

Annual Report 2019/20



Silver Chain

A Message from our Board Chair and CEO

For each of us, the year 2020 was like no other.

The global COVID-19 pandemic re-framed many aspects of our society and the ways we live, resulting in unforeseeable and seismic changes for the people we love and care for, our workplaces and communities, and the health, community and aged care sectors across the world.

The pandemic has tested us all.

Silver Chain's work continued unabated and we rose to the challenge magnificently, operating seamlessly and safely by continuing our dedication to clinical expertise, committing to best practice protocols and standards in infection prevention, training and supporting our workforce to operate in COVID-safe ways and continuing our service offerings; and prioritising communication.

During a highly dynamic environment, the pandemic proved our agility in order to meet the needs of our staff, clients, partners and communities. Our service continuity was unaffected, we upgraded our infrastructure and continued to advocate for human rights and dignity.



Anne Skipper
Board Chair



Dale Fisher
Chief Executive Officer

Silver Chain specialises in making complex care simple and convenient. In 2020, our 4,450 employees provided more than 3,516,991 occasions of service for 106,412 clients across Australia, the highest numbers in our history.

In a difficult year, Silver Chain staff and volunteers continued to make us proud, demonstrating unwavering grace under pressure. Their expert care, connectedness and humanity have been exemplary.

Our clients were open to new ways of treatment and support, taking up virtual appointments and other modifications to our services with enthusiasm and trust.

And the support of our commercial, government and community partners has never been stronger.

Wherever you are in our community, we offer our heartfelt thanks.

The changes that we implemented during 2020 have brought many benefits to our ways of working. We will harness all we learned during our experiences of COVID-19 and build on that momentum.

We look forward to creating a future of care in the home. Silver Chain will further evolve into an organisation characterised by optimism and hope, leveraging our strengths and supporting each other and our clients with respect, skill and compassion.

About the Silver Chain Group

The Silver Chain Group has a rich history as Australian pioneers, innovators and leaders of care in the home.

For more than 125 years, we have been caring for the community, promoting the rights and providing choices for people to be cared for in their homes, while advocating for a new future in home care.

We are now recognised as one of Australia's leading not-for-profit community-based health and aged care providers.

Our services include home-based health care, with expertise in specialist nursing, palliative care, home hospital and allied health services such as physiotherapy, podiatry and speech pathology. We also provide in-home aged care and personal support services.

Our external accreditation and compliance status demonstrate our wide-ranging commitment to upholding and delivering care that is safe, personal, connected and effective – Best Care, every person, every time.

Accreditation ensures that we remain a quality focused and transparent organisation by ensuring we are compliant in providing our services at industry-accepted levels. We enjoy certification from the Australian Council on Healthcare Standards and the Aged Care Quality Standard, as well as a range of State based accreditation and audit processes. We also have accreditations to service various contracts such as:

- Department of Veterans' Affairs
- Commonwealth Home Support Programme
- Department of Health and Ageing
- Department of Families and Communities.

While our status is impressive, we remain focused on a single, overriding commitment: we believe that everyone has the right to live a healthy, safe and independent life in their own home and to enjoy the ability to stay active and connected within their community, supported by our skilled and compassionate care.

Our Vision and Values

It is our vision to provide the world's best health and aged care in the home so Australians can confidently live their lives as they choose.

We believe all people should be able to control and manage their own health and wellbeing.

To bring this vision to life, our work is underpinned by four key values:

- **Care:** We provide the highest quality care to keep our clients safe
- **Community:** We put our clients first and understand their needs to provide the best outcomes
- **Integrity:** All clients are treated equally and with respect
- **Excellence:** Services are timely, evidenced-based and continuously improved.

Breadth of services

Our highly trained and experienced Silver Chain clinicians and carers work in the community to deliver a broad range of services in our clients' homes, in one of our nursing clinics or as an in-reach service to residents of aged care facilities. Services include:

- Catheter and continence care
- Diabetes care and support
- Medication management
- Respiratory care and oxygen therapy
- Stoma care
- Wound care
- Home Hospital
- Home-based Palliative care
- Dementia care
- Palliative Dementia care
- Allied Health and therapy services such as Physiotherapy, Occupational Therapy, Podiatrists, Speech Therapists and Therapy Aides
- Rural and Remote Health Services
- Social Centres in Western Australia
- Home and personal care services such as cleaning, gardening, shopping and bill-paying, transport, safety alarms and companionship.

