

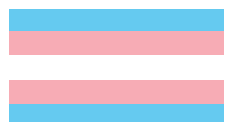


Diversity and Inclusion Strategy

2023–25

MS Plus acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

MS Plus upholds the general principles of the Convention on the Rights of Persons with Disabilities as directed by the Australian Human Rights Commission.



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Message from the CEO

At MS Plus we offer a diverse range of support and accommodation services for people living with Multiple Sclerosis and other neurological conditions and remain committed to effectively responding to our duty of care to our clients, volunteers and staff. This includes protecting people's personal and cultural safety regardless of ability, cultural background, ethnicity, age, gender identity, sexual orientation or religion.

Our aim is to position MS Plus as an inclusive organisation where respect is fundamental to everything we do for our clients, volunteers and employees. As such we will continue to recognise, value and celebrate the different experiences, attributes, skills and perspectives that combine to make us successful health service provider.

An organisational culture underpinned by our values of empowerment, community, expertise, creativity and spirited will drive our commitment to remaining a strong and thriving organisation into the future where dignity and fairness will remain key tenets in our provision of services and support.

John Blewonski
Chief Executive Officer

Diversity and Inclusion at MS Plus

At MS Plus, innovation is encouraged, continuous learning is nurtured, diversity is embraced and inclusion is seen as the key to unlocking potential.

We believe a commitment to workplace diversity and inclusion results in higher client, community and employee engagement, improved performance, greater innovation, retention of talent, improved wellbeing and a strong and positive culture.

Critical to providing client centric services is a culture which is respectful and places high priority on values and beliefs of the individual for whom the service is being provided to.

Diversity acknowledges the unique blend of knowledge, skills, perspectives and experience people bring to the organisation. Organisational diversity includes acknowledgement of culture, ethnicity, age,

gender, gender identity, disability, professional skills, life experiences, perspectives, sexual orientation, religious beliefs, language, physical abilities and ideologies.

Inclusion forms a large part of a culture where clients volunteers and staff, feel valued and respected and can fully contribute.

An inclusive culture is one where no barriers exist to allow equal access to opportunities and an added emphasis on empowerment to enable people, irrespective of position, to contribute infinitely through their skills and perspectives to achieve organisational and client outcomes.



Corporate Strategic alignment

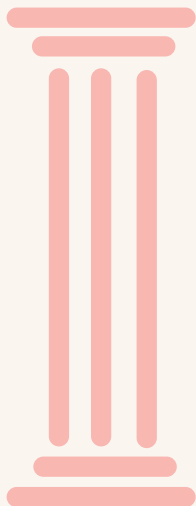
The MS Plus Diversity and Inclusion Strategy is aligned to our organisational purpose, aspiration, values and strategy - Strategic Directions 2020-25.

Our Purpose: Together on the journey to break down barriers, achieve goals and live well.

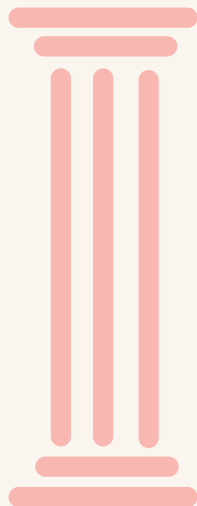
Our Aspiration: The home of comprehensive support for neurological conditions

Our Values: Empowerment, Community, Expertise, Creativity, Spirited

Our Strategic Pillars that form our Strategic Directions 2020-2025:



Person Centred



Partnerships



**Virtual and
Physical Hubs**



Growth



Our Strategic Enablers that support the strategic pillars:



A person-centred Operating Model

To empower and enable people living with MS and other neurological conditions. They will be active collaborators, looking for tools to drive and manage their needs, and they will decide whether our services meet their expectations.



Aligned Workforce

We will promote a strategically aligned, skilled and professional and engaged team of employees and volunteers. We will implement new ways of working to enable us to be agile,

responsive, accountable and remain passionately focussed on those we serve.



Technology

We will create virtual hubs and assistance applications. We will ensure the best tools are available for those seeking or using our services or requiring information, and for staff, volunteers and supporters seeking ways to become involved.



