

**THE SALVATION ARMY**

**HOLLYWOOD  
SENIOR CITIZENS VILLAGE**

**STAFF HANDBOOK**

## **Welcome to Hollywood Senior Citizens Village**

The Village provides aged care and accommodation to over 700 Residents. Our facility is one of three sites providing services on behalf of The Salvation Army in Western Australia. It is large and complex and encompasses Independent Living Units (400 residents), Nursing Home (101 beds), Dementia Specific Hostel (40 beds), two Hostels (70 and 63 beds) and a Day Therapy Centre that offers services to around 100 people per week.

The purpose of this Staff Handbook is to familiarise you with the Mission, Vision, Values and Objectives of The Salvation Army Hollywood Senior Citizens Village and introduce you to our approach to Resident care and the policies that apply to all of the team who work at the Village.

The most important message that I can deliver to all Staff is that the provision of quality services to Residents is of the highest priority. These services are delivered within a framework embraced by Federal Government legislation, that sets standards of Resident care and requires organisations to demonstrate a commitment to continuous quality improvement. All Staff are valued for the services that they provide to Residents and for the spirit of co-operation to work with each other. Management also has a commitment to ensure that there is a safe and harmonious environment for Residents and Staff to live and work together.

**Roy Hanson**  
**GENERAL MANAGER**

### **Our Mission**

*We are a Christian organisation which seeks to demonstrate God's love by standing alongside the older person and providing for their needs in His name. While we endeavour to reach out to all individuals, we place special emphasis on serving the needs of the disadvantaged in our community; whether their disadvantage is financial, social, emotional or physical. We strive to meet those needs with diversity of service, unconditional love and respect for the individual.*

### **Our Vision**

*To Provide Older Persons With Excellent Service That Responds To Their Care And Lifestyle Needs*

### **Our Values**

*Our services are delivered within a Christian environment that promotes*

**Respect**  
**Integrity**  
**Compassion**  
**Equality**

*Towards Residents regardless of their personal circumstances and to provide choice, dignity and independence to enjoy a high quality of life that is supported by all Staff in a secure, harmonious and caring environment.*

*In the employment and development of Staff who are valued for the contribution that they make to the delivery of care and support services in accordance with the Mission, Vision and Values of The Salvation Army, and who will be treated honestly and with integrity to ensure that they develop to their full potential and provide support to each other.*

## **Our Corporate Objectives**

Delivery of care and support services will be provided in a framework that meets the following key corporate objectives

- Provision of accommodation and high quality care services that meets the individual lifestyle and care needs of Residents
- Recruitment and continuing development of Staff to ensure that they have the competencies and understanding necessary to deliver a high standard of care and support services to Residents
- Promotion of Continuous Quality Improvement to encourage best practice for all operational activities that will meet the ongoing requirements of Federal Government Aged Care Accreditation principles and Quality Standards
- Commitment to sound financial management of Hollywood Village and to protect and maintain the physical resources that are essential to support the ongoing needs of Residents and Staff
- Continued development of a client focussed approach to the delivery of aged care services that encourages a safe, harmonious and caring environment in which Residents and Staff interact cooperatively



## **Management Structure**

The Salvation Army operates world wide and is structured within Territories. In Australia there are two Territories, Eastern and Southern. Hollywood Senior Citizens Village is aligned to the Southern Territory, the Headquarters of which is in Melbourne. Within Territorial Headquarters there is an Aged Care Unit headed by a Territorial Aged Care Director, Lt Col Denis Lorimer. Specialist staff responsible for Human Resources, Finance, Quality and Policy, provide support to the Aged Care Director.

The General Manager is responsible for the overall operations of Hollywood Village and is supported by

- Director of Care
- Manager Finance
- Manager Facilities
- Manager Quality Systems
- Manager ILU/HR
- Director of Chaplaincy
- Administration Liaison Officer

This Group of senior managers form The Senior Management Team as shown on the Organisational Chart that is included in this Handbook.

