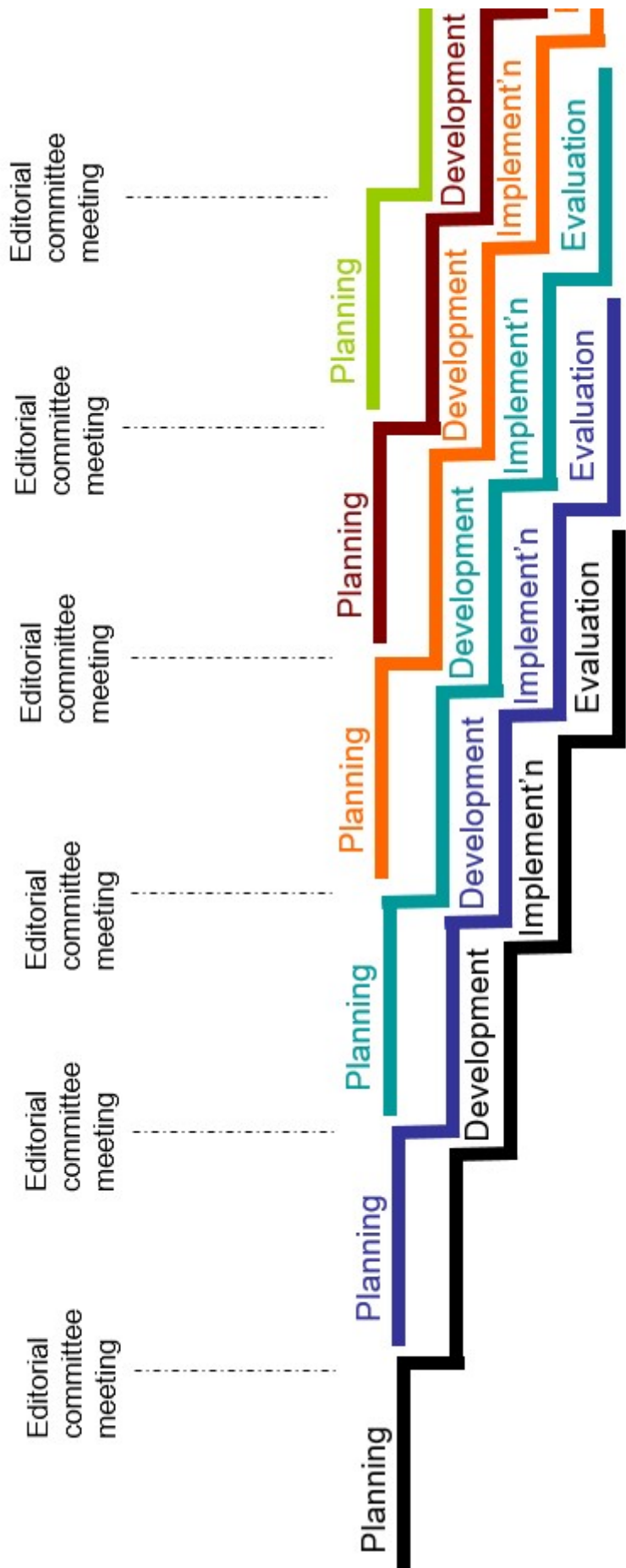
Process	Parties Involved
<p>Campaign planning</p> <p>Gathering and consolidation of campaign material</p> <p>Information relevant to the campaign will be obtained and consolidated via literature review and consultation. This will include seeking advice from consortium members on matters such as:</p> <ul style="list-style-type: none"> • Key references or papers for the campaign • Current relevant information or resources available from consortium members • Drug Utilisation Subcommittee (DUSC) data when relevant <p>Scoping</p> <ul style="list-style-type: none"> • Identify and agree on key themes and messages for the campaign • Consider evaluation issues • Identify if additional data are required • Identify expert reviewers in this area • Consider presentation and delivery methods 	<p>Writing Group</p> <p>Educational Materials Team</p>

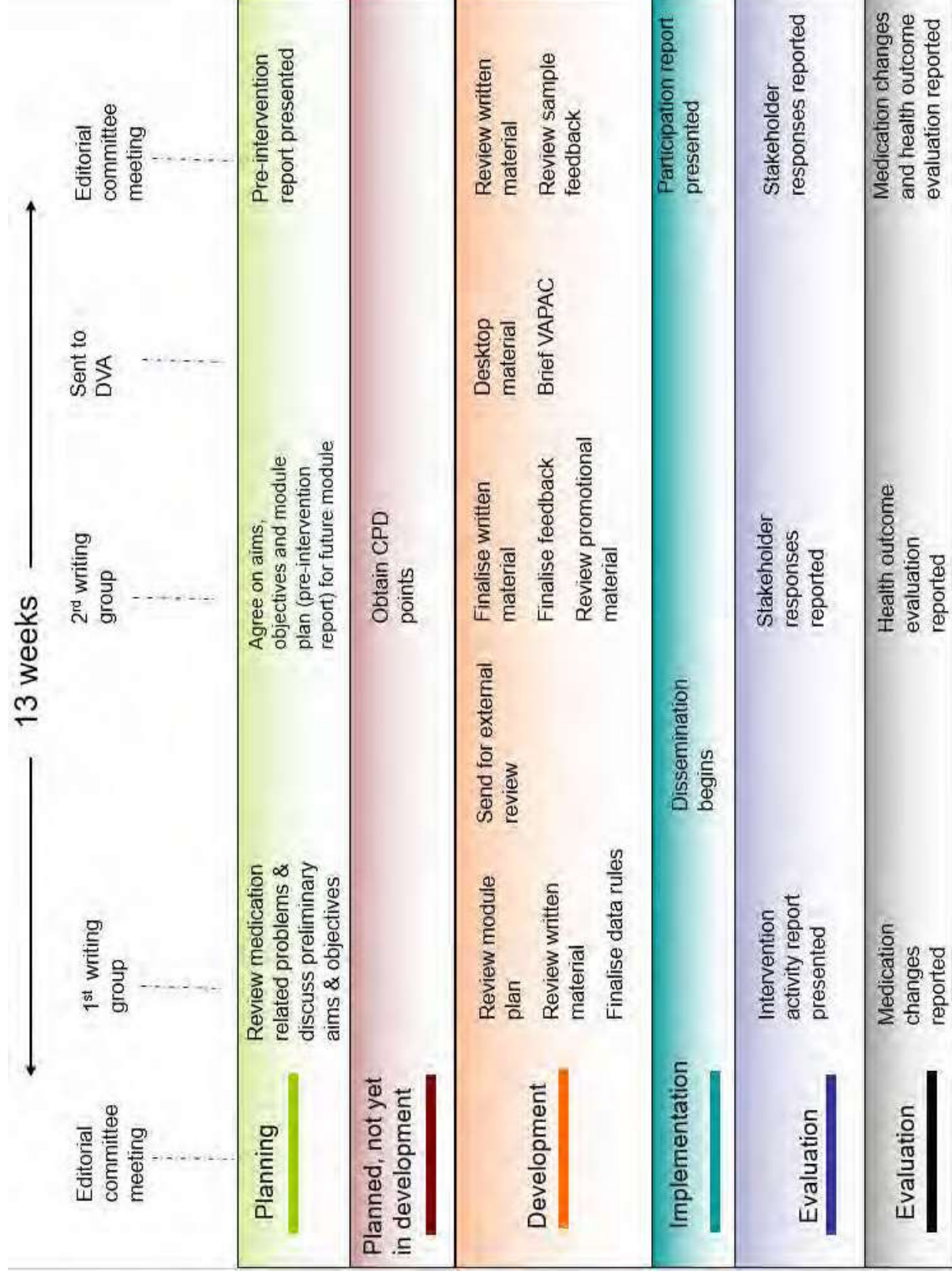
<p>Gather and Critical Appraise</p> <p>During this phase the participants will:</p> <ul style="list-style-type: none"> • Undertake literature and materials searching and retrieval • Critically appraise materials collected • Develop a bibliography • Develop wording for key messages for veterans, GPs and pharmacists • Consult with experts • Collate and consolidate materials in preparation for writing group meeting 	Educational Materials Team
<p>Examine Consolidated Material</p> <p>Clinical reference group members will examine the material sent by program staff in preparation for the campaign planning session.</p> <p>(Writing Group 1 Meeting)</p>	Clinical reference group
<p>Clinical reference group Meeting 1 and 2</p> <p>During the meetings the clinical reference group will:</p> <ul style="list-style-type: none"> • Review and edit campaign materials of each stage of development between meetings 	Clinical reference group Educational Materials Team
<p>Contact Expert Reviewers and Advisors</p> <p>Seek advice on key messages and assistance with review of materials</p>	Educational Materials Team

<p>Prepare Required Materials</p> <p>Materials requiring preparation include:</p> <ul style="list-style-type: none"> • Mail out material, including feedback and key messages for health professionals and veterans • Material for VAPAC 	<p>Educational Materials Team</p> <p>Icarus</p> <p>Fujifilm</p>
<p>Consideration by Editorial Committee</p> <p>Campaign and all related material will be submitted to the DVA Editorial Committee for consideration and approval</p>	<p>Editorial Committee</p>
<p>Review and Edit, Format and Presentation</p>	<p>Educational Materials Team</p> <p>Icarus</p>
<p>Print, Publish and Distribute Campaign Materials</p>	<p>Educational Materials Team</p> <p>Administration Team</p> <p>Fujifilm</p> <p>HealthLink</p>

