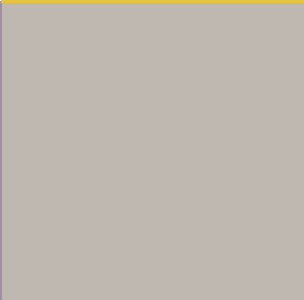


A Year in Review

2010/2011



SILVER CHAIN

EVERY MINUTE. EVERY HOUR. EVERY DAY. WE CARE.

About Us

Every minute, every hour, every day, Silver Chain provides care to people living in metropolitan, country and remote areas of Western Australia.

Silver Chain is the largest provider of community, clinical and health care services in Western Australia. From Carnarvon in the north, to Walpole in the south and Eucla in the east, more than 40,000 people each year experience the difference Silver Chain can make to their lives and the lives of their families and carers.

The diversity of our services, including home care, palliative care, emergency care, family health care and other care services, is a testament to the accumulated knowledge that comes with working with the Western Australian community for over 100 years.

Our services can assist clients to maintain or regain their independence, be cared for at home or simply enhance their lives.

Over the last financial year, we have continued to develop our services and establish new services which address the emerging healthcare needs of community.

We introduced computer mapping software to devise efficient client visit schedules to enable our staff to spend more time with clients and we have invested heavily in our people to ensure that care is delivered by trained and professional staff.

We are proud of the role our caring staff and volunteers play in the delivery of care to the Western Australian community.

Our purpose is to increase the community's capacity to maximise its health and wellbeing.

Vision and Values

Our Vision – to be a client focussed provider of caring, innovative, high quality services that support the independence of people in need.

Our Values – Silver Chain is a values based organisation. Our values guide and underpin everything we do.

- All people are of equal value
- The individuality of people will be respected
- The client will be given the best possible service
- Excellence and superior performance will be pursued

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Our Strategic Direction

Our Purpose – to increase the community’s capacity to maximise its health and wellbeing.

Our commitment to delivering excellent care to those in need in our community remains the core of our business, and our Purpose guides our organisation along a path designed to ensure that we strive to achieve great outcomes for the community at large.

We will achieve this by designing and delivering innovative and financially efficient care that creates more community health and wellbeing per dollar invested than any other solution.

Five Key Strategies

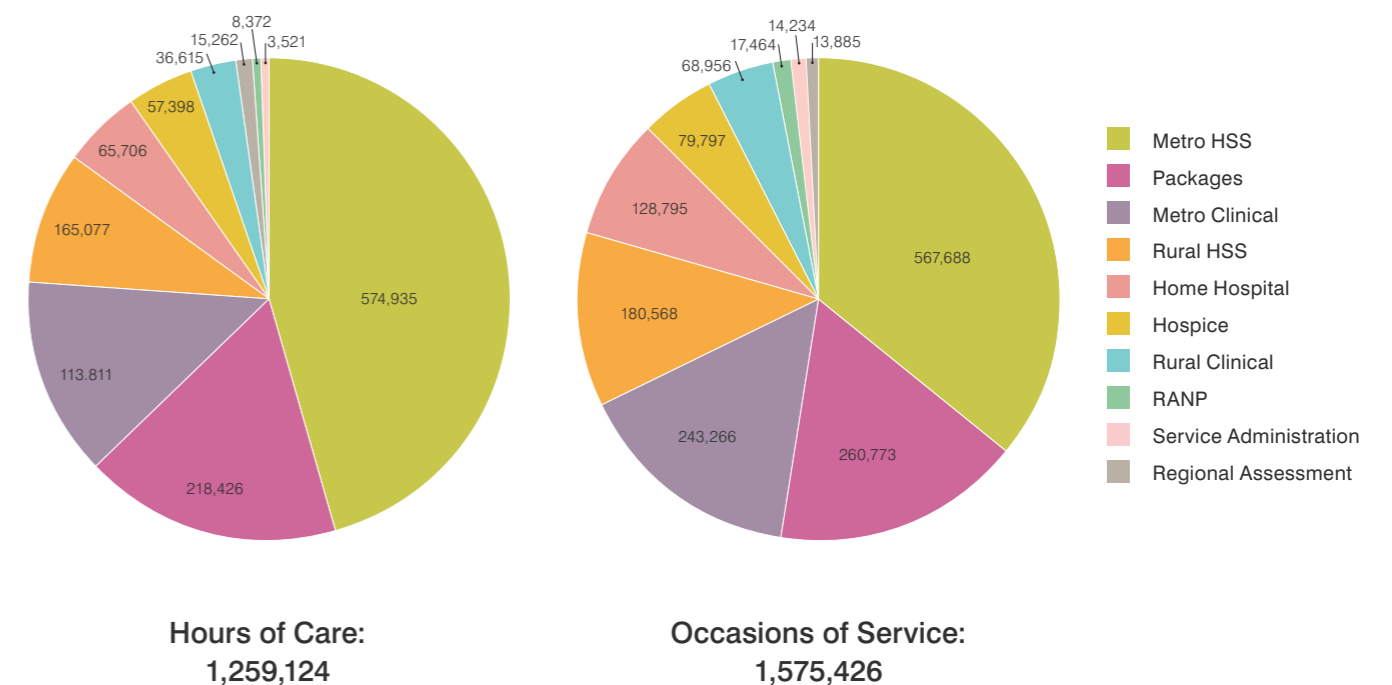
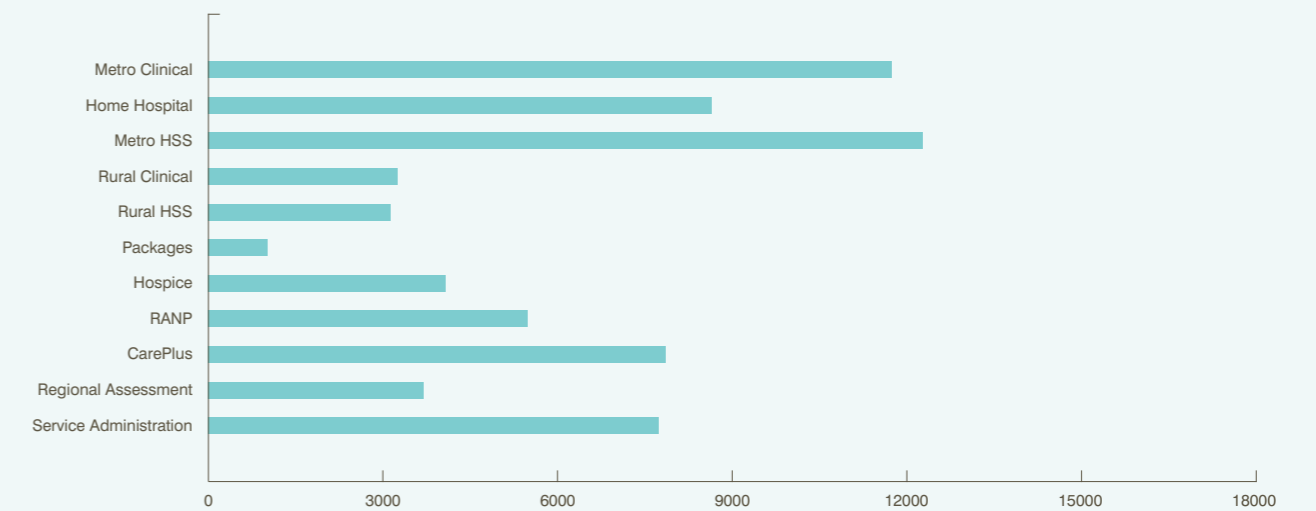
- Strengthen our core** – improved service models that will incrementally change the way care is delivered with a focus in W.A. to maintain our local strength.
- Grow our contribution for more Australians** – design innovative service models that transform care outcomes both in the Western Australian community and nationally contributing to addressing the major system challenges facing Australia.
- Develop our innovation and sector leadership capacity** – consolidate our capabilities and grow capacity.
- Grow funds for re-investment** – generate discretionary funds for investment in innovation and leadership, research programs, education and continuous improvement.
- Good to Great Foundations** – be the best that we can be in all that we do. Encouraging disciplined people, disciplined thought and disciplined actions.



