

APRIL 2019

# Chair Chat

with Prof. David Gilchrist



## Milford and Milstead Homes: Process, People and Outcomes

In the last quarter of 2018, Nulsen Group was approached by the Chief Executive Officer of Adventist Care. In the preceding months this organisation had conducted an analysis and assessment of more than a dozen service providers in the disability sector. Due to our good reputation within the sector, Nulsen Group was identified as a potentially suitable organisation able to provide a high quality of service to residents housed in Milford and Milstead Way.

The houses at Milford Way were developed as part of the devolution of the Pyrton facility into community based housing options that occurred in the late 1990's. Since 1998, Adventist Care has been providing accommodation support services to the people living with disabilities. The house and residents at Milstead Way were added to the service during the decade following.

The Board of Adventist Care reviewed these accommodation support services in light of the introduction of the National Disability Insurance Scheme. After many months of careful deliberation, they decided that it was preferable if they focussed their attention on the further development of their aged care services. This was an entirely reasonable decision from their point of view as the current service was not sustainable under the national pricing model, and there were no potential economies of scale.

A Memorandum of Understanding was developed to guide the process and emphasised that our organisations agreed to work together according to the following key principles:

- For the benefit of the nominated people living with disabilities;
- In an honest, transparent and ethical manner;

- Without disadvantage to either Party;
- To share appropriate information within the bounds of privacy legislation; and
- Without marketing and promoting additional services to the existing customers/ service users of either Party.

A number of meetings and individual consultations were carried out with the residents and their families and eventually all 16 residents decided to transfer their services to the management of the Nulsen Group. The majority of the implementation process took place during January to March 2019. This was an intense period where the needs of all residents were assessed by clinical and therapy staff and person centred plans were developed. The Department of Communities: Disability Services provided assistance and some additional funding for each resident to ensure the success of the process.

Some additional funds were provided by Nulsen Group to purchase new vehicles and to renew the 'white goods' in each house.

The residents and families were keen to retain a number of the current staff in order to maintain their current relationship and continuity of direct care services. Eighty percent of the staff who applied were successful in gaining employment with Nulsen Group. These employees were inducted into Nulsen Disability Services at the end of March, and will be eligible to receive training and developmental opportunities provided to all of Nulsen Group's other direct care staff. This group of staff was supplemented by some of Nulsen's current staff who expressed an interest in working in these sites in the north metropolitan area.

This demanding process has been completed within

existing resources of Nulsen Group and with the minimum amount of disruption to the services of the residents of these homes. This is the outcome Nulsen Group would desire for all the current and future participants in our services. I trust that these services will progress on a continuous improvement pathway to develop even better services and improved outcomes for the residents and families of Milford and Milstead Way.

On Tuesday April 16, Nulsen Group held a morning tea event to officially welcome residents, families and employees of Milford and Milstead to the Nulsen family.

As the Chairman of Nulsen Group, I wish to personally express my thanks and appreciation to all staff and managers who participated so enthusiastically in this process. I would also like to note and acknowledge the keen participation and cooperation of the Board members, managers and staff of Adventist Care.

“Pray as though everything depends on God.  
Work as though everything depends on you”.  
Saint Augustine 354-430 AD



**Professor David Gilchrist** BA BBus PhD FCA FAIC is a chartered accountant and a historian. He holds a PhD in economics from the University of Notre Dame Australia and is currently a Professor at the University of Western Australia as well as the Public Sector Accounting and Disclosure Research Cluster. Over his 25-year career, David has held many senior roles in the not-for-profit, commercial and public sectors. He has taught at several universities across the globe, sits as Chairman on multiple boards and has published several key national reports. Achievements include: working as the Assistant Auditor General WA, the Associate Dean of the School of Business, University of Notre Dame Australia, Chairman to Nulsen Disability Services, and the Kimberley Individual and Family Support Association. David produced the “Australian Charities 2013” and the “Australian National Costing and Pricing Framework” issued jointly with National Disability Services. He is widely published as an academic and a journalist. [See David’s full profile here.](#)