

# Annual Report 2018/19



**Silver Chain**



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## Annual Report 2018/19

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# About the Silver Chain Group

The Silver Chain Group, better known as Silver Chain, is one of Australia's leading not-for-profit community-based health and aged care providers.

**From humble beginnings more than 120 years ago as a district home nursing service in South Australia (RDNS) in 1884 and a community health care service in Western Australia from 1905, we now provide the best possible in-home and community health and aged care across the country.**

Our philosophy is to give our clients, of all ages, the best possible quality of life, the confidence to live as they choose and stay at home for as long as possible.

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 home-based aged care and support services.

In the year 2018/19, our trusted name provided over 2.8 million occasions of care for almost one hundred thousand clients.

And while the numbers are impressive, we remain focussed on a single, overriding commitment: we're here to help people to confidently live their lives with independence and dignity, supported by our skilled and compassionate care.

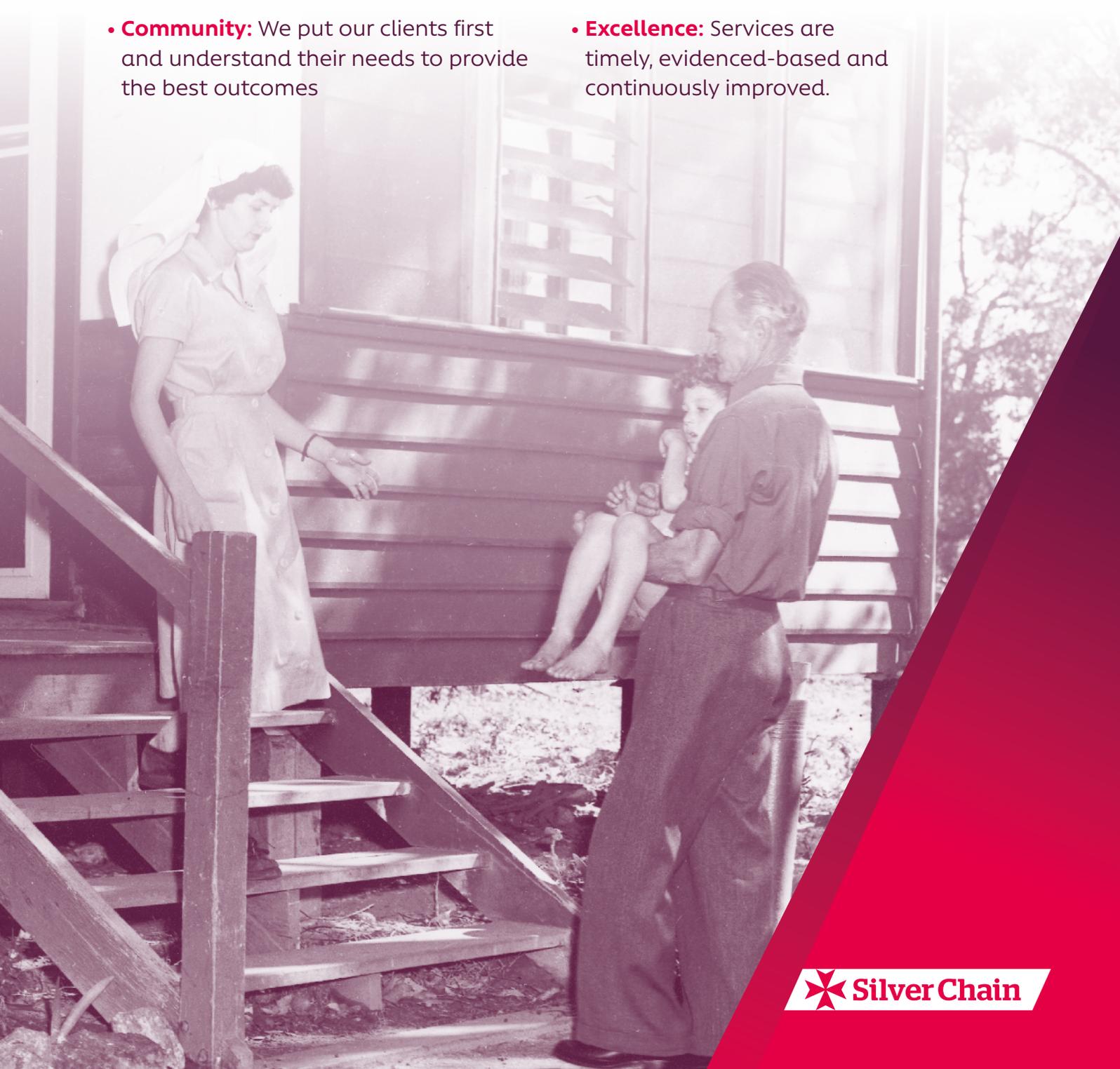
## Our Vision and Values

It's 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 Australians 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
- **Integrity:** All clients are treated equally and with respect
- **Community:** We put our clients first and understand their needs to provide the best outcomes
- **Excellence:** Services are timely, evidenced-based and continuously improved.



# 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 and long-term future.

The Board sets the strategic direction of Silver Chain 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 which they bring to the Silver Chain Group.



**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 company directorships for more than 30 years.

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



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

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 Committee and Board Investment and Capital Committees.



**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.

# Our Board



## **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 former Partner and Perth Advisory Leader of PwC.



## **Michael Still**

**MBA**

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

Chair of the ACNA Board of Directors.



## **Shane Solomon**

**BSW, MA, GAICD, Adj Prof UTS**

Shane is Silver Chain's newest Director and was appointed to the Board in October 2017. Shane has over 30 years of international and national healthcare management expertise and is currently Chair of the Independent Hospital Pricing Authority.

Member of the Board Clinical Governance Committee.



# Group Highlights

**Our experienced and dedicated staff have made significant contributions throughout the year, all geared to support our vital work; caring for people in the community and in their homes.**

## Care statistics

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

Group highlight stats		Not including Domcare	Domcare	Total	% Change
FY	17/18	18/19	18/19	18/19	17/18 - 18/19
Occasions of service	2,813,015	2,843,532	557,591	3,401,123	21% ↑
Hours of care	2,028,602	2,104,740	356,808	2,461,548	21% ↑
Number of distinct clients	103,608	96,262	9,449	105,711	2% ↑

## Contact centre activity

Our 24/7 Contact Centre is the way our clients, families and refers contact us for clinical advice and escalation, client appointment and service management, referrals and on boarding.

FY18/19 Contact centre stats	
Calls answered	766,899
Emails actioned	123,366
Referrals entered	96,925



## Contacting us

Our range of contact options is continuously updated and expanded so that our clients and their carers can easily make appointments, manage referrals and receive information.