Appendix D

Work Breakdown Schedule





Appendix E: Business enhancements and innovations

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Appendix F

Official Order

To: University of South Australia / UniSA

Item No.	Information	Details	
(a)	(b)	(c)	
Department Information			
1.	Date of issue		
2.	Deed of Standing Offer Title / Number		
3.	Official Order Number		
Party Details			
4.	Contractor Details		
5.	Contractor Representative	Name	
		Position	
		Number	
		Email	
6.	Department Details		
7.	Department Representative	Name	
		Position	
		Number	
		Email	
Official Order Details			
8.	Order Commencement Date		
9.	Order Term		
Statement of Work			
10.	Detailed Statement of Work		
11.	Location of Work		

Item No.	Information	Details	
(a)	(b)	(c)	
12.	Timeframes and Deliverables		
13.	Specific performance requirements		
14.	Liquidated Damages		
15.	Liquidated Damages Cap		
Price and payment			
16.	Contract Fees		
17.	Application of e-Invoicing		
18.	Additional Payment Arrangements		
Additional Details			
19.	Ownership and licensing model for Foreground IP set out in clause Error! Reference source not found. to apply		
20.	Bespoke alternative arrangements for the ownership Foreground IP		
21.	Alternative arrangements for the licensing of Foreground IP		
22.	Specified Personnel		
23.	Approved Subcontractors		
24.	Department Property		
25.	Confidential Information	Department Confidential Information	
		Contractor Confidential Information	

Item No.	Information	Details
(a)	(b)	(c)
26.	Additional security requirements	
27.	Additional insurance requirements	
28.	Additional terms / requirements	

EXECUTED as an AGREEMENT

SIGNED for and on behalf of **THE COMMONWEALTH OF AUSTRALIA AS REPRESENTED BY THE DEPARTMENT OF VETERANS' AFFAIRS & THE REPATRIATION COMMISSION AND THE MILITARY REHABILITATION AND COMPENSATION COMMISSION**

ABN 23 964 290 824 by its duly authorised officer, in the presence of:

Signature of authorised officer

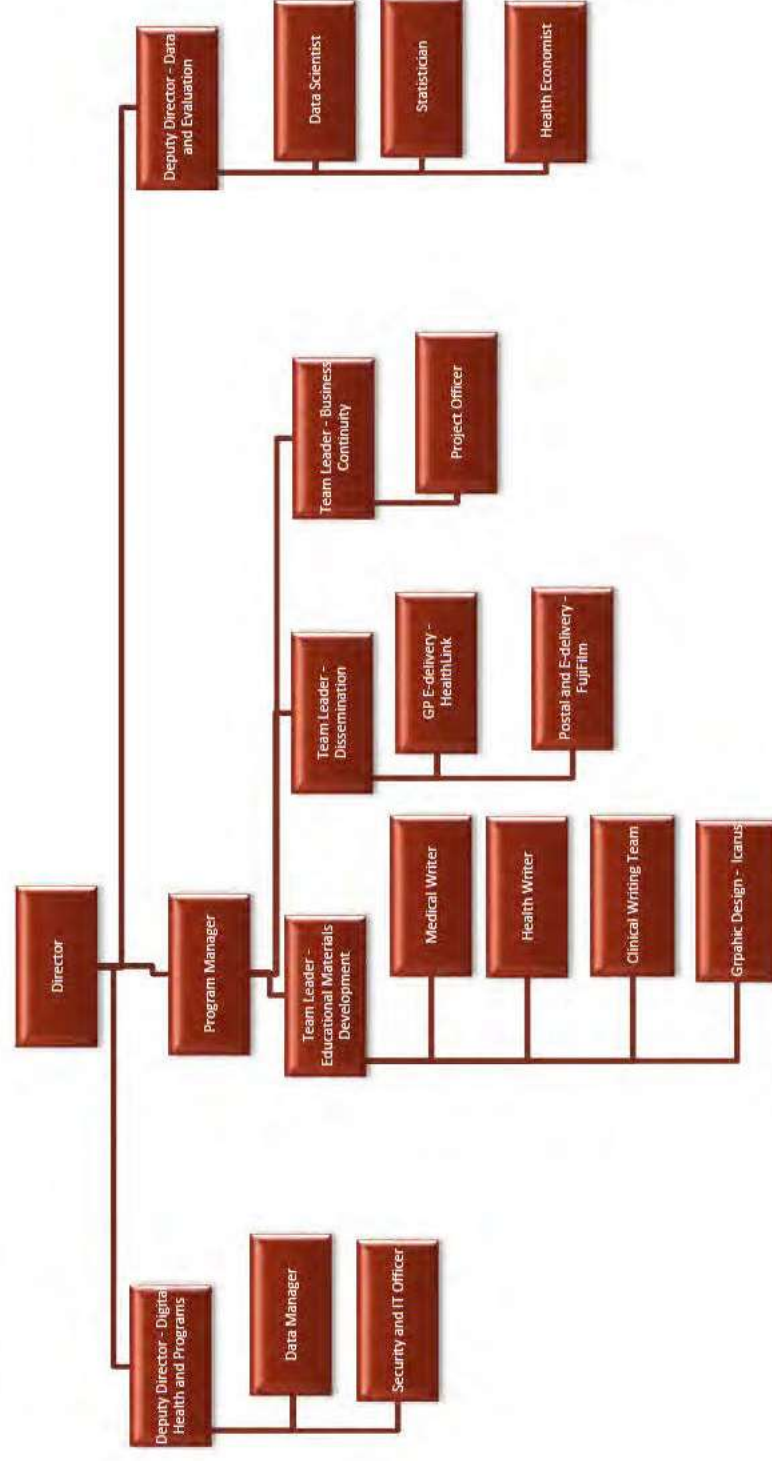
Signature of witness

Name

Date

Appendix G

Program Staffing Structure



Appendix H: Communications Management Plan

2023-2027

University of South Australia
North Terrace, Adelaide, 5001
GPO Box 2471, Adelaide, 5001

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Web: www.unisa.edu.au

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1. Introduction

- 1.1. The University of South Australia (UniSA) has entered into a Deed of Agreement with the Australian Government Department of Veterans' Affairs (DVA) for the provision of the Veterans' Medicines Advice and Therapeutics Education Services (MATES) program.
- 1.2. A Program Management Plan is the master-planning document for this program, integrating, summarising and referencing other plans and schedules as required. The document outlines the Communications Management Plan which forms part of the Program Management Plan.
- 1.3. The Communications Management Plan defines how the University of South Australia will manage all program communications.

2. Aims and Objectives

- 2.1. The aim of the Communications Management Plan is to collect, disseminate, store and dispose of all program information in accordance with DVA and University of South Australia requirements, policies and procedures.
- 2.2. The objectives of the Communication Management Plan are to:
 - Identify the various types of communications that will occur within the program;
 - Define the responsibilities for the collection, dissemination, storage and disposal of program information;
 - Provide a framework for the collection, dissemination, storage and disposal of program information;
 - Describe the review and approval process for the dissemination of program information.
- 2.3. The Communications Management Plan is an integral part of all program activities including decision making and planning processes.

3. Key Principles

- 3.1. The Communications Management Plan is underpinned by the following communications principles:
 - Communications will be considered in the context of the Veterans' MATES Program Management Plan, Security Framework and University of South Australia's internal quality management system for program management;
 - Any communications will ensure that commercial, security and confidentiality interests are protected;
 - The program will be actively promoted throughout the contract period;
 - The sponsorship of DVA will be acknowledged in all external communications.

4. The Environment

- 4.1. The Communications Management Plan covers both internal and external communications.
- 4.2. Internal communications are considered to include the flow of information between or within any of the following organisations and their staff, who from time to time undertake program activities:
 - University of South Australia;
 - DVA;
 - The University of Adelaide, Research & Business Partnerships;
 - Australian Medicines Handbook Pty Ltd;
 - Phoenix Australia
 - SA Health
 - HealthLink
 - Fujifilm
 - Icarus
 - Other subcontractors who enter into an agreement with University of South Australia to provide goods or services as part of the program.
- 4.3. External communications are considered to be the flow of program information from or to all other parties.
- 4.4. External communications originating from and disseminated by DVA or provided to DVA are specifically excluded from the communication management plan.

5. Types of Communication

- 5.1. The Communications Management Plan covers both formal and informal communications.
- 5.2. **Formal Communications**
 - 5.2.1. The following types of communication are defined as formal communications.
 - All external communications including campaign material, publications, conference presentations, media releases and other forms of promotion.
 - Seeking of and granting of permission to release information to external parties.
 - Any contractual negotiations, changes to the Agreement or any subsequent contract or agreement and any other contractual issue.
 - Notices defined within the Agreement.
 - Changes to the program management plan.
 - Various program plans and reports noted in the program management plan or Agreement (see Appendix A for definition of program reports).

- Financial documentation including invoices and acquittals.
- Risk register.
- Health and safety reports.
- Intellectual properties register.
- Program Management Committee meetings, Program Executive meeting, Operational Team meetings, and Reference Group meetings.
- Business enhancements and innovations.
- Notification of issues which could impede program aims and objectives.

5.3. Informal Communications

5.3.1. Informal communications are defined as all other internal communications.

6. Lines of Communication

6.1. The program subcontractor structure is shown in Appendix B and the program staffing structure is shown in Appendix G of the Program Management Plan.

6.2. The broad responsibilities of the program staff are found in the University's position descriptions and subcontractor responsibilities are noted in section six of the Program Management Plan. Attachment A contains a detailed description of which program staff are responsible for specific types of communication with DVA.