Property

We will develop or co-locate in properties that facilitate the best coordination and provisions of services for those living with MS and other neurological conditions. This will include specialist disability accommodation and health and wellbeing hubs in high-demand locations.



Data and Analytics

We will use data to enhance the journeys for those who interact with us to ensure they are receiving the right service at the right times in the right place, including improving referrals, information and knowledge to provide greater insights to inform policy and advocacy.



Strong Financial Stewardship

We respect all who trust us with their money – individuals living with conditions and their families, government, philanthropists, capital investors and the Australian public. We will responsibly steward those investments.

Diversity and Inclusion Strategic intent

Our Diversity and Inclusion vision is to nurture an organisational culture where clients, volunteers and staff are valued and acknowledged for their individuality and contribution, and where their participation is celebrated.

MS Plus will strive to create and maintain a culture that respects and supports the many diverse characteristics and life experience of our clients, staff and volunteers, aligned with our aspiration, purpose and values. This will enable us to:

- Increase access for people living with MS or other neurological conditions and provide person-centred services that meet their needs.
- Provide an equitable and inclusive experience for all client, volunteers and employees.

Our Volunteers and Staff

At MS Plus we believe an inclusive culture values and supports difference, enriching our lives and our work, and provides psychological safety where:

- We offer services to clients which are always framed in the protection of personal and cultural safety.
- We are committed to equal opportunity principles. We

recruit, develop and support a diverse workforce that reflects the community.

- Our people are culturally aware and listen to the voices of people from diverse backgrounds and perspectives. Everyone feels they belong.
- Our work environment reflects our values, and is free from discrimination, harassment, bullying and victimisation, enabling all individuals to reach their full potential.
- We will apply our learning from our diversity and inclusion work to create a better work environment for our People.

Our diversity demographic statistics inform our understanding of our workforce characteristics and where we need to utilise opportunities for improvement to focus our efforts. The 2021 MS Plus employee survey surrounding their opinion and experiences of diversity and inclusion in the workplace will be utilised to foster further discussions through committees and inform Action Plans for future progress (Appendix 1). MS Plus will always be open to diverse

views and getting feedback on an ongoing basis; this may include future surveys to measure change.

Our clients

Developing a diversity profile of our client base will provide us with the understanding of the type and nature of demographic information that forms our client base. With this information we will aim to better support our clients.

Equity of Access and Outcomes

- Equitable access to information and services that are effective and appropriate to the needs of people living with MS, and other neurological conditions, with diverse characteristics and life experience, and consider individual circumstances.
- People living with MS and other neurological conditions are supported in developing the knowledge and confidence to optimise their use of the systems / services.



Quality

- A culturally safe environment in which people living with MS and other neurological conditions, with diverse characteristics and life experience, are treated with dignity and respect and can maintain their identity and connection to community.
- People living with MS and other neurological conditions, with diverse characteristics and life experience, can make informed choices about the services they receive and how these services support them to live the way they choose, in accordance with their values.

Inclusion

- People living with MS and other neurological conditions, with diverse characteristics and life experience, their families, carers, and supporters are included

in the development, implementation, and evaluation of programs ongoing.

- MS Plus develops and maintains links with wider community groups to inform its service delivery, including Aboriginal and Torres Strait Islander and LGBTQI+ Communities and others.

Capacity Building

- People living with MS or other neurological conditions, with diverse characteristics and life experience, are partners in the development of services and the workforce to meet their needs.

Responsive and Accountable

- We understand and update the diversity profile of our whole client group including people living with MS and other neurological conditions.

- We reflect this understanding in planning, delivery and monitoring of, and transparent reporting on services to people living with MS and other neurological conditions, with diverse characteristics and life experience.
- We are responsive and flexible in adapting to the current and emerging needs / expectations of people living with MS and other neurological conditions, with diverse characteristics and life experience, to ensure services remain appropriate and inclusive.
- We will apply our learning from our diversity and inclusion work to create better services for our clients.

Informed by NDIS Accreditation Assessment and Aged Care Diversity and Inclusion Framework (refer Appendix 2).