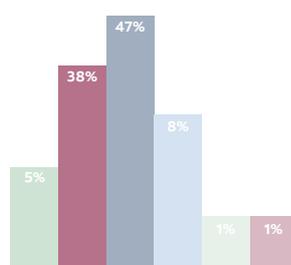




# Financials

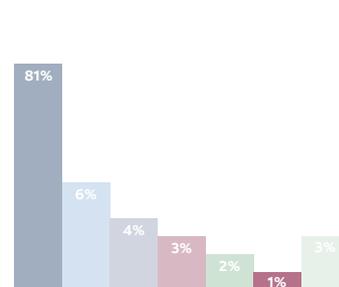
## Silver Chain Group 18/19

	2019	2018
	\$ '000	\$ '000
<b>Revenues from operating activities</b>		
Home and Community Care grants	15,985	112,417
State grants and subsidies	127,704	104,646
Commonwealth grants and subsidies	159,455	48,255
Community care fees	27,788	23,523
Sales, rentals and rebates	3,677	3,555
Other donations and fundraising	1,700	1,835
	<u>336,309</u>	<u>294,231</u>



- Home and Community Care grants
- State Grants and subsidies
- Commonwealth grants and subsidies
- Community care fees
- Sales rentals and rebate
- Other donations and fundraising

<b>Expenditure relating to operations</b>		
Employee costs	278,151	238,369
Consumables and cost of goods sold	20,514	16,921
Information technology expenses	11,881	10,942
Accommodation and maintenance expenses	10,383	8,047
Depreciation and amortisation expenses	6,754	5,586
Consulting expenses	4,732	4,487
Other operating expenses	10,030	9,695
	<u>342,445</u>	<u>294,047</u>



- Employees costs
- Consumables and cost of goods sold
- Information technology expenses
- Accommodation and maintenance expenses
- Depreciation and amortisation expenses
- Consulting expenses
- Other operating expenses

## Financial overview

Consolidated statement of comprehensive income  
For the year ended 30 June 2019

	2019	2018
	\$ '000	\$ '000
Revenues from operating activities	336,309	294,231
Expenditure relating to operations	342,445	294,047
<b>(Deficit)/Surplus from operating activities</b>	<b>(6,136)</b>	<b>184</b>
Non core income (net)	511	3,254
Finance income (net)	9,072	9,667
<b>Net Result for the Year</b>	<b>3,447</b>	<b>13,105</b>
Other comprehensive income	-	783
<b>Total comprehensive income for the year</b>	<b>3,447</b>	<b>13,888</b>

	2019	2018
	\$ '000	\$ '000
<b>Consolidated statement of financial position as at 30 June 2019</b>		
Current assets	86,373	72,265
Non current assets	166,602	155,360
<b>Total assets</b>	<b>252,975</b>	<b>227,625</b>
Current liabilities	85,430	64,401
Non current liabilities	8,365	7,491
<b>Total liabilities</b>	<b>93,795</b>	<b>71,892</b>
<b>Net assets</b>	<b>159,180</b>	<b>155,733</b>
<b>Equity</b>	<b>159,180</b>	<b>155,733</b>



# Chair and CEO Update

## **The last financial year was momentous for Silver Chain.**

With Dale Fisher leading the organisation as Chief Executive Officer since December 2018, a renewed focus on our people and our clients has enabled us to build on our strong foundations of values-based care.

Throughout the year we concentrated on strengthening and expanding our innovative home-based health and aged services across Australia to deliver improved and increased benefits to the community we serve.

From our leading provider position in Western Australia and South Australia, we continued our expansion into Victoria, New South Wales and Queensland in a range of innovative ways.

## Strategic Expansion

In Queensland, our selection as the sole partner for Hospital in the Home (HITH) services by the Sunshine Coast Hospital and Health Service, means this vital function is now being delivered in partnership with the HITH team at the Sunshine Coast University Hospital. Already, our work is showing very impressive results. Silver Chain quadrupled its capacity to 36 beds within four months.

Our palliative care services across Australia are designed to promote the best quality of life possible and build community systems to support our clients when they need it most. In New South Wales, we partner with local health districts across the state in three innovative programs – Last Days of Life in regional NSW, Palliative Care Home Support Packages (PEACH) in Sydney and surrounding areas and the Community Palliative Care Service in Western Sydney.

Since the service's commencement in NSW in December 2013, Silver Chain has delivered more than 10,000 packages of care across the Last Days of Life and Palliative Extended Care at Home programs combined. All programs have reported overwhelmingly positive feedback from clients and their families, providing this most intimate and important care for people in their last stages of life.

Recognising the opportunity to provide better care for people with chronic conditions, in Victoria Western Health and Silver Chain partnered to develop the Western HealthLinks pilot program. Sponsored by the Victorian Department of Health and Human Services and launched in November 2016, the program aims to reduce unplanned hospital readmissions and improve health outcomes for people living with chronic disease.

Following an initial screening and assessment, dedicated Health Navigators work with each Western HealthLinks client to create an individualised care plan that best meets the client's needs both in and out of hospital. Care plans are developed and managed through an online portal in collaboration with the client, their family, their GP, and their healthcare provider. In 2018/19, 4,000 clients were active in the program.



**We will continue to campaign for further changes, such as more advance care planning in the community, to make it easier for people to receive care that is consistent with their beliefs, values and preferences.**

2018/19 also marked the first year of operation for the former South Australian government's Domiciliary Care Service, under the RDNS SA banner. More than 5,000 clients and almost 300 staff transitioned into Silver Chain, adding new clinical services and expanding our skilled workforce.

Integrum Aged Care+, our innovative model of care that supports people with multiple chronic health conditions to remain in their own home for as long as possible, completed its first full year of operation in Western Australia. The program focusses on supporting clients to meet their health and social goals. Recent evaluation found that Integrum clients experienced a 36 per cent reduction in the average number of inpatient hospital admissions. Perhaps most pleasingly, clients also reported improvements in their confidence to self-manage their chronic conditions, as well as quality of life measures and experience of care.

RDNS is set to launch an Integrum trial in South Australia in 2020.

Also, this financial year, our social care business was renamed Aged Community Care, to better reflect the community we serve. During the year we supported more than 24,000 clients through programs including Home Care Packages and the Commonwealth Home Support Programme.

## Aged Care Advocacy

The aged care sector in which we operate received significant attention during the year, mainly due to the Royal Commission into Aged Care Quality and Safety. Silver Chain provided written submissions on new approaches to health and aged care and our Chief Executive, Dale Fisher, was invited by the Commission to give evidence of Silver Chain's approach to person-centred care, particularly in relation to palliative care in aged care.

Dale shared Silver Chain Group's position: we strongly believe that all Australians have the right to age and die in the place of their choosing. For most people, that place is their own home. We are committed to advocating for changes to the system to make this possible for more Australians.

We will continue to campaign for further changes, such as more advance care planning in the community, to make it easier for people to receive care that is consistent with their beliefs, values and preferences.

We would also like to see more flexible, higher level home care packages that make it easier to navigate the health system and provide better respite for carers.

We also believe that palliative care in the home should be available to anyone who makes that choice. Around 70 per cent of Australians express the choice to die at home, yet the number of people nationally who receive this service falls well short.

## Our People

Our amazing people are critical to our success. We have a diverse workforce of more than 4,000 employees ranging from health workers such as nurses, care workers and medical staff, through to administrators and professional staff, all of whom work hard to support Silver Chain to deliver its mission. We are, in fact, Australia's largest not-for-profit employer of nurses. We would like to thank all staff for their exceptional service and passion for our mission.

We are also supported in our work by many hundreds of volunteers, funders and donors, all of whom deserve our gratitude for their generous support. None of our successes could be achieved without them.

Clients place an enormous amount of trust in Silver Chain by allowing us to care for them in their home. We take this most personal responsibility very seriously and are proud of our history, our innovation and our delivery of world class care - best care.

Our vision is to provide the world's best care in the home so Australians can confidently live the life they choose. Thank you to everyone who makes this vision possible.