6.3. External Communications

6.3.1. DVA is responsible for the approval of all external communications.

6.3.2. The Program Director will ensure that all external communications are approved by DVA.

6.3.2.1. A standard operating procedure for dissemination of all external communications has been developed.

6.3.2.2. Program and subcontractor staff will be provided with a copy and required to adhere to the procedures at all times.

6.4. Internal Communications

6.4.1. The Program Director will review and approve all formal communications.

6.4.1.1. A standard operating procedure for dissemination of all internal communications has been developed.

6.4.1.2. Program and subcontractor staff will be provided with a copy and required to adhere to the procedure at all times.

6.4.2. The Program Director will authorise all direct communications between a subcontractor and DVA. If there is contact related to the program between DVA and subcontractors, then discussions, instructions, actions or information provided must be promptly conveyed to the Program Director.

6.4.3. All other informal communication may occur as required between defined internal parties.

7. Communication Management Framework

7.1. University of South Australia will ensure that all formal communications originating from the University are documented in writing.

7.1.1. University of South Australia will develop, disseminate, store and dispose of communication documents in accordance with the specifications noted in section 8 of this plan.

7.2. *DVA is responsible for documenting in writing, all formal communication that originates from DVA.*

7.3. Campaign Material

7.3.1. Campaign materials will be reviewed by the editorial committee prior to dissemination, in accordance with the process detailed in Section 4.3 and Appendix C of the Program Management Plan.

7.4. Meetings

7.4.1. The following committees have been defined in the Program Management Plan.

- Program Management Committee (see 5.3 program management plan);
- Program Executive Committee (see 6.3 program management plan);
- Operational Team (see 5.4 program management plan).

7.4.2. For the purposes of program management review, annual planning and campaign development, program and subcontractor staff may conduct other meetings from time to time.

7.4.3. Veteran and Practitioner Reference groups will hold a minimum of two (2) meetings per year.

7.4.4. Meetings will be appropriately managed including the development and timely dissemination of appropriate agendas, associated papers and meeting schedules, and the provision of facilities and resources for each meeting.

7.4.4.1. DVA will be responsible for Program Management Committee.

7.4.4.2. University of South Australia will be responsible for the management of all other meetings.

7.4.5. Written notes including decisions, instructions, agreements, action plans, due dates and responsible parties will be issued to all parties within two weeks of each meeting by the responsible organisation.

7.4.6. University of South Australia will report significant outcomes from meetings held at Operational Team meetings.

7.5. Key Stakeholder Communications

- 7.5.1. The program team and DVA recognise the importance of engaging all key stakeholders in the program through a consultative process.
- 7.5.2. University of South Australia will consult with and provide key stakeholder organisations with information throughout the program.
- 7.5.3. University of South Australia will provide a summary of key outcomes from all consultations with key stakeholder organisations within the quarterly reports (see Appendix A program management plan).

7.6. Reporting

- 7.6.1. University of South Australia will provide written reports to DVA in accordance with Appendix A in the program management plan.

7.7. Information Provision, Publicity and Promotion

- 7.7.1. The program team recognise the importance of ensuring that all information for publicity and media purposes in regard to the program is reviewed and authorised by DVA.
- 7.7.2. Program and subcontractor staff will direct all contact from external parties requesting information on the program to the Program Director.
- 7.7.3. Where formal communication is requested, the Program Director will take note of relevant details from the contacting party including name, contact details and reason for request and immediately forward this in writing to DVA.
- 7.7.4. *DVA will contact or authorise the Program Director in writing to contact the party concerned.*
- 7.7.5. University of South Australia or subcontractor staff involved in 'newsworthy activities' relating to the program will contact the Program Director.
- 7.7.6. If appropriate, the Program Director will pass on information regarding the activities to DVA, seeking DVA direction for further action.
- 7.7.7. If requested by DVA, University of South Australia will develop media releases in a clear, succinct format.
- 7.7.8. The Program Director will review any draft media releases requested by DVA, prior to sending to DVA.
- 7.7.9. *DVA may issue or authorise the Program Director in writing to issue the media release.*

7.8. Publication and Conference Presentations

- 7.8.1. The program team recognise the importance of ensuring that all material relating to publications and conference presentations in regard to the program, are reviewed and authorised by DVA.
- 7.8.2. The Program Director will review any publication or conference material prior to sending to DVA.

- 7.8.3. University of South Australia will provide material to DVA for publication and conference presentations as described in 4.4.5 of the Program Management Plan.
- 7.8.4. DVA may forward, or authorise the Program Director in writing to forward any material to a journal for publication.
- 7.8.5. *DVA may present or authorise the Program Director in writing to present any material at a conference.*

8. Document Management

- 8.1. University of South Australia will develop all documents on programs contained within the MS Office suite of products, version 2016 or higher.
- 8.2. University of South Australia uses the M-Files document management software system for all documents relating to formal communication.
 - 8.2.1. A unique identifier will be applied to and recorded on these documents.
 - 8.2.2. Version numbers will also be applied to and recorded on these documents. As changes are made to the document, a new version number will be recorded (automatically allocated by M-files).
- 8.3. University of South Australia will provide electronic copies via email of all unclassified documents relating to formal communications, and if requested by DVA provide a hard copy of the document.
- 8.4. University of South Australia will provide security classified documents to DVA in accordance with the Security Management Plan (refer 7.13 of the program management plan).
- 8.5. At a minimum one (1) electronic copy of all documents relating to formal communications will be stored by University of South Australia for the contract period.
 - 8.5.1. Electronic copies of unclassified documents will be archived on the primary program server.
 - 8.5.2. Electronic copies of security classified documents will be archived in accordance with the Security Management Plan (refer 7.13 of the Program Management Plan).
- 8.6. University of South Australia will dispose of all documents relating to the program in an appropriate manner.
 - 8.6.1. Hard copy unclassified documents will be disposed of in a confidential waste bin serviced by Iron Mountain Australia: Records and Data Management.
 - 8.6.2. Hard copy security classified documents will be disposed of in accordance with the Security Management Plan (refer 7.13 of the Program Management Plan).
 - 8.6.3. Electronic copies of unclassified documents will be deleted from the program server or any external medium to which that the document may have been transferred.

- 8.6.4. Electronic copies of security classified documents will be disposed of in accordance with the Security Management Plan (refer 7.13 of the Program Management Plan).
- 8.7. Upon program completion, University of South Australia will provide to DVA an electronic copy of requested documents relating to formal communications.
- 8.8. University of South Australia will retain one (1) electronic copy of all program documents.

9. Plan Revisions

- 9.1. This Plan will be revised by the senior program team on an annual basis.
 - 9.1.1. The revision process will, in consideration of the aims and objectives of the plan, update content as required.
- 9.2. The version number and date of changes will be recorded in the document management system (M-files) in accordance with the requirements of section 8.2 of the Communications Management Plan.

Attachment A: Veteran's MATES Program - Communication Processes

The Program Management Plan for the Veteran's MATES program includes a Communications Management Plan for 2023-2027. The **s 47F** will be the primary point of contact with the Department of Veterans' Affairs for all operational matters, however some delegations will stay in place for certain activities.

The table below is not meant to be an exclusive list of all communication, nor is it meant to restrict communication between individuals within DVA and University of South Australia.

Communication	University of South Australia Nominee	DVA Nominee	Notes
Formal Contractual – written	s 47F	Mr Sean s 47F	Note: Only VC is delegated to sign Veterans' MATES contracts.
Strategic planning, national policy and quality use of medicines issues and developments (beyond the scope of the current Services Agreement)	s 47F	Ms Kylie s 47F Ms Sue s 47F	This communication is as required or as opportunities arise. Some discussion takes place through operational committee meetings.
Contract variations negotiations	s 47F	Ms Sue s 47F	For ease of documentation and audit purposes, the aim is for communication to be restricted to one person per organisation for negotiations
Operational *Meeting notices and minutes *Finance matters *Publications and conferences	s 47F	Ms Sue s 47F	General communication will come from University of South Australia via s 47F for most matters. All email communication from DVA to s 47F is to be copied to Manager: Veterans' MATES.

Communication	University of South Australia Nominee	DVA Nominee	Notes
Campaign materials and Editorial Committee	s 47F	Ms Sue s 47F	Direct communication on Editorial Committee agenda and materials to be distributed will come from University of South Australia via s 47F with s 47F copied in to emails or advised of communication by phone. DVA contact person also to be copied in emails. All email communication from DVA to s 47F is to be copied to s 47F.
Post Editorial Committee discussions to finalise campaign Materials	s 47F	Ms Sue s 47F	These discussions generally occur by phone and email. All telephone discussions are documented by University of South Australia.
Security – technical	s 47F	Mr Jason s 47F	Regular reports go in encrypted form
Security - operational	s 47F	Ms Sue s 47F	As per existing arrangements. DVA contact person to be copied in
Data Requests and Transfer	s 47F	Ms Sue s 47F	As per existing arrangements
Travel arrangements	s 47F	Ms Sue s 47F	As per Services Agreement
Data approvals	s 47F	Ms Sue s 47F	As per Standard Operating Procedures
Data problems	s 47F	Mr Cong s 47F	DVA employed, based in DHS. Ms Sue s 47F and DVA contact person to be copied in

Appendix I: Quality Management Plan

2023-2027

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1. Introduction

- 1.1. The University of South Australia (UniSA) has entered into a Deed of Agreement with the Australian Government Department of Veterans' Affairs (DVA) for the provision of the Veterans' Medicines Advice and Therapeutics Education Services (MATES) program.
- 1.2. A Program Management Plan is the master-planning document for this program, integrating, summarising and referencing other plans and schedules as required. The following Quality Management Plan forms part of the Program Management Plan.
- 1.3. The Quality Management Plan will document the quality standards and assurance for this program.

