



2017-2018 Annual Report



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2017-18 In Summary



Residential
Care Homes
17



Retirement
Living Villages
36



Hours of Health
& Wellness
services provided
31,537



Hours of Home
Support Services
Provided
93,508

Home
Support
Clients
1,020

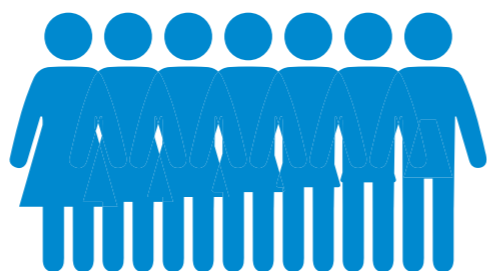
Health &
Wellness
Clients
1,608



Residential
Care Residents
1,441

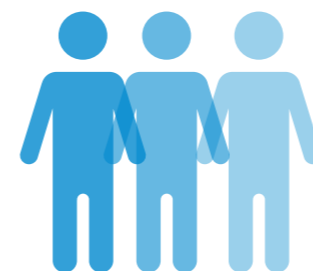
Retirement
Living
Residents
1,084

WORKFORCE



Youngest
18

Oldest
79



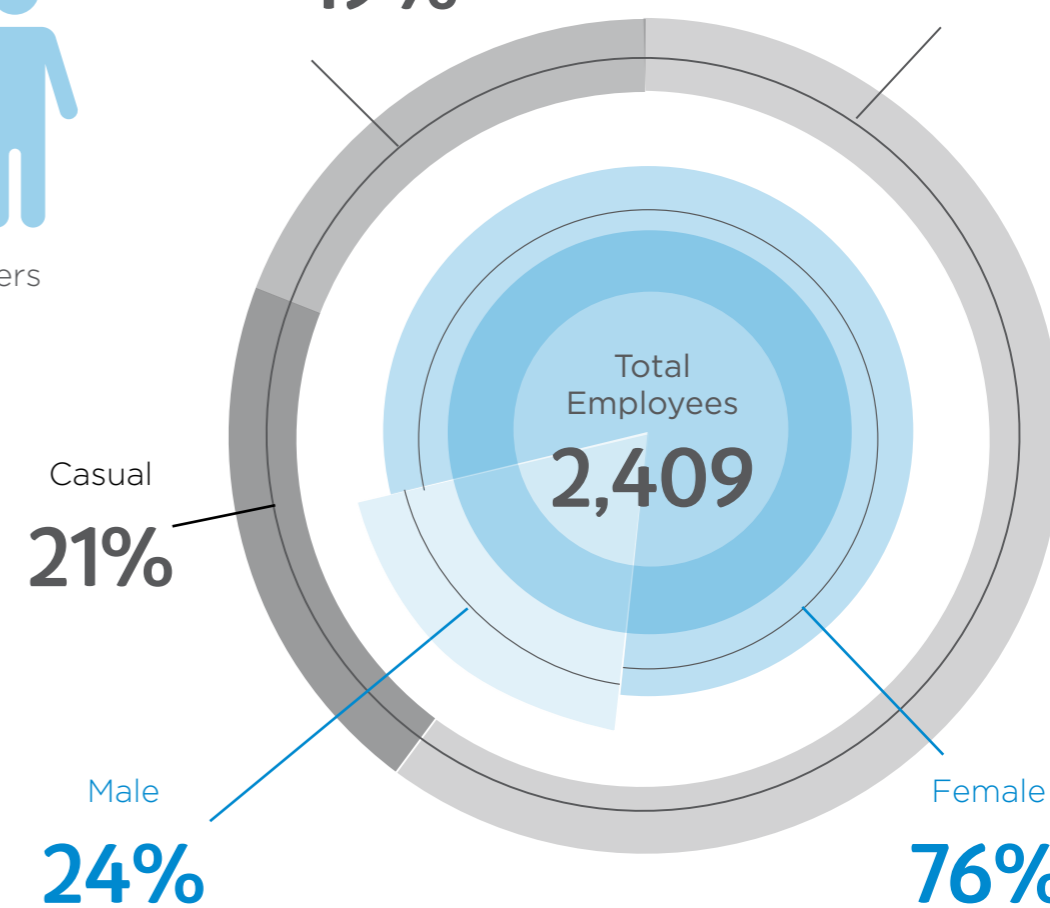
Total Volunteers
409



Staff from
56
different
countries

Full-time
19%

Part-time
60%





Chairman's Report

As Southern Cross Care celebrates its 50th anniversary, we look back at our humble beginnings and reflect on our achievements, while maintaining an unwavering focus on our future.

