

# Active Service Model

April 2013

Eastern Metropolitan Region (EMR)  
Active Service Model (ASM ) Seeding Grant Round Two Summary Report

*A resource to help all EMR Home and Community Care (HACC) funded services implement an ASM approach.*



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## Introduction

The Eastern Metropolitan Region (EMR) Active Service Model (ASM) Seeding Grant Round Two Summary Report provides a snapshot of projects funded by the Department of Health HACC Program between September 2011 and December 2012 to support the implementation of ASM in the EMR.

The project activities and outcomes all contribute in some way to improving the way Home and Community Care (HACC) service providers work with HACC clients; either through the establishment of mutually beneficial partnerships, or the development of tools and resources to review and enhance organisational systems, structure and practices that support an ASM approach.

As per the ASM Seeding Grant Round One Summary Report you are encouraged to review the project activities, outcomes and resources and consider their relevance to the ASM activities that your agency is engaged in. Please feel free to contact the relevant Project Contact to discuss areas of interest in more detail and/or to access the full project report.

The EMR HACC Alliance will continue to work with these agencies regarding the implementation and sustainability of project recommendations and look forward to sharing these findings with you at the EMR HACC Alliance.

Congratulations to all project leads and partner agencies for your commitment and involvement in these projects.



## Summary - EMR Seeding Grants Round Two

Nine projects were undertaken in the EMR as part of Round 2 Seeding Grant funding provided by the Department of Health. These projects sought to build on existing work, and targeted identified regional priorities to further an ASM approach.

Project	Lead Agency
<p><b>HACC Partner Engagement Strategy</b></p> <p>Support Alzheimer's Australia Victoria (AAV) to develop partnerships and understanding with HACC Assessment Service (HAS) agencies and other HACC providers about how they can better utilise each others resources and work together</p>	Alzheimer's Association of Victoria
<p><b>Working with Volunteers</b></p> <p>To develop a range of resources that support agencies to build the capacity of volunteers to practice within an ASM approach</p>	City of Boroondara
<p><b>A Fresh Approach with our Communities</b></p> <p>To develop a mutually beneficial partnership with Mountain District Learning Centre to enhance and develop current PAG programs by adopting a Well for Life philosophy and ASM approach to service delivery for sustainable, relevant programs for its clients</p>	Clota Cottage Neighbourhood House
<p><b>Working Together Well for Life</b></p> <p>Organisations who have successfully undertaken W4L and Make a Move (MAM) projects will partner with another local organisation to build/enhance partnerships and share their learnings and experience to embed an active/wellbeing approach to service delivery.</p>	Hawthorn Community Education Centre
<p><b>Mental Health and Older People in the Central East</b></p> <p>To upskill and build the capacity of HACC Assessment Officers in their understanding of people with mental health issues, develop appropriate referral pathways and building partnerships with local Mental Health service providers</p>	Manningham City Council
<p><b>Workforce Development</b></p> <p>To build the capacity of the EMR HACC sector to embed an ASM approach through the development of supportive organisational systems, policies and processes</p>	Outer Eastern Health & Community Service Alliance (Kate Pascale & Associates)
<p><b>Goal Directed Care Planning</b></p> <p>To build the capacity of the EMR HACC sector for effective Goal Directed Care Planning</p>	Outer Eastern Health & Community Service Alliance (Kate Pascale & Associates)
<p><b>Enhancing Partnerships in the City of Whitehorse</b></p> <p>To strengthen the partnership between the HACC funded Whitehorse City Council and Royal District Nursing Service and the Whitehorse Community Health service including a review of referral pathways and opportunities to better support shared clients</p>	Whitehorse Community Health Service
<p><b>Remodelling the HACC Journey—Building on existing work</b></p> <p>To further develop the first year seeding project which built on existing work with Early Intervention in Chronic Disease Management (ELiCDM) to assist with implementing the ASM in service coordination and care planning. The project will reduce duplication, education and information on ASM, care planning, goal directed care, tertiary consultations</p>	Yarra Valley Community Health



## Working with Volunteers

Lead Agency: Boroondara City Council  
Partner Agencies: HACC service providers - state wide  
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### Project Description

HACC funded agencies reported that there were distinct differences between implementing an Active Service Model (ASM) with paid and volunteer staff.