Supporting our people

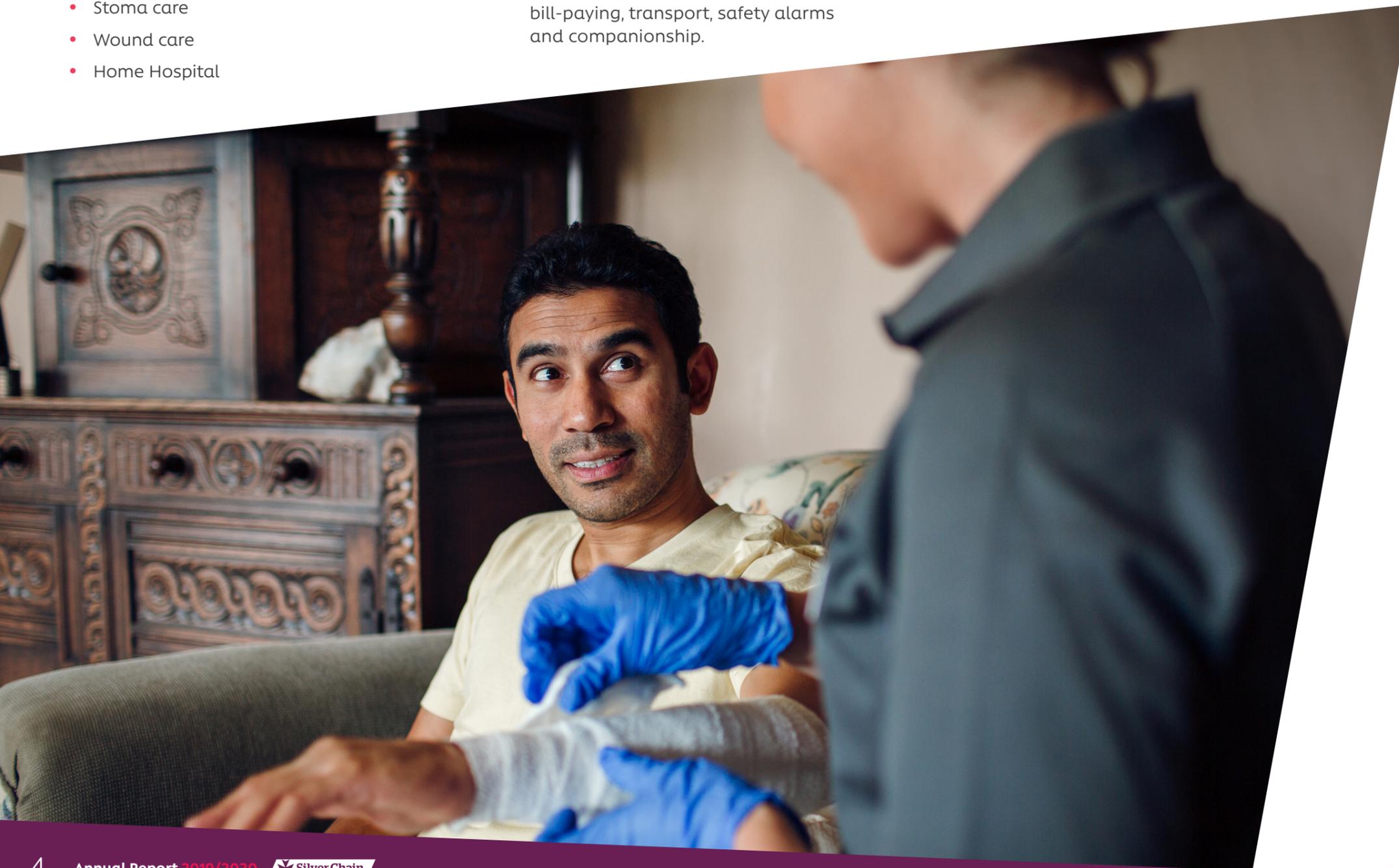
As a service-focussed organisation, we have one of the country's largest and most highly skilled community care workforces. We will continue to build the capability of our people to rapidly respond to challenges and opportunities as they arise.

Silver Chain is a leading employer in our industry. We have 4,450 employees and almost 200 volunteers caring for people across Australia. Our mobile and dispersed workforce includes more than 3,500 staff who work largely in people's homes. More than 1,000 work from more than 50 locations across Australia, as well as in their own homes – enabled by workplace technologies.

Our people include the spectrum of highly trained medical and nursing practitioners, world class researchers, allied health providers, personal carers and professional support teams.

To better support their vital work, during 2020 we strengthened our People and Culture team and launched our new People Strategy.

Our aim is to have our people feel trusted, connected, empowered, developed, supported and enabled with the right tools and new, agile ways to perform their very important roles, to celebrate their diversity and provide them with meaningful, flexible career paths so they may do their best work and thrive.