## **The Senior Management Team**

To assist Staff to understand the management process within Hollywood Village, a brief outline of responsibilities is provided for members of the Senior Management Team.

## **General Manager**

- The development, management and co-ordination of business and commercial activities, specifically overall financial viability, future development and growth in line with the business plan
- The provision of all essential services, ensuring quality care for Residents that meets legislative standards and provides a safe and harmonious environment for Residents and Staff
- Contribution to the strategic development of Hollywood Village within the broad community, taking account of economic and market trends
- Maintain the soundness of the financial outcomes through ongoing monitoring of actual income and expenditure with approved budgets
- Ensure ongoing maintenance of buildings and grounds is in accordance with statutory and legislative requirements and standards

### **Director of Care**

- The effective management of human and physical resources to ensure care services are provided that are appropriate to the needs of Residents and consistent with quality standards of the Government and The Salvation Army
- Overall responsibility for the recruitment, skills development and ongoing performance management of Staff to ensure that they have the necessary skills and competencies to deliver services to Residents in their care
- Ensure that all residential care facilities meet quality of care standards that are current and, in particular, conform with Accreditation Standards and to ensure that claims for government subsidy through the Resident Classification System (RCS) are maximised and consistent with government rules
- Provide specialist nursing care advice to the General Manager and Management Team in respect to residential care services in relation to policy and procedures

### **Manager Finance**

- Responsible for the management and delivery of all accounting and financial reporting functions and services of Hollywood Village
- Management of the Administration Office and all associated services that includes payroll, resident billing, accounts receivable and accounts payable
- Co-ordination of the accounting and financial management of the commercial services and activities viz, Mini-Mart and Coffee Shop and contract management for Pharmacy, Hairdresser and General Practitioner
- Site Administrator for Information Technology Services within Hollywood Village, including management of the internal computer network which supports Personal Computer use on site

### **Manager Facilities**

- Building and Grounds Maintenance services of the Hollywood Village site
- Security services
- Communication Services that includes Telephone and emergency call bell systems
- Major purchasing of goods and services
- External contract services in respect to building and grounds maintenance and new work

### **Manager Quality Systems**

- Responsible for maintaining systems, policies and procedures that meet Accreditation Standards and other Quality Standards (viz ISO 9002) that are in place, within an environment of Continuous Quality Improvement
- Reflection of The Salvation Army Mission, Vision and Values in all policies and procedures



- Development of internal audit tools and processes to monitor the delivery of services Village wide in accordance with accreditation and quality standards implemented and supported by management
- Statistical analysis of service delivery functions to support the quality improvement process
- Participation with other senior managers to develop, review and implement policies to meet continuous quality improvement requirements

### **Manager ILU/HR**

- Responsible for the development, implementation and review of Human Resource policies and practices in accordance with Salvation Army Mission, Vision, Values and Objectives
- Management and co-ordination of independent living services to provide a safe and harmonious environment for Residents and Staff
- Provide advice and support to management in respect to human resource issues that include recruitment, training and performance management of staff, equal opportunity, occupational safety and health and industrial relations
- Ensure that all human resource management policies and practices meet accreditation and other quality standards, as well as any other legislative requirements
- Provide on site advice and support to Managers and Staff in regard to human resources issues and industrial relations