2. Aims and Objectives

- 2.1. The aim of the Quality Management Plan is to consistently provide program deliverables that meet DVA quality standards and comply with University of South Australia's internal quality management system.
- 2.2. The objectives of the quality management plan are to:
 - Define the responsibilities for quality management;
 - Provide a framework for the quality management processes;
 - Outline monitoring, review and approval procedures.
- 2.3. The Quality Management Plan will continue to be an integral part of all program activities including decision making and planning processes.

3. Key Principles

- 3.1. The Quality Management Plan is underpinned by the following principles:
 - The quality of program deliverables will comply with both DVA Service Charter and University of South Australia's quality management system for program management;
 - Quality and consistency standards for all program deliverables is of importance.

4. The Environment

- 4.1. The program deliverables described in section 4 of the Program Management Plan are:
 - Ethics approval;
 - Health issues identification and data analysis;
 - Preparation of targeted health education material;
 - Dissemination of health education information;
 - Evaluating health education impacts; and
 - Business enhancements & innovations.
 - Ordering services

5. Responsibilities

- 5.1. The subcontractor structure is shown in Appendix B and the program staffing structure is shown in Appendix G of the Program Management Plan.
- 5.2. The responsibilities of the program staff are described in the University's position descriptions. Subcontractor responsibilities are noted in section 6 of the Program Management Plan.
- 5.3. The Program Director will be responsible for the quality of all program deliverables.
 - 5.3.1. The Program Director will review and authorise all quality systems prior to implementation.
 - 5.3.2. The Program Director will review and sign off on quality audits.
 - 5.3.3. The Program Director will review all program deliverables prior to being sent to DVA. Program deliverables will not be despatched until the delegated senior team member has authorised their release.
- 5.4. DVA will review and if appropriate authorise all program deliverables. This will occur prior to the dissemination of any program deliverable to external parties (refer 6.3 communication plan).
- 5.5. The Program Director will be responsible for development and oversight of quality systems for the program.
- 5.6. The Project Coordinator: Veterans' MATES will be responsible for implementing and maintaining quality systems for the program.
 - 5.6.1. The Project Coordinator: Veterans' MATES will, in consultation with the Program Director, Deputy Directors and Manager: Veterans' MATES, develop standard operating procedures.
 - 5.6.2. The Project Coordinator: Veterans' MATES will be responsible for implementation and maintenance of standard operating procedures.
 - 5.6.3. The Project Coordinator: Veterans' MATES will be responsible for scheduling and managing quality audits. These quality audits will be reviewed and signed off by the Program Director.
- 5.7. The Senior Program Team (refer 6.2 program management plan) will be responsible for assisting with the review of quality systems and quality audits.
 - 5.7.1. The Senior Program Team will review all standard operating procedures prior to implementation and make suggestions for changes.
 - 5.7.2. The Senior Program Team will review the outcome of all quality audits and make suggestions for any changes to systems which may improve quality outcomes.
- 5.8. DVA will be responsible for the final authorisation of all program deliverables prior to dissemination.

6. Quality Management Framework

- 6.1. University of South Australia have and will continue to provide a range of experts who are experienced in the required program areas such as pharmacy, medicine, pharmacoepidemiology, health promotion, research, database management, program implementation and program management to ensure the quality of all program deliverables.
 - 6.1.1. The program team along with the subcontractor staff are highly qualified to undertake all program activities.
- 6.2. University of South Australia will develop a quality system including the implementation and management of standard operating procedures to ensure consistency and quality of all program deliverables.
 - 6.2.1. The Project Coordinator: Veterans' MATES will, in consultation with the Program Director, develop standard operating procedures which specify how activities for the provision of each program deliverable will be undertaken.
 - 6.2.2. As soon as the standard operating procedures have been developed, the Project Coordinator: Veterans' MATES will provide a copy to all program and subcontractor staff who will be required to adhere to the procedures at all times.
 - 6.2.3. The Project Coordinator: Veterans' MATES is responsible for updating the quality system, including the standard operating procedures and quality audit processes, in line with outcomes from the review processes.
- 6.3. University of South Australia has developed and will continue to manage a program work schedule (refer 7.3 Program Management Plan).
 - 6.3.1. The work schedule will assist the program team to provide program deliverables within the agreed timeframe and, if necessary, advise DVA of any delays.
 - 6.3.2. The work schedule will also identify any delays with other associated activities and program deliverables.
 - 6.3.3. The Manager: Veterans' MATES is responsible for the management and updating of the work schedule.
- 6.4. Health Issues Identification and Database Analysis
 - 6.4.1. Databases will be accurately analysed, employing a multi-strategic, multi-level approach which examines medication specific, setting specific, veteran specific, medical practitioner specific or condition specific data.
 - 6.4.2. University of South Australia has in place and will continue to implement multiple measures to ensure quality outcomes are consistently achieved.
 - 6.4.2.1. In consultation with the Program Director and Manager: Veterans' MATES, the Evaluation Leader and program staff will be responsible for data analysis. In all cases a quality use of medicines approach, defined as

judicious patient management, appropriate, safe and effective medication use will help formulate the research questions analysed using the database and set the evaluation questions.

6.4.2.2. The Program Director and Evaluation Leader will review data analysis for accuracy, consistency and appropriateness prior to use.

6.4.2.3. University of South Australia will regularly update databases as new data are received.

6.4.2.4. University of South Australia will test information from the databases once updated for accuracy and consistency.

6.4.3. The quality of database analysis will be demonstrated by the following methods.

6.4.3.1. Tests on the information from the databases to ensure that the information obtained is consistent.

6.4.3.2. Acceptance of each report containing data analysis by DVA.

6.5. Preparation of Targeted Health Education Material

6.5.1. Well-presented materials will be developed for each of the stakeholder groups (see 4.3 Program Management Plan), which provide concise, appropriate and accurate information.

6.5.2. University of South Australia has in place and will continue to implement a number of measures to ensure quality outcomes are consistently achieved.

6.5.2.1. University of South Australia will apply appropriate academic processes in regards to the research undertaken for each campaign.

6.5.2.2. Literature reviews will be undertaken by program staff to identify the most recent information related to the campaign.

6.5.2.3. Program and subcontractor staff, where applicable, will take part in the development of all education material. (see Appendix C Program Management Plan).

6.5.2.4. Educational material will be peer reviewed prior to finalisation.

6.5.2.5. A graphic artist will be consulted to ensure that the presentation of material is appropriate for the needs of various stakeholders.

6.5.2.6. The Program Director or delegated senior team member will review and if appropriate authorise all material prior to sending to DVA.

6.5.3. The quality of the health education material will be demonstrated by the following methods:

6.5.3.1. Acceptance of health education material by the Editorial Committee;

6.5.3.2. Positive stakeholder feedback from the evaluation of each campaign (see 4.5 program management plan);

- 6.5.3.3. Positive stakeholder unsolicited feedback received by call centres and DVA state offices (see 4.4 program management plan);
- 6.5.3.4. Positive stakeholder feedback provided within reference group meetings (see 6.5 program management plan);
- 6.5.3.5. Provision of a systematic evaluation on achievement of campaign objectives. (see Appendix A program management plan).

6.6. Dissemination of Health Education Information

- 6.6.1. Campaign material will be disseminated to appropriate stakeholders (see 4.4 Program Management Plan) in a timely and accurate manner.
- 6.6.2. University of South Australia has in place and will continue to implement multiple measures to ensure quality outcomes are consistently achieved.
 - 6.6.2.1. The Data Management coordinator will run quality assurance tests on feedback material obtained from the database prior to dissemination for accuracy. An independent staff member will also review feedback material for accuracy.
 - 6.6.2.2. Fujifilm is contracted to disseminate campaign material and meets all the security requirements for the Program.
- 6.6.3. The quality of the stakeholder education material dissemination process will be demonstrated by the following methods:
 - 6.6.3.1. Positive stakeholder feedback from the evaluation of each campaign (see 4.5 Program Management Plan);
 - 6.6.3.2. Positive stakeholder unsolicited feedback received by the VAPAC call centre and DVA state offices (see 4.4 Program Management Plan).

6.7. Evaluating Health Education Impacts

- 6.7.1. University of South Australia will evaluate the impacts of the health education material on the target groups (see 4.5 Program Management Plan).
- 6.7.2. University of South Australia has in place and will continue to implement multiple measures to ensure quality outcomes are consistently achieved.
 - 6.7.2.1. In consultation with the Program Director and Manager: Veterans' MATES, the Evaluation Leader and program staff will evaluate stakeholder feedback and short term and long term impacts of the health education materials.
 - 6.7.2.2. The Program Director and Evaluation Leader will review evaluation methodology and analysis.
- 6.7.3. The quality of the program evaluation will be demonstrated by the following methods.

- 6.7.3.1. Favourable feedback on evaluation methodology from program executive committee and editorial committee.
- 6.7.3.2. Acceptance of each report containing program evaluation by DVA.
- 6.7.3.3. Acceptance of publications in academic literature.