Best Care delivered

Best Care is the term we use to describe our enterprise-wide approach to support the experiences of our clients at the point-of-care.

Best Care is provided to all clients in their homes, whether they are receiving the most complex acute health care or simple home help support - we value all care equally. We put the client first, balancing their individual care with their broader social needs.

Throughout the year under review, our Best Care Committee provided guidance across the organisation and achieved several key strategic milestones such as revising its own structure to specifically align with our Best Care goals: safe, personal, connected

and effective. The committee developed key frameworks (including Quality and Safety, Policy, Measuring and Reporting); created plans to guide us in Communications and Workforce Transformation; and established a National Audit Schedule.

To spotlight our focus, Silver Chain's Best Care Awards have been developed as our premier, enterprise-wide recognition program. Categories are designed to recognise our people who exemplify our Best Care goals. Awards are made to both teams and individuals.

To further recognise our achievements, in 2020 we added two new categories for individuals:

1. The Outstanding Contribution Award recognises individuals who have made an outstanding contribution in providing, or making possible, care and services that achieve the Best Care goals and exemplify our organisational values.
2. The Courage and Humanity Award recognises individuals who have demonstrated courage in difficult circumstances, strength in the face of adversity, and the willingness to stand up and challenge the status quo.

For a second consecutive year, we received more than 200 nominations nationally - a tribute to us all as it not only demonstrates Silver Chain's depth of care, but the pride we take in each other.



Our Best Care Award Winners in 2020 were:

Team Winners

Safe Care

Hospital At The Home Team, Metro WA

Personal Care

Western HealthLinks Team, VIC

Connected Care

Palliative Care, SA

Effective Care

Group Capability, WA

Individual Winners

Outstanding Contribution

Lorraine Gray

Clinical Nurse Consultant Manager

Dr Sarah Pickstock

Medical Consultant

Sharon Melder

Care Aide

Cheryl Clemens

Home Hospital Liaison Nurse

Courage and Humanity

Madeline Gardner

Care Aide

Rachael DalGLISH

Occupational Therapist

Ann Tuvik

Director of Clinical Operations

Alison Laycock

Clinical Nurse Consultant Manager

The inaugural Community Nursing Innovation Scholarship

Monica Hunter

Enrolled Nurse



External awards and recognition

Silver Chain Group's work is acknowledged in Australia and around the world.

We are invited to present papers at conferences, are recognised by prestigious awards' programs, and are respected as experts by peers across the health, aged care and community sectors.

Two Silver Chain nurses were acknowledged among the state's best at the WA Nursing and Midwifery Excellence Awards.

Palliative care nurse Lindsay MacKenzie won the Consumer Appreciation Award. Wound care specialist Dr Robyn Rayner was one of three finalists in the Excellence in Research Category.

Caitlin Burnett, Senior Care Team Leader, won the Leading Age Services Australia Next Gen Young Leader Award. Caitlin was awarded for her dedication and leadership in dementia advocacy, where she works to create an inclusive environment for our clients living with dementia and their carers.

The Group Capability team, led by Dannielle Phelan, developed a training program to support staff with infection prevention and control and the correct use of Personal Protective Equipment. The program was named the LearnX Awards Gold Winner for Best Technical Skills Training Project and won platinum awards for Best Online Health and Safety Project, Best Rapidly Shifted Online Learning Model and Best Online Learning Model.

Our Board

The Silver Chain Group Board is responsible for the overall culture, performance and management of Silver Chain and the Group entities, which includes Royal District Nursing Service of SA Limited, Silver Chain Corporate Services Pty Ltd, Access Care Network Australia Pty Ltd and Silver Chain Foundation Limited.

The Board acts in the best interests of Silver Chain and the Group as a whole and has the authority to determine the policy, practices, management and operations of Silver Chain and the Group entities, in conjunction with management, to ensure the organisation has a secure, long-term future.

The Board sets the strategic direction of Silver Chain Group and monitors performance.

More specifically, it ensures effective, appropriate and ethical standards of behaviour and organisational compliance with applicable laws, regulations, and statutory requirements, including clinical and occupational health and safety requirements, by approving and monitoring the effectiveness of corporate governance measures.

The Board has extensive experience and knowledge in the health care industry, as well as commercial and business expertise. During 2019/20, our Board members were:



Anne Skipper AM Grad Dip Nursing, FAICD

Anne was appointed Chair of RDNS SA in 2007 and became Chair of Silver Chain Group Board on 1 September 2011. Anne has extensive experience in corporate governance and has held company directorships for more than 30 years.