### **Director of Chaplaincy**

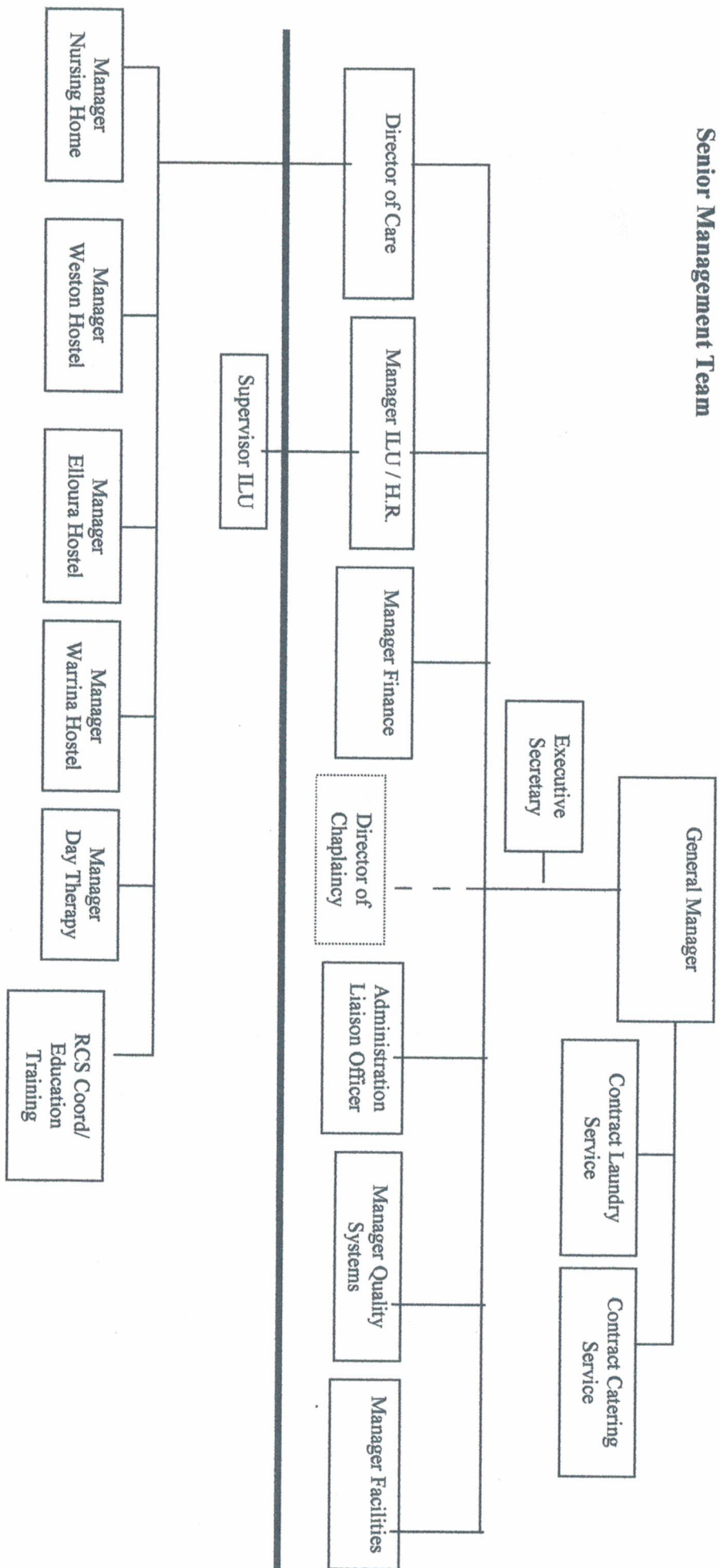
- Conduct Chapel, Hostel and Nursing Home Worship
- Visit Residents in hospital and in their unit as requested
- Be with Resident at decease, and support their family members as required
- Conduct funerals when requested
- Counsel and advocate for Residents and Staff

### **Administration Liaison Officer**

- Provide a direct liaison between Residents and Management
- Maintain Independent Living Waiting Lists
- Provide a public relations service for new and potential Residents
- Guide new and potential Residents through Independent Living Units, providing documentation and advice regarding the process of adapting to life in the Village
- Co-ordinate the renovation/upgrade of Independent Living Units ready for occupancy

### THE SALVATION ARMY HOLLYWOOD SENIOR CITIZENS VILLAGE ORGANISATIONAL CHART

#### Senior Management Team





## **Our Approach to Resident Care**

### **Resident Care**

All Residents are assured of continuity of accommodation and care, on the basis of availability of care service in the facility (Hostel or Nursing Home) required.