Annual Statistics

A culture of caring – caring is what we do. It comes from the heart and is reflected in our behaviour. When we care, we are concerned about the health and wellbeing of others; how they feel and how what we do affects them.

Total Individual Clients



Hours of Care:
1,259,124

Occurrences of Service:
1,575,426

Chairman's Report



Dr Mary McNulty
Chairman

2010/2011 has been an incredible chapter in Silver Chain's history. We implemented processes which will support our initiatives to focus on increasing the community's capacity to maximise its health and wellbeing. There is no doubt in my mind that the decision to focus on the services in which we excel has seen a significant reinvigoration of our organisation and an increase in our capability of achieving our Purpose.

Throughout 2010/2011, Silver Chain has continued to consolidate and expand its Hospice Care and Home Hospital programs. We undertook an evaluation of Silver Chain Home Hospital which demonstrated that not only did this program increase patient satisfaction (when compared to in-patient hospital care), it also delivers a \$300 million advantage to our government and Western Australia's health infrastructure. I believe that nationally, Silver Chain is in a prime position to meet many of the challenges of future health care needs by continuing to innovate and implement highly sophisticated and new approaches to community health care.

As Chair of Silver Chain's Board, I would like to thank the many collaborators and contributors who have supported and enabled Silver Chain to achieve its goals. In particular, the Western Australian State Government which continues to strengthen the partnership between the organisation and the government. I would also like to thank the many providers with whom Silver Chain works as we deliver our services to the community.

Finally, as part of our Purpose to maximise the health and wellbeing of the population, Silver Chain has begun to explore ways of sharing our service innovations with the Australian community at large. The first step in this process is to join with Royal District Nursing Service South Australia (RDNS) with whom we have a long complementary history of delivering nursing services in the community, dating back to our earliest beginnings. Indeed, in 1905, RDNS sent their Nurse Copley to Western Australia to teach our first district nurse the "tricks of the trade".

This is truly an exciting time for Silver Chain and we hope an exciting time for the Australian health care system.



CEO's Report



Mr Christopher McGowan
Chief Executive Officer

2010/2011 has again been a positive one for the organisation. In a year where we are completely focused on providing care in the community, through advanced clinical care, aged care or home hospital care, we have continued to grow and improve service quality.

As an organisation, we have always aimed to be the highest quality healthcare provider possible. As such, we applied for assessment by the Australian Council of Health Services and Quality Accreditation Group with a sense of optimism and anticipation and were awarded four 'Outstanding Achievements' and 12 'Extended Achievements'. This effectively put Silver Chain in a class with only one other organisation in Australia in the category of Health in Community Care Quality; a great achievement of which we are extremely proud.

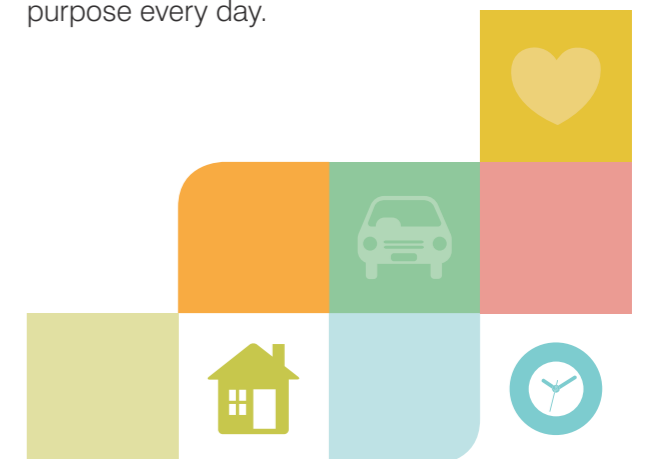
In September 2010, we decided that we would invest into the community by sharing our unique in-house software with other community aged care and health care providers. This has seen us create a distinct organisation and brand called EOS Technologies which works solely to share our ComCare software with other Australian organisations. At the time of preparing this report, three organisations have already acquired and are implementing the software, and over 30 organisations across Australia and the United Kingdom are in the advanced stages of securing access to it.

In Western Australia, the government resolved to implement a separation of the assessment process for Home and Community Care (HACC) services from the service delivery process. Silver Chain was awarded approximately 45 per cent of this assessment process which challenged us to completely separate the assessment process from the

service delivery option. It also significantly impacted upon our community aged care service as the assessment function was removed from these operations. We believe the process has been a great success in improving service outcomes and have heard many stories where the client's assessment was improved.

The later part of 2010/2011 has seen us progress our merger with Royal District Nursing Service South Australia in order to share more of our capacity with the rest of Australia. Whilst this has been a challenging process, I believe it is another step forward in contributing not only to the Western Australian health and aged care system, but the Australian community as a whole.

Finally, I would like to thank all 2,200 staff members for the amazing contributions they have continued to make throughout the past year. Our organisation is first and foremost about our staff living by our values and our purpose every day.