This project sought to develop a range of resources that support agencies to build the capacity of volunteers to practice within an ASM approach.

The project acknowledged that resources developed should be transferable across the full range of HACC services engaged with volunteers.

### Project Activities

Project activities involved state wide consultation with a broad range of HACC service providers who subsequently contributed to the projects understanding of the needs of volunteers and their funded organisations. Specific activities involved:

- Establishing project governance included a Steering Committee to lead the development of the project, a Stakeholder Committee to provide feedback on the direction and framework of the project and a broader Reference Group to provided feedback on the draft resource
- Conducting a Literature review
- Administering a state wide survey with peak bodies and HACC agencies (98 respondents) to identify challenges and priorities to inform the resource development
- Developing the Resource Kit giving consideration to feedback and input from Steering Group members at key intervals and feedback from the Stakeholder Reference Group to inform the final draft

### Project Outcomes

While the project did not pilot the use of the Resource Kit, feedback from project participants (including Boroondara City Council Volunteer Resource Centre and Ageing and Disability Services departments) indicates that the resource will supplement and enhance existing recruitment and orientation activities for new and existing volunteers.

Further, it is expected that the 12 Volunteer Handouts will contribute to a greater awareness and understanding of the ASM approach to HACC service delivery for the volunteer workforce.

### Resources/Tools Developed

**The Supporting Volunteers to take an Active Service approach Resource Kit** is designed for HACC funded organisations with a volunteer workforce. The Kit provides key messages about engaging volunteers in an ASM approach with a focus on change management, recruitment, induction and ongoing training and support. The Kit includes 12 HACC Volunteer Handouts:

- Healthy and active ageing
- Supporting healthy and active ageing
- Its about the individual person—your client
- Practical ideas for HACC Volunteers
- Stories of active ageing:
  - ◆ Community transport
  - ◆ Planned activity groups
  - ◆ Planned activity groups case study
  - ◆ Delivered meals
  - ◆ Working one-on-one
- Frequently asked questions
- Working with children with disabilities
- An introduction to the Home and Community Care Program

Supporting Volunteers to take an Active Service approach Resource kit will be available to download from 1 June 2013 via the EMR HACC Alliance website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>



## HACC Partner Engagement Strategy

Lead Agency: Alzheimer's Australia Victoria (AAV)  
 Partner Agencies: Yarra Ranges Council, Maroondah City Council  
 Project Contact: Donna Watmuff  
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### Project Description

This project sought to improve the capacity of HACC services to better support the needs of people with dementia and their family carers through:

- Investigating the barriers and constraints to supporting a person centred approach
- understanding the barriers, constraints and enablers to accessing dementia resources and HACC staff knowledge about AAV services in the Outer Eastern Metropolitan Melbourne
- Developing strategies to maximise future partnership opportunities

### Project Activities

The key activities of this project involved:

- Establishing project governance including a working group consisting 12 stakeholders
- Consulting with stakeholders to inform the development of the Partnership Strategy. This involved focus groups with HACC managers and direct care staff, individual interviews and telephone contact with family carers, HACC direct care staff, and the Outer East Primary Care Partnership (PCP) to scope the type of dementia information and resources HACC staff were accessing and to identify gaps in knowledge of available dementia services and supports
- Drafting the Project Engagement Strategy
- Developing the AAV Action Plan which identifies the priority actions to be implemented in 2012-13

### Project Outcomes

As a result of participating in the project:

- Staff have enhanced awareness of AAV services and resources that are available to assist HACC eligible clients, carers and staff
- AAV has an improved understanding of the challenges that local staff experience in supporting HACC clients

The project findings confirmed the need for ongoing collaboration and targeted engagement strategies to meet the needs of a range of HACC staff

### Resources/Tools Developed

**Alzheimer's Australia Vic EMR ASM Partner Engagement Action Plan 2012-13** identifies strategies to achieve priorities that:

- Increase the profile of AAV among HACC staff, family carers
- Refresh existing communication channels, including electronic channels
- Ensure AAV internal operations and strategies enable ongoing engagement
- Build capacity of HACC workers to support people with dementia and their families
- Enable increased individual and organisation AAV memberships
- Enables an on going dementia Community of Practice for the Outer East PCP