Our Residents at the Village are respected as individuals who have the freedoms, rights and responsibilities of any person in the wider community. We must always recognise and respect the right of individual Residents to express freedom of choice and to have these expressions considered fairly and reasonably.

We recognise that Residents are the reason we are here and that all of us will have some impact on the quality of their lives.

The degree of care required by Residents and provided at the Village varies from total personal care to independent living arrangements.

We believe that all Residents have a fundamental right to privacy during personal care whether or not they are able to appreciate this respect.

These beliefs are enshrined in Federal Government legislation in terms of the Aged Care Act 1997 and Approved Provider Principles 1997. The Aged Care Standards Agency monitors these standards with regular visits and contacts with the Nursing Home and Hostels.

### **Accommodation Services**

Services at Hollywood Village cover three levels that are Independent Living and Low and High Care Residential accommodation.

Independent Living accommodation is provided in Wyvern which has 169 units, mainly bed sit rooms, with a small number of one bedroom apartments. Crossleigh comprises 94 mainly bed sit units, but is being phased out and will be replaced by more up to date units. Centennial Close offers one and two bedroom apartments in a more independent setting.

Residential care services are delivered via a Nursing Home and three Hostels. A Resident Classification System (RCS), set and monitored by the Federal Government, determines care in these facilities. Levels 1 to 4 are high care and levels 5 to 8 are low care.

The Nursing Home provides high care to 101 residents and low care services are provided through Weston Hostel (70 beds) and Elloura Hostel (63 beds). Warrina Hostel (40 beds) is a Dementia Specific hostel that offers low care accommodation to residents with specific needs. Within the Hostels there is some aging in place provided to residents before they have to seek Nursing Home accommodation.

Hollywood Village also operates a Day Therapy Centre for eligible residents of the community and Hollywood Village. Services available include Podiatry, Physiotherapy and Occupational Therapy. The Centre provides services for around 100 clients a week.

Adjacent to the Day Therapy Centre (in the same building complex) there is a Pharmacy, Mini-Mart and Coffee Shop that can be accessed by Staff.

## Our Focus on Quality and Continuous Improvement

*Quality is a word that is often used, but rarely explained. Quality is about delivering the best level of service to our customers.*

In the case of Aged Care, the *service* is the care that we deliver, and the *customers* are the Residents and families, who have entrusted the care of themselves and their loved ones to us.

In practical terms this means ensuring that the care we deliver to Residents meets their needs as individuals. It also means ensuring that the environment that Residents live in is safe and comfortable, and that the Staff that care for them have the appropriate skills and knowledge to perform their roles effectively. It is also about ensuring that there are systems in place to maintain relevant standards and bring the pieces together.

Aged Care is bound by certain Quality Standards. Under the Aged Care Act 1997 and Principles there are 44 Outcome statements that fall under 4 major standards. These are:

1. *Management Systems, Staffing and Organisational Development;*
2. *Health and Personal Care;*
3. *Resident Lifestyle and*
4. *Physical Environment and Safe Systems.*

We must be able to prove that we meet these quality standards to continue to receive funding from the Government. In other words, to remain open we can only provide care if we have the resources to do so.

The other Quality standard that we have chosen at the Village to be assessed against is the International Quality Standard of ISO 9002: 1994. This standard has similarities to the accreditation standards but is much more focussed on having documented Quality Systems in place and demonstrating that our work practices conform with these.

Continuous improvement is the lifeblood of quality. If we are not continually looking at what we do to see how we can do it better, then we are not maintaining quality. It is a requirement of the Accreditation Standards that an organisation actively pursues continuous improvement.

Continuous Improvement is about not assuming that what we do is 'okay' because 'we have always done it that way', nor about 'change for change sake'. Rather it is about constantly evaluating what we do to decide if it enables us to produce the best outcomes for the Residents for whom we care.