6.8. Materials for preparation of papers and conference presentations

- 6.8.1. Material appropriate for publication in quality peer reviewed journals and material appropriate for presentation at quality national and international conferences will be produced regularly.
- 6.8.2. University of South Australia has in place and will continue to implement multiple measures to ensure quality outcomes are consistently achieved.
 - 6.8.2.1. Appropriate academic methods will be applied to the development of material for publication and conference material.
 - 6.8.2.2. Senior program and subcontractor staff, where applicable, will take part in the development and review of publication and conference material (see 4.4 Program Management Plan).
- 6.8.3. The quality of the publications will be demonstrated by the following methods.
 - 6.8.3.1. Acceptance of material by peer reviewed journals;
 - 6.8.3.2. Acceptance of material for presentations by conference organisers;
 - 6.8.3.3. Invitation to provide a key note address at conferences;

6.9. Business enhancements and innovations

- 6.9.1. Program business enhancements and innovations named in the Deed are to be delivered in the initial contract period.
- 6.9.2. University of South Australia has already and will continue to implement a number of measures to ensure quality outcomes are consistently achieved.
 - 6.9.2.1. Senior program and subcontractor staff, where applicable, will be involved in the review of program outcomes and development of innovative ideas to address health and health systems issues that arise.
 - 6.9.2.2. Innovations and enhancements will be reviewed by senior program and subcontractor staff, where appropriate, opinion leaders or the health economists.
 - 6.9.2.3. Reference groups and other key stakeholders may, if relevant, be consulted with the approval of DVA (see 7.5 Communications Management Plan).
- 6.9.3. The quality of the innovation development process will be demonstrated by the following methods:

6.9.3.1.1. Positive stakeholder feedback from the evaluation of each innovation and enhancement (see 4.5 Program Management Plan);

6.10. Program Management

6.10.1. University of South Australia staff have required program management knowledge, skills, tools and techniques which will be applied to all associated activities to meet the requirements of the program.

6.10.2. University of South Australia has in place and will continue to implement multiple measures to ensure quality outcomes are consistently achieved.

6.10.2.1. University of South Australia will manage program plans, timelines and schedules in accordance with Section 7 of the Program Management Plan.

6.10.2.2. University of South Australia will develop, implement and manage program policies, procedures and guidelines in accordance with Section 7 of the Program Management Plan.

6.10.2.3. University of South Australia will provide program and sub-contractor staff with all program plans in accordance with Section 7 of the Program Management Plan.

6.10.2.4. University of South Australia will provide or procure all resources in accordance with Section 7 of the Program Management Plan.

7. Plan Revisions

7.1. This plan will be revised by the Senior Program Team on an annual basis.

7.1.1. The revision process will, in consideration of the aims and objectives of the plan, update content as required.

7.1.2. The version number and date of changes will be recorded on the document and in accordance with the requirements of 8.2 of the communications management plan (Appendix H).

7.1.3. A statement in the Quarterly Report will report the periodic quality assurance process.

Appendix J: Intellectual Property Management Plan

2023-2027

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1. Introduction

- 1.1. The University of South Australia (UniSA) has entered into a Deed of Agreement with the Australian Government Department of Veterans' Affairs (DVA) for the provision of the Veterans' Medicines Advice and Therapeutics Education Services (MATES) program.
- 1.2. A Program Management Plan is the master-planning document for this program, integrating, summarising and referencing other plans and schedules as required. The following Intellectual Property (IP) Management Plan forms part of the Program Management Plan.
- 1.3. The IP Management Plan defines how the University of South Australia will identify and manage program IP.

2. Aims and Objectives

- 2.1. The aim of the IP Management Plan is to protect the IP rights of all stakeholders in the program.
- 2.2. Objectives of the IP Management Plan are:
 - To outline the responsibilities of senior program staff, subcontractors and third parties within the process;
 - To provide a framework for the identification, management and protection of intellectual property rights;
 - To describe the reporting, monitoring and management procedures associated with intellectual property related to the program.
- 2.3. The IP Management Plan will continue to be an integral part of all program activities including decision making and planning processes.

3. Key Principles

- 3.1. The IP Management Plan is consistent with the Australian Standard of Risk Management and University of South Australia's internal quality management system for program management.
- 3.2. The IP of all stakeholders must be protected throughout and subsequent to the Agreement period.

4. The Environment

- 4.1. The following primary stakeholders will be considered by University of South Australia in all processes described in the IP management plan:
 - DVA;
 - University of South Australia;
 - Subcontractor organisations;
 - PhD students.
- 4.2. IP in this plan includes:

- patents;
 - trade marks (including service marks), design rights, business names and official emblems and crests;
 - copyright (including neighbouring rights), and confidential information (including trade secrets and know how); and
 - other rights applicable to or resulting from industrial, scientific, literary or artistic intellectual activity.
- 4.3. IP includes background (or pre-existing), foreground (or that created by the program) and third party IP.

5. Roles and Responsibilities

- 5.1. The subcontractor structure is shown in Appendix B and the program staffing structure is shown in Appendix G of the Program Management Plan.
- 5.2. The responsibilities of specified program staff and subcontractor responsibilities are noted in section 6 of the program management plan.
- 5.3. The Program Director will be responsible for the management of all IP used within program activities.
- 5.4. The Program Director will notify DVA of any IP issues that could potentially impede the program outcomes.
- 5.4.1. *DVA will consider and advise on the course of action which should be taken in regards to the notified risks.*
- 5.5. The Program Director will be responsible for overseeing the IP management system for the program.
- 5.6. The Senior Program Team (refer 6.2 Program Management Plan) will be responsible for assisting with the review of the IP management system.
- 5.7. Program and subcontractor staff, where applicable, will be responsible for contributing towards the protection of IP rights and will regularly be reminded:
- Of IP obligations and issues arising from the Deed of Agreement;
 - The need to register their organisation's background IP if provided to the program.
- 5.8. IP issues will be standard on agendas of Senior Program Team meetings, Clinical Reference Group meetings and Program Executive meetings.
- 5.9. The key responsibilities of senior program staff and subcontractors are defined in Table 1

Table 1 Key responsibilities of senior staff & subcontractors

DVA	Program Director	Manager: Veterans' MATES	Project Coordinator: Veterans' MATES Project	Deputy Director - Digital Health & Programs	Deputy Director – Data & Evaluation	Development Coordinator	Evaluation Team leader	Subcontractors
Review and approval of IP management plan	Participate in training	Participate in training	Participate in training	Participate in training	Participate in training	Participate in training	Participate in training	Participate in training (where applicable)
Review of IP register	Identification and disclosure of IP	Management of IP register	Identification and disclosure of IP	Identification and disclosure of IP	Identification and disclosure of IP	Identification and disclosure of IP	Identification and disclosure of IP	Identification and disclosure of IP
Consider and provide instruction for issues that could impede the program outcomes	Review of IP audits Communication with DVA	Scheduling and managing IP audits	Review of IP audits	Review of IP audits	Review of IP audits	Recording of IP onto register	Review of IP audits	Protection of IP

6. IP Management Framework

6.1. University of South Australia will manage the IP environment (see 7.14 Program Management Plan) in accordance with the following framework.

6.2. IP Identification

- 6.2.1. University of South Australia will identify IP contributed by the University that will be used in program activities.
- 6.2.2. Subcontractors will identify subcontractor IP that will be used in program activities, and will provide University of South Australia with this information to record on the IP risk register in the format of Schedule 9 of the Deed, where applicable.
- 6.2.3. University of South Australia and subcontractor staff, where applicable, will conduct regular IP audits for the purpose of identifying other material which, from time to time, may be used in program activities.
 - 6.2.3.1. Members of writing team will conduct an IP audit upon completion of the campaign development process (see Appendix C Program Management Plan) which will identify and attribute ownership to all IP used in the development of the campaign.
 - 6.2.3.2. University of South Australia will conduct an IP audit upon completion of each campaign.
- 6.2.4. University of South Australia will upon receipt of any material to be used in program activities, other than University of South Australia or subcontractor material identified in the above processes, identify such material.

6.3. IP Registration

- 6.3.1. University of South Australia has developed an IP register in the format of Schedule 9 of the Deed for the recording of all IP related to the program.
- 6.3.2. The IP register requires the following items, where appropriate to be recorded for each item registered:
 - description of the IP;
 - definition of the IP as either background, foreground or third party;
 - who the IP is owned by;
 - form of IP (see 4.2 this plan);
 - licensing agreements in place;
 - date of creation
 - Notes, including but not limited to limitations to the licences granted; and warranties.
- 6.3.3. University of South Australia will apply a unique identifier to each IP item recorded (see section 8.2.1 of the Communications Management Plan).
- 6.3.4. Upon registration and where practicable, one copy of each item will be provided to and kept on file by University of South Australia. Appropriate security requirements will be adhered to for classified IP (see 7.14 Program Management Plans).

6.3.5. University of South Australia will record all identified IP on the IP register.

6.4. IP Referencing

6.4.1. DVA will be recorded as the owner of all newly created IP resulting from program activities.

6.4.1.1. Ownership of such material will be attributed to DVA and where appropriate recorded as such within the newly created material.

6.4.1.2. Where the newly created material includes IP from other parties, these other parties will be referenced appropriately within the newly created material.

6.4.2. University of South Australia will seek a licence from DVA as and when required for the use of all DVA IP other than for the purposes set out within the Agreement.

6.4.2.1. *DVA will respond to a licence request in a timely manner.*

6.4.2.2. University of South Australia will not use DVA IP other than for the purposes set out within the Agreement without the granting of licence by DVA.

7. Plan Revisions

7.1. This plan will be revised by the Senior Program Team on an annual basis.

7.1.1. The revision process will, in consideration of the aims and objectives of the plan, update content as required.

7.2. The version number and date of changes will be recorded on the document (M-files version) and in accordance with the requirements of 8.2 of the Communications Management Plan.

