



SILVER CHAIN

A YEAR IN REVIEW | 2009:2010



# about us

## About Us

Every minute, every hour, every day, Silver Chain provides care to people living in metropolitan, country and remote areas of 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 you to maintain or regain your independence, care for you at home or simply enhance your life.

We use computer mapping software to devise efficient client visit schedules and care is delivered by trained professional staff. Together with our support and research teams, we aim to continually improve our services to best assist you as an individual and ensure that we meet your needs.

We remain dedicated to ensuring we provide quality services to all of our clients.

## Who We Are

Silver Chain is the largest provider of community, clinical and health care services in Western Australia and assists more than 40,000 people each year. Since 1905, our vital services have enabled Western Australia to maintain its independence and links to their community, whilst enhancing their way of life.

Over the last financial year, we have continued to develop our services and establish new services which address the emerging community needs. We have developed a new model of care that will create choice and optimise independence for people living in our community. Our caring staff and volunteers all play a unique part in the delivery of care to the Western Australian community.

## Imperatives

1. We will always seek to grow our contribution to the community's health and wellbeing capacity
2. We will develop our capacity and capability to lead and innovate
3. We are committed to delivering efficient, effective services.



## OUR VISION

Our vision is 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.

- 2 Strategic Direction
- 3 Annual Statistics
- 4 Chairman's Report
- 6 CEO's Report
- 8 Information Management
- 10 Health
- 12 Home Support Services
- 13 Country Services
- 14 Home Hospital
- 16 Palliative Care
- 18 Access Care Network Australia
- 19 Customer Centre and Commonwealth Respite and Carelink Centre
- 21 The Wellness Approach
- 22 Research
- 24 Our People
- 26 Community Engagement
- 28 Donations and Bequests
- 30 Volunteer Services
- 32 Board Member Profiles

# contents



# Strategic Direction

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

## Our Strategic Direction

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

We do this by designing and delivering community based care solutions to communities.

Our purpose guides our organisation along a path designed to ensure that we strive to achieve great outcomes for the community at large. We seek to design and deliver innovative and financially efficient care that creates more community health and wellbeing than any other solution.



## Five Key Strategies

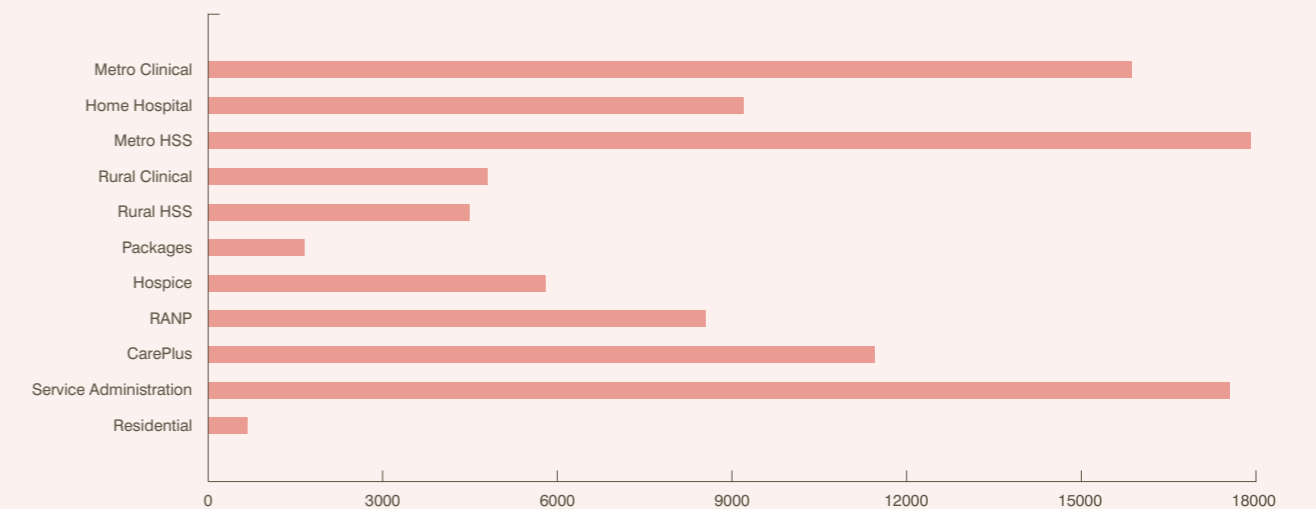
- 1. Strengthen our core** – improved service models that deliver better care outcomes for the Western Australian community.
- 2. Grow our contribution for more Australians** – design innovative service models that transform care outcomes for more Australians.
- 3. Develop our innovation and sector leadership capacity** – consolidate our capacities, challenge current paradigms, enable communities.
- 4. Grow funds for reinvestment** – generate discretionary funds for investment in innovation and leadership, research programs, education and continuous improvement.
- 5. Good to Great Foundations** – be the best that we can be in all that we do. Encouraging disciplined people, disciplined thought and disciplined actions.

strategic direction

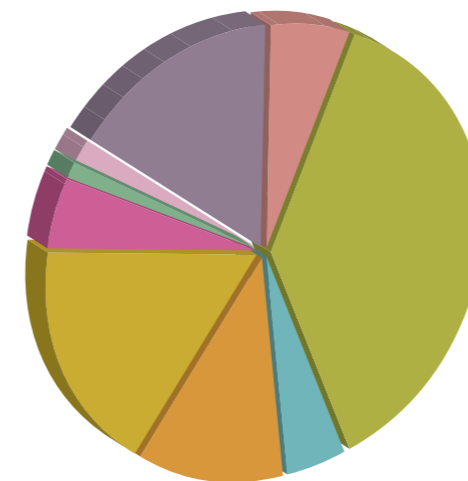
# Annual Statistics

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 others, how they feel and how what we do affects them.

