



True Colours: Board, Leadership & Governance at Whiddon



Leading with purpose

As a not-for-profit aged care provider, Whiddon’s vision and goals go well beyond financial performance. Our aim is to embed our purpose, to enrich people’s lives and make a real difference, in everything we do and across every part of our organisation.

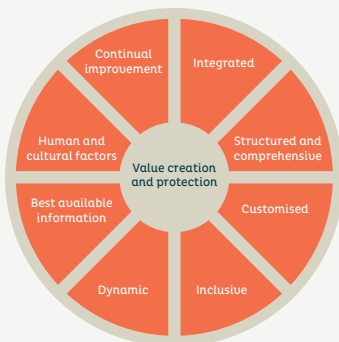
We are invested in working alongside governments, communities, universities and businesses to develop and deliver innovative and high-quality care and services for older Australians.

Central to Whiddon’s Board remit is the wellbeing of more than 2,500 residents and clients, as well as the health and safety of 3,000 employees. We are relentless in our efforts to achieve the highest standards of Governance as an aged care provider, as well as a registered charity with the ACNC.

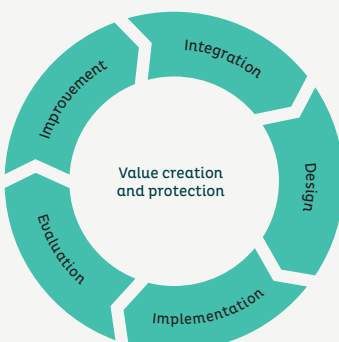
Our Board oversees a risk management framework that supports our purpose and strategy. This framework is reviewed periodically to ensure its continued relevance and effectiveness.

Our governance measures include:

- Audit reviews and Annual Audit
- Whistleblower Policy
- 4 x annual True Colours Reports – Our People, Governance, Consumers & Provider Performance
- Board Consumer Engagements sessions
- Annual Key Personnel Reviews
- Board Committees are enabled through Whiddon’s Constitution and allow the Board to delegate responsibility to sub-committees of the Board, who are then able to specifically focus on key governance areas such as Quality Care, Audit and Risk, ICT, People & Culture and Property.



Principles of Whiddon’s Risk Management Framework



Key components of Whiddon’s Risk Management Framework

Managing Risks & Opportunities

The Aged Care sector is complex and dynamic, with frequent government reform, compliance requirements and changes in funding.

Whiddon has a robust and proactive process for identifying, assessing, managing, and monitoring risks and opportunities in all practices across our organisation.

Our Enterprise Risk Framework is Whiddon’s key governance document, which captures the key principles and processes that guide all employees in effectively managing risk.

Ongoing investment in education, systems and continuous improvement will ensure that our team members are empowered to fulfill their responsibilities, while continuing our focus on high quality, innovative care.

Our Board

Whiddon’s Board is the guardian of our purpose. They ensure that our care and operations are aligned to our vision, strategic direction and constitution.

Our Board act voluntarily and their knowledge of Whiddon is maintained by regular visits to our Homes, Engagement Sessions with Consumers and updates from Management.

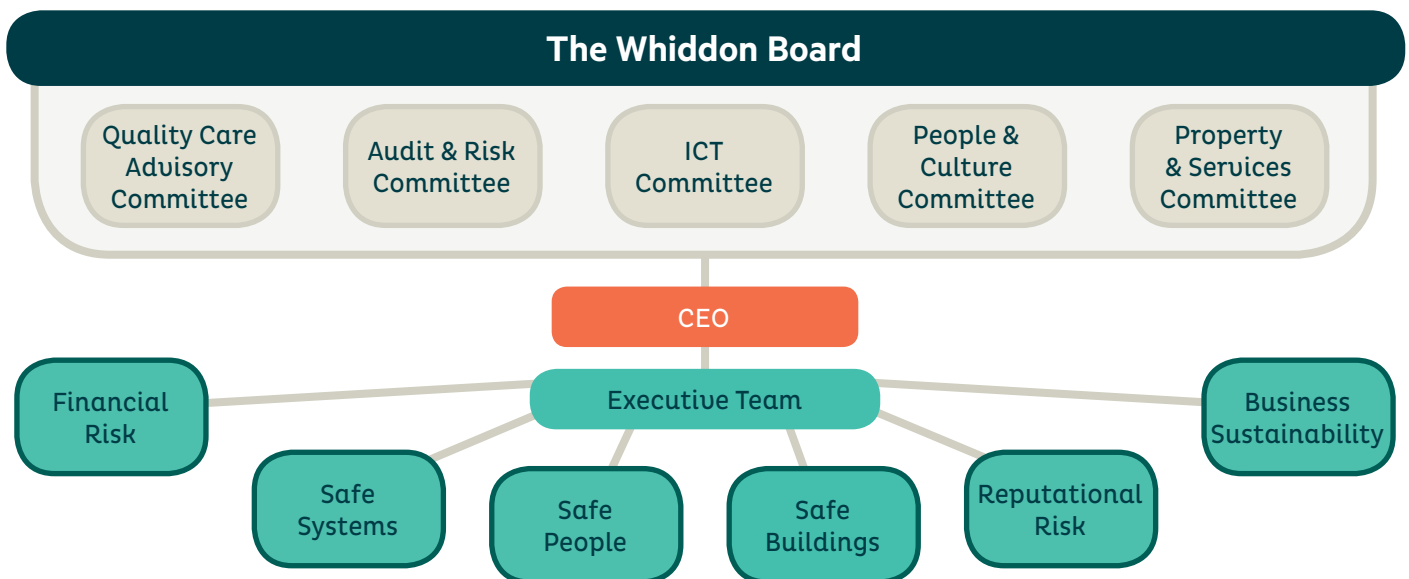
Board Committees have been established to assist the Board in fulfilling its responsibilities and increase its focus on key areas of priority for the organisation.