Information Management

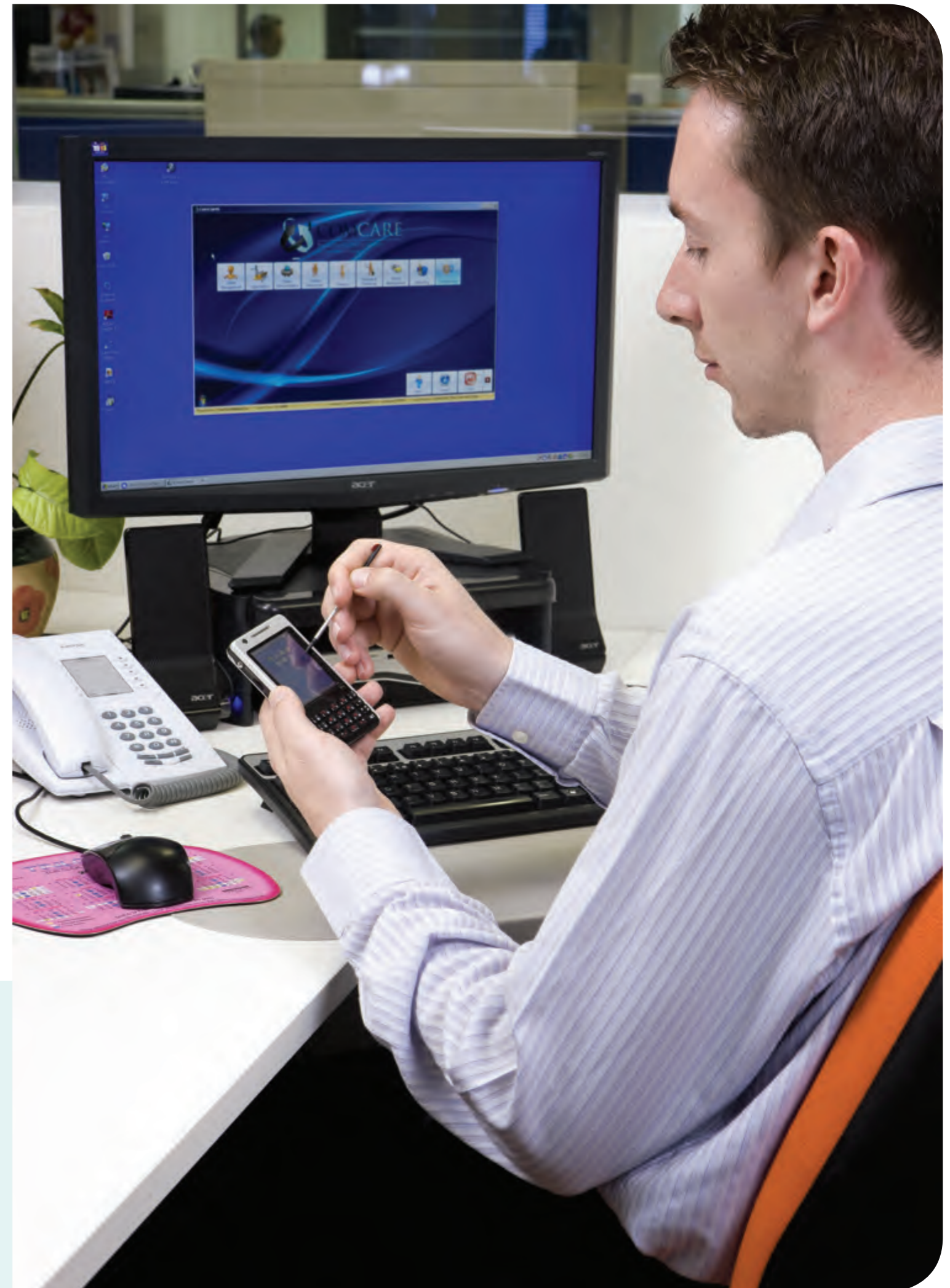
Information Management's role of developing and supporting Silver Chain's information systems and processes saw the division involved in some major and exciting initiatives this year. Our information systems were also positively recognised in the Australian Council on Healthcare Standards review where Silver Chain received an 'Outstanding Achievement' for our integrated approach to the planning, use and management of information and communication technology.

Another major initiative of this year was the commercialisation of ComCare so that it can be accessed by a wide range of community care and health care providers. A new team was created called EOS Technologies to deliver on this initiative and, with the support of internal Silver Chain staff, they have achieved terrific results. A number of organisations have already purchased ComCare with many more showing very strong interest.

During the year, the team in Information Services delivered three new releases of ComCare, our client management system, which included one release that changed the user interface providing ComCare with a completely new look and feel. ComCare Mobile, used by all of our nurses, care aides and home helps, also received a new look as it was entirely rewritten in the latest Android development platform in order to utilise the great new Smartphones and tablet devices that are now on the market. The team also assisted with the installation of our new finance system and continued the support of the Travel Smart, Stay Safe (TSSS) and Wound Management projects. Through the TSSS project, Silver Chain has managed to reduce travel minutes per hour of care which has resulted in greater efficiencies. In the Wound Management project, we have managed to capture information on over 12,000 wounds, making this information one of the best wound information databases in the world.

The Information Technology team worked on a computer room upgrade which included a new backup system that caters for 9.4 terabytes of information (equivalent to around two billion pages of text!), and a new server farm for faster system response. The team also managed to convert all of our 2,000 Smartphones over to the 3G Telstra network which will provide a faster and more reliable network for all our field staff who use ComCare Mobile.

2011/2012 will see us continue to strive to grow our contribution to the community as we seek to position Silver Chain and its Information systems as leaders in E-Health strategies. This includes initiatives such as the use of the national Broadband Network and the Person Controlled Electronic Health Record.



Health

There is building recognition that future healthcare will be delivered in the community. For over 106 years, Silver Chain has helped people to live independently in their own homes. In 2010/2011 Silver Chain continues to develop innovative services and clinical practices to support client and family outcomes and quality of life.

Silver Chain Health continues to provide clinical expertise and management across a range of areas where, each day, approximately 4,500 – 5,000 metropolitan clients are receiving services for respiratory therapy, continence management, the treatment of complex, chronic wounds, chronic disease (e.g. diabetes), care for the terminally ill and acute hospital substitution.

2010/2011 has been a rewarding year for our staff and clinicians and some examples of our success include:

- Silver Chain Home Hospital continues to grow and address the acute needs of Perth public patients offering them alternatives to hospitalisation, delivering over 11,000 full hospital substitution bed-days as well as 59,000 occasions of service for hospital avoidance.
- The implementation of the ComCare Wound Care Module which has recorded that our metropolitan nurses are currently treating over 2,100 wounds a day.
- The Silver Chain Hospice Care Service was able to provide enough assistance and support to our Hospice clients that 60 per cent of terminal clients were able to sustain their independence at home until death.
- A partnership with Princess Margaret and Hollywood Private Hospitals was established to deliver a support program (called Blue Skies) that works to alleviate the burden of grief for children experiencing the death of a significant loved one.

- Clinical Nursing and Hospice Care Services have delivered more care at a lower cost than the government volume contracted, ensuring that Silver Chain is efficiently allocating tax payers' money and is therefore able to deliver care to more Western Australians.
- The State Government responded to our submissions and provided an additional \$600,000 to enhance Silver Chain's Respiratory Service for the 950 people receiving oxygen at home.
- Silver Chain's Dr Keryln Carville was awarded the inaugural 'Lifetime Achievement Award' at the 2010 Nursing and Midwifery Excellence Awards. Dr Carville has long been valued within Silver Chain and has inspired many of our nurses to achieve excellence in practice and work towards post graduate studies.
- Silver Chain's Research department and Curtin University's WA Centre for Cancer and Palliative Care showcased their collaborative research at the 2010 Palliative Care Research Symposium.
- Successful publication of Silver Chain's research in a number of journals.
- Success in being accredited through the Australian Council of Healthcare Standards with Outstanding Achievement in our care of the dying and wound care.
- Appointment of Silver Chain's first nurse practitioners across a range of disciplines.
- Increasing the number of medical registrars across our services.



Country Services

During 2010/2011, Country Services treated more than 12,500 clients and had over 15,000 clients present for health services at our remote bases.

2010/2011 was a busy year for Country Services as we endeavoured to provide innovative care solutions in rural and remote areas. We implemented ComCare mobile across country areas in the South West which provided staff with access to all mobile ComCare modules (including mobile timesheets and our wound module). This ensures our staff have access to the information and equipment they need to support our clients in country Western Australia.