Alzheimer's Australia Vic EMR ASM Partner Engagement Action Plan 2012-13 is available to download from the EMR HACC Alliance Website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>

<http://www.oehcsa.org.au/special-project>



## Mental Health and Older People in the Central East

Lead Agency: Manningham City Council  
Project Contact: Veronica Young  
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### Project Description

The Mental Health and Older People in the Central East project sought to enhance the mental well-being for older people through:

- the provision of Mental Health First Aid (MHFA) training for a range of council HACC workers to improve their knowledge and understanding of mental health issues
- Identifying pathways into coordinated mental health care and well-being programs
- Developing strong working relationships between mental health services, primary health services and community support services

### Project Activities

The key project activities included:

- Establishing project governance including Project Working Group consisting of mental health services, HACC providers and primary health care services
- Delivering MHFA training to 68 HACC workers (Direct Care, Assessment, Intake, Program Coordinators, Administration, PAG and Food Services) and two HACC volunteers. Evaluation included pre and post training questionnaires and facilitated focus groups. A further information session by a specialist Aged Persons Mental Health Services provider was delivered to increase knowledge of referral pathways, services and resources for older people with mental health issues
- Conducting a desk top audit of care plans to determine practices, improved knowledge and identification pre and post MHFA training
- Developing procedures for referral for HACC assessment staff
- Developing an electronic Health and Well-being Resource Library for Manningham City Council HACC assessment services

### Project Outcomes

The project has increased the knowledge and confidence of staff to discuss mental health issues with clients or provide initial first aid treatment (as evidenced through pre and post MHFA training questionnaires and Information session feedback).

The project has resulted in the increased identification and referral of clients with mental well-being concerns or risk factors (as evidenced through a client file audit pre and post MHFA training) and demonstrated an increase in the level of staff feedback generated as part of client monitoring practices.

Manningham City Council has formalised its commitment to embed practices to support the mental well-being of older people through the development of the Referral Pathways and Procedure documentation.

### Resources/Tools Developed

- Mental Health Services Referral Pathways and Procedure for Manningham City Council HACC Assessment Services
- Electronic Health and Well-being Resource Library for Manningham City Council HACC assessment services

The Mental Health Services Referral Pathways and Procedure and Electronic Health and Wellbeing Resource Library is available to download from the EMR HACC Alliance website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>



## A Fresh Approach within our Communities

Lead Agency: Clota Cottage Neighbourhood House  
 Partner Agencies: Mountain District Learning Centre  
 Project Contact: Lynda Effendi  
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### Project Description

A Fresh Approach with our Communities sought to develop a mutually positive partnership between Clota Cottage Neighbourhood House and Mountain District Learning Centre (MDLC) to enhance and develop current Planned Activity Group (PAG) programs by adopting a Well for Life philosophy and ASM approach to service delivery for sustainable, relevant programs for its clients.

### Project Activities

Key project activities included:

- Mapping services across the two organisations to identify issues, gaps and opportunities
- Facilitating cross agency peer support through the sharing of information and resources
- Conducting a needs analysis of the MDLC HACC program which involved staff, participants and volunteers
- Delivering an information session at MDLC for HACC tutors and other staff to share information, resources and discuss the application of ASM and Well for Life within the MDLC program
- Developing case studies to showcase how Well For Life and ASM has been incorporated as part of the Clota Cottage service model
- Redeveloping and re documenting the Enrolment and Intake procedures for both organisations

### Project Outcomes

Project staff reported that the opportunity to meet, and share their experiences has been beneficial and contributes to an improved understanding about how ASM and Well for Life can be applied within a Neighbourhood House setting.

Both services have strengthened their enrolment and intake processes to include Goal Directed Care Planning which will enable MDLC and Clota to work more effectively with their clients to meet their needs and goals.

While the impact of this change has not been measured yet, it is expected that this change will enhance the client experience through the application of person centre practices.