Diversity and Inclusion Strategic objectives

To succeed in building cultural diversity and awareness;

- We aim to foster a supportive culture where every individual feels safe and confident without fear of judgement, bias or discrimination.
- We want our people to feel they have opportunities for growth that fits well with their life goals, a commitment to serve others and for our employees – their career.
- We will make the most of the current mix of diverse opinions, experiences and backgrounds to create value and competitive advantage from the differences.
- We will recruit, develop, and support a diverse workforce that is culturally aware and reflects the community.
- We will create an environment where everyone feels valued, where we seek different ideas, perspectives and experiences, and where differences are respected and valued.
- Our support services will recognise and value diversity amongst our clients and will seek to consistently provide services that are inclusive and respectful.
- The MS Plus Diversity and Inclusion strategy will focus on seven key diversity and inclusion areas and is informed by the insights gained from the Diversity and Inclusion survey of employees.





1. First Nations People

Support Aboriginal and Torres Strait Islander origin Australians to seek services through MS Plus as well as support those working in MS Plus to achieve career progression in a culturally sensitive organisation.



2. Disability

Support people living with physical or psychological disabilities to seek services through MS Plus as well as recruiting and supporting staff living with a disability to achieve their full potential in a supportive organisation.



3. Culturally and Linguistically Diverse (CALD)

Support cultural and linguistically diverse Australians to attain services from MS Plus as well as work in MS Plus and meet their career goals in a culturally sensitive organisation.



4. Sexual Orientation

Everyone will feel comfortable to seek services from MS Plus or work at MS Plus irrespective of their sexual orientation.



5. Gender diversity

Ensure that people seeking services from or working at MS Plus are not disadvantaged by their gender when accessing opportunity or respect in the workplace.



6. Age

Demonstrate that people seeking services from or working at MS Plus are not disadvantaged by their age when accessing opportunity or respect in the workplace.



7. Faith

Demonstrate that people seeking services from or working at MS Plus are not disadvantaged by their religion when accessing opportunity or respect in the workplace.

Our Diversity and Inclusion principles and Framework

MS Plus seeks to build a culture which adds value and fosters a ongoing improved service offering to its clients through our commitment to positively embracing the principles of diversity and inclusion.

By improving our diversity and inclusion practices, we believe we will attract and retain key staff better by improving our employee value proposition in this competitive labour market and ultimately create stronger client outcomes in the services we deliver.

Not only will we reinforce loyalty, commitment and long tenure amongst our employees and volunteers, we will in turn also reinforce our commitment to health and safety, improved support systems to manage physical and psychosocial risk.

(i) Principles

The following guiding principles are seen as key to achieving our diversity and inclusion vision and are considered critical success factors provide areas of focus for our Action Plans.

We will strive to:

Attract: to mindfully attract a culturally diverse talent pool which will include people living with a disability and/or other neurological conditions and who will also work towards contributing to services improvement and responding to the needs of an equally diverse client base.

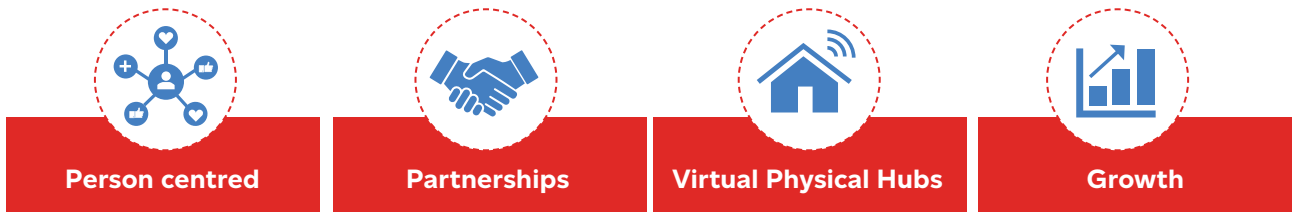
Engage: to engage with clients, volunteers and staff in a respectful and inclusive manner and encourage every individual to treat each other the way they would want to be treated.

Develop: to create pathways to services and workforce development by providing consistent access to opportunity.

Promote: to encourage innovative ideas and promote targeted initiatives through this diversity and inclusion framework.