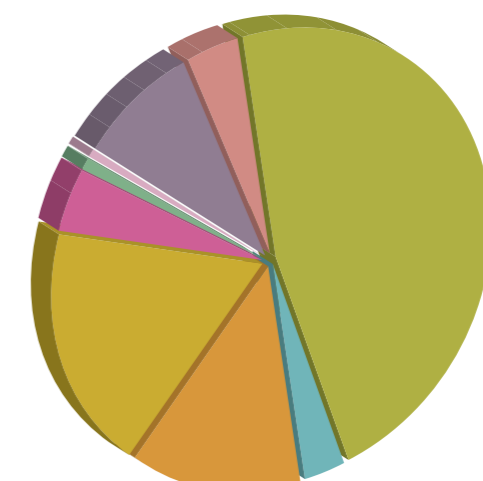
Total Individual Clients



Occasions of Service



Hours of Care



- Metro Clinical
- Home Hospital
- Metro HSS
- Rural Clinical
- Rural HSS
- Packages
- Hospice
- RANP
- Service Administration

annual statistics



Dr Mary McNulty  
Chairman

## Chairman's Report

The 2009/10 financial year has seen Silver Chain move forward to clearly define its role in the community and focus its attention to how the organisation can further meet the community's needs in new and innovative ways.

**Silver Chain has a new purpose statement: "To increase the community's capacity to maximise its health and wellbeing". We are putting practices in place to ensure that we not only impact the lives of individuals through our care services, but that we also consider our positive contribution to the wider community. Our increasing focus is to share our capacity with community based organisations and minimise duplication with those organisations.**

We will continue to focus on innovation and seek opportunities to resolve some of society's emerging problems in the aged and health care arena. In coming years, it is important that we continue to ensure every cent that is provided to Silver Chain by the Government, or by our clients, is directed to providing as much care to people in the community as possible. This means becoming increasingly efficient in what we do so we provide more care to more clients and minimise our wastage. Complementing this focus, we will continue to raise money through our commercial services to fund research and innovative projects which will assist us to provide this quality service delivery.

The past financial year has also seen changes to our Board with the resignation of Dr Norman Marinovich after 23 years of service.

As former Chairman of the Board (2002–2004), Dr Marinovich has made an enormous contribution to the evolution of Silver Chain. On behalf of the organisation, and particularly the Board, I would like to thank Dr Marinovich for his service and dedication to our community.

Mr Haydn Chrystal joined the Board on 7 May 2010 and brings new skills and experience to the leadership of Silver Chain. Mr Chrystal is an experienced Managing Director of Caterlink and has a long standing association with Silver Chain.

In closing, I would like to thank my fellow Directors, the Silver Chain management and many staff and volunteers for their service throughout 2009/10. Our organisation is built on its people and it is with their support, passion and dedication to quality service, that we will achieve our purpose to increase the community's capacity to maximise its health and wellbeing.

*Mary McNulty*

Dr Mary McNulty  
Chairman

welcome

## CEO's Report

---

2009/10 has seen Silver Chain refocus on the basics for our organisation. Our new purpose statement, developed by the Board, has set the scene for the organisation to continuously focus on the key matters that ensure the organisation is optimally positioned to meet its commitment to the community and to its funders.

---

**We were delighted to complete the transfer of our residential care facilities and nursing homes to Aegis (in the metropolitan area) and Baptistcare (in Albany and Margaret River). We believe these organisations, who are dedicated specialists in residential aged care, are providing the best environment for our residents. This transfer ensures that Silver Chain is not duplicating the efforts of these excellent organisations and allows us to increase our focus on areas where our contribution to community capacity is unique; providing quality care services in the community.**

Throughout 2009/10, Silver Chain has made a significant commitment to raising the levels of the quality processes in the organisation to ensure that all of our care is of the highest standard. This has led to a "roots and branch" review of our organisational processes and systems to ensure they are contemporary and efficient.

Silver Chain is committed to building an organisation that is founded upon and supported by great people using great processes.

The implementation of the Silver Chain Home Hospital Project, sponsored by the State Government, is a game changing service for Western Australia, and indeed Australia. Moreover, Silver Chain Home Hospital delivers hospital level care for clients from the comfort of their homes and is delivering the equivalent of a 500 bed hospital in the community.

Further still, we are providing quality care at a fraction of the cost to the community than the alternative inpatient services and are assisting to reduce pressure on the hospital system and address the issue of hospital bed shortages. This has required a significant dedication to increasing our clinical governance to ensure that the services we provide are of high standards, safe and reliable. We continue to receive strong commendation from clients and general practitioners whose patients enjoy the convenience and safety of having acute care delivered in their home.

Our country and metropolitan home support services continue to focus on improved quality systems and minimising wastage. Throughout the year, Silver Chain has aimed to reduce travel time of our staff by 50 per cent through our *Travel Smart, Stay Safe* project. This initiative sought to eliminate any wasteful time that staff spent on the roads; unnecessary time which poses potential risks for our staff, time which pollutes the environment and also wastes valuable resources. A significant increase in mobile technology through *Smart Phones* has ensured that our staff have the right information when and where they need it – in the homes of our clients. This has reduced paperwork for staff and improved the communication of information within our organisation to identify and understand further efficiency improvement opportunities in the future.

It has been a year of great improvement for Silver Chain's operations and these improvements have been possible through the

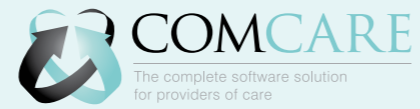


Christopher H McGowan  
Chief Executive Officer

creativity, energy and dedication of our fantastic staff. We have said at Silver Chain many times, that the quality of our service lies in the relationship between our frontline staff and our clients. Few weeks transpire without receiving letters complimenting our staff and we never forget that it is through great staff and great systems that we can deliver great care and achieve our organisation's purpose – *"To increase the community's capacity to maximise health and wellbeing"*.

Christopher H McGowan  
Chief Executive Officer





# Information Management

Information Management is responsible for the support of information business processes and the development of strategies which support the organisation's business information needs.