Continuous Improvement is like running in a relay race where you never actually reach the finish line. You may never finish but there are plenty of rewards along the way. Knowing that we are providing the best possible care to our residents has to be the greatest of these.

In order for this to work, Management and Staff need to work together. Management can establish the framework for quality and continuous improvement but it is up to you, as a Staff member, to deliver and evaluate care provided in order to ensure Quality is maintained.

### **How Can You Be Involved with Quality and Continuous Improvement?**

You can be involved in these processes by

- Joining your unit Quality Committee or Focus group
- Contributing at Staff meetings
- Complete an Improvement Form when you have an idea that will improve service delivery
- Complete a Hazard form when you notice anything that could pose a safety threat to Residents and/or Staff
- Become an internal auditor by discussing this with your unit manager or the Manager Quality Systems

## **Working With Us**

### **Staff Policies**

#### **1. Confidentiality**

Information about the Village operations and its Residents is confidential.

Information about the Village operations or Residents should never be conveyed in any form to outside parties.

Breaches of confidentiality will lead to disciplinary action, and may lead to dismissal.

#### **2. Dress Policy**

Staff appearance and grooming are significant factors in the public image of the Village.

We believe that Staff self esteem and team morale is enhanced by the maintenance of high standards of dress and appearance.

Where uniforms are required to be worn, they must be worn and maintained to agreed standards.

#### **3. Training**

Staff development is an integral part of our continuous quality improvement approach.

Development needs are identified through an annual Performance Appraisal review. Some training will be compulsory while other training may be optional. The effectiveness of Staff development will be evaluated mainly by carrying out the Performance Appraisal and internal quality audits (part of the continuous quality improvement approach)

In complying with Occupational Health & Safety legislation and Fire Regulations, the Village provides compulsory staff training in

- Occupational health & safety policies and procedures
- Lifting/manual handling procedures
- Fire safety/building evacuation, and
- Chemicals handling

**4. Equal Employment Opportunity**

At the Village we believe that discrimination against people on the grounds of their race, creed, colour, religion, gender or sexual preference is unacceptable and in conflict with the caring ethic we espouse.

**5. Sexual Harassment**

Management affirms that all employees have both the right to work without sexual harassment and the responsibility to prevent it. Sexual harassment of Army Officers, employees, subcontractors, volunteers, clients or agents constitutes unacceptable behaviours which will not be tolerated. It is unlawful under the WA Equal Opportunity Act (1984) and the Commonwealth Sex Discrimination Act (1984).

Any person who feels that he or she is being sexually harassed is encouraged to inform the offender that such behaviour is offensive, unacceptable and against The Salvation Army and Village policy. Management will promptly, and confidentially, investigate any complaint brought to its attention.

**6. Alcohol, Drugs and Smoking**

In accordance with the philosophy of The Salvation Army, the consumption of alcohol or drugs by Staff within the Village is not acceptable.

Unacceptable behaviour by Staff resulting from the intake of alcohol or drugs will be viewed as a serious breach of the employment contract and dealt with accordingly.

The Facility is “smoke-free”. Therefore, cigarette, cigar, or pipe-smoking is not permitted inside any part of the building or in areas where tobacco smoke may easily enter through windows or doors.

**7. Safety and Security**

We believe that Resident safety is a significant factor in their quality of life. Awareness and maintenance of all aspects of the safety and security of Residents is the responsibility of every Staff member.



Security is an important consideration for vulnerable people. We are committed to the provision of appropriate security measures for the facility. This involves ensuring the protection of Residents and Staff from intruders, and protection of confused wandering Residents outside the facility. Each Staff member has a responsibility to work with Management to ensure security for all.

## **8. Recognition of Years of Service**

Management has a Recognition of Service Scheme that identifies and awards Staff for long service (10, 15 & 25 years) with the Village. A ceremony is held annually where Staff are recognised by certificates for their service provided.