### Resources/Tools Developed

Policy and Procedure documentation to support Enrolment and Intake practices including Goal Directed Care Planning

Two case studies describing how the Well for Life and ASM principles apply within the Clota Cottage service model and two client stories

The Policy and Procedure documentation and case studies are available to download from the EMR HACC Alliance website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>





## Working Together Well For Life

Lead Agency: Hawthorn Community Education Centre  
Partner Agencies: Alamein Neighbourhood Learning Centre  
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### Project Description

Hawthorn Community Education Centre (HCEC) has successfully developed a number of programs that encompass a Well for Life approach.

Alamein Neighbourhood Learning Centre (ANLC) had not previously participated in any Well for Life projects and were keen to develop their Planned Activity Groups to incorporate the approach with the ASM philosophy.

Both organisations share similar core values and within this context, a partnership to share expertise and knowledge around Well for Life principles was established to support ANLC in adopting this approach.

Specifically this project sought to:

- Provide information and training around Well For Life principles and to share expertise and resources
- Promote social inclusion and a positive view of ageing and disability
- Establish protocols for service information exchange and referral

### Project Activities

Key project activities focused on:

- Sharing information and resources, cross agency peer support and professional development
- Revising and distributing the ANLC Annual Client Feedback Survey to better reflect ASM principles. Responses to inform planning for 2013
- Hosting the ANLC Annual Morning Tea incorporating a strong ASM approach
- Conducting the ANLC client needs analysis and collection of demographic data to identify local issues
- HCEC providing training and support to the ANLC program facilitator delivering a pilot Cooking Small Eating Well (CSEW) program at ANLC
- HCEC delivered their Wisser Walker Wisser Traveller program, adapted to meet the needs of older CALD members at ANLC. This program provides information on a wide range of transport options and support services for older people to remain mobile, travel confidently and safely and stay connected within their community

### Project Outcomes

Project participants and staff across both organisation reported a greater understanding of the ASM principles.

ANLC has a more robust evaluation framework to inform program planning and service delivery. This translates to clients at ANLC having a greater involvement in service planning and evaluation.

ANLC has extended its programs' capacity to deliver sessions that incorporate Well for Life principles (as evidenced though the delivery of the Cooking Small Eat Well Program, the Wisser Walker Wisser Traveller program and the introduction of a 6 week pilot program "What to cook with your \$10 fruit/veg box").

**The Adult Learners Week Event at ANLC provides an opportunity to promote programs, pathways and share the Centre's activities with staff, volunteers and users. After noticing that clients were not accessing a \$10 fruit and vegetable box available at the centre, ANLC included a cooking demonstration (using the \$10 fruit/vegetable box) during Adult Learners Week.**

**Feedback indicating that clients did not feel confident using all of the ingredients in the box so a 6 week pilot program "What to cook with your \$10 fruit/veg box" was set up. Each week the program leader and clients cooked two dishes using the ingredients from the box and shared the meal together.**

**The program leader was able to draw on the skills learnt through the mentoring program with HCEC and the Cooking Small Eating Well program and resources**



## Workforce Development

Lead Agency: Outer Eastern Health & Community Service Alliance (Kate Pascale & Associates)  
 Partner Agencies: EMR HACC agencies  
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### Project Description

The Workforce Development project builds the capacity of the EMR HACC sector to effectively implement an ASM approach through the development of supportive organisational systems, policies and processes.

The project sought to develop a toolkit that includes recommendations, tools and practical strategies about:

- How, where and when to embed an ASM approach within organisational systems, policies and processes (mapped against Community Care Common Standard and organisational accreditation needs)
- The organisational enablers and supports required for staff to apply the new skills and knowledge gained through training

### Project Activities

Project activities included:

- Consulting with a range of local HACC agencies to understand their needs and priorities in relation to embedding ASM
- Conducting a Literature review focussing on the organisational systems required to support effective person centred practice and effective change management approaches
- Facilitating a pilot with 11 EMR HACC agencies to test and identify strategies and tools that support the development of good organisational systems to support ASM implementation
- Developing and piloting a resource toolkit that supports agencies to identify opportunities for improvement and revise relevant policies and systems to align with the ASM and Diversity (as well as relevant accreditation standards)

### Project Outcomes

Feedback and examples of good practice provided by EMR HACC agencies are currently being incorporated into the final version of the Workforce Development Kit. However initial learnings confirm that:

- Many HACC agencies felt that while their practice aligned well with ASM and Diversity, they continue to find the documentation/systems side challenging
- Best practice literature reinforces the need to look quite broadly at policies, processes, practices and systems, and confirms the need to consider activities like governance, partnerships and risk management

### Resources/Tools Developed

The **Workforce Development Toolkit** includes:

- Checklists to conduct an initial scan of policies, process, practices and systems to identify and prioritise opportunities for improvement
- Decision support tools to understand the strengths and weaknesses of current systems and develop relevant solutions
- Best practice guidelines which describe key inclusions for organisational policies
- Examples that demonstrate good practice systems and well documented policies and procedures

The Workforce Development Toolkit will be available to download from 30 June 2013 via the EMR HACC Alliance website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>



## Goal Directed Care Planning

Lead Agency: Outer Eastern Health & Community Service Alliance (Kate Pascale & Associates)  
Partner Agencies: EMR HACC agencies  
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### Project Description

The Goal Directed Care Planning project sought to build the capacity of the EMR HACC sector for effective goal directed care planning by:

- Gaining a shared understanding of key elements of goal setting (when, how and why) and its application across different settings and client groups
- Providing opportunities to share knowledge, tools and expertise
- Utilising a reflective practice approach to actively engage staff in the ongoing evaluation of their approaches, information of strengths and weaknesses and development of recommendations
- Undertaking a collaborative, regional approach to the application of the HACC Assessment Service Practice Guide and other relevant Care planning resources
- Developing recommendations regarding appropriate tools and templates to support effective goal directed care planning

### Project Activities

56 staff from 39 agencies representing HAS (Councils & RDNS), CHS, PAG, Nursing, ACAS, and packaged care providers participated in the project which involved:

- Conducting a Literature review to identify best practice evidence and guidelines
- Mapping current practice through staff surveys, 6 sector forums, review of case studies documented by project participants and accompanying narratives reflecting on practice, 72 client and carer surveys to understand their perceptions about the importance of, and preferred approaches to goal setting and care planning
- Delivering nine education sessions to test the tools and approach evaluating the impact of GDCP training and resources on staff's confidence and skill as well as the quality of care plans produced by participants
- Producing the GDCP Toolkit

To support the release of the GDCP Toolkit, 10 education sessions targeting all EMR HACC staff and managers commenced in March 2013 (a partnership initiative with EMR HACC Training administered by Migrant Information Centre (Eastern))

### Project Outcomes

We recognise that:

- GDCP is a fundamental component of a person centred approach
- Staff felt confident about their skill but identified a number of challenges related to client readiness to engage in goal setting and organisational barriers to person centred care planning
- Initial case studies identified a number of practice issues that were impacting on the quality and usefulness of care plans
- We recognise that good practice is reliant on staff skill and knowledge, simple, easy to use tools that collect relevant information and supportive organisational systems.

### Resources/Tools Developed

The **Goal Directed Care Planning Toolkit** provides practical strategies to support effective Goal Directed Care Planning. The Toolkit comprises:

- Chapter 1:** Goal Directed Care Planning a core component of person centred care
- Chapter 2:** A different conversation
- Chapter 3:** Documenting Quality Care Plans
- Chapter 4:** Organisational Systems that support Goal Directed Care Planning
- Chapter 5:** Evaluating your approach

The Goal Directed Care Planning Toolkit is available to download from the EMR HACC Alliance website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>



## Strengthening Partnerships

Lead Agency: Whitehorse Community Health Service  
 Partner Agencies: Whitehorse City Council, Royal District Nursing Service (RDNS)  
 Project Contact: Kerry Bergin  
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### Project Description

This project built on the achievements of an ASM round one seeding grant project and sought to further strengthen the partnership between the HACC funded Whitehorse City Council and Royal District Nursing Service and the Whitehorse Community Health service including a review of referral pathways and opportunities to better support shared clients

### Project Activities

Key project activities included:

- Establishing project governance
- Preparing a Partnership Development briefing
- Consulting with other HACC providers to inform good practice
- Conducting an online survey to establish staff awareness of ASM and the strengths and weaknesses which underpin ASM across the partnership
- Conducting a practitioner partnership forum to share experiences, identify barriers and gaps and potential opportunities to support streamlined referral pathways between the partner agencies
- Developing a Strategy Implementation Plan identifying priorities around:
  - Orientation to other services for new and existing staff
  - Interagency shadowing
  - Identifying shared clients
  - Referral information
  - Case conferencing including networking/peer education
  - Contact Points
- Developing Tools, Templates and Procedures to support the implementation priorities

### Project Learning's and Outcomes

Feedback from members of the Steering Group and practitioners who attended the partnership forum, indicates that the project activities have been valuable in terms of bringing workers from all agencies together and improving their understanding of each others processes and practices.

The project recommended establishing a Partnership Practitioner Working Group to support the implementation of the relevant tools and templates developed as part of the project.

While the impact and effectiveness of the Practitioner Working Group and other priorities identified in the Strategy Implementation Plan are yet to be realised the three partnering organisations are committed to supporting the recommended approach in addition to regular partnership management meetings.

### Resources/Tools Developed

The project developed a range of tools, templates and documented procedures to support future partnership activities including:

- **Client Information sheet template and guidelines** designed for client and carer to identify who is attending clients home and what services are being provided
- **Staff Contact Information**—to facilitate exchange of relevant staffs' name, phone number and area of responsibility
- **Orientation Program** model
- **A Plan and Terms of Reference to establish the Practitioner Working Group** which aims to provide a structure to continue the partnership development and embed shared practice at an operational level

The Client Information Sheet template and guidelines, Orientation Program model, and the Plan and Terms of Reference for the Practitioner Working Group are available to download from the EMR HACC Alliance website at:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>



## Remodelling the HACC Journey—Building on Existing Work

Lead Agency: Yarra Valley Community Health (YVCH)

Partner Agencies: Eastern Health, Yarra Valley Medical Clinic, Aboriginal Health Team, District Nurses

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### Project Description

This project sought to further develop the first year seeding grant project which built on existing work with Early Intervention in Chronic Disease Management (EICDM) to assist with implementing the ASM approach in service coordination and care planning.

Project objectives included:

- Extending the role of service coordination to improve response times from referral and commence goal setting care planning from the assessment and Initial Needs Identification interaction
- Implementing the Aboriginal Health Strategy Plan
- Completing the client held record and extending this resource to Aboriginal clients in a culturally appropriate way regarding language and design
- Further educating staff in Motivational Interviewing
- Commencing delivery of the ASM approach in a wider client cohort and embedding the ASM assessment tools and approach across all HACC programs at YVCH
- Developing an effective communication strategy enabling staff to fully inform clients and their care givers about the ASM approach

### Project Activities

Project activities included:

- Confirming project governance included ASM Working group and 4 sub working groups:
  - Marketing and communications
  - Implementation & sustainability
  - Aboriginal Health
  - Assessment and documentation
- Redeveloping and trialling Assessment tools and documentation
- Conducting ongoing case review/conferencing (1-2 per month) between Yarra Ranges Shire HACC Assessment Officers and YVCH Occupational Therapist. Weekly Internal case review between YVCH allied health services and medical/nursing staff
- Updating staff skills to support Motivational Interviewing
- Developing brochures and a marketing strategy including client letters, welcome packs and care plans, the development of which involved consumer consultation

### Project Outcomes

Yarra Valley Community Health has strengthened its approach to person-centered care by implementing Goal Directed Care Planning across all areas of the HACC Program (i.e.: allied health, PAG) at YVCH.

All HACC clients are now provided with a copy of the signed care plan and it is expected that HACC service users will better understand the roles and responsibilities of those involved in the care

Yarra Valley Community Health has broadened its service delivery model to include a Community Kitchen and Tai Chi for Arthritis program.



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steering group members, staff volunteers and  
clients involved in the Eastern Metropolitan  
Region round two seeding grant projects*

## Online resources

Please visit the EMR HACC Alliance website to access the summary report for the Eastern Metropolitan Region round two seeding grant projects along with other useful resources to support the implementation of ASM and Diversity Planning:

<http://www.iepcp.org.au/active-service-model-emr-asm-alliance>  
<http://www.oehcsa.org.au/special-project>