*A Skipper*  
**Anne Skipper**  
**Chairman**



*Dale Fisher*  
**Dale Fisher**  
**CEO**





# Health Care Services

**Silver Chain's vision to provide the world's best health care in the home is underpinned by four key values – care, community, integrity and excellence. On the ground, these values are instilled in strong collaborations with other health, community and aged care sector providers to deliver Home Hospital services.**

The group provides a consumer voice across the organisation as well as a channel between the consumer and the organisation. They also serve as the contact point between the organisation and many marginalised communities such as Aboriginal and Torres Strait Islanders and people from diverse cultural and linguistic backgrounds.

Health Care Highlights from the year around Australia include:

### **Western Australia**

As Western Australia's largest provider of in-the-home health services, our programs continued to evolve to meet the needs of the communities we serve.

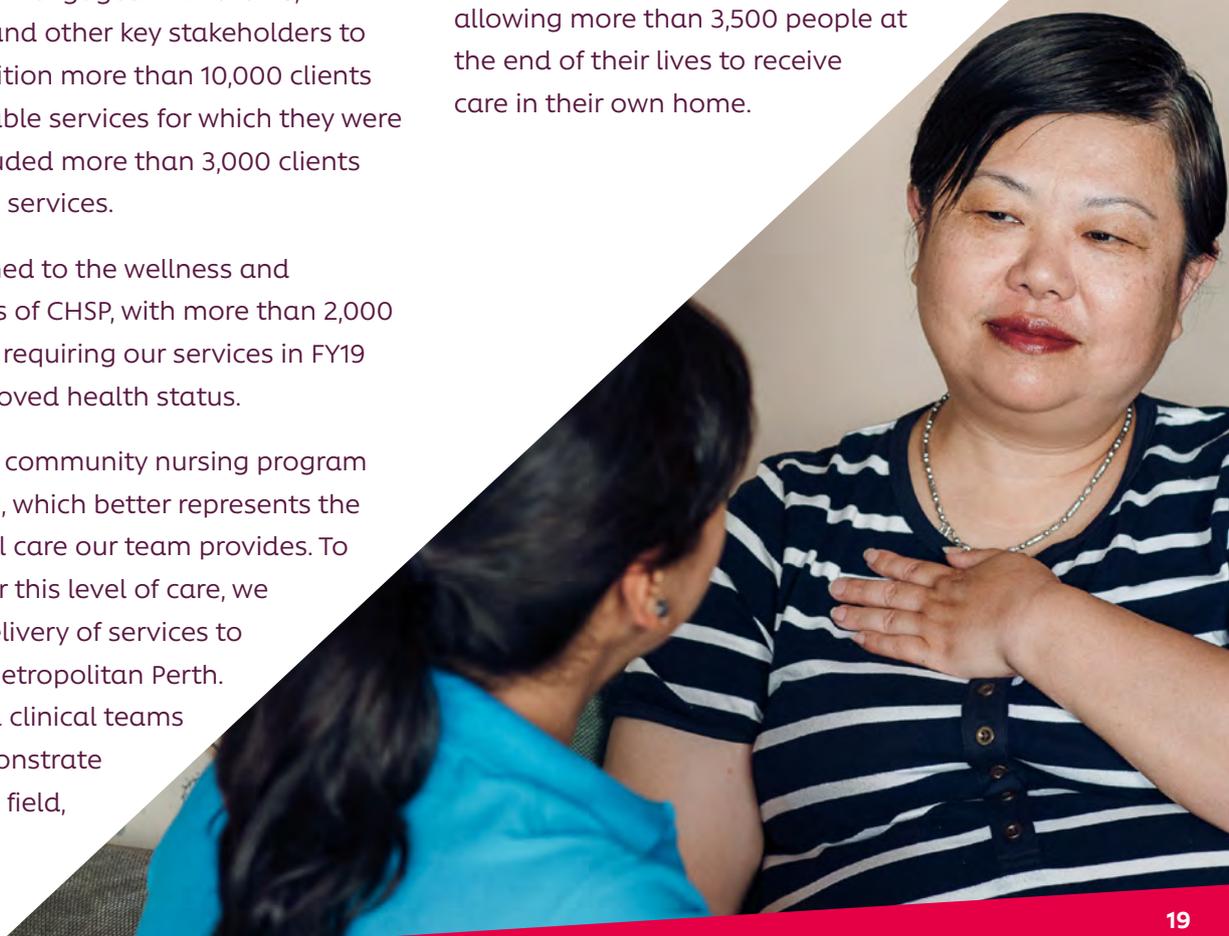
We responded to the reforms of state and Commonwealth programs, most notably reduction of the Home and Community Care (HACC) program and the introduction of the Commonwealth Home Support Programme (CHSP). Silver Chain engaged with clients, carers, referrers and other key stakeholders to seamlessly transition more than 10,000 clients to the most suitable services for which they were eligible. This included more than 3,000 clients receiving nursing services.

We are well aligned to the wellness and reablement focus of CHSP, with more than 2,000 clients no longer requiring our services in FY19 due to their improved health status.

We renamed our community nursing program Complex Nursing, which better represents the advanced clinical care our team provides. To meet demand for this level of care, we expanded our delivery of services to clients outside metropolitan Perth. Our highly skilled clinical teams continue to demonstrate excellence in this field,

delivering advanced nursing care for infections, complex wounds, chronic conditions, continence and blood coagulation defects. We continued to support communities across the vast geography of WA through the remote area health centres.

Within the metropolitan area of Perth, in addition to complex nursing, the Hospital at the Home and post-acute services provided effective hospital avoidance and substitution solutions. Silver Chain delivered care that reduced lengths of stay and ensured safe discharge, and minimised unplanned re-admissions. Our specialist community palliative care service enabled choice, allowing more than 3,500 people at the end of their lives to receive care in their own home.



Finally, wound care is one of the core offerings by Silver Chain's staff and clinics around Australia.

This year, we celebrated our wound specialist, Prof Keryln Carville's 30 years of service. Keryln is a truly remarkable individual and one who is recognised worldwide as a leader in wound care. Her contribution to Silver Chain, global wound care and the development of the next generation of clinical nurse leaders is immeasurable. She continues to be a pioneer for Silver Chain and its research into wound care. Keryln has been a big driver in supporting Silver Chain's growth and expansion of care services throughout metropolitan and regional WA. Keryln is an outstanding clinical researcher who has delivered many publications, including Silver Chain's Wound Care Manual, currently in its 7th edition.

## **South Australia**

During the year, Silver Chain's South Australian-based Royal District Nursing Service (RDNS) cared for more than 20,000 people, delivering more than 900,000 visits and providing close to 500,000 hours of care.

Without our experienced and committed staff, this significant contribution could not have been achieved.

Structurally, RDNS commenced several workforce-related initiatives to better position the organisation for the future. Specifically, important work was undertaken to better align our workforce with our client activity. This began by combining the acute, chronic and complex streams and included a review and restructure of the clinical management team. Further work was then initiated to realign workforce shifts to match more closely with client activity.

RDNS initiated an innovative partnership with Southern Adelaide Local Health Network, SA Ambulance Service, Drug and Therapeutic Information Service (DATIS) and general

practitioners. The Rapid in Home Health Team pilot program placed dedicated RDNS clinical staff within the Flinders Medical Centre Emergency Department and on hospital wards. This helped identify patients who would benefit from early discharge to receive community-based care in close partnership with their GP.