Appendix K: Risk Management Plan

2023-2027

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1. Introduction

- 1.1. The University of South Australia has entered into a Deed of Agreement with the Australian Government Department of Veterans' Affairs (DVA) for the provision of the Medicines Advice and Therapeutics Education Services (MATES) program.
- 1.2. A Program Management Plan is the master-planning document for this program, integrating, summarising and referencing other plans and schedules as required. This document outlines the Risk Management Plan that forms part of the Program Management Plan.
- 1.3. The Risk Management Plan defines how the University of South Australia will identify, assess and manage potential risks to the program.

2. Aims and Objectives

- 2.1. The aim of the Risk Management Plan is to properly manage or minimise risks which will adversely influence the achievement of the program's aims and objectives. This will be achieved through the implementation of the Risk Management Plan.
- 2.2. Objectives of the Risk Management Plan are:
 - To outline the responsibilities of senior program members within the process;
 - To provide a framework for the identification, assessment and proactive management of risks;
 - To describe the reporting, monitoring and evaluation procedures for risk management;
 - To document the implementation and ongoing management process for the Risk Management Plan.
- 2.3. The Risk Management Plan will continue to be an integral part of all program activities including decision making and planning processes.

3. Key Principles

- 3.1. The Risk Management Plan is consistent with the Australian Standard of Risk Management and University of South Australia's internal quality management system for program management.
- 3.2. The Risk Management Plan involves the continual identification, assessment and control of all program risks.

4. The Environment

- 4.1. The impact on or by the following primary stakeholders will be considered by the University of South Australia in all risk management processes described in the risk management plan:
 - DVA;
 - Veterans;
 - General Practitioners (GPs);
 - Pharmacists;

- Other health providers;
- Organisations representing veterans;
- Organisations representing GPs;
- Organisations representing pharmacists;
- Organisations representing other health providers;
- Subcontractor organisations;
- Subcontractor staff;
- University of South Australia staff.

4.2. In undertaking the processes described in this Risk Management Plan the following contexts will be considered by the University of South Australia:

- External environments including:
 - legal;
 - political; and
 - broader community.
- Internal environments including:
 - security;
 - confidentiality;
 - intellectual property;
 - contractual;
 - financial;
 - administrative;
 - deliverable; and
 - occupational health and safety.

5. Roles and Responsibilities

5.1. The Program Director will be responsible for the management of all program risks.

5.2. The Program Director, Deputy Director – Digital Health & Programs, Deputy Director – Data & Evaluation, and Project Coordinator: Veterans’ MATES will be responsible for the implementation and management of the risk management plan.

5.3. The Program Director will notify DVA of any risks that could potentially impede the program outcomes.

5.3.1. DVA will consider and advise on the course of action which should be taken in regards to the notified risks.

5.4. The Project Coordinator: Veterans’ MATES will be responsible for developing and maintaining a risk management system for the program.

5.4.1. The Project Coordinator: Veterans’ MATES will, in consultation with the Program Director, Deputy Director – Digital Health & Programs, Deputy Director – Data & Evaluation, and Manager: Veterans’ MATES, develop standard operating procedures for risk management.

5.4.2. The Project Coordinator: Veterans’ MATES will be responsible for implementation and maintenance of standard operating procedures.

5.4.3. The Project Coordinator: Veterans’ MATES will be responsible for the scheduling and managing of risk audits.

- 5.5. The Senior Program Team (refer 6.2 Program Management Plan) will be responsible for assisting with the review of risk management systems.
- 5.5.1. The Senior Program Team will review all standard operating procedures prior to implementation and make suggestions for changes.
- 5.5.2. The Senior Program Team will review the outcome of all risk audits and make suggestions for any changes to systems which may improve outcomes.
- 5.6. The risk management process will include all program participants through various activities.
- 5.6.1. Program staff and subcontractors, where applicable, will participate in training workshops on risk identification, assessment and control techniques which will be provided by University of South Australia.
- 5.6.2. Standard operating procedures, to which all program and subcontractor staff will be required to adhere (see program management plan section 7), will be developed for all primary program activities by University of South Australia, including:
- reporting, assessment and identification of program risks, and
 - audits to evaluate the control of identified risks and if necessary reassess the control methods.
- 5.3.3 In addition, consideration of risk identification, assessment and management will be included as a standard agenda item at Senior Program Team meetings and Program Executive Committee meetings.
- 5.7. Specific roles and responsibilities of program staff are detailed in Table 1.

6. Risk Management Framework

- 6.1. University of South Australia will manage the program risk environment throughout the program period in accordance with the following framework.

6.2. Risk Identification

This phase involves the identification of potential threats to the program.

- 6.2.1. University of South Australia will conduct a risk identification process every six (6) months. This will involve but not be limited to an audit identifying all potential threats to the program and will involve the consideration of the total environment.
- 6.2.1.1. Security and IT Officer will be responsible for identifying data security risks including those specifically associated with the data management centre environment.
- 6.2.1.2. The Project Coordinator: Veterans' MATES will be responsible for identifying risks associated with all other program contexts.
- 6.2.2. In addition, any member of the program team may identify a risk and notify the Project Coordinator: Veterans' MATES at any time.

- 6.2.3. University of South Australia will ensure all committee and writing group meetings enable those present to identify potential risks within the context of these meetings and associated activities.

TABLE 1: TASK	DVA	Program Director and Deputy Directors	Manager: Veterans' MATES	Project Coordinator: Veterans' MATES	Security and IT Officer	Development Coordinator	Administration Officer
Identify risk		✓	✓	✓	✓	✓	✓
Review and approval of risk management plan	✓						
Review of risk register	✓	✓	✓	✓	✓		
Consideration of issues that could impede the program outcomes	✓						
Implement control measures		✓	✓	✓	✓	✓	✓
Review of audits		✓	✓		✓		
Develop SOPs				✓	✓		

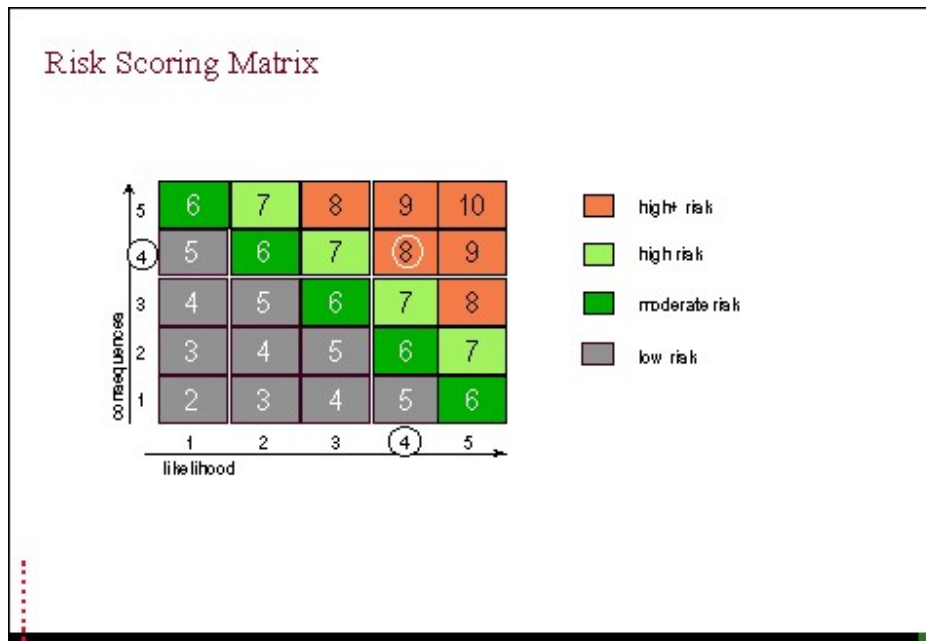
TABLE 1: TASK	DVA	Program Director and Deputy Directors	Manager: Veterans' MATES	Project Coordinator: Veterans' MATES	Security and IT Officer	Development Coordinator	Administration Officer
Review SOPs			✓	✓	✓	✓	
Review risk management plan			✓	✓			
Communication with DVA		✓	✓	✓			
Assess and develop controls for newly identified risks		✓	✓	✓	✓		
Evaluate control of identified risks		✓	✓	✓	✓		
Develop and maintain a risk register			✓	✓			
Review of audits (IT) and others			✓		✓		

6.3. Risk Assessment and Evaluation

6.3.1. University of South Australia will assess the impact of each identified risk by considering the likelihood and associated consequences of the risk in accordance with the Risk Scoring Matrix (See Table 2).

6.3.2. A rating of either low, moderate or high will be allocated to all potential risks identified.

Table 2. Risk Scoring Matrix



6.4. Risk Treatment

6.4.1. High Risks

6.4.1.1. Security and IT Officer and the Project Coordinator: Veterans' MATES will immediately notify the Program Director of any identified risk rated as high with a comment on the likely impact.

6.4.1.2. The Program Director will immediately notify DVA of any identified risk rated as high with a comment on the likely impact and options available to reduce the overall risk level.

6.4.1.3. Security and IT Officer and the Project Coordinator: Veterans' MATES, for each of their respective areas, will develop a risk treatment strategy for each potential threat rated as high. The aim of this strategy will be to firstly eliminate the potential threat or minimise the potential impact of the threat should it occur.

6.4.1.4. The Program Director will assign each risk mitigation strategy to an individual who will be responsible for executing the mitigation strategy and reporting on the status of the threat.

6.4.2. Moderate Risks

- 6.4.2.1. Security and IT Officer and the Project Coordinator: Veterans' MATES, for each of their respective areas, will develop a risk treatment strategy for each potential threat rated as moderate. The aim of this strategy will be to firstly eliminate the potential threat or minimise the potential impact of the threat should it occur.
- 6.4.2.2. The Program Director will assign each risk mitigation strategy to an individual who will be responsible for executing the mitigation strategy and reporting on the status of the threat.