Since starting the construction of our first group of one-bedroom units at Croydon Park after incorporating in 1968, we have never stopped looking for new ways to meet the needs and expectations of our community, and the past 12 months have been no different.

We have continued to refine our service offerings and improve quality of life for members of our community so they can be Better for Life.

This commitment to person centred service delivery, and achieving positive outcomes for older people, will align us with the expectations of the government and the community as they sharpen their focus on the aged care sector and the standard of care being provided to older Australians.

As an organisation we welcome this increased focus on aged care, and will continue working with governments and industry stakeholders to ensure the views and interests of our community, including residents, families, advocates and staff, are represented in the conversation.

Our Community Foundation has been well supported throughout the year by many of our corporate partners and philanthropic donors. Their generosity and goodwill gives me a sense that the innovative programs being initiated through the Foundation have meaning to the community, and are a genuine benefit to older people.

Progress is being made by our Executive and the broader leadership team towards the goals and objectives of the Better for 2020 strategic plan. This will enhance our standing in the market by building a better connection to the community and developing a health promoting workforce, whilst pursuing growth to underpin our sustainability and quality.

Leadership renewal is vital to the success of the organisation and this year we say thank you to Brian Lilley who leaves the Board after 21 years of dedicated service. Brian's wealth of experience as a Chartered Accountant saw him serve as an effective Chair of our Finance, Audit & Risk Committee for many years, and we thank him for his contribution. Brian has played a key role in governing the financial position of Southern Cross Care, to make it robust and sustainable.

As we farewell Brian, we welcome our newest Board Member, Michaela Webster. With decades of experience in senior executive roles within successful private sector companies, Michaela brings a range of highly relevant skills to the Board and we look forward to working with her in years to come.

Brendan Bowler
Chairman



CEO's Report

Over the past year, we have progressed with actions as part of our Better for 2020 Strategic Plan. This commits us to person centredness and health promotion in both the way we package and deliver our services, through increasing our expectations on the attitudes and actions demonstrated by our most wonderful asset, our staff.

To help us better understand our community, we have been conducting focus groups to explore which of our services can be packaged together to meet the needs of individuals. We are also continually refining our message to the market to make our services easier to understand and access, and to improve the effectiveness of our brand.

In working towards a health promoting workforce, we conducted a survey of our staff as part of our culture check which included questions on the topic of healthy ageing. The results are encouraging, particularly those staff in direct services, which is a positive indicator that we are on track to becoming the champions of healthy ageing.

In the digital world, we are excited by the role that technology can play in our sector, and the potential for it to improve the way we deliver services. An IT Roadmap has been prepared as part of the strategic plan, and to ensure we make progress in areas of priority over the coming years, we are allocating significant levels of funding and change management resources to

execute the roadmap. Our Business Development team is also targeting growth in a planned way by defining the opportunities that are pursued.

On the Operational front, I am extremely proud of our staff in their relentless pursuit of positive outcomes amongst increased regulatory pressure and public scrutiny. To be achieving close to 80% resident gym usage in our Residential Care homes, and for high proportions of residents to be experiencing good quality of life based on a validated World Health Organisation Quality of Life indicator is significant. In addition, the growth in people coming to our Community Health and Wellness Centres will continue to improve health outcomes for older people in years to come.

We continue to support those with less assets in the form of affordable housing, favourable supported resident ratios in Residential Care, and significant break-even Commonwealth Home Support Programs. I also thank the Community Foundation for supporting a personal passion of the Executive team, the Care Car program, which aims to break down the barriers of isolation with affordable transport that improves access to a range of services to improve social and physical health.