RDNS worked closely with clients' GPs, or a Linked GP Practice, to ensure they received rapid medical reviews in the community following a hospital presentation. This was supported by community-based medication reviews provided by the DATIS, as well as community-based services from the RDNS Health Care and Aged Community Care teams.

Within three months of its launch, RDNS helped 355 clients out of hospital and into care at home. The positive results led to an extension of the pilot and in total, 788 clients benefited, enabling them to reduce their time in hospital and freeing hospital beds for more acutely unwell patients.

Commissioned in response to a request from SA Health to address demand, the pilot showcased RDNS' capacity to provide innovative, integrated solutions across both our Aged Community Care and Health Care businesses. And most importantly, the program has been proven to support patients to live confidently in their own homes, providing peace of mind for patients/clients, their families and carers.

RDNS provides disability support training, and in 2018/19 significant progress was made in developing online training content and support infrastructure, positioning RDNS to deliver fee-for-service training in a scalable and flexible manner.

Integrum Aged Care will launch in Adelaide next year.



**Without our experienced and committed staff, this significant contribution could not have been achieved.**



## Queensland

Silver Chain has provided Hospital in the Home services for the Sunshine Coast Hospital and Health Service for more than five years.

The Sunshine Coast Hospital in the Home (HITH) program offers an integrated range of services, specialising in acute nursing care. Direct care is provided by a Registered Nurse between 7.30 am and 7.00pm, with telephone support available 24 hours a day, seven days per week.

In October 2018, we were successful in our bid to be the sole provider for HITH services on the Sunshine Coast. This was a highly contested contract with a potential six-year tenure.

To maintain an optimal level of service provision, we worked closely with the Sunshine Coast University Hospital to accept referrals for conditions including heart failure and paediatric care, requiring staff to undertake additional training and education and the development of new client-focused systems.

Following implementation of the contract in December, Silver Chain quadrupled its capacity to manage 36 clients daily within four months.

Backed by organisation-wide support, this impressive result was achieved ahead of schedule, demonstrating our commitment to community and partnership and our potential to scale up when required.

## New South Wales

In New South Wales, our Palliative Extended Approach to Care at Home (PEACH) and Last Days of Life (LDOL) teams continued to work closely with Local Health District nurses across seven districts to provide in-home palliative care services across the state. In 2018, we delivered palliative care to more than 1,000 clients.

Our partnership with Western Sydney Local Health District, the NSW Ministry of Health and the NSW Office of Social Impact Investment continues to deliver care to clients with conditions requiring palliative care and their families in Western Sydney. The 24/7 service, funded through an innovative Social Impact Investment, received 868 new referrals and ended the year providing care to over 250 current clients.



## Victoria

It was another rewarding year for our Western HealthLinks program, a partnership with Western Health, which connects people who have had recent hospital stays with the community support and care they need to prevent future unnecessary hospitalisation.

Western HealthLinks provides around the clock nurse phone contact through our national call centre, access to a dedicated Health Navigator Coordinator, a personalised care plan and a networked approach to help people manage their health from home.

Across 2018/19, Western HealthLinks reported a total of 17,935 service activities completed for 3,478 patients. Of the 1,708 requests for the Priority Response Assessment service, 69 per cent remained at home and 31 per cent were transferred to hospital.

The success of the program has been shared widely. It was bestowed the 2018 Winner of the Victorian Health Care Association Awards and the team received a visit from the Victorian Health Minister, the Hon. Jenny Mikakos MP.

Also during the year, Western HealthLinks commenced a small trial of the use of Enhanced Mixed Medical Reality (EMMR) within its Health Navigator service. EMMR is delivered by a headset that uses mixed virtual reality to allow the wearer to have remote access to health practitioners either via video or holographically, meaning clients do not always have to leave home for an appointment. The trial demonstrated successful use of EMMR in the clients' homes to deliver real-time input from senior clinicians or Health Navigators.

In addition, Western HealthLinks successfully applied for several small grants to improve the quality of life and patient experience living in the community.





# Aged Community Care

**Aged Community Care had much to celebrate during 2018/2019 with new initiatives introduced, service improvements progressed and very positive outcomes achieved for our clients. Highlights from the year demonstrate the vital role we play in the lives of many thousands of senior Australians, not only for the practical care services we provide but for our advocacy, partnerships and work with governments.**

We believe that everyone has the right to live a healthy, safe and independent life in the comfort of their home and to stay active and connected within their community. We provide tailored home care to help our clients stay there.

Our trusted network of skilled specialist and dedicated home support staff provides the care our clients need to stay at home for as long as possible.



Our home-based care services operate in WA and SA and include:

- Personal care
- Social support
- Nursing care
- Allied health
- Home and garden support
- Support for family and carers
- Care for adults with chronic conditions.

### **Community Care Expands**

A highlight of the 2018/19 financial year was Domiciliary Care becoming part of RDNS. This almost doubled the revenue of RDNS. Importantly, it positions the organisation to compete in the Aged Community Care sector, through the addition of an experienced Allied Health, Personal Care and Domestic Assistant workforce. More than 5,000 clients and almost 300 staff transitioned into Silver Chain from Domiciliary Care, bringing new and expanded clinical services.

We renamed our Social Care business 'Aged Community Care', to better reflect the community we serve as well as our commitment to delivering the highest standards of care to these programs. During the year we supported more than 24,000 clients. Revenue almost doubled and importantly, an experienced allied health, personal care and domestic assistant workforce was added to the Silver Chain family. We provided this care through Home Care Packages, the Commonwealth Home Support Programme, Home and Community Care Program, National Disability Insurance Scheme and private services.

Silver Chain's commitment to health, wellbeing and reablement led to the Personal Enablement Program (PEP) becoming known as Hospital Discharge Support (HDS). This more accurately describes the support we deliver to people discharged from hospital, aiding their recovery at

home. In its first year, more than 1,400 episodes of HDS were delivered, with 46 per cent of clients achieving full independence at the end of the program and not requiring any other services.

### **Home Care Package Improvement**

In Western Australia, Silver Chain continues to grow the number of clients we support to live independently via a Home Care Package (HCP). The flexibility of these packages enables us to adapt services to changing client need and continues to be a viable alternative to residential care. Our nursing and allied health services within packages continues to grow steadily in supporting clients to remain safely in their homes.

Implementation of new scheduling logic improved consistency for our clients and care providers. In Western Australia, Silver Chain continues to hold the highest market share for Home Care Packages in the state. The flexibility of these packages enables us to adapt services to changing client needs and continues to be a viable alternative to residential care. Nursing and Allied Health services within packages continues to grow steadily in supporting clients to remain safely in their homes.

In South Australia, work commenced to integrate the Home Services team into Aged Community Care, aligning common functions to provide scalability and flexibility to grow the HCP portfolio in the state.

### **Disability Support**

In RDNS' provision of Disability Support Training, significant progress was made in developing online training content and support infrastructure, positioning RDNS in SA to deliver fee-for-service training in a scalable and flexible manner.

## Audit of Quality Standards

2019 saw our Aged Community Care group successfully complete a quality review through the Aged Care Quality and Safety Commission, passing all 18 standards. The quality assessors were impressed with our care of clients, as well as our Social Centres, and the use of technology to give people positive and happy experiences.