Diversity and Inclusion Strategy







CLIENTS

WORKFORCE

VOLUNTEERS



Diversity And Inclusion Principles

 ATTRACT Our workforce is as diverse as the clients we serve.	 ENGAGE Every individual feels respected, welcomed, valued.	 DEVELOP We provide opportunity for growth.	 PROMOTE Our leaders will remove barriers.
Culture Intent	Access Inclusion	Opportunity Growth	Innovation Activities

Indigenous Australians Disability CALD Sexual orientation Gender Age Religion

(ii) Framework

In establishing this strategy, MS Plus intends to create a framework to solidify our efforts in sharing the benefits of a genuinely diverse and inclusive culture.

A. Leadership

By being growth-focused, flexible, agile, relational and person-centred, as an organisation we remain

committed to ensuring that any barriers to leading a diverse and inclusive culture are swiftly removed in line with this strategy. Desirable outcomes that will be addressed will include accessibility, knowledge, diversity, equity, accountability, confidence, deeper understanding, deeper connections, cultural and psychological safety.

B. Focus areas

The following are examples of how MS Plus will support diversity and inclusion, however our intention is not limited to this list.

Our Diversity and Inclusion principles and Framework

First Nations People

- Engaging advocacy services where needed
- Staff cultural awareness training
- Look into services required to support diverse characteristics and needs and identify barriers

Disability

Provision of simple documentation and systems, accessible buildings, ensuring our documents meet health literacy standards and reviewed by people with disability, how to make appointments, how to contact us, ensuring events are accessible, website accessible, include subtitles and transcripts of educational materials such as webinars.

Culturally and linguistically diverse (CALD)

- Providing peer groups or matching one to one

peers of similar cultural background.

- Accessing information in own language
- Using interpreters

Sexual Orientation

- Matching one to one or groups of peers of same or similar background
- Education for staff
- Creating safe culture for disclosure

Gender, Age, Faith

- Responding to people's request for specific services relating to gender, age or religious background
- Over 65s peer groups
- Appropriate tele groups
- Young people's virtual groups

Fostering diversity within MS Plus is a key enabler and a business imperative towards MS Plus making positive contributions to social inclusion and workforce participation. To achieve this outcome, there will be available various internal and external supports to provide guidance where required.

Diversity and Inclusion Committees

will be established to assist in ensuring equal access and inclusion for all. This will operate in the form of groups comprising of employees and clients respectively.

Where appropriate, other external influences such as **Community Engagement Councils** will be sought for guidance and learning.

C. Committees

MS Plus Diversity and Inclusion Champions

Disability Champion	<Name>
Inclusion Champion	<Name>
Indigenous Champion	<Name>
LGBTIQ+/Gender Champion	<Name>
Mental Health Champion	<Name>



The establishment of these Diversity and Inclusion Committees will be a forum where client and employee representatives of diverse groups can come together to contribute to the development and implementation of action plans to achieve objectives such as but not limited to:



Leadership commitments:

- Promotion of Diversity and Inclusion through visible commitments and actions by MS Plus Leadership and through communications, events.



Services to clients:

- Review the extent to which we are responding to diversity in our service response to clients to meeting their aspiration
- Demonstrate person-centredness, empowerment and cultural safety in service delivery, practices and service development.

- Identify gaps and plan actions to address them.
- Identify ways to measure or assess future effectiveness.
- Grow our diversity profile of client/consumers.



Workforce, Volunteering Experience:

- Review current policies and processes to ensure inclusive language and equitable opportunities.
- Develop a diversity profile of employees and gather insight into perceptions of inclusiveness of MS PLUS's culture.
- Develop/source and implement training for employees to support inclusiveness generally e.g., bias awareness.

Actively seek to recruit volunteers and employees reflective of the cultural diversity of the communities in which we work

D. Action Plans

Our Action Plans will have a priority order for focus, based on insights from client and workforce diversity demographics, surveys and perceptions but will not be limited to the following:

- Aboriginal and Torres Strait Islander clients, staff and volunteers
- Gender equity for volunteers and employees
- Clients, volunteers and employees from culturally and linguistically diverse backgrounds
- Clients, volunteers and employees with disabilities
- Clients, volunteers and employees of diverse genders and sexuality
- Clients, volunteers and employees socio-economic backgrounds.