Governance Responsibilities

Whiddon, as an aged care provider, has responsibilities under the Aged Care Act 1997 (Aged Care Act) to strengthen our governance practices. There are many new Regulatory Reforms that have come into effect over the past 12 months and Whiddon has made strong progress towards meeting these requirements, outlined below.

Regulation / Standard	Requirements	Status for Whiddon*
Mandated Care Minutes	From 1 October 2023 providers are required to deliver at least 200 care minutes per resident per day, including 40 minutes with a registered nurse. Care Minute Targets for each home vary according to residents care needs.	100% of our homes are meeting or within 10% of their EN/AIN targets and 91% of our homes are meeting or within 10% of their RN targets.
24/7 Registered Nurses	From 1 July 2023, residential aged care homes across Australia will be required to have a registered nurse on-site and on duty 24 hours a day, 7 days a week, unless granted a 12-month exemption.	100% of our homes are meeting the 24/7 RN requirements, noting that 2 of our homes (Wee Waa & Bourke), are currently exempt from this requirement due to their size and location.
Consumer Advisory Body	From 1 December 2023, providers are required to establish a Consumer Advisory Body and invite family members and residents to attend twice annually.	Consumer Advisory Body established for every Home and meetings scheduled in March & August.
Quality Care Advisory Body	From 1 December 2023, providers are required to have established a Quality Care Advisory Body that reports in writing at least once every six months to the governing body of the approved provider (most commonly the board).	Quality Care Advisory Body is in place with 6 monthly meetings scheduled.
National Quality Indicators	From April 2023 providers are required to survey residents and submit the data quarterly across 11 quality indicators.	Whiddon review the NQI results and implement strategies to address risk areas and opportunities for improvement.

Board Structure



Committee Membership	Quality Care Advisory Committee	Audit & Risk Committee	ICT Committee	People & Culture Committee	Property & Services Committee
Len Kearns (Board Chair)					Chair
John Matthews (Deputy Chairperson)		Deputy Chair	✓	Deputy Chair	
Deborrah Lambourne	✓	Chair	Deputy Chair		
Tony Maiorana	✓			✓	Deputy Chair
Robert Pullan		✓		Chair	✓
Dr. Simone Scovell	Chair	✓	Chair		
Tim Birch			✓		✓
Raj Verma	Deputy Chair			✓	
Susan McCarthy					

Our Board Members



Len Kearns
Board Chairperson

Appointed in 2003

Background:

Len brings a wealth of expertise in building, property, contract management, and extensive experience as a Company Director. Len is passionate about Senior Australians having access to high quality aged care services, no matter where they live, so that they can continue living in the communities they know and love.



John Matthews
Board Deputy Chairperson

Appointed in 2008

Background:

John has a 40-year career spanning banking and finance, holding senior positions at the Commonwealth Bank. John joined the Whiddon Board when he was inspired to add value to an organisation so committed to enriching the lives of older people.



Deborah Lambourne
Director

Appointed in 2016

Background:

Deborah is a senior executive with extensive operational and strategic experience in professional services, banking, finance higher education and government sectors. Deborah joined Whiddon to contribute her skills to a purpose that resonates with her own values and respect for our older population.



Tony Maiorana
Director

Appointed in 2009

Background:

Tony brings diverse skills in strategic policy and legislation, primarily in State Government, along with the resources and finance sectors. Tony enjoys giving back and is passionate about making a difference in the lives of older people.