6.4.3. Low Risks

- 6.4.3.1. Risks rated in the risk assessment and evaluation process as low will continue to be monitored at Senior Program Team meetings. Should either the likelihood or impact of the risk change, resulting in an assessment of either high or moderate, a risk mitigation strategy will be applied in accordance with the new rating.
- 6.4.3.2. Senior Program Team will, within one (1) month of completion of the risk audit, review the result of each audit including the rating and suggested treatment for each identified potential threat. Senior Program Team members may suggest alternative ratings or treatments at this time.

6.5. Reporting and Monitoring

- 6.5.1. University of South Australia has developed and will continue to maintain and manage a risk register.

- 6.5.1.1. All identified risks in conjunction with the allocated rating and risk mitigation strategy will be recorded on the risk register.

- 6.5.1.2. University of South Australia will provide to DVA a copy of the risk register upon request.

- 6.5.1.3. High Risks.

- 6.5.1.3.1. The Operational Team will review reports from each of the individuals who are responsible for the risk mitigation strategy as needed during the operational team meeting to ascertain whether the identified risks have been properly addressed. Operational team members will review and may suggest alternative strategies at this time.

- 6.5.1.4. Moderate Risks.

- 6.5.1.4.1. The Senior Program Team will review reports from each of the individuals who are responsible for the risk mitigation strategy on a monthly basis to ascertain whether the identified threats have been properly addressed. Senior Program Team

members will review and may suggest alternative strategies at this time.

6.5.1.5. Low Risks.

6.5.1.5.1. The Project Coordinator: Veterans' MATES will review the assessment of all risks rated as low on a quarterly basis to ensure that the rating is still applicable.

6.6. Implementation and ongoing management.

6.6.1. *DVA will review the risk management plan and provide feedback to University of South Australia.*

6.6.2. University of South Australia will ensure that all program staff and senior subcontractor staff are made aware of the importance of risk management and their individual responsibilities under this Risk Management Plan.

6.6.2.1. Job descriptions for all senior program staff include assigned responsibilities under this Risk Management Plan.

6.6.2.2. Subcontractor agreements include assigned responsibilities under this Risk Management Plan.

6.6.2.3. Additional training sessions relating to specific responsibilities pertaining to security issues are to be attended by all program staff and relevant subcontracting staff.

6.6.2.4. A copy of this Risk Management Plan, once accepted by DVA, will be made available to all program staff and senior subcontracting staff involved in this program. Any changes to the Risk Management Plan authorised by DVA will also be provided to these parties.

6.6.3. University of South Australia will provide a copy of the risk register to DVA as requested by DVA.

6.6.4. University of South Australia will ensure that all program staff and senior subcontractor staff responsible for or involved in the treatment of any risk noted on the risk register are aware of their responsibilities.

6.6.5. University of South Australia will ensure that risk management remains as a standing agenda item for Senior Program Team and Program Executive Committee meetings.

7. Plan Revisions

7.1. This plan will be revised by the Senior Program Team on an annual basis.

7.1.1. The revision process will, in consideration of the aims and objectives of the plan, update content as required.

7.2. The version number and date of changes will be recorded on the document and in accordance with the requirements of section 8.2 of the Communications Management Plan.

Appendix L: Safety Management Plan

2023-2027

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1. Introduction

- 1.1. The University of South Australia has entered into a Deed of Agreement with the Australian Government Department of Veterans' Affairs (DVA) for the provision of the Medicines Advice and Therapeutics Education Services (MATES) program.
- 1.2. A Program Management Plan is the master-planning document for this program, integrating, summarising and referencing other plans and schedules as required. This document outlines the Safety Management Plan that forms part of the Program Management Plan.
- 1.3. The Safety Management Plan defines how the University of South Australia will minimise the risk of adverse health and safety effects to program staff and assist subcontractors to comply with their occupational health and safety (OH&S) obligations.

2. Aims and Objectives

- 2.1. The aim of the Safety Management Plan is to minimise the risk of adverse health and safety effects.
- 2.2. Objectives of the Safety Management Plan are:
 - To outline the responsibilities of key stakeholders within the program;
 - To establish protection standards and mandatory safe working practices;
 - To provide a framework for the identification, assessment and management of program safety hazards;
 - To describe the reporting, monitoring and management procedures.
- 2.3. The Safety Management Plan will continue to be an integral part of all program activities including decision making and planning processes.

3. Key Principles

- 3.1. The Safety Management Plan complies with the University of South Australia Safety Policy and Safety System which can be found at
<https://i.unisa.edu.au/policies-and-procedures/university-policies/corporate/c-6/>
- 3.2. University of South Australia is committed to taking all reasonable steps to ensure a safe working environment at all times.

4. The Environment

- 4.1. The following primary stakeholders will be considered by University of South Australia in all processes described in the Safety Management Plan:
 - University of South Australia program staff;
 - Subcontractor organisations.
- 4.2. The Safety Management Plan will consider the working environment of all program staff, including but not limited to University of South Australia.

5. Roles and Responsibilities

- 5.1. The subcontractor structure is shown in Appendix B and the program staffing structure is shown in Appendix G of the Program Management Plan.
- 5.2. The responsibilities of the program staff are specified in the University's position descriptions and subcontractor responsibilities are noted in section 6 of the Program Management Plan.
- 5.3. The Program Director will be responsible for ensuring program staff meet the required safety standards and will strive to achieve best practice in occupational health and safety (OH&S) and manage risks by identifying and managing hazards, incidents, injuries or illness throughout the program.
- 5.4. The Program Director will achieve this by:
 - Taking all reasonably practicable steps to protect the health and safety at work of program staff;
 - Implementing and maintaining University of South Australia's OH&S policies and systems;
 - Ensuring the provision of appropriate resources for these structures and systems to operate effectively in the prevention of workplace hazards, injuries or illnesses;
 - Providing adequate facilities for the welfare of employees at work including the provision of appropriate rehabilitation and first aid services;
 - Ensuring that all program staff are aware of their obligations as provided in the OH&S policies and systems;
 - Ensuring that subcontractors are aware of their obligations as provided in the OH&S policies and systems.
- 5.5. The Project Coordinator: Veterans' MATES will be responsible for assisting the Program Director with these responsibilities.
 - 5.5.1. Providing program staff with relevant OH&S information and resources including contact details for University of South Australia safety officers.
 - 5.5.2. Providing subcontractors with relevant OH&S information and resources including contact details for University of South Australia Safety Officers.
 - 5.5.3. In consultation with the Manager: Veterans' MATES develop standard operating procedures which consider and seek to, where possible, avoid or minimise potential hazards.
 - 5.5.4. Implement and maintain standard operating procedures.
 - 5.5.5. Schedule and manage audits to ensure adherence to standard operating procedures.
- 5.6. The Senior Program Team (refer 6.2 program management plan) will be responsible for assisting with the review of standard operating procedures.
 - 5.6.1. The Senior Program Team will review all standard operating procedures prior to implementation and make suggestions for changes.

- 5.6.2. The Senior Program Team will review the outcome of all audits and make suggestions for any changes to systems which may improve outcomes.
- 5.7. As part of the employment requirements, all University of South Australia staff are required to:
- Comply with any direction or instruction aimed at protecting the occupational health, safety and welfare of University staff;
 - Cooperate and consult with management and colleagues in the promotion of occupational health, safety and welfare matters;
 - Use safe operating procedures to maintain healthy and safe working conditions and to avoid adverse effects on the health and safety of other staff;
 - Take responsibility for their own safety as well as that of other staff, students and visitors to the University.
- 5.8. The program is supported by the University of South Australia occupational health and safety committee which is responsible for:
- Providing a forum for discussing matters affecting occupational health, safety and welfare of employees, students and visitors;
 - Facilitating cooperation with employees on health and safety issues;
 - Assisting in the development, implementation, review and update of measures designed to protect the health and safety of employees, students and visitors;
 - Reviewing occupational health, safety and welfare plans;
 - Monitoring occupational health and safety performance and recommending strategies for improvement;
 - Assisting with dissemination of information relating to health and safety at work;
 - Carrying out any other functions as prescribed in the Act or Regulations;
 - Making recommendations to the University on the above.
- 5.9. A University of South Australia health and safety representative has been appointed and will be the main contact within the program area.
- 5.9.1. Subcontractor organisations are responsible for developing, implementing and maintaining safe working conditions which, at a minimum, comply with University of South Australia OH&S standards.
- 5.9.2. A senior staff member has been appointed for each subcontractor organisation and will be specified as such in each subcontractor agreement.
- 5.9.3. The specified subcontractor staff member will be responsible for ensuring that other subcontractor staff members undertaking program activities are aware of and comply with Clauses 13.6, 13.7, 13.8 and 13.9 of the Agreement.
- 5.9.4. Subcontractor agreements will include the requirement of all subcontractor staff involved in program activities, to meet the requirements under 13.6, 13.7, 13.8 and 13.9 of the Agreement.