Our Country Services further developed upon localised relationships with Western Australian Country Health Services (WACHS) and the Royal Flying Doctor Service. A Clinical Nurse Specialist role for our remote services was established to help us increase clinical governance and we appointed a General Manager of Country Services to lead our staff in their efforts to support Western Australian communities located outside metropolitan Perth.

TeleHealth technology was introduced to support client care and encourage improved health outcomes for our clients who could not travel to the city to meet their health care needs. Our Country Services team also introduced the use of video conferencing to remote and rural sites across Western Australia via 'Polycom' technology to improve access to support for our staff and clients.

Country Services received \$2.6 million from the Federal Government to fund a new multi-purpose remote area health centre in Eucla. The Commonwealth Department of Health & Ageing contributed funding to support our services in Geraldton, enabling us to increase our dementia care activities. Funding was also providing for the development of an Intergenerational Day Centre in Geraldton and

to support increased HACC Nursing initiatives in the Wheatbelt. These projects will increase access to health care services for remote communities and help meet their growing healthcare needs.

In our efforts to understand the individual needs of rural and remote communities, we will continue to conduct health needs surveys and be involved in community consultations.

We will empower and support our local managers and co-ordinators to make as many decisions locally as possible to ensure we continue to meet the needs of our clients and their communities and provide the best, most efficient and effective services.

Next year we will try to expand our reach of services into communities where we are not currently providing services and where there is an identified need. 2011/2012 will see Country Services:

- Further build upon established relationships with WACHS to be a partner in developing solutions with communities to meet their health needs;
- Introduce Nurse Practitioners into Remote Area Health Services to ensure increased access to health care options for those living in rural and remote parts of Western Australia;
- Increase access to and awareness of current Allied Health services provided in regions;
- Introduce Consumer Directed Care packages in the Wheatbelt and Great Southern regions to offer consumers greater choice and participation in their care; and
- Engage with communities to understand their needs and provide opportunities to discuss how Silver Chain may assist.

Home Support Service

During 2010/2011, Silver Chain Home Support Service (HSS) staff delivered 574,935 hours of care and visited 12,228 clients living in metropolitan Perth. Our personal commitment to quality, responsive care has been our mantra and resulted in a high level of client satisfaction.

A rapidly changing aged care sector has required HSS to be particularly responsive to the needs of our clients and our staff.

Some of the initiatives led by the division in 2010/2011 included:

- Deployment of mobile phones to all direct care staff;
- Implementation of mobile data recording by care staff;
- Commencement of a supervisory model of staff support and mentoring;
- Realignment of our client referral and assessment pathways;

- Staff safety leadership training;
- Introduction of regular communication forums;
- Consolidation of our Wellness Approach to client care; and
- Implementation of the Home and Community Care Assessment Framework.

These initiatives have resulted in improved client related information which allows us to more accurately align client need with carer skills. They have also improved the 'on the ground' support for staff which makes them more equipped to deal with the complex care issues and therefore have an enabling, proactive philosophy to client care.

Perhaps one of the most rewarding aspects of the work conducted within HSS this year, has been the significant increase in our work safety culture. Staff are all trained in best practice body posture movements and have demonstrated a commitment to working safely, ensuring their safety, and that of their clients, is front of mind when delivering care.

In line with our strategic direction for 2011/2012, HSS will continue to develop and disseminate innovative care solutions, invest in our people and strive to deliver an excellent client experience.



Home Hospital

In September 2009, WA Health commissioned Silver Chain to deliver a major element of the Friend in Need – Emergency (FINE) scheme. Silver Chain Home Hospital, the non-inpatient acute and complex care component of FINE, had an overall goal of avoiding hospital presentations and reducing the need for inpatient care for patients whose treatment can be delivered safely in the community.

Silver Chain Home Hospital has an interdisciplinary team and works closely with discharging hospitals and General Practitioners (GPs) to provide care and treatment. In addition, Silver Chain Home Hospital has established a specialised workforce of nurses (including three Nurse Practitioners) with the capacity to deliver the anticipated demands for community based hospital substitution. Through the services offered by Silver Chain Home Hospital, over 650 people with acute and sub-acute conditions are treated outside of the secondary and tertiary hospitals in Perth every day, improving the overall efficiency of the medical system and lowering health costs.

This year, the first full operational year within Silver Chain Home Hospital, has seen the service establish itself as an important part of the WA State Government initiative to relieve pressure on the hospital system.

Current service levels this year within Silver Chain Home Hospital include:

- Caring for an average of 60-70 patients per day who would otherwise be hospitalised for a condition that required 24 hour medical governance are cared for at home.
- 300 patients are discharged into Silver Chain Home Hospital's Post Acute Care every month which equates to roughly 3,500 people every year. This service maximises inpatient capacity through earlier discharge from surgical wards.
- More than 250 referrals were received from GPs and medical specialists for sub acute

conditions every month. It is probable that many of these patients, without Silver Chain Home Hospital services, would have required ongoing treatment in a public inpatient or outpatient facility.

- More than 2,200 people were assessed and treated by the Priority Response Assessment team in their home (including residential aged care facilities). This acute service offers advanced nursing assessment and treatment delivered within four hours, thereby avoiding an ambulance carry to an Emergency Department and the subsequent draw on this limited and pressured resource.

A major objective of the Silver Chain Home Hospital service is to increase the participation of GPs in the care of their acutely ill patients. This year, Silver Chain has achieved accreditation with the Royal College of GPs to deliver educational workshops on Silver Chain Home Hospital. This will enable more GPs to offer 24 hour medical governance to their patients treated at home under the program.

In 2011/2012, we will be looking to increase the profile of Home Hospital with GPs and the public. We aim to encourage patients to ask their GPs how they can be involved with the program and we will facilitate discussions with GPs to highlight the benefits of Home Hospital for their patients and their practice. By increasing the response to Home Hospital, we will assist to alleviate some of the pressure on the public health system and hospitals.

The following are some of the testimonials

Silver Chain has received from both public and health professionals which highlight the successes Silver Chain Home Hospital has seen thus far.

- *"From reassurance over the phone on first contact, to phone calls informing us of arrival times and the arrival of a competent, cheerful nurse (Sheilah), we felt confident that my husband would be treated with care and respect. Thank you."*

J. Ursulic, Kewdale

- *"First of all, the referral process is easy. The team arrives in a very short space of time, they provide a comprehensive assessment, are able to liaise with the resident's GP, organise relevant tests and put in place relevant treatments. The follow-up service is excellent."*

MS Respite House, City Beach

- *"We have required a number of our clients to be assessed in their home and not being put through the trauma of being removed from the comfort of their homes and then waiting in an Emergency Department for assessment and treatment has proved a great relief for them and their families."*

Y. Dearden, Uniting Community Care

- *"Without the support of Silver Chain Home Hospital, my hospital stay would have been much longer. The staff were caring, helpful, efficient and very comforting and I can't thank Silver Chain enough."*

G. Gordon, Hillarys



Hospice Care Service

For the past 29 years, Silver Chain's Hospice Care Service has aimed to improve the quality of life for clients, their families and caregivers when they are faced with the prospect of limited treatment options and death is a likelihood in the near future.