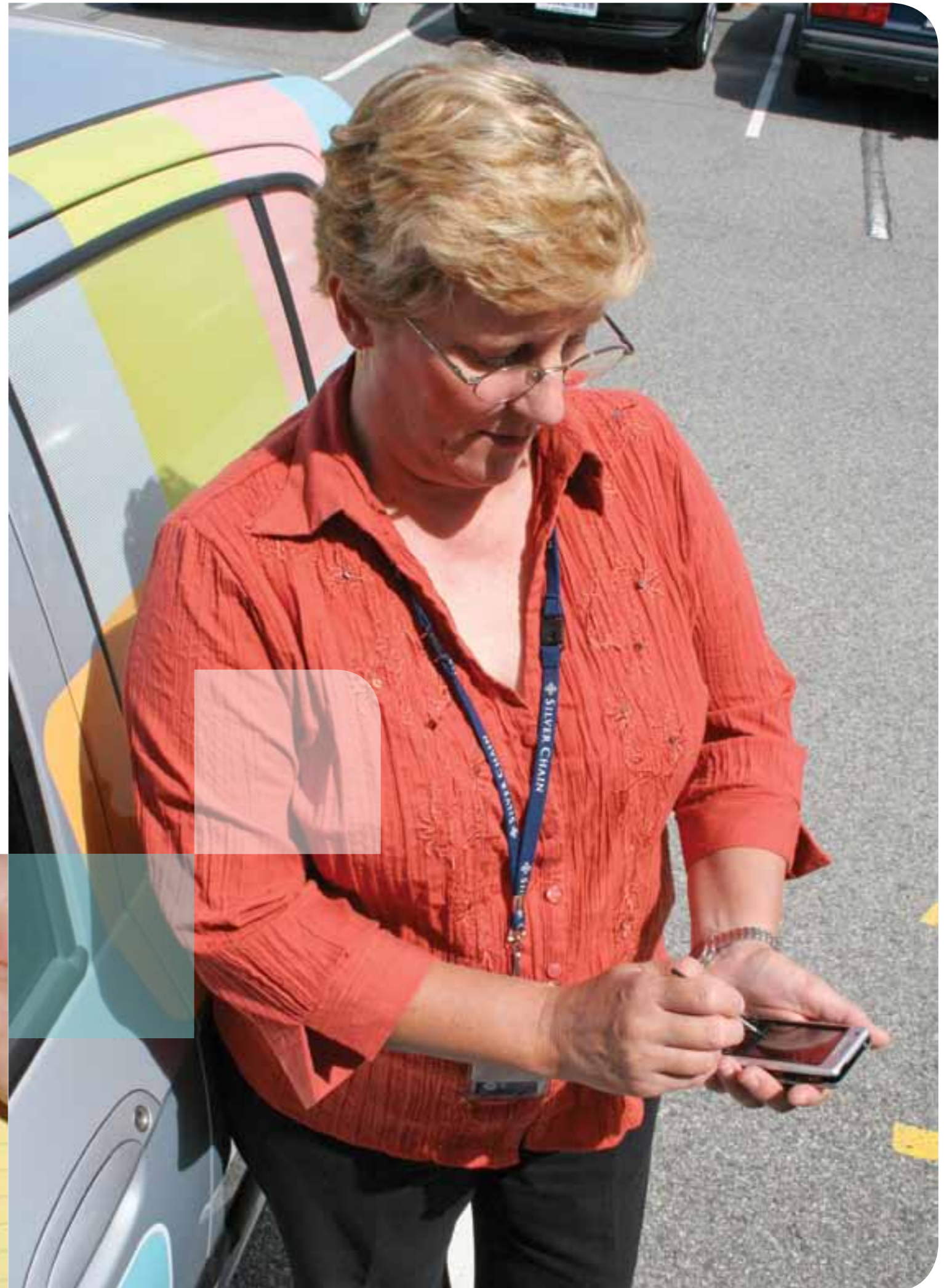
The 2009/10 year has been busy and successful as we focused on doing just that. The Information Services team installed 242 new changes to ComCare, our client management system, in eight new releases throughout the year. The ComCare Mobile team delivered seven new releases and notable additions for both included Google mapping technology to support our *Travel Smart, Stay Safe* initiative, the new employee agreement conditions, group activities, a new issues register, mobile timesheets and mobile wound management.

The numbers of staff using a SmartPhone to access ComCare mobile has increased over the year from 360 to 1,230 with nurses, care aides and home helps all using ComCare mobile on a daily basis. Within three months of using the program, nurses recorded over 2,000 wound details into the system.

Silver Chain's strategies and plans for 2010/11 point towards another challenging year ahead for the Information Management team. Key areas will be the support of the quality projects, maintaining an efficient and reliable IT infrastructure, continued development in ComCare and ComCare mobile for better systems and greater efficiencies, and the upgrading of the back office finance and payroll systems. Two large Information Management strategic initiatives will be the Data Management and ComCare Commercialisation projects. These initiatives are in response to recognising that e-health will play a growing part in health processes this year as we build the capacity for our systems to communicate electronically with

others in Health (such as GPs and hospitals). The challenge, as always, will be in project prioritisation and effective resource allocation.

In pursuit of our purpose to increase the community's capacity and maximise its health and well being, Silver Chain is moving towards the positioning of ComCare so that it can be accessed by a wide range of community care and health care providers. We see the use of technology and shared information as a vital tool in the delivery of improved care in the community. Whilst Silver Chain, as a product of its size and longevity, has the advantages of such software, we look forward to the opportunity to share this software to enable the whole community to benefit from our infrastructure.



# Health

## Silver Chain Health aims to be recognised as a pivotal provider in health reform in Western Australia.

**Silver Chain's Health portfolio furthered its commitment to retaining a professional, competent workforce, to promote excellence in clinical practice and above all, continue to strive to be a pivotal partner in health reform in Western Australia.**

Silver Chain Health continues to provide clinical expertise and management across a vast range of areas.

- Clinical Services provide acute and complex nursing care for clients with chronic diseases involving the management of wound care, continence, diabetes and oxygen therapy for over 2,700 clients, per day;
- Hospice Care Services provide comprehensive interdisciplinary care for over 500 clients with terminal disease, allowing 59 per cent of clients to sustain their independence at home until death; and
- Ambulatory Care Services provide acute nursing interventions resulting in hospital avoidance for more than 440 clients per day.