Governance and Reporting

The development, implementation, monitoring, review and evaluation of our Diversity and Inclusion Strategy and Action Plans will be overseen the MS Plus Quality Committee, which will report regularly to the Board of MS Plus.

Lead by the Executive Manager People Culture & Quality, Senior Manager Quality, membership of the committees will be expanded through expressions of interest from the wider MS Plus community.

Consultation and Communication

Every MS Plus Client and employee will be given the opportunity to contribute to and participate in achieving the objectives of this strategy through initiatives lead by the D&I Champions.

The Diversity and Inclusion Strategy will be made freely available for ongoing consultation to ensure that is continues to serve the needs of our wider community of clients, volunteers and employees.

Accountability

Our goal is to ensure that the MS Plus community understands and embraces diversity and inclusion in order to support, accessible, harmonious, inclusive and enabling culture and environment which embraces individual skills, perspectives and experience. be it as an employee, client or volunteer.

Monitoring

The objectives of this strategy will be realised when progress is part of a continuous improvement program and reviewed annually to ensure that actions continue to be aligned with the objectives.

References

- Diversity Council Australia
- NDS Diversity and Inclusion
- Australian Disability Network
- World Economic Forum
- Department of Health
- Workplace Gender and Equality Agency

Appendices

1. Diversity and Inclusion Survey summary results
2. NDIS and Aged Care Diversity and Inclusion Accreditation Requirements
3. Diversity and Inclusion Working Group Charter (to be developed)

Appendix 1

Diversity and Inclusion Survey summary results

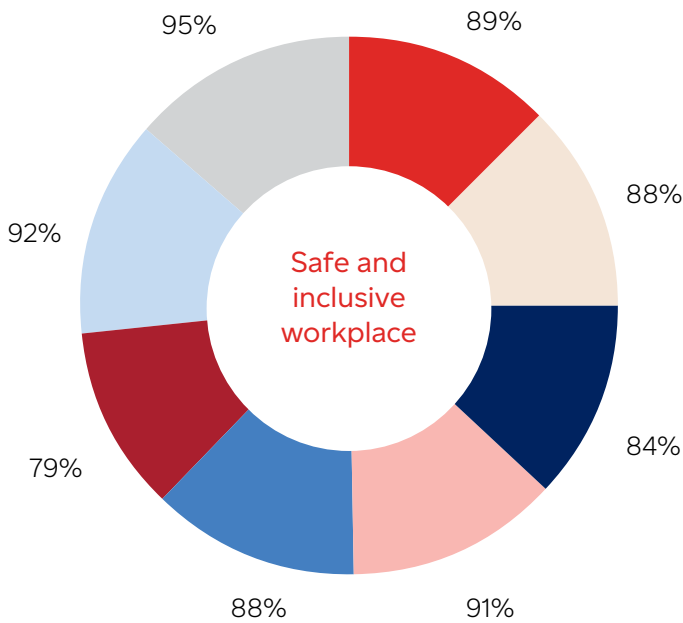
MS Plus engaged a Consultancy, ORIMA Research to survey all MS Plus staff to provide their opinion and experiences of diversity and inclusion in the workplace. Our results are overall very positive and also very useful in identifying areas for focus in future.

The insights gained from the Diversity and Inclusion Survey will be used to develop MS Plus' Diversity and Inclusion Strategy and Action Plans aligned with our aspiration, purpose and values.

Outcomes we will aim to address through these include accessibility, knowledge / confidence, deeper understanding and connections, culture and psychological safety, diversity and equity, and leadership and accountability.

The Diversity and Inclusion Strategy and Action Plans will be used to create and sustain MS Plus as an organisation that respects and supports diverse characteristics, cultures, attitudes, life experiences and intersectionality of clients and staff.





Safe and inclusive workplace

- MS Plus is usually or always a culturally safe and inclusive place to work.

- My manager works effectively with groups or people from diverse backgrounds.

- My work group actively supports diversity and inclusion.