Silver Chain Hospice Care (HCS) is driven to assist clients during this difficult time by our focus on all aspects of a person's wellbeing and not just the physical symptoms. Our interdisciplinary team of doctors, nurses, allied health professionals, care aides and volunteers, tailor their approach to care to encompass the physical, emotional, social, cultural and spiritual care to support the client and family.

We know that keeping people at home is most often consistent with a client's choice and we continue to develop our range of services and clinical practice to support autonomy and quality of life for clients and their families.

During the year, we supported more than 2,000 clients at home, provided more than 180,000 days of care with an average of 560 clients admitted on any given day, and supported 60 per cent of our clients to achieve their desire to remain at home to the end.

During the year, HCS received an 'Outstanding Achievement' as part of the Australian Council on Healthcare Standards accreditation process reflecting best practice for end of life care planning and provision. Our clients are our major focus and we work with initiatives and research at a State and National level to ensure that what we offer the citizens of Western Australia, is relevant and contemporary best practice – this includes participation in the Palliative Care Outcomes Collaborative, and the National Standards Assessment Program, along with numerous research initiatives in partnership with the tertiary sector.

2011/2012 will continue to challenge and excite us with a number of initiatives including:

- The Advanced Care Planning pilot project to enhance end of life care planning for non-Hospice clients;
- The review of respite service provision options in and out of home;
- Improved utilisation of our own qualitative and quantitative data to improve care planning, assessment, and care outcomes – from good to great;
- Integration of Hospice Care Service across Health with specific focus on people with non-malignant disease via consultancy model;
- Inception of a Nurse Practitioner role via a candidacy approach;
- Focus on TeleHealth technology integration and utilisation of clinics for alternative service delivery approaches; and
- Enhanced clinical care delivery with more medical consultant hours of service.



Clients regularly report that the services we provide improve their quality of life and 80 per cent of palliative clients agreed that it would be difficult for them to live at home without our services.



Access Care Network Australia

Access Care Network Australia (ACNA) is a division of Silver Chain which supports members of the community to remain independent through the provision of high quality screening and assessment services.

We have achieved this goal with the smooth and extremely efficient running of the Customer Centre and implementation of the new Assessment Framework functions – screening for eligibility via our Commonwealth Respite and Carelink Centre (CRCC) and undertaking capacity building Wellness assessments via our Regional Assessment Service.

Regional Assessment Service

Silver Chain was pleased to have been appointed as the only metropolitan wide Regional Assessment Service (RAS). The service commenced in January 2011 and sees a team of 40 Assessors undertaking face to face capacity building assessments throughout the metropolitan area.

The Assessors work with clients to identify goals and the client support and monitoring agencies best suited to support them with those goals. The assessment and goals are then shared with service providers through a secured website called the WA Assessment Framework Interface resulting in improved information sharing between all parties associated with the client's care.

In the first five months of the service, our Regional Assessors developed goals and facilitated services for more than 4,000 clients.

Customer Centre

Silver Chain's Customer Centre provides clients, hospitals and carers with a direct link to the services provided by Silver Chain. The Customer Centre is staffed 24 hours a day,

seven days a week and supports our care workers by centralising tasks to ensure they spend the majority of their time delivering care. In addition, the Customer Centre takes referrals from General Practitioners and specialists and provides support to country and remote area services.

In 2010/2011 our Customer Centre:

- Answered 550,000 calls;
- Managed 74,000 referrals and screenings;
- Answered 81 per cent of calls in 20 seconds or less; and
- Welcomed over 14,700 new clients to Silver Chain with 26,500 new client episodes.

As part of our Home Hospital program, more than 2,200 people were assessed and treated by the Priority Response Assessment team in their home (including residential care facilities). This acute service offers advanced nursing assessment and treatment delivered within four hours thereby avoiding an ambulance carry to emergency departments, and the subsequent draw on this limited and pressured resource.

Commonwealth Respite and Carelink Centre

Silver Chain's Commonwealth Respite and Carelink Centre (CRCC) experienced a very successful year in 2010/2011 with the addition of the eligibility screening function of the Home and Community Care (HACC) Assessment Framework being added to the Carelink function from 31 January 2011.

The CRCC provides information to people wishing to access services, screens for eligibility and refers HACC clients through to a RAS for a face to face Wellness Assessment. It also holds an availability register for HACC services, thereby enabling smooth referral to appropriate service providers.

In the first five months of the HACC Assessment Framework, our CRCC screened more than 300 clients living in the metropolitan South West region.

Last financial year also saw the introduction of 20 Consumer Directed Respite packages in two CRCC regions. These packages, funded by the Department of Health and Ageing, enable the client to be more involved in managing their support and have proven popular with all 20 packages being quickly filled.

In addition, the Silver Chain CRCC has assisted 1,249 carers to gain access to 1,978 respite and support programs. These include programs for Culturally and Linguistically Diverse and Aboriginal and Torres Strait Islander clients, equating to a total of 273,064 hours of care.

Due to the introduction of the HACC screening function and increased responsibilities, Silver Chain has invested in Certificate IV Working in Community Services for all its screening and respite staff. The course has been well received by our team.

Supportive Technologies

Silver Chain continues to develop and use innovative technologies to support our staff and clients to live and work in the community including the use of TeleCare and TeleHealth.

TeleCare

Our CareLink Alarm team assisted more than 4,500 clients to live independently in their own homes with alarms installed in ten residential facilities and independent living units.

Our team also developed new innovative assistive technology packages including fall detectors, seizure sensors and specialised sensors to support clients in wheelchairs.



TeleHealth

The launch of TeleHealth into our community has been a great success. TeleHealth is the remote monitoring of vital signs within the home and has been launched with some exciting trial results. Benefits include reduced hospital admissions and length of stay and a decrease in Emergency Department presentations by up to 50 per cent. Clients also reported on improved peace of mind with the vital equipment helping them live more independently in their community.



The Wellness Approach

Wellness is a model of care philosophy, a client mindset and a way of working that promotes healthy, sustainable, independent living for Silver Chain clients and staff. Home and Community Care (HACC) WA has adopted the concept of a Wellness Approach and in response to this, Silver Chain has reshaped the way we deliver services.

The Wellness Approach supports our staff in encouraging clients to be involved in their care by supporting them to do the tasks they are able to do and assisting them with the ones they find difficult.

The Wellness Project's objective is to implement strategies to introduce HACC's Wellness Approach to Silver Chain staff. This way of working aligns with the organisation's strategic direction 'to strengthen our core' by delivering a service model that will maintain our industry position and improve client outcomes.

During 2010/2011, the Silver Chain Wellness Project achieved the following outcomes:

Implemented the Wellness Model of Care Philosophy

The Silver Chain Wellness Team toured the service centres training and supporting staff to enable them to work from a Wellness perspective. All staff have now been trained on 'Working the Wellness Way' to ensure our clients, are supported to remain as independent and in their own homes for as long as possible.

Communicated the Wellness Principles to Silver Chain

In order to encourage ownership, buy-in and to provide consistent Wellness messages, the Silver Chain Wellness Team continued to promote the model of care with stories and articles through internal communication channels. These included the *Inside Focus* newsletter, What's New email, staff bulletins as

well as email updates to Managers, Care Team Leaders and Care Co-ordinators.