## Allied Health

Allied health services are provided to a growing number of clients from a range of services including Commonwealth Home Support Programme, Home Care Packages, Integrum and more recently via our Primary Care at Home team.

We support and encourage individuals to participate in activities as independently as possible to enable them to live their best life at home through Allied Health assistance such as physiotherapy, podiatry and speech pathology.

In Western Australia, a new Allied Health led program - Hospital Discharge Support - assisted the reablement of 1,402 clients.

## Social Centres, Cafes and Technology

Silver Chain has 17 social centres, including one offering overnight services, throughout regional and metropolitan Western Australia. The comfortable settings offer a place for clients to make like-minded friends, join in with activities and relax.

The centres are for all Silver Chain clients, although they provide a safe and stimulating setting for people with dementia. Clients, now known as club members, can safely experience autonomy with a range of fun activities on offer including a pool table, arts and crafts, garden and quiet room. They can also help with meal preparation and laundry. Club members are supported to be independent and most importantly, are offered choices such as the activities they would like to take part in.

Our café concept provides a setting that is supportive and engaging for clients and those living with dementia to maintain skills and gain new ones. Our vision is to provide a safe, welcoming and non-judgmental environment - an inclusive, comfortable, dementia-friendly community.



**2019 saw our Aged Community Care group successfully complete a quality review through the Aged Care Quality and Safety Commission, passing all 18 standards. The quality assessors were impressed with our care of clients, as well as our Social Centres, and the use of technology to give people positive and happy experiences.**



With advances in technology playing a bigger role in aged care, virtual reality and interactive smart white boards were introduced at some of our social centres and were very well received. Many of our clients born overseas or interstate enjoyed virtually visiting the street in which they grew up.

During the year in review, we focussed on partnering with our clients to transform our six social centres into dementia-friendly community centres. Our partnership with Dome for the Living Well Cafes in WA launched and continues to be a great success. Mandurah Social Centre was the first of our six metro sites to embark on a culture change journey which was completed in December 2018 after eighteen months working

in partnership with Alzheimer's WA and the Dementia Partnership Project. The intention is to build capacity and transfer our learnings into the other five social centre sites in metropolitan Western Australia with country areas to follow.

### **Dementia Focus**

In 2018/19, we expanded our support for people living with dementia and their families, while we continued to upskill our workforce to support our clients to live the best quality of life possible through the support of our Dementia Specialist team, Dementia Change Champions and our leadership team.

As an example, we created a new role for a Dementia Specialist to support our teams



**In 2018/19, 130 staff engaged in EDIE training with Dementia Australia.**

across Western Australia. The introduction of the Dementia Specialist has seen a range of service improvements for clients and carers in our Social centres and cafes, as well as providing the opportunity for expert upskilling of our staff.

In partnership with Alzheimer's WA and their Dementia Change Champion program, a number of Silver Chain staff participated in an Alzheimer's WA Dementia Partnership Project scholarship to enhance their knowledge, confidence, skills and leadership. Twenty-six of our team members are now trained and recognised as dementia champions.

Our commitment to continue to invest in our staff through the scholarships will continue as

we work towards our vision and strategic plan for dementia.

### **Educational Dementia Immersive Experience (EDIE)**

In 2018/19, 130 staff engaged in EDIE training with Dementia Australia.

EDIE is an immersive workshop that enables participants to see the world through the eyes of a person living with dementia. Utilising high quality virtual reality technology, the workshop enhanced staff's knowledge of dementia while exploring enablement strategies to support a person with dementia to live more confidently.





# ACNA Across Australia

**Access Care Network Australia (ACNA) is a part of Silver Chain Group that provides assessment for those requiring services for the aged, people with disability, those being discharged from hospital and carers.**

Formed in Western Australia in 2011, it is now a national organisation that provides services in metropolitan, regional and remote areas of Australia.

In 2018/19, ACNA provided support to more than 32,000 people to help them live positive, independent lives. This was made possible by the 154 members of the ACNA team – some of whom managed more than 140,000 telephone calls. Other committed staff drove over 1.4 million kilometres to work with individuals to develop support plans that enable them to achieve their goals.

The program conducts holistic, wellness-based assessment in partnership with each client and their families and carers, with a focus on reablement, and builds on the capacity within each individual to achieve their personal potential.

When support is needed, ACNA refers clients to service providers who will support them to build on their strengths to make sure they receive the right level of care and support they need to

remain independent, living in their own homes and connected to their community.

During 2018/19, ACNA's leadership in assessment and support planning was acknowledged with a Commonwealth Government contract as part of the \$29.2 million Better Ageing Promoting Independent Living initiative. The pilot project aims to determine if more active, targeted support will assist people to sustain independence and reduce or delay the need for more complex support.

ACNA's role in the project is to train and mentor five Regional Assessment Service organisations in Queensland, New South Wales, South Australia and Tasmania in the application of its Active Assessment model.



**Formed in Western Australia in 2011, ACNA is now a national organisation that provides services in metropolitan, regional and remote areas of Australia.**

# Awards, Conferences and Commendations

**Silver Chain's work is acknowledged in Australia and around the world. We are invited to present papers at conferences, recognised by prestigious awards programs and respected as experts by peers across the health, aged care and community sectors.**



## Palliative Care Celebrated

In 2018/19, Silver Chain was recognised for our contribution to the palliative care sector.

We celebrated the success of Palliative Care Nurse Lindsay MacKenzie at the 2019 WA Nursing and Midwifery Excellence Awards. Lindsay won the Consumer Appreciation Award from a strong line up of nominees for her work providing holistic care to both patients and their families. Described as "the ideal nurse" who goes "above and beyond", Lindsay brings physical and emotional support and hope to her clients' family at a critical time.

The biennial Oceanic Palliative Care Conference is a leading sector event. In 2019, more than 900 delegates from Asia and Pacific regions attended. Silver Chain was a major contributor with representatives on the convening committee and a variety of workshops and presentations made by staff. This included National Medical Director Dr Daryl Kroschel, who introduced a plenary panel session on Palliative Care as a Human Right. Other Silver Chain employees delivered presentations and abstracts and staffed our information booth.

A highlight of the conference was recognition of Volunteer Coordinator Veronica Reutens' longstanding commitment to client care. Veronica has volunteered for 25 years with Silver Chain Hospice. She received the Outstanding Achievement by a Volunteer Award. Silver Chain's contribution to research and innovation was

also recognised at the conference with Clinical Nurse Consultant Manager Sarah Hunter awarded for Best Abstract Poster. Silver Chain shared three pieces of research into skin tears, pressure injuries and wound management at this conference.

At the same conference, our NSW PEACH team (Palliative Extended and Care Home) won the Outstanding Team Award, in partnership with South Western Sydney Local Health District. The award was accepted by our NSW Clinical Nurse Consultant Manager Michael Smith.

In November 2019, the inaugural Palliative Care Outcomes Collaboration Conference (PCOC) was held in Sydney. Silver Chain's Tish Morrison, Director of Clinical Operations, Palliative Care presented, 'The Prediction of Pressure Injuries in a Community Based Palliative Care Service – can Karnofsky reduce the incidence of Pressure Injuries at the End of Life?'. Tish and co-author Joanna Smith, Evaluation and Research Lead, used recent data to determine whether changes in client functional status collected using the Karnofsky Scale (a way of measuring cancer patients' ability to perform ordinary tasks) could be used to identify those at risk of pressure injury development and therefore provide a trigger for preventative care.