6. Safety Management Framework

- 6.1. University of South Australia will manage the safety of program staff and assist subcontractors to ensure the safety of their own staff, in accordance with the following processes.
- 6.2. Identification of Workplace Hazards
 - 6.2.1. Security and IT Officer and Project Coordinator: Veterans' MATES will be responsible for identifying hazards for their respective areas.
 - 6.2.2. In addition, any member of the program team may identify hazards at any time and will notify the University of South Australia health and safety representative, Security and IT Officer or Project Coordinator: Veterans' MATES immediately.
 - 6.2.3. The University of South Australia health and safety representative will conduct a general work place OH&S audit on a yearly basis.
- 6.3. Assessment of Hazards
 - 6.3.1. The University of South Australia health and safety representative, Security and IT Officer and Project Coordinator: Veterans' MATES will on completion of the audit or immediately after the reporting of a hazard, assess the impact of each hazard identified for their respective area.
 - 6.3.2. A control strategy, using the following hierarchy, will be applied to each identified hazard.
 - 1. Elimination of the hazard from the workplace.
 - 2. Substituting or modifying the hazard with something less hazardous.
 - 3. Isolating the hazard by physical removal or partitioning off from other areas.
 - 4. Engineering methods, changing or redesigning tools, equipment or procedures.
 - 5. Administrative controls that ensure pro-active management is applied to reduce exposure to the risk or further hazard by employees.
 - 6. Personal protective equipment may be used in the interim until an appropriate solution is found.
 - 6.3.3. The Program Director will review each hazard, assessment and suggested control method respectively, and may if necessary make changes. Once satisfied the Program Director will authorise implementation of control measures.
 - 6.3.4. Any program staff member will, if they believe necessary, take immediate steps to prevent or minimise a hazard which has the potential to cause harm to any other person.
 - 6.3.5. Any program staff member who has taken such steps will, as soon as practicable, report such an incident to the University of South Australia health and safety representative and the Project Coordinator: Veterans' MATES.
- 6.4. The Project Coordinator: Veterans' MATES will provide to the University of South Australia health and safety representative and senior program team, a report on all identified hazards and the associated control methods implemented.

- 6.4.1. The information contained in the report will form part of the University of South Australia occupational health and safety formal documentation system.
- 6.4.2. The report will be kept by the Project Coordinator: Veterans' MATES as a formal document and recorded as such (refer section 8.2 Communications Management Plan).

7. Evaluation

- 7.1.1. Senior Program Team will review all identified hazards and associated control methods and make suggestions for improvements if appropriate.
- 7.1.2. The University of South Australia health and safety representative may if necessary make changes to the identification process, assessment of and control strategy implemented at any time, in accordance with the University of South Australia OH&S policy and system.

8. Plan Revisions

- 8.1. This plan will be revised by The Senior Program Team on an annual basis.
 - 8.1.1. The revision process will, in consideration of the aims and objectives of the plan, update content as required.
 - 8.1.2. The version number and date of changes will be recorded on the document and in accordance with the requirements of section 8.2 of the Communications Management Plan.

Appendix M: Privacy Management Plan

2023-2027

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1. Introduction

- 1.1. The University of South Australia has entered into a Deed of Agreement with the Australian Government Department of Veterans' Affairs (DVA) for the provision of the Medicines Advice and Therapeutics Education Services (MATES) program.
- 1.2. A Program Management Plan is the master-planning document for this program, integrating, summarising and referencing other plans and schedules as required. This document outlines the Privacy Management Plan that forms part of the Program Management Plan.
- 1.3. The Privacy Management Plan includes how the University of South, in accordance with the provisions of the Privacy Act 1988, collects, stores, discloses, quality assures and secures personal information in relation to the delivery of services.
- 1.4. University of South Australia will develop a Privacy Collection Notice to be published on the Veterans' MATES website. This Notice will be reviewed and approved by DVA prior to posting.

2. Aims and Objectives

- 2.1. The aim of the Privacy Management Plan is to detail the standards, rights and obligations for how we handle and maintain the personal information that the program collects or guards in accordance with the Privacy Act 1988 and the Australian Privacy Principles (APPs).
- 2.2. Objectives of the Privacy Management Plan are:
 - To outline the process for how personal information is collected, stored, used, disclosed, quality assured and secured
 - To provide a reporting, monitoring and management procedural framework.
- 2.3. The Privacy Management Plan will continue to be an integral part of all program activities including decision making and planning processes.

3. Key Principles

- 3.1. The Privacy Management Plan complies with the University of South Australia Privacy Policy, the DVA Privacy Policy and in accordance with the provisions of the Privacy Act 1988.
- 3.2. University of South Australia is committed to taking all reasonable steps to ensure personal information is safeguarded.

4. Personal Information

4.1. In this plan, personal information is defined consistent with the definition in the Privacy Act of 1988 as “information or an opinion about an identified individual, or an individual who is reasonably identifiable:

- whether the information or opinion is true or not; and
- whether the information or opinion is recorded in a material form or not.”

In other words, it is information or opinion that identifies or could reasonably identify an individual. It includes:

- Records that contain a person’s name, address or other details about a person;
- Health information, including use of health services and past medical conditions.

5. Collecting personal information

5.1. University of South Australia holds personal information related to health care claims that are collected by DVA for the purposes of providing Veterans’ MATES. Handling of personal material is guided by the Security Framework and Standard Operating Procedures.

5.1.1. The Security Framework has been developed specifically for the program, is approved by DVA, and consistent with all security standards for the storage and handling of government information and the Privacy Principles.

5.2. Additional personal Information will not be collected by the program unless approved by DVA for the purposes of implementing Veterans’ MATES.

5.2.1. If collection of personal information is approved by DVA, it will only be collected where the individual’s consent has been obtained.

5.2.2. When we collect additional personal information, we will notify the individual using a privacy collection notice, in the form of a “Consent Form”, “Privacy Statement” or “Privacy Policy”, in accordance with this privacy management plan.

5.2.3. The notice will include why we are collecting the information (the purpose), whether the collection is required or authorised by law, and any person or body to whom we usually disclose the information. The notice may also include reference to related policies regarding handling of personal information.

6. Types of information

6.1. Data collected by DVA that is held by the University of South Australia include:

- Name, address and contact details
- Information about health service claims made by the individual including claims for medicines dispensed, claims for visits to the doctor, claims for pathology tests, claims for diagnostic procedures, claims for hospitalisations, and claims for visits to allied health practitioners, such as the physiotherapist, occupational therapist, psychologist or dentist.

6.2. Data collected and held by University of South Australia include:

- Responses to the survey forms that are provided as part of the Veterans' MATES program. These surveys include bar code identification but no other personal identifying data;
- Subscription to program materials by e-mail or short messaging service (SMS);
- Inquiries and general correspondence from members of the public to us; and
- Requests for information.

6.3. University of South Australia does track access of the Veterans' MATES website. Types of information we record includes the user's server address, the user's top level domain name (e.g. .com, .gov, .au, etc.), the date and time of the visit to the site, the pages accessed and documents downloaded.

7. Use and disclosure of personal information

7.1. All information collected and held by University of South Australia is used exclusively to perform the functions and activities required to implement the program.

7.2. University of South Australia discloses personal information to achieve the primary aim of the program, which is to improve health care and outcomes of veterans.

7.3. University of South Australia may provide information about individual health claims history to the individual's general practitioner. We may provide information about the individual's health claims history to the individual to assist them in deciding whether to make follow-up appointments with health professionals. Personal information is not provided to any other government agencies, private sector organisations, or anyone else without the approval of DVA.

8. Data

8.1. Data storage and security

8.1.1. Data storage and security policies are described in the Security Framework document.

9. Privacy breach response plan

- 9.1.1. University of South Australia takes seriously and deals promptly with any unauthorised access to, disclosure of, or loss of personal information (data breach). Examples of data breaches include unauthorized access to individual's documents or hacks to a database containing personal information.
- 9.1.2. If a data breach occurs, such as if personal information that University of South Australia hold is subject to unauthorised access, use or disclosure, we will respond in line with the Office of the Australian Information Commissioner's Data breach preparation and response: A guide to managing data breaches in accordance with the Privacy Act 1988 (Cth).
- 9.1.3. Data breach incident detection and response are described in the Security Incident Detection Response Plan
- 9.1.4. University of South Australia will aim to provide timely advice about data breaches and limit any negative consequences.
- 9.1.5. University of South Australia's notification will be sent as soon as practicable and will contain:
 - a description of the data breach
 - the kinds of information concerned
 - recommendations about the steps that should take in response to the data breach.

10. Complaints

- 10.1. The University of South Australia can be contacted if any stakeholder, veteran or their family member believes that the program has breached the Privacy Act, the Code or otherwise mishandled personal information.
- 10.2. Each complaint will be dealt with on a case-by-case basis. All complaints will be investigated by the University of South Australia in consultation with DVA and the party will be advised of the outcome.
- 10.3. University of South Australia takes all privacy complaints seriously. Stakeholders, veterans and their families will not be victimised or suffer negative treatment if a complaint is made.
- 10.4. In the event of a breach of the Australian Privacy Principles or mishandled personal information, the following steps should be taken:
 - 10.4.1. In the first instance, any privacy concern or complaint should be reported directly to the University of South Australia or to DVA.

10.4.2. In order to fully investigate complaints, University of South Australia will request that all complaints be in writing and include:

- information about the claimed privacy breach and contact details.
- sufficient information for the University of South Australia to fully investigate and respond to complaints.

10.4.3. University of South Australia will acknowledge concerns or complaints upon receipt by email or telephone correspondence.

10.4.4. University of South Australia will provide updates of the privacy complaint investigation and respond as soon as practicable.

10.4.5. University of South Australia will use the information provided to investigate and seek to resolve the issues raised. This may include speaking to relevant areas of DVA, considering DVA processes, as well as speaking to third parties where relevant.

11. Accessing and correcting personal information

University of South Australia will respond to requests for access to personal information or corrections to personal information collected by the program in accordance with the Privacy Act 1988.

Access to and requests for personal information collected by DVA but held by the program should be directed to DVA.