Highgate Evaluation

Silver Chain's Research department analysed the data provided by Silver Chain's Highgate Team and produced a number of reports highlighting how the staff perceived the Wellness Approach implementation at their base. It also analysed how the Wellness Approach is practiced in client's homes. The reports demonstrated some encouraging support for the Wellness Approach from Silver Chain Care Aides and Home Helps. The findings were useful in planning for the next phase in Silver Chain's journey to healthy, independent and sustainable living for our clients that is 'Wellness Sustainability'.

Wellness Sustainability Project

Silver Chain recognises that for any change in behaviour to be sustainable, the principles must be embedded. As a result of the recommendations from the Geraldton Evaluation in 2009 and the Highgate Evaluation 2010, the Silver Chain Executive agreed upon the need for the Wellness Sustainability Project. The Wellness Sustainability Project will implement further strategies which focus on client outcomes as well as continuing to support key staff to increase their skills, knowledge, practice and accountability. The aim is that the Wellness Approach, which promotes independence and wellbeing for all, becomes part of the Silver Chain culture.



Research

The primary objective of Silver Chain's Research department since its foundation in 1993, has been to promote 'the development of high quality research aimed at ensuring the relevance, quality and effectiveness of Silver Chain services and influencing the future direction of community and aged care.'

In 2010/2011, the Silver Chain Research department has focused upon understanding and improving the services provided by Silver Chain within the community.

The implementation of a three year cycle of systematic evaluations of Silver Chain's services commenced this year with evaluations completed for Silver Chain's packaged care programs and Veteran's Home Care services. In addition to this evaluation cycle, the Research department also evaluated the Home and Community Care Physiotherapy program, the Blue Skies bereavement program for children and continues to evaluate new services. Through conducting these evaluations, Silver Chain will ensure that the services provided by this organisation continue to meet the demands of all stakeholders and are reviewed and updated to incorporate best practice.

Additionally, the Research team has implemented a new systematic process for conducting reviews of nursing policies and procedures which will ensure that Silver Chain's clinical care is based on up to date evidence. This ensures we remain at the forefront of quality service provision.

Over the last year, the Research department has undertaken a range of projects including:

- The exploration and use of Silver Chain's CareLink Personal Alarm service by older people, the decision making processes surrounding the purchase of these Alarms, and the risk profiles of clients who choose to either purchase or not purchase an Alarm;
- Continued research into the benefits of TeleHealth including an extension of the TeleHealth home monitoring trial to examine

whether the benefits of home monitoring are sustained following the completion of the monitoring phase, and a trial using TeleHealth monitoring with frail aboriginal people living in Carnarvon; and

- Investigating the impact of different physical activity strategies in increasing levels of physical activity in the short and long term and exploring their contribution to the achievement of functional independence for Silver Chain clients receiving restorative care services.

Over the past year, the Research team has had eight articles published in peer reviewed journals and team members have presented at 15 national conferences and workshops.

The Research department works collaboratively with many organisations in order to maximise the benefit of research to the broader community. As well as currently holding the position of Professor of Ageing at Curtin University and National President of the Australian Association of Gerontology, Silver Chain Research Director, Professor Gill Lewin, has been appointed to the Advisory Panel on the Economic Potential of Senior Australians. This advisory panel was established by the Deputy Prime Minister and Treasurer Wayne Swan and the Federal Minister for Mental Health and Ageing, the Hon Mark Butler MP.

Our research has only been possible due to the ongoing support of the Silver Chain Foundation and grants from organisations such as the Australian Health Minister's Advisory Council, Health Workforce Australia, Australian Research Council and the State Health Research Advisory Council.



Our People

One of Silver Chain's strengths is the commitment of our employees and volunteers. Caring is what we do; it comes from the heart and is reflected in our behaviour. Silver Chain's focus is to engage, support and develop our people to enable them to be the best they can be.

2010/2011 saw Silver Chain continue its journey of innovation and continual improvement to ensure our services, systems and work practices are effective and efficient to ensure quality care outcomes.

From a workforce perspective, we are pleased to have:

- Further reduced the incidence of workplace injuries by 40 per cent;
- Maintained the previous year's improvement in our turnover with a current rate of 22 per cent; and
- Supported new recruits who are re-entering the workforce or are new to our industry through traineeship programs and by offering Certificate III in Community Care. Of the 61 staff members who enrolled this year, 44 are active and 17 have graduated.

Silver Chain continues successful programs aimed to develop and support existing and new staff to achieve qualifications and participate in the Graduate Nurse Program (Enrolled Nurses and Registered Nurses). Funding has been obtained for co-ordinators to complete their Certificate IV in Training and Assessment to maximise our capability to train, assess, monitor and increase the skills of our workforce.

Silver Chain continues its commitment to wellbeing by implementing healthy initiatives within our offices, for our staff. We encourage a healthy work/life balance by offering flexible work arrangements, health assessments conducted by our Health and Wellbeing Co-ordinator and free lunchtime health initiatives such as fit-ball classes and walking groups.

In addition, 2011/2012 will see all Silver Chain bases throughout Western Australia become entirely smoke-free environments and smoking cessation courses will be run to support our staff in their attempts to quit smoking.

Our focus for the coming year will include increasing our leadership capability, improvement of our employee engagement strategies and programs, building on clinical leadership and continuing our safety journey to zero harm.



Consumer Participation Framework

This year, Silver Chain embarked on an exciting initiative to enhance consumer involvement within the organisation, with the first key deliverable being the development of a Consumer Participation Framework. To develop this document, Silver Chain worked closely with the Health Consumers' Council of WA, Carers WA and feedback was also sought from clients, carers and staff.



The Framework establishes the legitimacy of consumer participation as an integral part of Silver Chain business. Consumer participation in this Framework is about involving the people who experience Silver Chain's services in the planning, delivery, research and evaluation of its services. It includes consumers being involved in decision making about their own care, service planning, service design, policy development and quality improvement. Without information and feedback from our consumers, Silver Chain would be unable to tailor services to meet their ongoing needs.

As successful consumer participation requires a commitment from all levels of the organisation, 2011/2012 will see Silver Chain implementing a number of actions to ensure consumers have the opportunity to participate and be engaged. For instance, Silver Chain will be undertaking

a review of the Annual Client Survey in conjunction with consumers and implement the resulting and approved recommendations. We will also be reviewing project management processes and documents to determine if they can be strengthened to enhance consumer participation. In addition, Silver Chain will be consulting consumers when developing new models of care such as Consumer Directed Care Packages.

With the support of consumers, Silver Chain will be positively positioned to achieve our Purpose.

Community Partnerships

Silver Chain works in partnership and in collaboration with many organisations throughout Australia to ensure we achieve our Purpose. Collaborative relationships, strong networks and well developed pathways are required at all levels of the organisation to deliver the best services for clients.

Department of Health and Ageing

The Department of Health and Ageing (DOHA) has continued to support Silver Chain in providing a wide range of community aged care services such as Community Aged Care Packages, Extended Aged Care at Home, Extended Aged Care at Home Dementia and National Respite for Carers Program. Through the DOHA, Silver Chain secured funding for a new, multi-purpose Health Centre in Eucla and through Dementia Community Support Grants, secured funding for a Dementia Specific Intergenerational Day Care Centre Project in Geraldton.