Strong relationships and partnerships have allowed us to enhance our role in the community and in our services, with key stakeholders including:

- WA Health;
- Western Australian universities with partnership projects and medical/nursing student placements;
- Palliative Care WA;
- Palliative Care Australia;
- Palliative Care Outcomes Collaborative;

- General Practitioners;
- Public and private hospitals; and
- Hospice Services.

Technology continues to play a vital role in our goal of promoting excellence in practice and continuous improvement. Our SmartPhones are used for client information access (ComCare), data collection for surveys and reporting activities. A Wound Assessment module for the SmartPhone has also been developed and is to be implemented in the beginning of the 2010/2011 financial year.



Telehealth monitoring, a home monitoring system for those in the community with chronic disease such as Chronic Obstructive Pulmonary Disease (COPD), has also been trialled in clients' homes. The Telehealth device records vital signs including blood pressure, oxygen saturations, rhythm strip ECG, pulse and temperature and the results are monitored by nurses in our Customer Centre who then report the results back to the general practitioner, if adverse. Telehealth can also be utilised in other fields such as employee wellness programs in corporate business. Within Silver Chain, we are aiming to demonstrate that the Telehealth service will add value to our current chronic disease management of our clients by means of early identification of acute or chronic exacerbation to reduce 'frequent flyer' hospital presentations.

Silver Chain's Health team continues to lead the way in community health delivery. Highlights from this year include:

- WoundsWest – a six year state wide project and joint partnership with WA Health, Curtin University and Silver Chain seeks to develop and implement sustainable, statewide systems for the prediction, prevention and management of wounds. WoundsWest is leading the way in wound care research and management, this year completing the third annual state wide survey of all 86 public hospitals in WA (9,000 clients surveyed in three years) on wound prevalence and healing times, with results identifying that:
  - Approximately 49 per cent of in-patients (inclusive of newborns, children and adults), have one or more wounds during their hospital stay; and
  - Hospital acquired pressure ulcers have decreased from eight per cent to six per cent as a result of recommendations to prevent their development.

WoundsWest is seeking to improve delivery of wound management to indigenous patients by developing an education program for student Aboriginal Health Workers to manage complex wounds in their community. To reduce the incidence of scabies in the indigenous children in remote communities, WoundsWest is also working in conjunction with a Health Science student from UWA to develop a children's book on how to prevent the contraction and spread of scabies.

The STAR Skin Tear Classification System, developed by Silver Chain and Curtin University Researchers, has now been endorsed by the Chief Nurse of WA and the Directors of Nursing from metropolitan, rural, private hospitals and aged care agencies, with the standardised tool to be used for skin tear classification. In addition to the widespread local use of the STAR classification, it is gaining popularity across the nation and overseas.

The introduction of our first Nurse Practitioner to be registered with the Department of Health is a vital component of the Priority Response Assessment (PRA) team. The PRA team is part of Silver Chain Home Hospital which is supported by the government's Friend in Need Emergency (FINE) scheme.

From 1 September 2009, the Ambulatory Care Service prepared for the commencement of the PRA Service which enhances the service provision for our future clients in our Silver Chain Home Hospital program.

Our services within Health are seen as an integrated, powerful, competent provider of acute and chronic Health Care Services in the Western Australian community.

# health

## Home Support Service

Silver Chain's Home Support Service (HSS) is committed to implementing key strategies which drive our organisation and in 2009/10 sought to strengthen our core through the implementation of the Wellness Approach to client care.



To reflect our efforts of continual improvement, Home Support Service implemented the ComCare mobile timesheet technology to assist and support Care Aides and Home Help staff across metropolitan service areas. We also implemented our *Travel Smart, Stay Safe* system which reduces travel time for staff and allows us to spend more time with clients.

As part of Home Support Service's commitment to develop our innovation and sector leadership capacity, two additional Manager of Regional Services roles were created; one in the North metropolitan area and one in the South/South East. In addition, we now have more than 300 staff who have completed their Certificate III in Home and Community Care (HACC) and the provision of such training opportunities results in a very capable workforce and demonstrates our commitment to delivering the very best service to our clients.

Our goal for Home Support Service in 2010/11 is to work with the Department of Health and CommunityWest to design and implement a new Assessment Framework structure in the metropolitan areas. This initiative will result in a more streamlined approach to assessment and care delivery for the community. In return, this increases Silver Chain's ability to improve our methods of ensuring high quality care for our clients.

home  
support

## Country Services

This year, Silver Chain's Country Services focussed on becoming a more effective and efficient provider of quality community care services.

Efforts to lay sound foundations to increase the community's capacity to maximise its health and wellbeing resulted in the "Stronger, Healthier Country Communities" project which was facilitated by the Australian Institute of Management between November 2009 and April 2010.

A number of recommendations resulted from this project and will be addressed during the 2010/11 financial year.

These include:

- Building community capacity;
- Working in partnership with other local providers; and
- Understanding the community need now and in the future which will therefore allow us to grow our services to the community.

Other planned initiatives for 2010/11 include the rollout of the ComCare mobile timesheets across the South West country areas in late October 2010 and then onto other locations. This initiative is part of Silver Chain's journey to be the best that we can be in all that we do by encouraging disciplined people, disciplined thought and disciplined actions.



country  
services



# Silver Chain Home Hospital

**In September 2009, WA Health commissioned Silver Chain to deliver a major element of the Friends 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 those patients for whom treatment can be delivered safely in the community.**

**In the nine months since its inception and launch by the Minister for Health, Dr Kim Hames MLA, Silver Chain’s Home Hospital has delivered over 11,000 full hospital substitution bed-days as well as 59,000 occasions of service for hospital avoidance.**

Some 600 patients are now treated in Silver Chain Home Hospital every day. In addition, the Priority Response Assessment (PRA) service, which commenced at the same time as Silver Chain Home Hospital, has enabled nearly 900 patients to be assessed and treated in their home rather than attend hospital Emergency Departments (EDs).