## **9. Employment Matters**

### Awards & Agreements

Nursing Staff are covered by the Registered Nurses Agreement 2000 - to be read in conjunction with the Nurses (ANF- WA Private Hospitals and Nursing Homes) Award 1999

Staff who are eligible to be a member of the Hospital Salaried Officers Association of Western Australia (Union of Workers) are covered by the (HSOA) Enterprise Agreement - to be read and interpreted in conjunction with the Hospital Salaried Officers (Nursing Homes) Award 1976

Staff who are eligible to be members of the Australian Liquor, Hospitality and Miscellaneous Workers Union are covered by the (ALHMWU) Enterprise Agreement 2000 - to be read in conjunction with the following awards

- Aged and Disabled Persons Hostels (ALHMWU) Interim Award 1996
- Nursing Assistants (ALHMWU) Interim Award 1996
- Private Hospitals and Nursing Homes (ALHMWU) Interim Award 1996
- Enrolled Nurses and Nursing Assistants (Private) Award No 8 of 1978

### Pays and Pay Slips

Pays are once a fortnight on Thursdays and are credited to your nominated bank account.

Any pay queries must be put in writing and delivered to the Pay Office. Talk to your Manager/Supervisor in the first instance.

Superannuation

Superannuation is currently contributed at the rate equivalent to 8% of your salary into the Australian Retirement Fund. Forms to join the Fund will be provided to you upon commencing.

Once you have become a member, it is your responsibility to make any enquiries direct with the Fund regarding your account and membership.

Absences from Work

Your Manager will appreciate the earliest possible advice of your inability to attend for work due to illness or any other cause. A doctor's certificate will usually be required to support applications for paid sick leave for two or more consecutive working days.

Annual Leave

You are encouraged to make arrangements to take your annual leave when it falls due. Leave requests are to be lodged at least six weeks in advance or in accordance with requirements to meet roster arrangements, but consideration may be given when special circumstances apply. Remember, your leave is not approved until you receive the bottom part of the form back with the endorsement of your Manager. Holiday arrangements should not be made until you have received this portion of the form.

Change of Name or Address

Please ensure that you advise the Administration Office (Payroll) of any change of name, address, telephone number or next of kin so we may contact your next of kin if necessary.

## 10. Grievance Procedure

### POLICY

*The Salvation Army Hollywood Senior Citizens Village provides a commitment that all Staff have the right to express concerns and lodge a complaint without fear of victimisation or retribution in the workplace.*

*To that end this grievance policy and procedure has been designed to be accessible, easy to use and can be activated immediately, involving both informal and formal resolution options in consultation with Staff.*

*A grievance is defined to be any real or imagined ground of protest or complaint against the infliction of a wrong, hardship, injury, oppression, harassment, distress, discrimination or other unfair or inequitable action.*

*A commitment is given to Staff that the concern or complaint will be dealt with in a timely manner through the various levels of Management and third party involvement as required*

*The legislative base for this policy is*

- *Equal Opportunity Act (WA) 1984 as amended*
- *Industrial Relations Act (State and Federal)*
- *Occupational Safety and Health Act 1984*
- *Relevant Industrial Awards*
- *Relevant Enterprise Bargaining Agreements*

*Staff should be aware that this policy aims to provide a fair avenue to address genuine concerns and complaints and that there are legal remedies in place that will deal with complaints that prove to be false allegations.*



## PROCEDURE

### 10.1 Informal and Formal Grievances

Concerns and complaints can be either informal or formal and communicated verbally or in writing. Under normal circumstances it would be expected that a more serious or complex issue would be required to be in writing.

### 10.2 Principles of Grievance Resolution

- Natural Justice will be applied to all parties
- A thorough investigation will be made
- Confidentiality will be preserved
- All matters will be documented and kept for seven (7) years by the General Manager

### 10.3 Initial Resolution

In the first instance Staff are encouraged to attempt an approach to the person with whom the conflict has arisen and endeavour to resolve the points of disagreement. The parties can elect to agree on a third party mediator or request the Supervisor to nominate an independent mediator (cost sharing to be agreed by persons in dispute).