Department of Health

Silver Chain has a close relationship with WA Health and assists them to achieve their purpose of ensuring healthier, longer and better lives for all Western Australians by working closely with them on a number of programs. These include Home and Community Care, Home Hospital, Hospice Care Service, Home Oxygen, chronic disease clinics, remote area health services and the Continence Management and Advice Service.

WoundsWest

Silver Chain continues to participate in a collaborative partnership between WA Health, Silver Chain and Curtin University to improve the processes for the prediction, prevention and management of wounds in Western Australia using an integrated approach of audit, online education, electronic referral and remote advice.

Department of Veterans' Affairs

Silver Chain has a strong relationship with the Department of Veterans' Affairs and is committed to being a key provider of community nursing and veteran home care services.

Disability Services Commission and Mental Health Commission

Silver Chain's relationship with the Disability Services Commission (DSC) and the Mental Health Commission (MHC) enhances the services provided to support young people with disabilities and their carers, and people with mental health disorders or problems. With the ongoing commitment of DSC and MHC, we are able to provide education and training to clients, carers and family members to assist them to live independently in the community.

Department of Families, Housing, Community Services and Indigenous Affairs

Silver Chain works with the Department of Families, Housing, Community Services and Indigenous Affairs to provide the following programs – Respite for Carers of Young People with Severe and Profound Disabilities, Young Carers 'At Risk' Respite, and Mental Health Respite.

Lotterywest

Lotterywest has been a supporter of Silver Chain since 1933 with Silver Chain receiving one of the first commissioned grants. Lotterywest continues to support us today, including through the recent fit out of Lotteries House in Geraldton. Lotterywest also supported our remote area service centres (located in Mingenew, Walpole and Eucla), with various projects including security upgrades, maintenance work and a new sewerage system. These upgrades allow Silver Chain to continue delivering services in these rural and remote locations in an environment that is safe for clients and staff.

Health Workforce Australia

Health Workforce Australia set up by the Council of Australian Governments, provided funding for a collaborative project with Curtin University to increase clinical training places for health professional students, including rural and remote locations.

Universities

Silver Chain is continuing to strengthen and work closely with all Western Australian universities through joint appointments of staff, research projects and by providing placement opportunities for students.



Donations and Bequests

Donations and bequests assist Silver Chain to provide additional services, higher levels of care and ensure that the appropriate infrastructure is in place to support our services.

Donations and bequests made to Silver Chain are used throughout Western Australia to support the communities, services and projects that need it most. Private and corporate donations and bequests enable us to improve our services and lead the way in the delivery of care in our community.

Donated funds support statewide training and education initiatives which benefit all of our staff no matter whether they are a remote area nurse in Eucla or a palliative care nurse in the northern suburbs of Perth.

Support is provided to research and development programs that enables all areas of Silver Chain to offer the latest and most innovative care for our clients and their families. Donations and bequests also support the purchase of new equipment and facilities such as hospital beds, medication pumps and day clinics for providing out patient care.

While Silver Chain receives funding from the Commonwealth and State Governments allowing us to provide our services within the Western Australian community, donations and bequests help us to provide additional services, higher levels of care and the appropriate infrastructure to support our services.

Examples of how the invaluable funding donated from the community has assisted Silver Chain provide services over the last year include:

- Providing extra resources to support our Blue Skies bereavement program for children aged eight to 12 years old who are grieving the loss of a parent or caregiver.

- The provision of 40 TeleHeath monitoring systems to assist people in rural and remote areas to manage chronic health conditions.
- Providing funding for a registered nurse for a year in Lancelin to support clients receiving hospice care services in their homes.
- Assisting with the purchase of an ECG machine and a Spirometer for Mingenew.
- Enabling the continuation of our nurse consultancy services, social support programs and centre based day care services by covering a shortfall of funding in metropolitan and country areas.

Donations help to ensure that our care continues to improve and make a significant difference to the lives of our clients, carers and their families.

A Life Celebrated

February 2011 marked the beginning of an exciting new project for Silver Chain – *A Life Celebrated*; our online memorial website. www.alifecelebrated.org.au provides a safe and secure environment where people can create a lasting online tribute for a loved one who has passed away. It's a place where people can come together with friends and family, not in mourning, but in a shared celebration of a loved one's life.

Contributors can share memories, anecdotes and photos on the interactive timeline, enabling people to connect to a lasting memorial that celebrates an entire lifetime. As such, each memorial will not only endure, but engage visitors and evolve too.



Chris McGowan, Silver Chain CEO, and Paul Hart, Solargain Business Manager in front of a dual branded vehicle.

A Life Celebrated fits Silver Chain's philosophy of engaging and empowering individuals and communities, making it the ideal platform to raise community awareness of Silver Chain's work on a national and international stage.

Corporate Sponsorship

Silver Chain strives to build corporate partnerships and relationships with organisations committed to caring for people in our community.

In 2010/2011, Silver Chain and Solargain entered an exclusive partnership which saw 440 of our fleet cars throughout Western Australia carrying Solargain's logo for the next two years.

Once again, The John Hughes Group was the proud principal sponsor for the Silver Chain Golf Day. Their support assisted us to raise enough money to purchase 15 TeleHealth units for rural and remote areas in Western Australia.

Corporate support such as this further enables us to enhance our community health care facilities and build a strong infrastructure for the future.



Volunteer Services

Silver Chain currently has in excess of 380 volunteers working across Western Australia, providing a range of services, making a difference and building capacity within community.

Volunteers are an integral part of the amazing team who provide services within the community and make Silver Chain the success that it is today.

Volunteers provide much needed social support in metropolitan, country and rural areas through their work in centre based day centres, Hospice Care Service or the community in general.

2011 is a significant year for volunteering as it celebrates International Year of the Volunteer+10; the 10th anniversary of the International Year of Volunteers. This offers an exceptional opportunity to join a global effort to reinvigorate the spirit of volunteerism and showcase the considerable contribution which volunteers make to their community.

Two particularly special volunteers, Annice Henderson and Daphne Cullen, were acknowledged this year for dedicating 20 years of service to volunteering with Silver Chain. This is an outstanding achievement and we thank them for providing support to the community through Silver Chain Hospice Care Service. A very special 'thank you' must also be extended to Ms Alma Hanley who retired this year after 26 years of volunteering with Hospice Care Service. We are very lucky to have this level of support and commitment.

The inaugural Silver Chain Volunteer of the Year Awards were held this year to recognise the outstanding contributions our volunteers make to the community and to their voluntary work. Ms Marie Willans was awarded the 2011 Silver Chain Volunteer of the Year Award for her dedication to Silver Chain Hospice Care Service for the past 18 years.

The 2011 Silver Chain Volunteer of the Year Award for Country Services was awarded to Mr Chris Ruffell for his dedication and volunteer support to clients, staff and peers at Silver Chain Bridgetown and the Warren Blackwood community.

The 2011 Silver Chain Volunteer of the Year Award for Home Support Services was awarded to Ms Franca Mondri for her dedication and support to clients, staff and peers at the Fremantle Day Centre.