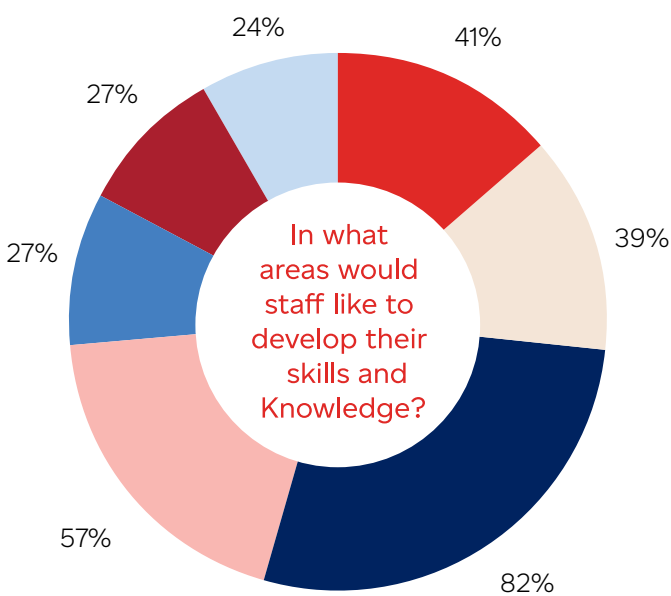
- I feel encouraged to contribute new ideas within my team

- I feel I can contribute ideas directly to my manager.

- I feel confident or very confident in my skills and knowledge to contribute to creating a culturally safe and inclusive environment.

- With carer responsibilities for children, I believe MS Plus is a culturally safe and inclusive place to work.

- With carer responsibilities for someone living with a chronic condition I believe MS Plus is a culturally safe and inclusive place to work.



In what areas would staff like to develop their skills and knowledge?

- Cultural awareness training

- Learn how to communicate more inclusively

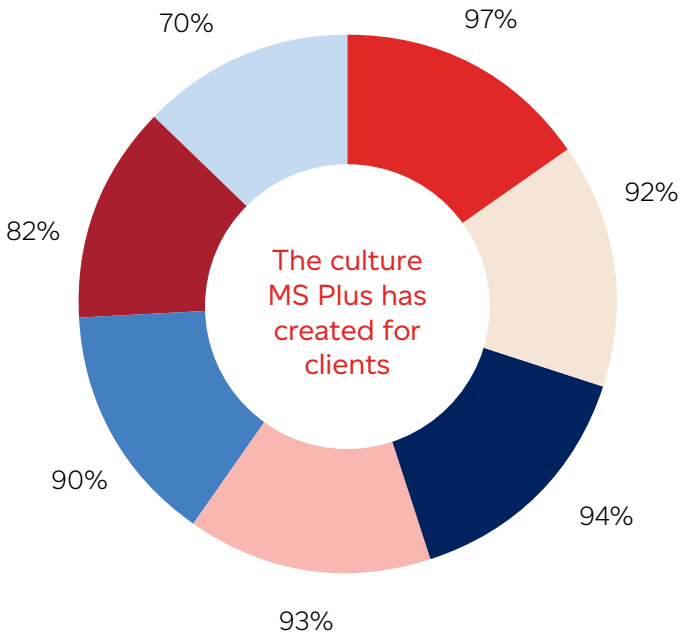
- Learn more about mental health awareness

- Increase their disability awareness

- Learn more about creating inclusivity for the LGBTQIA+ community

- Learn more about gender equality

- Learn more about Aboriginal and Torres Strait Islander cultural awareness



The culture MS Plus has created for our clients

- I believe we have a positive culture for clients

- I believe we have a positive culture for people with caring responsibilities.