## Alzheimer's Acknowledgement

Jean Connell, Assistant Co-ordinator of Fremantle Social Centre, was recognised by Alzheimer's WA, winning the 2018 Dementia



Change Champion Award. Jean won the award based on a person-centred approach by developing a backpack with a range of activities tailored to meet the individual needs and was based on research from Singapore.

### **WA Training Awards**

Angela Hioll, Client Service Co-ordinator, was nominated as one of four finalists, from hundreds of applications in the WA Training Awards - Vocational Student of the Year 2019.

## **Conference presentations by Silver Chain's subject matter experts**

**Our people are regularly invited to present papers and posters that showcase their experience and research. Here are some of the 2018/19 highlights:**

### **National Australian Association of Stomal Therapy Nurses Conference**

The Australian Association of Stomal Therapy Nurses (AASTN) is an industry group that recognises the needs of patient/clients and supports the professional development of stomal therapy nurses across the country (a stoma is a surgically created opening on the body to help with drainage of body products that would normally be removed by the bowel or bladder).

**At the 2019 AASTN Conference, Silver Chain was well represented with the following contributions:**

*The Impact of Pressure Injuries in the Community, Jenny Faithful, Anne Capes, Cate Maguire.*

Pressure injuries are largely preventable wounds. However, in the community they pose additional challenges in regard to access and equity in service delivery and resourcing. They contribute to increased length of stay and impacts on wellbeing and the health cost burden. Accurate data on community pressure injuries informs best practice outcomes for prevention and management.

*Time and Costs to Heal Skin Tear, Pam Morey, Keryln Carville, Cate Maguire.*

Skin tears are a common wound among the elderly and they can convert to significant wounds. Wound healing outcomes and costs to heal has informed organisational protocols, practice and resourcing of prevention and management strategies for skin tears.

*Scoping the Burden of Lower Extremity Ulcers in the Community. Margaret Edmondson, Keryln Carville, Cate Maguire.*

Benchmarking of lower extremity wound healing outcomes and costs to heal has informed organisational protocols, practice and resourcing and is anticipated to inform national health agendas.

*NPWT: A Cost and Treatment Analysis in Acute Wounds Managed in the Community, Gordana Petkovska, Keryln Carville, Cate Maguire, Joanna Smith.*

Shorter hospital length of stay has led to increased numbers of acute wounds being managed in the community. Wound healing outcomes and data on costs to heal has informed organisational protocols, practice and resourcing.

## Wounds Australia National Conference

Held in October 2018, the Wounds Australia Conference showcased eight presentations/posters by Silver Chain.

Dr Robyn Rayner was one of three finalists in the Excellence in Research Award category for her work in the field of wound care. Robyn has been employed by Silver Chain for nearly two decades

and has worked in our Bunbury Community Nursing Program as the Senior Registered Nurse for most of this time, providing a dedicated clinical service for clients with complex wound needs. Robyn's clinical roles encompasses wound assessment treatment, planning and management, collaboration with other health providers and she is key to our staff induction and training practices.







# Best Care Awards Celebrated

## **Embedding Best Care is a strategic goal of Silver Chain. Operationally, it is achieved by:**

- Empowering clinicians and providers to lead the creation of value with clients and carers.
- Matching organisational systems and processes to the needs of the front line.
- Reducing unnecessary variation in care delivery.

In 2018/19, to celebrate the commitment to care by our staff all over Australia, acknowledging the compassion and dedication we are known for, we inaugurated our Best Care Awards program.

In its first year, we had more than 100 nominations of individuals and teams, recognising almost 300 staff in both team and individual categories for each of the Best Care goals: safe, personal, connected, effective. This was an outstanding result that demonstrates Silver Chain's depth of compassion and professional care, and the pride we share in each other.



Best Care Strategic Quality and Safety Framework



From left to right:  
Francis Cembrano **QLD** Emma Onelli **QLD** Carolyn Lehmann **QLD**  
Antonette Tanarte **VIC** Vicki Templeton **NSW** Jenny Miller **NSW**  
Dale Fisher **CEO** Anna Howard **VIC** Prue Edgar **NSW** Stacey Rivers **VIC**  
Jenny Zerafa **VIC** Gemma Pullen **VIC** Clark Chambers **GM (NSW, VIC & QLD)**



# Silver Chain



An additional spotlight was placed upon the teams that do not work directly with our clients but provide a vital contribution to our provision of Best Care, Every Time for our clients.

## Meet some of our finalists and winners...



### **Safe Award: Claire Stephenson – Case Coordinator, North Perth Metro**

Claire was appointed to her position as Case Coordinator in March 2019.

She manages clients from different cultural and economic backgrounds, many of whom are disadvantaged socio-economically. In addition to the routine and predictable challenges faced by a community nurse, Claire has had the added challenges of drug, alcohol and homelessness to deal with daily.

Claire delivers evidence-based holistic care to all clients. She has recently completed the wound masterclass and the post graduate certificate in clinical nursing. To enhance her academic development further, Claire is currently undertaking the wound, ostomy and stoma course.

Claire does not accept the status quo and goes further to challenge the norm, pursuing the best care for her clients regardless of their background and a safe working environment for her team members.



### **Personal Award: Susan Keeble – Assistant Coordinator, South Perth Metro**

Sue leads her team at the Mandurah Social Centre to work with the clients to create a place with a vibrant and welcoming environment.

The centre no longer has clients but club members who are empowered to make decisions on how they want their centre to be organised and has staff who enable socially isolated club members to participate.

Sue has developed her skills by completing the Alzheimer's WA change champion certificate IV scholarship and completed the dementia partnership program with her team. She collaborates with club members, who are living with dementia, and their carers to help develop skills to enable her team to be observant and recognise club members ever-changing physical, cognitive, spiritual, health and social needs.



### **Connected Award: Rose Readwin – Home Help, South Perth Metro**

Rose enabled a socially isolated client, Lily, to become independent with technology and connect with her family in Norway.

Rose had been supporting Lily for many years and she has always been a friendly and very warm welcoming person, full of stories about her life and funny antidotes. However, Rose had identified that Lily was becoming withdrawn and quiet.

After her son purchased an iPad for Lily's 80th birthday, Lily and Rose had 10-minute training sessions tacked on the end of each visit. Lily learned how to use email, browse the internet, take photos and most importantly, speak to and see her son and family in Norway. This contact has now progressed to playing online Scrabble daily with her son and sessions every Saturday where she speaks to and sees her granddaughter, daughter-in-law and son.

Lily now visits the Local Accent Community Centre for computer lessons and is making new friends.



### **Personal Award: Allied Health Metro Physiotherapy Team, Perth Metro**

Joe is a 78-year-old man who lives with his wife Grace. Joe has been diagnosed with spastic paresis and has also had multilevel lumbar fusions in the past due to years of working hard as a tiler.

Prior to starting with Silver Chain Physiotherapist Alicia Marriott, Joe was falling two or three times each day due to swollen limbs and back and core weakness. Grace was neglecting her own needs as she wanted to minimise the time Joe was left alone in the house.

Joe was part of the Silver Chain physiotherapy program for four months and, with the introduction of an appropriate walking aid, in consultation with Technology for Ageing and Disability WA, education and two therapy visits a week, Joe has not had a single fall since starting our program. He has returned to gardening and is able to help Grace around the house.