Robert Pullan
Director

Appointed in 2017

Background:

Robert brings a plethora of experience as CFO in Healthcare organisations across Australia, Japan and Switzerland. His passion for community stems from his experience on the Boards of Bendigo Community Bank, Parramatta Mission and Youth Insearch. He is also a current member of the NSW Rural Fire Service.

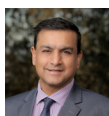


Dr Simone Scovell
Director

Appointed in 2021

Background:

Simone has a strong background as a specialist occupational and environmental physician, and as a company founder and CEO. She is former Doctor of the Year at St Vincent's Hospital and advises dozens of Australian and overseas companies on OHS, Corporate Health, Risk and Insurance. Simone has also represented Australia in basketball.



Raj Verma
Director

Appointed in 2023

Background:

Raj has worked for over 30 years in clinical, operational and ministry settings in the Australian Health Sector. He is acknowledged as a leading expert in the fields of value-based health care, outcome measurement, healthcare redesign, virtual care and consumer engagement. Raj works across Australia as a healthcare consultant for the Nous Group.



Tim Birch
Director

Appointed in 2023

Background:

Tim is a respected international leader in technology management, strategy and sales. He has more than 20 years' experience in senior leadership roles at major global corporations including Apple, Salesforce, Ingram Micro, Stripe & Korn Ferry. Tim is currently co-founder & Director of Alkemi Energy and is actively involved with multiple charity causes supporting children & their Families.



Susan McCarthy
Director

Appointed in 2024

Background:

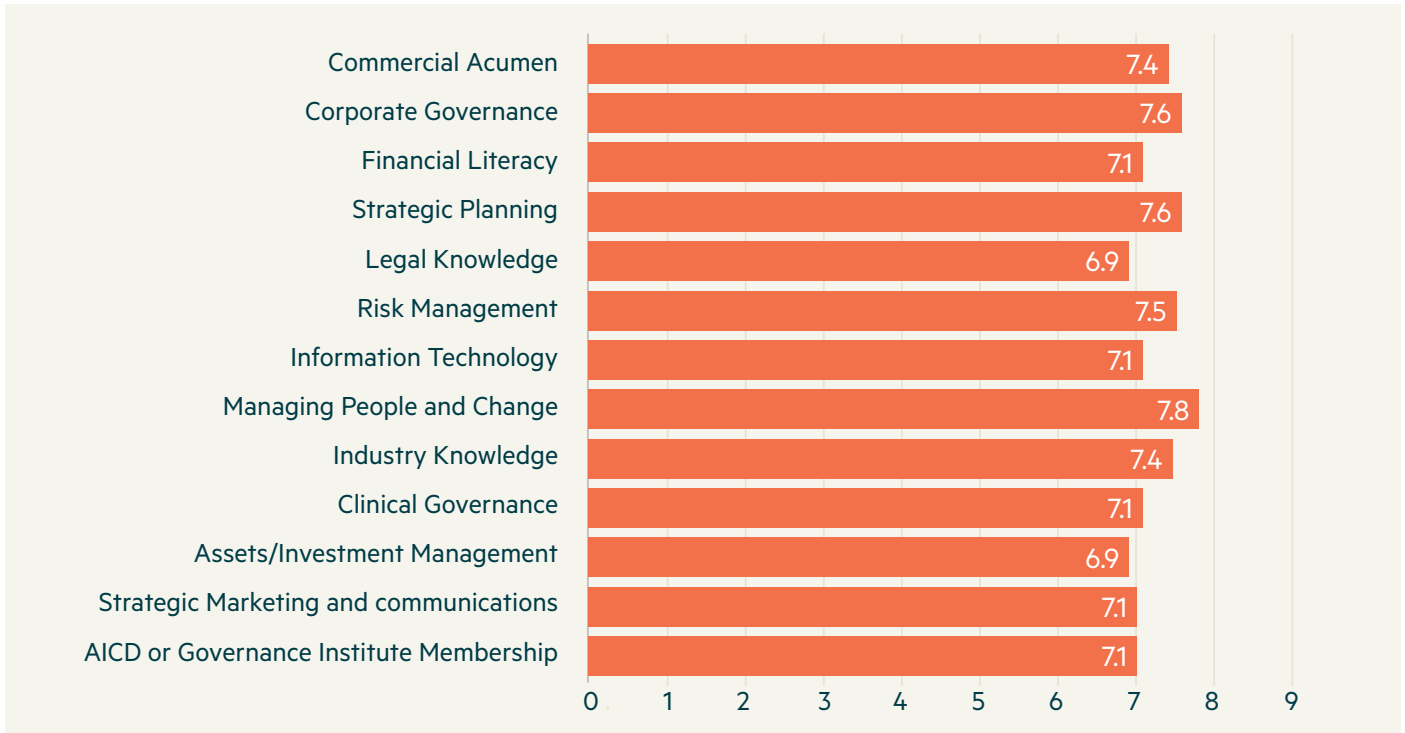
Susan brings to Whiddon many years of experience in strategy, program development, risk and financial management, operations, and service delivery. Susan is enthusiastic about supporting organisations to be led and governed well, focused on removing barriers to people being part of their local communities living their best life.