Chair of the Governance, Nomination and Remuneration Committee and Commercial Ventures Committee.



Dr Mary McNulty MBBS (WA) FRChPM

Dr Mary McNulty is Vice Chair of the Silver Chain Group Board. Mary has served on the Board since 1997.

Mary is a General Practitioner in suburban Perth with a special interest in palliative care, having worked with our Hospice Care Service for 31 years. She has been involved with general practitioner education and the promotion of palliative care.

Chair of the Board Clinical Governance Committee, the Human Research Ethics Committee and member of the Governance Nomination and Remuneration Committee.



Haydn Chrystal BE (Elec), MBA, FAIM, MAICH

A Silver Chain Board Member since 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.

Member of the Audit and Risk Management, Board Investment and Capital and Commercial Ventures Committees. Commercial Ventures Committee.

Our Board



Kathy Gramp BA Acc, FAICD, FCA

Kathy was appointed to the Board of RDNS SA in October 2008 and to the Silver Chain Group Board in September 2011.

Kathy's experience at both Board and operational levels spans a diverse range of Australian organisations and industries. Kathy contributes to the community through the Leaders Institute of SA and as a member of the Council of Flinders University of South Australia and Prince Alfred College.

Chair of the Audit and Risk Management Committee and member of the Commercial Ventures Committee.



Robert Knowles AO AICD

The Hon Rob Knowles was appointed to the RDNS Board in August 2009 and the Silver Chain Group Board in September 2011. Rob served 24 years in the Victorian Parliament and was Minister for Health, Aged Care and Housing in the Kennett government.

Member of the Governance, Nomination and Remuneration Committee.



Robert Radley MSc (Eng), MBA, EDP (Cornell), GAICD

Appointed to the Board in November 2008, Robert is Managing Partner of Azure Consulting. Prior to this, he was a partner at Bain & Company and is a Partner and Perth Advisory Leader of PwC.

Member of the Audit and Risk Management Committee.



Michael Still MBA

Michael joined Silver Chain Board in August 2014. He has enjoyed a 30-year plus career in corporate leadership, investment banking, equity and debt markets and infrastructure within Australia and globally.

Chair of the ACNA Board of Directors and Board Investments and Capital Committee. Member of the Commercial Ventures Committee.



Shane Solomon BSW, MA, GAICD, Adj Prof UTS

Shane was appointed to the Board in October 2017. Shane has more than 30 years of international and national health care management expertise and is currently Chair of the Independent Hospital Pricing Authority.

Member of the Board Clinical Governance Committee.

Group Highlights and Financial Summary

Impact of Care

Silver Chain Group works with clients across Australia, providing in-home and in-community care.

Group highlight stats	18/19	19/20	19/20	19/20	% Change
FY					18/19 - 19/20
Occasions of service	3,401,123	2,895,193	621,798	3,516,991	3.4%
Hours of care	2,461,548	2,127,127	398,680	2,525,807	2.6%
Number of distinct clients	105,711	98,118	8,294	106,412	0.7%

Silver Chain Group Financial statement 2019/20

	2020	2019
	\$ '000	\$ '000
Revenues from operating activities		
Home and Community Care grants	11,840	15,985
State grants and subsidies	133,960	128,802
Commonwealth grants and subsidies	177,767	158,357
Community care fees	27,356	27,788
Sales, rentals and rebates	2,405	3,677
Other donations and fundraising	1,291	1,700
	354,619	336,309
Expenditure relating to operations		
Employee costs	294,792	278,151
Consumables and cost of goods sold	24,523	20,514
Information technology expenses	12,163	11,881
Accommodation and maintenance expenses	6,401	10,383
Depreciation and amortisation expenses	9,663	6,754
Consulting expenses	4,935	4,732
Other operating expenses	7,960	10,030
	360,437	342,445

Financial overview

Consolidated statement of comprehensive income For the year ended 30 June 2020

	2020 \$ '000	2019 \$ '000
Revenues from operating activities	354,619	336,309
Expenditure relating to operations	360,437	342,445
Deficit from operating activities	(5,818)	(6,136)
Non core income (net)	17,601	588
Finance income (net)	4,189	8,995
Net Result for the Year	15,972	3,447
Total comprehensive income for the year	15,972	3,447

Consolidated statement of financial position as at 30 June 2020

	2020 \$ '000	2019 \$ '000
Current assets	117,970	86,373
Non current assets	189,505	166,602
Total assets	307,475	252,975
Current liabilities	115,481	85,112
Non current liabilities	16,842	8,683
Total liabilities	132,323	93,795
Net assets	175,152	159,180
Equity	175,152	159,180

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