

What's Happening Right Now

As of your start date (9 February 2026), here's the current state of play.

The Big Picture

Alida Wiese, the Financial Manager, resigned on 26 January 2026. Her last day is **23 February 2026**. You have a 2-week overlap with her (9-23 Feb). The entire organisation is in transition mode.

Invoicing Transformation - Already In Progress

This is the most visible change happening right now. The business has moved from a centralised invoicing model (where Alida created all invoices) to a **decentralised model** where staff invoice at point of service.

What's Already Happened

- **28 January:** Xero went live for invoicing and quoting
- **Week 1 (26 Jan - 1 Feb):** Xero configured, templates set up, users added, billing manual drafted
- **Week 2 (3-7 Feb):** Staff training (reception and nurses) is happening **this week**
- **Go-live target:** Friday 7 February - staff creating real invoices

How It Works Now

Role	What They Invoice	Where
Nurses	IVs, treatments, medications	At point of delivery
Reception	Consultations, supplements	At the front desk
Reception	Patient statement	Print at patient exit

Who's Running It

Person	Role
Alida	Built the foundation (Week 1), led training (Week 2)
Kyle	Rollout lead for Cape Town - running his team from this week
Amanda	Rollout lead for UK - running her team from this week

Where You Fit In

Your role in invoicing is **audit and quality control**, not creation:

- From Week 3 onwards (next week), Kyle and Amanda run their teams independently
 - Alida drops to ~30% support on invoicing, freeing her for handover to you
 - You should start observing the invoicing process this week to understand it
 - Post-departure, you own the weekly invoicing audit (checking accuracy and completeness)
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Current State of the Books

Xero bookkeeping: All three organisations (Inc, Saint Raphael, Sanctura Ltd) were brought up to date for the current financial year before Xero went live.

Ask Alida to confirm:

- Are the books still current as of today?
- Are there any outstanding reconciliation items?
- What's the backlog (if any)?

Urgent / Time-Sensitive Items

Before Alida Leaves (23 Feb)

Item	Entity	Status	Priority
Knowledge transfer to you	All	Starting today	CRITICAL
Stock count (end of February)	Inc	Planned for ~20-22 Feb	HIGH
FY charge revision for Saint Raphael	Saint Raphael	In progress	HIGH
La Porta Industries UBO & Annual Returns	La Porta Industries	In progress (due ~6 Feb)	Check status
Annual forecast for FY27	All	Due February	HIGH
Introduction of Jess to Atlantic Trust personnel	Trust	Planned	MEDIUM
File handover (Alida's drive)	All	Must happen before 23 Feb	CRITICAL

Coming Up in February/March

Item	Due	Detail
February payroll data	~20 Feb	You'll need to prepare this for Inaura and Kinari
VAT period (Jan-Feb)	End March	Inaura calculates, you review, James releases
Monthly management accounts (Feb)	By 7th working day of March	Your first solo management accounts
First solo payment run	Week of 24 Feb	You prepare, Grant loads

Invoicing Rollout - What Happens Next

This Week (Week 2: 3-7 Feb)

- Staff training is being completed
- Full dry run scheduled for Thursday 6 Feb
- Go-live decision on Friday 7 Feb

- If ready: first real invoices created Friday

Next Week (Week 3: 10-14 Feb)

- Kyle and Amanda run their teams independently
- Alida available for support (~30% of her time)
- Remaining ~70% of Alida's time should be focused on **you**

Week 4 (17-23 Feb) - Alida's Last Week

- Teams should be fully independent on invoicing
- Alida available for edge cases only (~10%)
- Most of Alida's time available for final knowledge transfer to you
- Stock count ~20-22 Feb
- **23 Feb: Alida's last day**

Post-Departure (24 Feb onwards)

- You own the weekly invoicing audit
- Kyle and Amanda continue running their teams
- Weekly audit cadence: review all invoices from the week for accuracy

What Alida Is Working On Right Now

As of this week, Alida is splitting her time approximately:

Activity	% Time	Detail
Invoicing rollout support	~30%	Training support, troubleshooting (winding down)
Handover to you	~50%	Knowledge transfer, process walkthroughs
BAU operations	~20%	Things that still need doing (payments, reconciliation)

This split should shift more towards handover as the invoicing rollout stabilises.

Open Questions Still Being Resolved

Question	Owner	Status
UBO submissions - who owns, when next due?	Grant	TBD
Supplier invoice destination - which mailbox?	Grant + Alida	Being resolved
Pricing source of truth - MedPrax vs Xero?	Grant + Alida	Being resolved
Facility fee rules - when does the >2 hour rule apply?	Alida	Being resolved

Don't worry about solving these yet - just be aware they're open. Grant will brief you as they're resolved.