Silver Chain received a special acknowledgement at this year's National Volunteer Week Gala Dinner, which showcased volunteering in Western Australia, for our volunteering efforts within Western Australia and for the support we provide to the State peak body, Volunteering WA.

In 2010/2011, the Blue Skies Bereavement Program for Children facilitated three programs during school holidays and the feedback was exceptional. This program continues to grow and evolve as it provides much needed support to children as they cope with the loss of a parent or primary caregiver.

We would also like to acknowledge the commitment of the volunteers who are represented on our Advisory Committees and Board.

Branch Committees

Our Branch Committees raise valuable funds for Silver Chain and are instrumental in helping us identify the health care needs of local communities. The local knowledge our volunteers provide means that we are able to develop effective local solutions to

local problems. Silver Chain has 14 Branch Committees that play an integral role in supporting the enhancement of client services in country and metropolitan areas.

In 2010/2011, significant support for clients and staff included the provision of an additional community bus for our Albany Service Centre, the purchase of clinical and home support equipment for clients in the Rockingham/Kwinana area (in addition to continuing support of Silver Chain's Rockingham Respite Cottage), the retiring Mandurah Committee's funding of soft furnishings for the new Mandurah Silver Chain Day Centre, the remodeling of the kitchen at the Bunbury Service Centre and enhancement of the day centre room at the Bridgetown Service Centre. These are just a few examples of the valuable contributions that all our volunteer committees make in enhancing support for clients and the staff that support them.

All of our remote centres receive strong support from their communities and this again enables us to enhance our ability to support people who would otherwise be isolated.

2010/2011 saw Rosie Atkinson retire after ten years as Mingenew Branch Committee President and we farewelled June Hodgson, President of the Albany Branch Committee, after almost 35 years service. The enthusiasm of both Rosie and June has benefited their respective committees and communities for decades.

Two serving Committee members, Marcia Annandale (Albany) and Gladys Squance (Rockingham), were recognised for their dedication to the organisation and were awarded Life Membership by the Silver Chain Board.



Blue Skies 2011

Board Member Profiles

Dr Mary McNulty – MBBS (WA), FRChPM



Dr Mary McNulty was appointed Chairman of the Board in December 2008. Prior to this, Mary held the position of Vice President from 2002, and has been a Board Member since 1997. She is currently Chairman of Silver Chain's Human Research Ethics Committee. Mary is a General Practitioner in suburban Perth with a special interest in palliative care having worked with our Hospice Care Service for 21 years. She has been involved with General Practitioner education and the promotion of palliative care.

Mr Robert Radley – B.Sc (Hons), M.Sc(Eng), MBA, EDP (Cornell), GAICD



Appointed to the Board in November 2008, Robert is a Partner at Bain & Company. Prior to this, Robert was a Partner and Perth Advisory Leader at PricewaterhouseCoopers and is a former Managing Director of Poynton & Partners/ GEM Consulting. He has been a Management Consultant for over 16 years, prior to that holding senior management roles in information technology and a national R&D facility. Robert has extensive strategy development and performance improvement experience in a wide range of industry sectors. His consulting career has enabled him to work in Europe, North America, South America, South Africa and Australia.

Peter Gibbons – Assoc Dip Val, Grad Dip Prop, MBA



Appointed to the Board in November 2006 and a member of the Audit and Risk Management Committee, Peter Gibbons has extensive experience in property investment banking and real estate development. Peter has managed dedicated structured property finance teams and provided specialised property solutions. He is involved in all aspects of real estate portfolio management and has extensive senior managerial and business operation expertise. Peter is currently a Commissioner on the Western Australian Football Commission.

Julie Keene – BBus(Acc), MAcc, FCA, MAICD



Elected as Vice President in 2010 and a Board Member since May 2007, Julie is the Executive Director, Finance Planning and Commercial Services, and Chief Financial Officer at Murdoch University. Prior to this, Julie spent over 10 years in various roles in the financial services sector, including the areas of finance, strategic planning and project management, both overseas and with BankWest in Perth.

Dr Judith Straton – MD MPH FAFPHM



Appointed to the Board in April 2008 and current Chair of the Professional Services Advisory Committee, Dr Judy Straton is a public health physician with considerable experience in academia and in government.

She taught for over 20 years at the University of Western Australia where she was Associate Professor of Public Health and later Associate Dean in the Faculty of Medicine and Dentistry. Following this, she spent several years working in government, first as a Senior Medical Advisor in the Commonwealth Department of Health and Ageing, and later as Director of Child and Community Health in the WA Department of Health. Judy is currently an Adjunct Professor at the Telethon Institute for Child Health Research, Lead Fellow in Assessment for the Australasian Faculty of Public Health Medicine and is a member of the Project Advisory Group for a large research project on Men, Women and Ageing.

Mrs Dianne Browning – B Juris LLB



Mrs Dianne Browning was appointed a Vice President of Silver Chain in December 2008. A Board Member since October 2001, Dianne is a highly experienced Corporate Lawyer with a background in financial services and risk management. She is currently the Company Secretary and General Counsel of MDA National Insurance.

Michael McComish – MBBS, FRACP



Dr Michael McComish is a Consultant Physician in General Medicine who joined the Silver Chain Board on 2 July 2010. In addition to his roles as Consultant Physician and Head of Department of Internal Medicine at Royal Perth Hospital, Michael is Consultant Physician for King Edward Memorial Hospital and has a private practice at St John of God Hospital. He is currently a member of the Medical Board of Western Australia.

John Cahill – Bus GradDip Bus(Acc), FCPA, GAICD



Appointed to the Board in July 2010 and Chairman of Silver Chain's Audit and Risk Management Committee, John is the former Chief Executive Officer of Alinta Infrastructure Holdings and Chief Financial Officer of Alinta Ltd and has over 25 years experience working in the energy utility sector in treasury, finance, accounting and risk management. He is a Director and Deputy Chairman of Electricity Networks Corporation which trades as Western Power and chairs its Finance and Risk Committee and is a member of the People and Performance Committee. John is also a Non-Executive Director of Emeco Holdings Ltd an ASX listed mining services company and is chairman of its Audit and Risk Committee and a member of the Remuneration and Nomination Committee. John is a Graduate Member of the Australian Institute of Company Directors and a Fellow, Deputy President and Director of CPA Australia Ltd. John also represents the Australian accounting bodies on the Professional Accountants in Business (PAIB) Committee of the International Federation of Accountants.

Haydn Chrystal – BE (Elec), MBA, FAIM, MAICD



Appointed to the Board in 2010, Haydn is Executive Chairman for the Chrystal Group and has been responsible for the ongoing growth and implementation of the strategic direction for the Chrystal family group of companies since 1995. He brings 12 years experience as a Non-Executive Director on various boards and is currently a Non-Executive Director of Snap Franchising Ltd and President Director of PT Caterlindo (Indonesia).



FOR MORE INFORMATION ABOUT OUR SERVICES,
CONTACT SILVER CHAIN 24 HOURS A DAY,
SEVEN DAYS A WEEK.

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EVERY MINUTE. EVERY HOUR. EVERY DAY. WE CARE.