### 10.4 Resolution with Immediate Supervisor

If the grievance is not resolved through direct discussion with the other party, an approach can be made to the immediate Manager/Supervisor who can assist by direct involvement. This process can involve third parties to assist in the mediation and conciliation process. Third parties, in this instance, can be other Staff members, union representatives, union officials or other external representatives. Each party in the dispute is entitled to have another person present at all discussions.

Resolution by this process should take no longer than 2 normal working days, but could be dependent on the availability of an independent mediator.

### **10.5 Senior Management Resolution**

Should the grievance remain unresolved following the involvement of the first level Manager/Supervisor, the matter can be referred to Senior Management. At this point the issue should be put in writing. The Senior Manager will be responsible for discussing the matter with the parties involved in order to determine the most appropriate course of action to follow.

Determination of an outcome at this level may involve

- Union Officials
- Employer Industry Representatives (Chamber of Commerce and Industry – CCI)  
Neutral Third Party Advocate (cost sharing to be agreed by persons in dispute)

This process should be resolved within seven (7) normal working days.

### **10.6 Legislative Options**

The final option available to resolve the grievance may lie in following an option available through government legislation, namely

- Industrial Relations Commission (State or Federal)
- Equal Opportunity Tribunal

### **10.7 No Disruption to Normal Work Processes**

The operation of the Grievance Policy and Procedures is based on the requirement that until the matter is resolved work shall continue normally without disruption to normal services. No party shall be prejudiced as to the final decision by the observance of a continuance of normal work practices. Occupational Safety and Health issues are exempt from this provision.

### **10.8 Final Decision**

All parties shall abide by the final decision at whatever level this is determined and all discussions will remain confidential.

**11. Disciplinary Action**

Employees who disobey lawful directions or breach policies or procedures will be subject to disciplinary action because of misconduct.

Employees will be given the opportunity to defend themselves against allegations of misconduct.

Disciplinary action may include counselling, re-training, verbal warnings and written warnings. The final disciplinary action is termination of employment.

**12. Employee Assistance Program**

Occupational Services (WA) is contracted to provide a confidential counselling service to all staff and their immediate family. These services provide an opportunity for the employee to address issues that have the potential to impact on work performance and overall wellbeing. The services include problem assessment, counselling and referral at no cost to the Staff or their family member. A full range of services is available from Occupational Services, Tel. 08) 9225 4522.



## Occupational Safety and Health – Accident and Incident Reporting

Reporting of accidents and incidents in the workplace is a requirement under the Quality Management System.

If, following an accident or incident in which you were involved, you feel that you may not have sustained an injury, you must complete the **Accident/Incident Form**. In some cases, symptoms do not become evident until some time later. It may be difficult to recall details of the incident after some time has passed.

Once you have completed the Accident/Incident Form you must hand this to your Manager/Co-ordinator/Supervisor. A copy of the form is also kept for the **Occupational Health and Safety meetings**.

If, at the time of the incident you have sustained an injury and require medical attention immediately, then you will also need to complete **Compensation Forms**. These are available from your Supervisor. You should also arrange a Witness Statement, if appropriate.

If there is a hazard in the workplace that has contributed to the accident, then a **Hazard Report** should also be completed. A BIF Form can also be submitted if appropriate.

## **Fire and Emergencies**

An Emergency Procedures Manual is located in each building within the Village. All procedures are simply and clearly defined.

You are required to attend compulsory training for fire and emergency evacuation procedures at a minimum of once per year.

Your Manager/Supervisor will familiarise you with Fire and Emergency Evacuation Procedures, together with Emergency Exit Points and Assembly areas.

If you discover a fire you must raise the alarm and evacuate Residents from the immediate area. During normal working hours dial “3” - Village Switchboard, and any other time dial “4” – Village Security.