There continues to be consistent increases in patient numbers across all services. 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. We contract and employ the services of 15 doctors and have a further 10 medical specialists and general practitioners supporting the program through clinical governance and audit.

## Objectives

Silver Chain Home Hospital's specific objectives include:

- **To reduce pressure on hospital beds and in particular, releasing capacity in tertiary teaching hospitals.**

Conservative estimates indicate Silver Chain Home Hospital has allowed 8,000 medical inpatients to be treated outside of government hospitals.

In the month of June 2010,

- an average of 41 patients per day, who would otherwise be hospitalised for a condition that required 24 hour medical governance, were cared for at home, releasing the equivalent capacity in Perth’s tertiary and secondary hospitals;

- 338 patients were discharged into Home Hospital’s Post Acute Care that maximised inpatient capacity through earlier discharge. We have good referral channels from secondary and tertiary public hospitals into post acute care, allowing rapid discharge from hospital post-operatively;
- 257 referrals were received from general practitioners and medical specialists for sub acute conditions. It is probable that many of these patients, without Home Hospital services, would have required ongoing treatment in a public inpatient facility;
- 165 people were assessed and treated by the Priority Response Assessment team in their home (including residential aged care facilities) thereby avoiding a carry to ED and the subsequent draw on this limited and pressured resource; and
- Improved quality of life for patients who can remain in their own home instead of being relocated to hospital or to get home from hospital more quickly. Our research has shown that 98 per cent of patients prefer Silver Chain Home Hospital over

ED presentation and admission. Both Silver Chain Home Hospital patients and their families described their experience as more comfortable at home, less disruptive, more convenient and less stressful.

- **Improved responsiveness of the system as a whole to meet growing demand.**

Silver Chain’s Priority Response Assessment (PRA) is reliably provided within four hours of referral, in line with the mandate within ED departments. Silver Chain Home Hospital delivers a 24 hour, seven days a week service.

Collaboration with the Residential Care Line service has improved responsiveness to this vulnerable group of patients, and allowed medical care to be delivered within their own environment.

## Opportunities

Silver Chain Home Hospital is looking to increase its education and treatment options in the coming years.

hospital

home



## Palliative Care Service

---

For the last 28 years, Silver Chain's Palliative Care Service (PCS) 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 real likelihood in the near future.

---

**We are 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.**

Silver Chain's PCS knows 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.

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. Our service has been accredited through the Australian Council of Healthcare Standards since 2005.

We have been strengthening our services through the appointment of a Nurse Practitioner and by expanding the number of specialist doctors in the community. Silver Chain will now have two Specialist Registrars (specialist palliative care doctors in training) across metropolitan Perth.

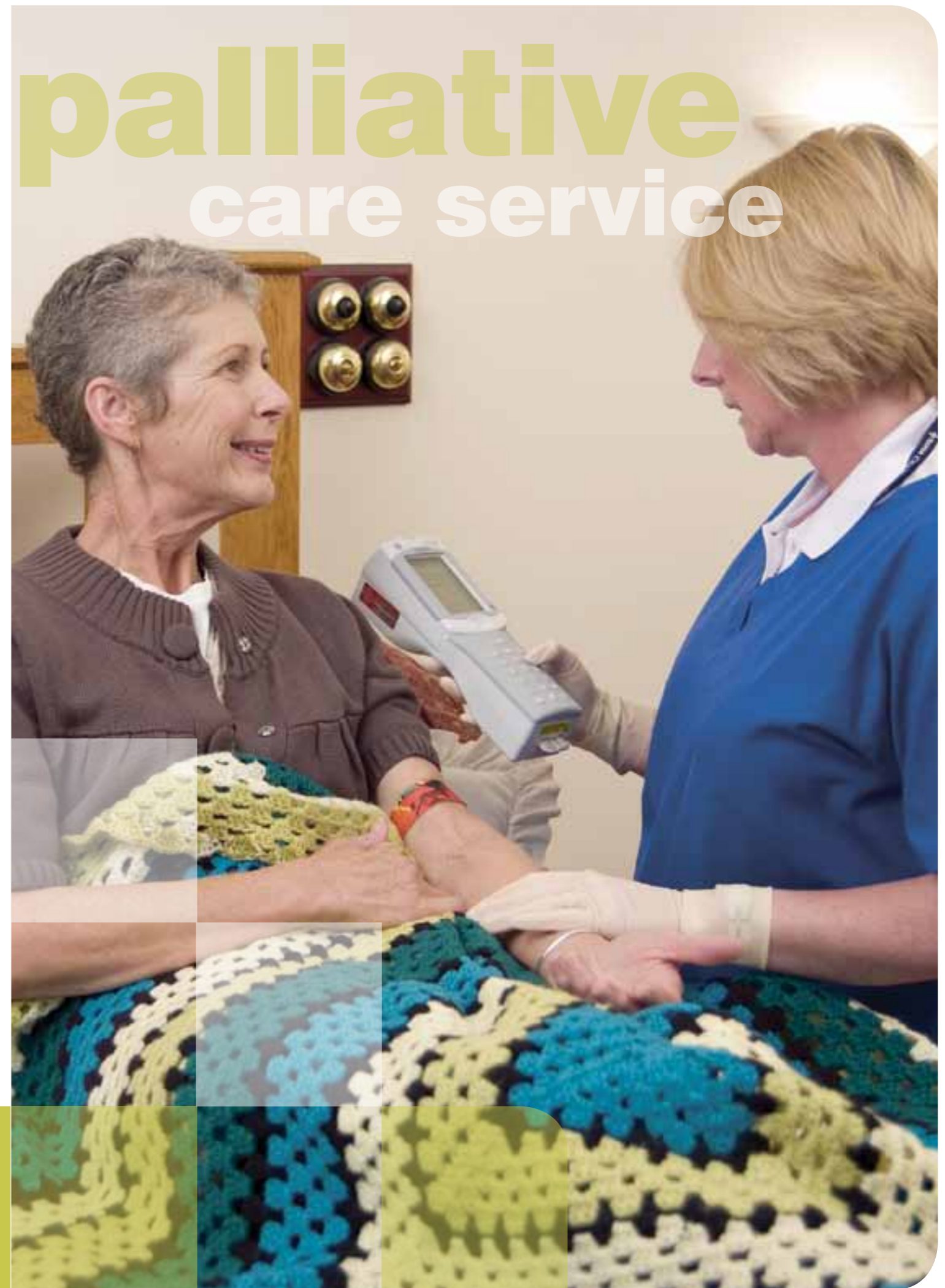
Among our continued work, there were some exciting new initiatives in 2009/10. Silver Chain has worked with Princess Margaret and Hollywood Private hospitals to deliver a

support program called Blue Skies, which works to alleviate the burden of grief for children experiencing the death of a significant loved one.

