

Terms of Reference

Operational Review of Braemore Home Corporation

1st April, 2011

Background

An investigation completed in December of 2010 by the Department of Community Services (DCS) has determined that a client at Braemore Home Corporation in Sydney (Braemore) was housed in a locked room for 15 days in September 2010, with 24 hour lighting and video monitoring. The investigation found sufficient evidence to support four findings of abuse pursuant to the Protection of Persons in Care Act, constituting a failure to provide adequate care.

On February 1, 2011, the Minister of Community Services announced an independent review of Braemore. In making the announcement, Minister Denise Peterson-Rafuse said; "We want to be sure we fully understand how and why this happened."

Deloitte has been asked to conduct the review and to define the appropriate terms of reference, including what areas of operations need to be examined, what areas are out of scope, and the guiding principles for the work.

Objectives of the Operational Review

The objectives of the operational review are:

- a) to identify underlying factors that contributed to the incident in question; and
- b) to identify what changes are needed to reduce the chances of similar incidents happening in the future.

Scope

The review will look into the following aspects of Braemore to determine the underlying causes of the incident and the issues that contributed directly or indirectly to the incident, and will recommend actions for improvement.

1. Client Services
 - Individual program plans, including support needs and recreational, educational and vocational programs;
 - Consistency with DCS strategies for Services for Persons with Disabilities; and
 - Reporting, interaction with, and oversight by DCS.
2. Communication process and policies inside the organization and to stakeholders, including families and DCS.
3. Governance
 - The make up of the board and senior administrative staff of Braemore;



- The relationship between the board and management; and
- The clarity of roles, responsibilities and accountabilities involving the board, management and DCS.

4. Operational Processes

- Admissions;
- Discharge;
- Development and monitoring of policy in Braemore and DCS;
- Incident management and reporting;
- Budgeting and financing of Braemore;
- Staffing and scheduling; and
- Use and approval of safeguards involving restraint.

5. Organizational Culture

- Teamwork;
- Values; and
- Accountability.

6. People

- Employee and labour relations;
- Staffing levels;
- Staff and management skills, training and competency development; and
- Recruiting and retention.

7. Physical infrastructure as it concerns the incident in question, including tools and equipment.

8. Strategic Plans

- The strategic plan of Braemore, including its mission and strategic priorities; and
- Alignment of strategic plan to DCS policies.

9. Structure and Organization

- Alignment of Braemore's organization structure to strategy and programs; and
- DCS's structure and staffing as it relates to Braemore.

10. Other aspects of Braemore's operations may be reviewed if the review team have reason to believe they contributed to the incident in question or could contribute to a similar incident.

Out of Scope

The following will not be part of the review:

1. Re-visiting the DCS PPC investigation. The report findings will be taken as given;
2. We will not review the suitability of Braemore to be a part of DCS's strategy for persons with disabilities, or whether alternate care models should be pursued; and
3. Braemore's Small Options Homes, workshop and shop will be considered only in how they may affect staffing or other contributing factors to the incident in question.



Guiding Principles

- The review team will take an objective, evidence-based approach.
- We will consult with Braemore's direct stakeholders, including clients and their families, management and staff, members of the Board of Directors, DCS staff and union officials. We will also consult other stakeholder organizations as appropriate.
- Deloitte will receive, collect, use, hold, and disclose Personal Information (as defined in the FOIPOP Act and PIPEDACT), in compliance with all laws applicable to such Personal Information.