**Connected Award: Primary Care at Home - Nurse Practitioner Team, Perth Metro**

The Primary Care at Home (PCAH) Nurse Practitioner team provides primary care to vulnerable clients who are socially disadvantaged, homeless or at risk of homelessness or would otherwise have limited or no access to a general practitioner.

PCAH Nurse Practitioners provide a holistic assessment in the client's place of residence, whether it be their home or a community service organisation such as Richmond Wellbeing, Salvation Army, Mission Australia or Ruah Community Services. PCAH nurses work in collaboration with community service organisations that support the psychosocial needs of these clients.

Once the Nurse Practitioners have identified the needs of the client, they work with them to help them achieve their goals and support them to engage with a GP they feel comfortable with.

The most effective part of the PCAH Nurse Practitioner team is their ability to engage and build relationships with vulnerable clients, each with their own set of challenges, in a multitude of environments.



**Effective Award: Western HealthLinks  
Lead Navigators, Victoria**

Western HealthLinks Nurse Lead Navigators, Maria Hussey and Antonette Tanarte, are actively involved with listening and supporting their team members to provide the highest standard of care to their clients. They are both an exemplar of best practice and Best Care.

They recently implemented a real time patient journey board which was accompanied by twice weekly client discussions. As a result, they were able to improve work flows to manage high patient numbers and demand.



# Research

**Silver Chain partners with other clinical providers, teaching institutions and leading research organisations in Australia and from around the world, contributing expertise, practical experience and learnings to research projects that have the potential to benefit the people we, and they, care for. Our Human Research Ethics Committee is registered with the National Health and Medical Research Council (NHMRC) and complies with the rules and regulations of the NHMRC.**

As an example, wound management comprises the largest component of clinical care delivered by our nursing team. Silver Chain manages 3,500 wounds on any given day, creating incredible opportunities to inform global evidence with respect to wound management and, importantly, understand how we can further improve outcomes for our clients.

### Research progress during 2018/19 included:

- **Impact of comorbidity and time in hospital on time and cost to healing of wounds (current).**

Development of the ComCare® Mobile Wound Module has enabled Silver Chain to have a greater understanding of the extent of wound burden within our client group. To provide a more complete picture of wound healing using Silver Chain data, we will combine the diagnosis information collected as a part of the WA Hospital Morbidity data set with the Silver Chain wound information. As well as quantifying the number of hospital admissions of this client group and the diagnoses recorded for those hospital admissions, the data will be used to calculate a measure of comorbidity. While we know that chronic disease impacts on health outcomes, specifically wound healing, there is little research investigating the impact of multiple comorbidities on wound healing. This research will assess the impact of comorbidity on wound healing.

- **External Validation of the Skin Tear Audit Research (STAR) Classification System and a Model for Skin Tear Prediction (Current).** The aim of this study is to externally validate the Skin Tear Audit Research (STAR) Classification System using ComCare® Wound Module

data and to externally validate a skin tear prediction model in a residential aged care population.

- **Blood transfusion project (Completed).** RDNS has partnered with the University of South Australia to provide de-identified RDNS client data as part of a 12-month retrospective research study that determined rates of adverse events associated with out of hospital blood transfusion provided by RDNS. This study was the first to investigate rates of adverse events associated with out of hospital blood transfusion in Australia. The research showed that there were very few adverse reactions with an overall incident rate of 0.7%. This evidence may assist to extend the





community blood transfusion clinical model so that more people with serious health conditions requiring ongoing transfusion support are able to have this treatment in their own home.

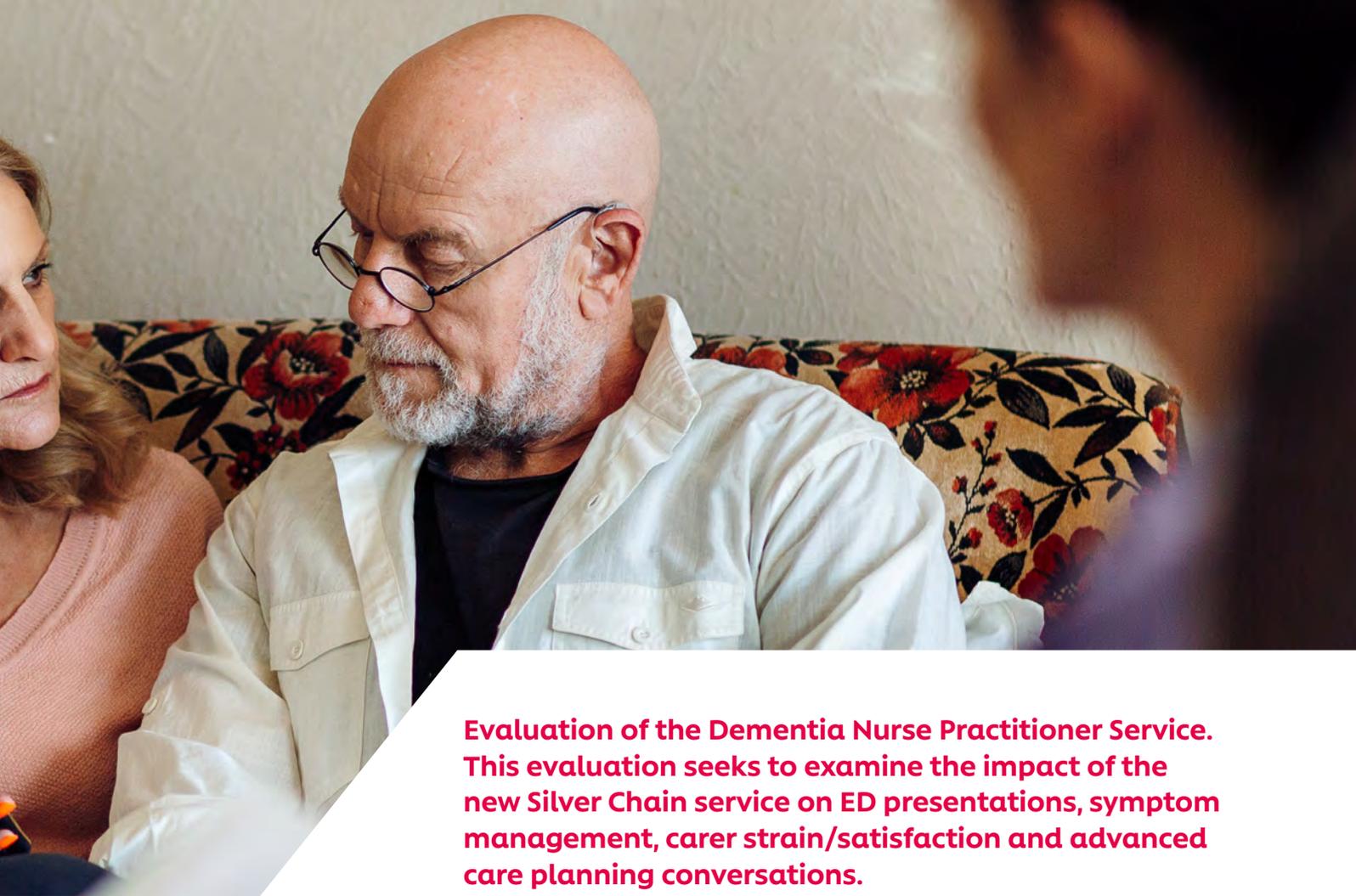
- **Determining the Effectiveness of Compression Wraps as Compared to Compression Bandages in the Treatment of Venous Leg Ulcers (Current).**

To determine the therapeutic benefits, cost-effectiveness, patient and nurse satisfaction with a short stretch adjustable compression wrap system (Farrow Wrap™ by BSN), as compared to compression bandages (four layer) when used in the management of venous leg ulcers.