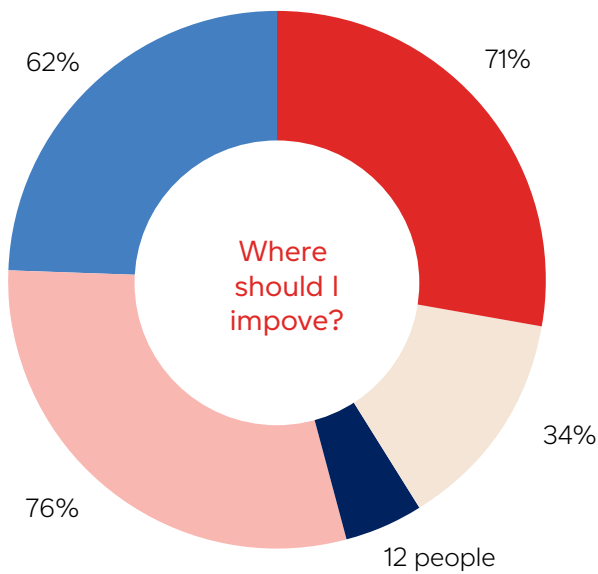
- I believe we have a positive culture for clients of different genders.

- I believe we have a positive culture for clients of different ages.

- I believe we have a positive culture for clients of different cultural backgrounds.

- I believe we have a positive culture for clients who identify as LGBTQI+.

- I believe we have a positive culture for clients who are Aboriginal and Torres Strait Islander.



Where could we improve?

- I live with a disability or chronic condition and believe MS Plus is a culturally safe and inclusive workplace.

- I live with a disability or chronic condition and have some or a lot of difficulty accessing the support I need.

- I have experienced or witnessed bullying behaviour or discrimination. Of the 7 people who had experienced bullying, 2 had experienced bullying from a colleague and 2 from a client. Of the 5 people who had experienced discrimination, two said this was in relation to employment activity and the others related to living with a disability, carer status and race.

- I believe senior leaders actively support diversity and inclusion.

- I feel encouraged to express their opinions and contribute new ideas within the wider organisation and 57% feel this way during all-staff meetings.

Appendix 2

NDIS and Aged Care Diversity and Inclusion Accreditation Requirements

NDIS Diveristy Accreditation Assessment	Aged Care Diversity Framework
<p>Define diversity and cultural appropriateness in org documents and make available to users. Demonstration of commitment / visibility</p>	<p>Equity of access and outcomes Older People with diverse characteristics and life experiences have equitable access to information and services that are effective and appropriate to their needs and that take into account individual circumstances.</p>
<p>Ensure all services and activities are provided in a culturally safe and appropriate manner. Link ‘appropriate manner’ to ‘choice, self-determination’</p>	<p>Empowerment Older people with diverse characteristics and life experiences and their families, carers and representatives are respected and supported, and have the information, knowledge and confidence to optimise their use of the system.</p>
<p>Identify and respond to the particular cultural or support needs of different groups e.g. translators / multi-lingual communication, services by staff member of certain gender or ethnicity if appropriate. Link to Access. Segmenting into diversity cohorts, requiring tailored initiatives.</p>	<p>Inclusion Older people with diverse characteristics and life experiences, and their families, carers and representatives are included in the development, implementation, and evaluation of [aged care] policies and programs on an ongoing basis.</p>
<p>Organisation supports clients to identify, maintain and strengthen their cultural identity and connection to community.</p>	<p>Quality Older people with diverse characteristics and life experiences are treated with dignity and respect and can maintain their identity. They can make informed choices about their care and services, and how these services support them to live the lives they choose.</p>
<p>Does the organisation ensure that it acknowledges and respects the values and beliefs of its staff, volunteers and clients.</p>	<p>Capacity Building Older people and their communities have the capacity to articulate their [ageing and aged care] needs and have their diverse characteristics and life experiences embraced. They are partners in the development of services and the workforce to meet their needs.</p>



Does the organisation ensure that it only identifies and responds to the values, beliefs of the client if directed to do so by the client?

Responsive and Accountable

The aged care system embeds the diverse characteristics and life experiences of older people clients / consumers in the system planning, delivery, monitoring and transparent reporting. The aged care system is responsive and flexible in adapting to the current and emerging needs and expectations of older people, their families, carers and representatives, to ensure services are appropriate and inclusive.

Does the organisation support client rights to practise their values and beliefs while accessing services?

Does the organisation consult with or maintain links with Aboriginal and Torres Straight Islander and other community groups to inform its service delivery?