This year, Silver Chain sponsored renowned doctor and author of "Vital Signs", Dr Ken Hillman to be the keynote speaker at the WA Palliative Care Conference: Silver Chain and Curtin University's WA Centre for Cancer and Palliative Care showcased their collaborative research at the 2010 Palliative Care Research Symposium.

Clients regularly report that the services we provide, improve their quality of life and eighty per cent of palliative clients agreed that it would be difficult for them to live at home without our services. The high level of client and carer satisfaction is very rewarding for Silver Chain's PCS team and Silver Chain generally.

We believe that careful attention to the care we deliver and research that focuses on the issues facing people living with terminal disease not only benefits the patient and their loved ones, it also increases the Western Australian community's capacity to be a responsive, compassionate and resilient society.



## Access Care Network Australia

### Supportive Technologies

Silver Chain has been an innovator in the development and use of technologies to support our staff and our clients to live and work in the community. Two initiatives that are proving successful in assisting people manage their conditions at home effectively, are our Telehealth and CareLink Alarm products.

### Telehealth

Silver Chain was fortunate to receive funding from both the Commonwealth Department of Health and Ageing and the WA State Health Research Advisory Council to undertake a randomised control trial of Telehealth equipment for patients suffering from a chronic disease such as Chronic Heart Failure or Chronic Obstructive Pulmonary Disease (COPD). This trial, which used the Docobo HealthHUB, was designed to measure the impact of daily monitoring on the number of hospital admissions and lengths of stay.

The outcomes of the trial were extremely positive (for details please look under the research section of Silver Chain's website) and as a result, Silver Chain entered into an agreement with the UK manufacturers of the HealthHUB to represent them in Australia. This means Silver Chain is well placed to support other Australians to manage their diseases more effectively from the comfort of their homes and ultimately reduces the impact of chronic diseases on the health system.

### CareLink Alarms

CareLink Alarms are designed to allow people to continue living in their own home, or within their own unit at a village, whilst still giving them and their family peace of mind. This encourages independence within the community and supports our purpose of increasing the community's capacity to maximise its health and wellbeing.

Last year, over 4,500 people were supported by this product.



## Customer Centre and Commonwealth Respite and Carelink Centre

### Customer Centre

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, provides support to country and remote area services and determines the eligibility of clients for Silver Chain services.

In 2009/10, the Customer Centre:

- Answered 559,783 calls;
- Managed 72,036 referrals and screenings;
- Answered 84.08 per cent of calls in 20 seconds or less;
- Welcomed over 14,000 new clients to Silver Chain with 23,200 new client episodes; and
- As part of our Home Hospital program, Silver Chain Customer Centre also received 869 Priority Response Assessment calls which resulted in 910 visits from late September to the end of the financial year in 2010.

### Commonwealth Respite and Carelink Centre

The Silver Chain Commonwealth Respite and Carelink Centre (CRCC) experienced a very successful year with an increased number of calls being received and Carers supported. The exceptional growth in new Carer numbers – over 800 across the four Silver Chain CRCC Regions of the Goldfields, the Great Southern, Metro South West and the Wheatbelt – can be attributed to an innovative TV advertising campaign on regional TV as well as a large number of Expos held throughout the regions. Fifteen Carer Expos were held (a result of the National Respite Carers Program Regional Discussion forums), one Metro Wide Expo and two Aboriginal Carer Expos.

Silver Chain CRCC also undertook a Carer and Service Provider training and educational needs survey. This has facilitated the identification of training needs and has already resulted in mental health, dementia and self-care training which have been well attended in the regions. A training and events web-based calendar ([www.silverchain.org.au/eventcalendar](http://www.silverchain.org.au/eventcalendar)) has also been developed as a great new resource for the Western Australian community.



customer  
centre  
CRCC





## The Wellness Approach

Wellness is an attitude of mind and a way of working that promotes healthy, sustainable, independent living for all within Silver Chain. 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 our services.

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 our strategic direction 'to strengthen our core' by delivering a service model that will maintain our industry position and improve client outcomes.

This phase of the project had some clear outcomes that were achieved

### 1. Training on the Wellness model of care philosophy

The 2009/10 year was a busy one for the Wellness Team as they toured the service centres training and supporting staff to enable them to work from a wellness perspective. The following bases received the wellness training and support strategies – Peel, Midwest, Goldfields, East Metro, Wheatbelt, Great Southern, South West and South Metro and our Customer Centre who sit in Silver Chain House.

### 2. Communicating to Silver Chain about Wellness principles

In order to encourage ownership and buy-in and to provide consistent wellness messages, a number of marketing and communication tools were developed such as flyers, booklets, articles in Link and *Inside Focus* and wellness web pages.

### 3. Evaluating the Wellness model of care and support strategies

We partnered the Research Department and carried out a detailed evaluation of the impact of the wellness implementation on our Central Base. This enabled us to make recommendations to support the sustainability of the wellness care model over the next year and beyond.

### 4. Face to face assessments for 'People Who Care' organisation

Keen to strengthen our relationships with other providers, particularly in the Swan District, we assisted People Who Care organisation by completing face to face wellness assessments on their behalf. This has enabled Silver Chain to demonstrate the ability to partner and share good practice with others.