Board Background and Skills

Whiddon’s Board of Directors bring a wide range of skills, experience, expertise and background to the organisation, to ensure effective governance and decision-making. Our Board has in place a robust peer and committee review process, managed by an external facilitator. Through this review, we are proactive in managing Board and Committee performance and ongoing educational needs. In addition to the Consumer Engagement Framework, the Board then develop an annual education planner to support ongoing learning and development.

Below is a snapshot of the collective skills, experience and expertise that our Board members bring to Whiddon. Given the dynamic nature of the aged care environment, this skill matrix is reviewed annually as part of an independent assessment process, to identify gaps and areas of Improvement.



Our Board and Consumer Engagement

Our Board also engages with consumers (residents and clients) on a number of fronts, which are supported by both formal and informal processes.



Our Executive Team



Chris Mamarelis

Chief Executive Officer

'Whiddon's people are my source of energy, inspiration and motivation.'

Chris has more than twenty-five years of financial and managerial executive-level experience in the aged care, travel, hospitality, sports administration, and retail sectors. He has held significant appointments in both For Profit and Not for Profit organisations and currently sits on the NSW Member Advisory Committee for the peak aged care industry board, Aged and Community Care Providers Association (ACCPA).

Passionately embracing a 'people first' approach to aged-care leadership, Chris is an advocate for innovation and is focused on building a motivated workforce who are empowered to create positive impact.

Alyson is a highly skilled senior executive and Registered Nurse with more than 35 years of experience in acute, aged and community care. A passion for aged care has led Alyson to senior leadership roles, overseeing strategic and operational management of various health and aged care services over the past 20 years.

Alyson's approach to leadership is motivated by her love of working with people and being able to make a difference in their day to day lives through inspiration and positivity.



Alyson Jarrett

Deputy Chief Executive Officer and COO

'I'm passionate about empowering our people to work together to achieve great outcomes.'

Rebecca brings extensive skills and experience as a Finance specialist and leader in both Aged Care and Public Health industries across Australia and the UK. Since commencing at Whiddon in 2014, she has held a range of positions across Finance and Operations, playing a key role in initiatives focussed on continuous improvement, financial compliance, business optimisation and financial sustainability. Rebecca is motivated by the opportunity to inform, empower and partner with the business, to improve quality of life for residents and clients in our care



Rebecca Adams

Chief Financial Officer

'I'm committed to ensuring a financially sustainable future for our Whiddon residents, clients and people to achieve great outcomes.'



Jacky Hopwood

Executive General Manager People and Culture

'Building a robust workforce for the future is important to me.'

Jacky brings extensive skills and knowledge, and 20 years of experience in Human Resources as a leader and specialist. She has held a range of senior positions in aged care and telecommunications, insurance, software and joined Whiddon in 2020. Jacky is driven to create change and continuous improvement through advocacy, building leadership capability, talent management and coaching.



Karn Nelson

Executive General Manager Research & Positive Ageing

'I am dedicated to improving quality of life and wellbeing for older Australians.'

Karn holds more than 20 years' experience in strategic marketing and innovation in Australia and Internationally in a range of sectors from health, wellness, retail professional services and government. She is responsible for Whiddon's research and innovation programs, with current efforts focused on improving wellbeing and quality of life for care recipients, contributing to Whiddon's quality improvement and service excellence. Karn's passion for innovative practices in care has led to her involvement in the introduction, adaption and creation of opportunities that provide increased social participation and meaningful activity for Whiddon residents.



Regan Stathers

Executive General Manager Technology and Property

'I am motivated to ensure sustainable futures in aged care services.'

Regan brings extensive skills and experience in technology, network administration, strategy development, systems thinking, change management, business analysis and data-led intelligence, as well as property development, acquisitions and divestments.

Regan is a motivated and authentic leader, who advocates and innovates for technological development and the creation of built environments that improve quality of life and experience for residents and clients and achieve operational efficiencies. He is committed to supporting the wider Whiddon team to achieve positive outcomes.