Are staff and volunteers provided with professional development related to cultural awareness, responsiveness and the diversity of the client group?

Does the organisation review the profile of its user group or program focus to ensure diversity is maintained?

Appendix 3

Diversity and Inclusion Committees Terms of Reference

1. Purpose

To lead and implement initiatives on matters covering the seven focus areas of the organisational Diversity and Inclusion strategy with the purpose of increasing diversity and inclusion at MS Plus. Two committees will work towards this objective, one focused on Staff related matters, the other on Client related matters as per the Strategy. Each group will develop its own Agenda against meeting the needs of their respective cohort against the focus areas of our Strategy. These terms of reference will cover both these committees.

2. Commitment

MS Plus is committed to embracing diversity and inclusion as essential to

providing the best service for our clients reflecting the different perspectives and backgrounds enable us to understand and meet their needs more effectively with quality service.

The Diversity and Inclusion committees will commit to promote diversity and inclusion through our staff and clients through leadership commitment and by encouraging and valuing a diverse range of ideas, experiences and perspectives regardless of peoples' gender, age, language, disability, ethnicity, cultural background, sexual orientation, religious beliefs.

This commitment will include engaging and learning from the lived experience of clients and

staff to ensure the provision of person-centred services.

3. Scope

- To develop action plans that reflect the seven key focus areas of the MS Plus Diversity and Inclusion Strategy
- To lead the implementation of regular initiatives to guide the culture at MS Plus and improve diversity and inclusion in our people, services and clients over the period 2023-2025.
- To make recommendations and report on diversity and inclusion activity to the Quality Committee and the Board.

4. Membership

Workforce	Clients
<ul style="list-style-type: none"> • Chair: Executive Manager People Culture & Quality • Senior Manager Quality • PCQ Business Partner • Disability champion • Inclusion champion • Indigenous champion • LGBTIQ+/Gender champion • Mental health champion 	<ul style="list-style-type: none"> • Chair: Executive Manager People Culture & Quality • Senior Manager Community Partnerships • Senior Manager Quality • Client with lived experience – CALD • Client with lived experience – LGBTIQ+ • Client with lived experience – Disability

Responsibilities

The Chair will

- Schedule regular meetings of the Committees.
- Guide meeting discussion according to the agenda and that detail is reflected in meeting minutes.
- Ensure agenda items each have an action item and an outcome.
- Report to the Quality Committee and the relevant Board Committees.

Committee members will

- Attend all meetings and be prepared to contribute to relevant agenda items having read any documents sent through with agenda.
- Monitor and stay abreast of the relevant trends, issues, and opportunities within the scope of the working group.
- Ensure follow up on relevant actions from meetings in a timely manner according to the action plan detailed in the minutes.
- Be a positive champion for diversity and inclusion through the organisation.
- Work within the scope of the project at all times.

5. Goals/Deliverables

Attract: to mindfully attract a culturally diverse talent pool which will include people living with a disability and/or other neurological conditions and who will also work towards contributing to services improvement and responding to the needs of an equally diverse client base.

Engage: to engage with clients, volunteers and staff in a respectful and inclusive manner and encourage every individual to treat each other the way they would want to be treated.

Develop: to create pathways to programs, services and workforce development by providing consistent access to opportunity.

Promote: to encourage innovative ideas and promote

targeted initiatives through the diversity and inclusion framework.

6. Meetings

Meetings will be bi-monthly with agenda to be made available at least 3 working days before meeting.

Minutes of the meeting will be distributed within one week of meeting and included for inclusion on the Agenda of the Quality Committee.

7. Reporting

Recommendations to the Quality Committee will be decided through consensus. Quarterly reporting will be made available to the Quality Committee and the relevant Board Committees.

8. Dissemination of outcomes/ Communication plan

Recommendations to be developed by the committees and disseminated to Quality Committee through internal reporting.

Action outcomes will be posted on SharePoint and other internal digital forums.

They will also be disseminated to clients through social media and other relevant communication channels.

9. Review of Committees

An annual review of the terms of reference, composition, performance and effectiveness of the committees shall be conducted in October each year.



Contact MS Plus

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