The second half of 2010 is as eventful with the wellness care model being implemented in Kingsley, our biggest service centre. We will continue our support of the bases who have already implemented wellness by working closely with staff to develop their skills and confidence.

Looking ahead into 2010-11 plans are being made to ensure that this new way of working is sustainable by keeping abreast of developments such as the HACC assessment framework due for implementation in Jan 2011. Within phase 4 of the wellness project there will be opportunities to refine our system and processes in order to reinforce the new way of working and enhance client outcomes.

wellness

# 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 improving and influencing the future direction of community and aged care.

As a way of strengthening our core, Silver Chain's Research Department has this year focused on facilitating an evidenced based practice and evaluation culture within Silver Chain services. We have developed a plan to have a three year evaluation cycle for all existing services which will ensure that they are always based on the most up to date evidence and are as efficient and effective as possible. We have also, as has been Silver Chain's usual practice for some years, evaluated the new services, or service models, that have been implemented during the year.

Identifying and understanding where and why there are gaps in services is an important precursor to developing new models of care that will assist the community to maximize its health and wellbeing. Silver Chain's research team works closely with our operational staff and other key stakeholders to analyse community need and develop and test new service models or services in new areas.

Examples of these projects have in the last year included:

- Determining the long term effectiveness of our restorative home care programs, the Home Independence Program (HIP) and the Personal Enablement Program;
- Examining the impact on hospitalisations of Telehealth home monitoring for individuals with chronic diseases such as heart failure and chronic respiratory disease;
- The development of a training package for Co-ordinators to deliver a modified Home Independence Program (HIP) Service Model; and
- Health Needs Analyses within remote areas such as Walpole, Beacon, Bencubbin and Shark Bay.

Over the last year, the Research Team has had five articles published in peer reviewed journals and presented at 13 national and international conferences. This year, the Research Team held its own inaugural Research Symposium to showcase the work it is doing, as well as presenting several papers at the Western Australian Centre for Cancer and Palliative Care Research Symposium to describe collaborative projects that the teams had worked on together.



The research department works collaboratively with many organisations, other providers as well as academic institutions, in order to maximise the benefit of the research to the broader community. The Research Director Professor Gill Lewin is currently the Professor of Ageing at the Centre for Research on Ageing at Curtin University, as well as the National President of the Australian Association of Gerontology.

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



Silver Chain representatives at the Research Symposium



## Our People

---

**Our workforce is passionately committed to providing care to people in need and it is Silver Chain's role to ensure that where good performance or expectations are achieved or exceeded, our staff are acknowledged and rewarded. This will continue to be our goal as we strive for continual improvement across our organisation.**

---

**This year, our workforce focus was on improving safety performance and retaining employees, as well as reviewing and enhancing our core systems and processes to optimise our capacity to deliver more care. From a statistics perspective, we achieved a 27 per cent decrease in the number of injuries (a significant improvement from the same time last year), and this is also reflected in our costs; a reduced turnover rate to 22 per cent and our average tenure has increased by six months to five and a half years of service.**

As we progress on our journey to be the best that we can be in all that we do, there will be a continued focus on improving the effectiveness of our services through improved efficiency. Projects and initiatives are underway to enable this to occur and these include modifying our performance development system, our learning and development system, and leadership development (including safety leadership) with expectations that we will continue to retain quality staff and to be an attractive employer.

We continue with our successful programs of developing and supporting existing and new staff to achieve Certificate III qualifications, offering and administering Traineeships, and participate in the Graduate Nurse Program (Enrolled Nurses and Registered Nurses). We are also encouraging appropriate staff to complete their Certificate IV in Training and Assessment to maximise our capability to train, assess and monitor the competency of our workforce.



# Our people



## Community Engagement

# community engagement

We work in partnership and in collaboration with many organisations throughout Australia to ensure Silver Chain achieves its purpose of increasing the community's capacity to maximise its health and wellbeing. Collaborative relationships, strong networks and well developed pathways are required at all levels of the organisation to deliver the best services for clients. In particular we would like to note the following partnerships.

### 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 (CACP), Extended Aged Care at Home (EACH), Extended Aged Care at Home Dementia (EACHD) and National Respite for Carers Program. Through the DOHA, Silver Chain, in partnership with Curtin University, secured funding for a new wound clinical education centre that will contain the latest diagnostic and treatment technology, custom made 'real life' acute and chronic latex wounds and stimulation models and a computer resource laboratory. Silver Chain also secured funding through a number of their other programs, such as the National Respite for Carers Program and the National Rural and Remote Infrastructure Program.

### Department of Health

Silver Chain has a close relationship with the WA Department of Health (DOHWA) 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 such as Home and Community Care (HACC), Home Hospital, Hospice Care Services, Home Oxygen, chronic disease clinics, remote area health services and the Continence Management Advice Service.

### WoundsWest

Silver Chain continues to participate in a collaborative partnership between DOHWA, 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 (DVA) and we are 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 to support 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 (FaHCSIA) 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 Silver Chain today, including the recent grant awarded to Silver Chain to develop a sensory garden at its new Mandurah Day Centre which opened in March 2010. The day centre can support up to 75 clients at a time, offering respite for carers. The sensory garden provides a means for socialisation and activity in a warm and stimulating environment for residents suffering from dementia, and without dementia.

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

### Donations

All donations support Silver Chain, enabling us to enhance the lives of those in need. The generosity of donors allows us to lead the way in the delivery of nursing, wound care, pain relief, respite, palliative care, counselling and research.

Each quarter, more than 93,000 people receive our Link newsletter including clients, donors and friends. Our Link newsletter is used to provide updates about our services and to create awareness amongst the wider community about our activities. Funds raised each quarter through Link newsletter donations help us purchase equipment for clients, continue to introduce new programs and fund our research to develop innovative models of care. We also use donations to help contribute towards the establishment of new facilities, as well as the maintenance of existing facilities including our service centres, health centres and day centres. Donations help to ensure that our care continues to improve and makes a significant difference to the life of those in need in the community.