- **Determining the Impact of Venous Leg Ulcers on Clients' Quality of Life (Current).** Venous leg ulcers (VLUs) are estimated to account for 80 per cent of all leg ulcers. Patients suffer from excessive wound drainage, pain and impaired mobility, as well as impaired quality of life,

sometimes for years. Recurrence rates of up to 69 per cent have been documented. This project has used a novel approach to data collection to investigate the impact of these wounds on our clients' quality of life. During the client's usual treatment visit, the RNs invited each client with a VLU to participate in the survey. Part 1 questions were completed by the RN in the presence of the client. Data was collected from the client during a conversation between the client and the RN, and was designed to encourage the clients to start thinking about their VLU and their perception of it rather than basing the answers on already existing clinical records. Part 2 was completed by the client and consisted of questions relating to the impact of the VLU on their quality of life.

- **Evaluation of Hospice Service (Completed).** The evaluation of the Hospice Care Service (HCS) was to determine whether the principles of the



**Evaluation of the Dementia Nurse Practitioner Service. This evaluation seeks to examine the impact of the new Silver Chain service on ED presentations, symptom management, carer strain/satisfaction and advanced care planning conversations.**

Silver Chain National Palliative Care Model of Care (MOC) are maintained by current practice and the outcomes specified by the MOC are met. The evaluation demonstrated that Silver Chain HCS provides a palliative care service that is valued highly by clients and their carers. This evaluation has identified the need for further investigation of key areas to support enhancement of the service.

- **Impact of the Primary Care at Home Service (Current).** The primary care services provided to our clients are person-centred and flexible. They are designed to ensure the vulnerable clients can benefit from primary health care access which is aimed at reducing the impact of their chronic conditions and reducing the impact of this group on the tertiary health sector. The service provides a range of activities aimed at health promotion, self-management of health conditions, and improvement in health literacy, care coordination and connection, if

appropriate, with a GP. The aim of this project is to measure the program's impact.

- **Evaluation of the Dementia Nurse Practitioner Service (Current).** This evaluation seeks to examine the impact of the new Silver Chain service on ED presentations, symptom management, carer strain/satisfaction and advanced care planning conversations.
- **T.I.M.E Clinical Decision Support Tool Evaluation (Completed).** The research's aim is to evaluate the utility of the TIME Clinical Support Tool, for directing wound management decisions amongst nurses, to evaluate the healing outcomes when the algorithm has been used to guide wound management decisions and to determine the learning outcomes for the participating registered nurses. The nurses found the tool useful and particularly helpful for onboarding new staff members.



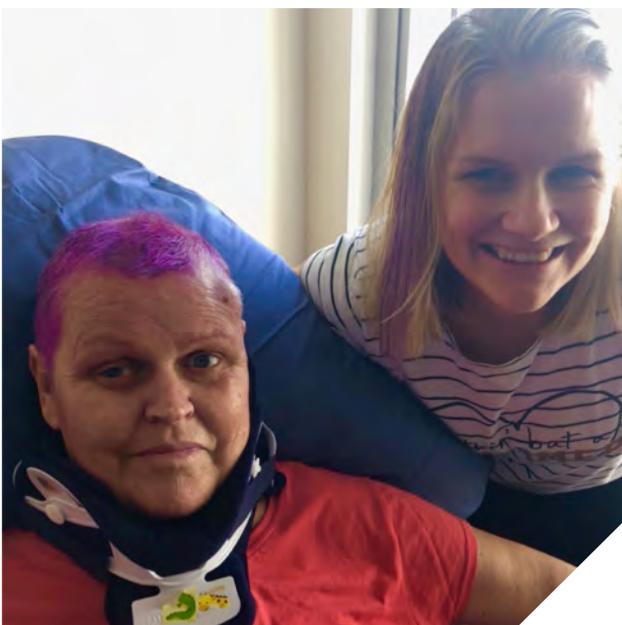


# Fundraising

**Millions of dollars raised from the generosity of our supporters and donors has helped Silver Chain fund new and much needed services and research.**

Our generous supporters and donors raised over \$1.7 million during the 2018/19 financial year to help us with:

- The purchase of new equipment to support Integrum Aged Care+, a new Western Australian health service that supports people with multiple chronic health conditions in their last years of life to remain safely at home
- The appointment of a full-time pharmacist to ensure Silver Chain clients understand what medication they are required to take at the prescribed time
- Fighting loneliness by bringing the outside world to clients thanks to a combination of technology and personal integration
- Much needed research into tailored community care and services that aim to keep our clients from needing higher level care packages.



## **Going Purple For Fiona and Palliative Care**

Fiona Carlisle was a family woman. It was so ingrained in her DNA, that when she was asked what her religion was, her first answer was family.

Sadly, at only 55 years of age, Fiona lost her battle with lung cancer. She is survived by her husband Paul and four children.

Now, in her honour, her family want to say thank you to Silver Chain who cared for Fiona during her toughest times. Together, the Carlisle family has raised more than \$5,000 to donate to Silver Chain in the hope more people can be cared for in their homes.



**Fiona Carlisle was a family woman. It was so ingrained in her DNA, that when she was asked what her religion was, her first answer was family.**





The Carlisle family.  
Left to right - Sarah Strachan,  
Paul Carlisle, Melanie Carlisle.

*"It started as a simple idea," her daughter Sarah Strachan said. "Mum wanted to dye her hair purple because she had lost so much of it in such a short time."*

"To support her, we all dyed a purpled streak into our hair - even my nan, who's usually such an old school straight shooter.

**"We had a goal of raising \$500, but as soon as we put it on social media with the hashtag #GoPurpleforFiona it spread so quickly.**

"We'd tell mum every time a new donation came in or someone posted a picture of their purple hair. She was so humbled by it all because she was always such a giving person, she couldn't believe people cared.

"We've been able to raise close to \$2500 from friends and family, and my dad agreed to match the final donation."

Sarah said her mother was adamant about giving back to Silver Chain because of the support they gave her and her family.

"We had no exposure or knowledge of Silver Chain before mum got sick," Sarah said.

"We thought Silver Chain was 'just for old' people - we didn't realise just how much care and

support they were able to provide for not just mum but for our whole family as well.

"At first, Silver Chain would visit once a day to help with medication support, but when things started to go downhill, they were at our house up to six times a day to help with their palliative care services.

"There were times when she could have gone to hospital, but thanks to the support we had, she didn't need to. It meant we could have mum at home for a bit longer. It gave us more time to spend with her, we even had little slumber parties in her room because no one wanted to leave her side.

*"Silver Chain really made coping with such traumatic and sad time for the family easier and the whole family feels so fortunate and lucky to have had access to their services. Every person from Silver Chain was amazing and made mum feel good emotionally and as comfortable as possible.*

"We hope our fundraising can help raise awareness of the great work Silver Chain does, as my mum said - you would never know you need them until you do."





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