### Bequests

Bequests are a lifetime gift. Remembering Silver Chain in your Will allows you to give any part of your estate, divided as you wish to ensure the future work of Silver Chain is continued for the next generation of Western Australians. We have developed a Bequest Pack that assists members of the community who wish to include Silver Chain in their Will. It provides invaluable information on the benefits of supporting Silver Chain, the different ways you can donate and a simple step by step guide to making a Will including a Will Checklist.

The Bequest Pack will be distributed to interested individuals by mail and will soon be available to download from Silver Chain's website.

### Corporate Sponsorship

Silver Chain strives to build corporate partnerships and relationships with organisations committed to caring for people in our community. This year The John Hughes Group were the proud principal sponsors for the Silver Chain Golf Day, helping to raise a record amount in excess of \$50,000 on the day. This corporate support further enables us to enhance our community health care facilities and build a strong infrastructure for the future.



## Volunteer Services

---

Supporting people to achieve their goals in the community.

---

**Silver Chain currently has 350 direct care volunteers working throughout Western Australia to provide a range of services and are an integral part of Silver Chain's team. They provide much needed social support in metropolitan, country and rural areas through day centres and the provision of a range of services and activities within the communities.**

As part of our efforts to strengthen Silver Chain's core, we were pleased to welcome a variety of new volunteers into the Community Palliative Care service in our north and east service areas. These volunteers provide support to hospice clients through bereavement support, provision of transport and social support.

To support Silver Chain's purpose of increasing the community's capacity to maximise its health and wellbeing, the review and implementation of volunteer policies and procedures across the organisation continues. A new Volunteer Policy was developed to enable a fully integrated volunteer service model is adopted by Silver Chain and this will be implemented in 2010/2011.

Silver Chain Branch Committees play an integral role in supporting the enhancement of client services and improving skills for staff through training and personal development opportunities. Silver Chain has 14 Branch Committees including Leederville, Fremantle, North Perth, Cottesloe and Perth in the metropolitan area, and branches in country, rural and remote areas of the Abrolhos Islands, Albany, Beacon, Bencubbin, Bridgetown, Bunbury, Busselton, Carnarvon, Eneabba, Hyden, Mingenew, Narrogin, Rockingham and Walpole.

Silver Chain's Branch Committees have a very strong team of approximately 200 fundraising volunteers in metropolitan and country areas. Additionally, there are many volunteers who commit substantial hours to make up our advisory committees and Board members.



## Board Member Profiles

### Dr Mary McNulty – MBBS (WA) – Chairman



Dr Mary McNulty was appointed Chairman of the Board in December 2008. Prior to this, Mary held the position of Silver Chain Vice President from 2002. She has been a Board

Member since 1997 and is currently Chairman of the 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 over 20 years. She has been involved with general practitioner education and the promotion of palliative care.

### Mrs Gaye McMath – BCom, MBA, FCPA, FAICD



Gaye has served as a Board Member since July 2000 and was appointed Vice President of the Association and Chair of the Corporate Governance, Nominations

and Remuneration Committee in November 2007. Gaye is the Executive Director, Finance and Resources at the University of Western Australia and previously held the position of Pro Vice-Chancellor (Resource Management) and Chief Financial Officer at Murdoch University. She was earlier employed with BHP Billiton for 23 years in a wide range of senior financial, strategic planning and commercial management positions in the Steel, Mining and Treasury divisions. Gaye was a BHP Billiton nominated Director on various domestic and international Boards. She is currently serving as a Director of the Western Australian Treasury Corporation, the Gold Corporation

and Verve Energy. Gaye is a member of the Methodist Ladies College School Council and the WA Council of the Australian Institute of Company Directors and the Commonwealth Government's Solar Flagship Council.

### Mrs Dianne Browning – BJuris LLB



Mrs Dianne Browning was appointed a Vice President of the Association in December 2008. A Board Member since October 2001 and current Chairman of the

Professional Services Advisory Committee, 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.

### Mr 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 Managing Director of a private property funds management business and is a Commissioner on the Western Australian Football Commission.

### Mrs Julie Keene – BBus(Acc), MAcc, CA, MAICD



Julie joined the Board in May 2007 and currently chairs our Audit and Risk Management Committee. Julie is the Director, Finance Planning and Reporting, and Chief

Financial Officer at Murdoch University. Prior to this, she 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. Julie is also a Board member of the Perth Convention Bureau and Chairman of the Bureau's Membership and Finance Committee.

### Mr Robert Radley – BSc(Hons), MSc(Eng), MBA, EDP (Cornell), GAICD



Mr Robert Radley was appointed to the Board on 7 November 2008. Robert is a Partner of PricewaterhouseCoopers where he is the site leader for the Advisory

practice in Perth. Robert is the previous joint Managing Director of Poynton & Partners and GEM Consulting. He has been a management consultant for over 15 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 including: utilities, mining, resources, oil and gas, financial services, telecommunications, government, engineering, property development and aged care amongst others. His consulting career has enabled him to work in Europe, North America, South America, South Africa and Australia. He is currently a board member of Aquinas College and Autism West.

### Dr Judith Straton – MD MPH FAFPHM



Appointed to the Board in April 2008 and a member of our Professional Services Advisory Committee, Judy 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, Judy 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.

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



Appointed to the Board in May 2010, Haydn Chrystal is our newest Board Member. He has been responsible for the ongoing growth and implementation of the

strategic direction for the Chrystal family group of companies since 1995. Haydn has been involved in non executive director roles for 12 years and is currently non-Executive Chairman of the Snap group.

# profiles



SILVER CHAIN



**FOR MORE INFORMATION ABOUT OUR SERVICES  
CALL 24 HOURS A DAY, 7 DAYS A WEEK.**

Telephone (08) 9242 0242

Country callers 1300 650 803  
(for the cost of a local call)

Facsimile (08) 9242 0268

Email [info@silverchain.org.au](mailto:info@silverchain.org.au)

Website [www.silverchain.org.au](http://www.silverchain.org.au)

Silver Chain Nursing Association (Incorporated)  
6 Sundercombe Street OSBORNE PARK WA 6017  
ABN 77 119 417 018