Southern Cross Care has celebrated 50 very proud years thanks to its dedicated Board Members and staff and their mission to achieve positive outcomes for older people needing support. I am optimistic about our future and believe we can provide leadership to the community in the way we help older people to be Better for Life.

David Moran
CEO



Community Foundation Chair's Report

Our Community Foundation continued to raise vital funds to help enhance the quality of life of older Australians, while leading the organisation's 50th anniversary celebrations over the past year.

Both fundraising and celebrating were combined in perfect fashion at our gala fundraising dinner at the Adelaide Oval in early June. More than 300 guests, including Knights of the Southern Cross and His Excellency the Honourable Hieu Van Le AC, enjoyed a fabulous night filled with speeches, fundraising auctions, performances, and the unveiling of a commemorative video that paid tribute to Southern Cross Care's humble beginnings, biggest challenges and greatest success stories.

Throughout the past year, the Community Foundation's internal grants program continued to support unique programs, services and events, including a new Dementia Friendly Cinema program, providing cinema screenings at the Capri Theatre in Goodwood free of charge to hundreds of people in our of community.

More than just a movie, these screenings provide a great chance to be social, relax and mingle in a supported, dementia-friendly environment. The program is based on evidence that shows a trip to the cinema has many benefits for people with dementia. The enjoyment of films is not reliant on the complex memory systems that are impacted by dementia-related disorders, making the cinema experience an excellent leisure activity for people affected by these disorders.

The past year saw the launch of our Care Car Program, Southern Cross Care's latest transport initiative supported by the Community Foundation, designed to help reduce social isolation and keep older people connected to

better health opportunities. The initial launch saw the Foundation purchase two vehicles and provide operational funding for a trial of the service based at The Pines and The Phillip Kennedy Centre.

During the trial, Care Car rides have been provided free of charge to Southern Cross Care residents and customers for any local transport needs, including visits to our Health & Wellness centres, GP appointments, shopping trips, and visits with family and friends.

Initial feedback from the program trial has been overwhelmingly positive, and the Community Foundation is committed to ongoing financial support for the program as it investigates ways to expand and provide this important transport service to more people in need.

As I look back on the achievements of the Foundation over the past 12 months, I also look forward with much excitement for the future, as we embark on the development of a new Community Foundation Strategy, designed to align the activities of the Foundation with the broader strategic goals of the organisation, and focus our efforts to ensure we have the biggest possible impact on the lives of older Australians and members of the Southern Cross Care community.

Michele McCormack
Chair Community Foundation Committee





Our Services

Health promoting and person-centred

Our services continue to make a positive impact on the lives of older people living in South Australia and the Northern Territory over the past 12 months.

In June, our Men's Health Week events drew hundreds of men over the age of 50 into The Pines and The Philip Kennedy Centre for free health check-ups and other fun activities designed to help them maintain or improve their health.

With health stations based on the theme of a car garage, these 'Pit Stop' events were fantastic opportunities for older men in our community to connect with us, with each other and with health professionals, in a fun and engaging environment.

In addition to physical health, another important way to maintain and improve quality of life is to remain socially active and engaged. The 2018 Southern Cross Care Fringe program provided plenty of opportunities for members of our community to do just that.

With live performances and art-space days at our major metropolitan hubs, this year the Fringe program was expanded to include the regional hubs of Gawler and Mount Barker. The events brought art, culture and entertainment to people who would not normally be able to enjoy the delights of the Adelaide Fringe, the largest arts festival in the southern hemisphere.

Throughout the past 12 months, our lifestyle and wellness teams have continued to support the physical health and quality of life of people living in our Residential, Community and Retirement Living services. Between January and June 2018, the percentage of residents participating in tailored exercise programs increased by almost 10%, while the percentage of residents engaged in at least five meaningful activities per week increased by 30%. These improvements have resulted in better quality of life, with 90% of our Residential Care residents and 87% of Retirement Living residents experiencing a good quality of life.

The high quality of our Residential Care services continues to be recognised by health professionals across South Australia. In late 2017 we commenced a new partnership with the Adelaide Primary Health Network when we were awarded the Extended Primary Care for Residential Aged Care Facilities tender.

Over the next two years, our Assess Treat Stay model aims to reduce after-hours hospital and GP visits, and build the capacity of our Residential Care homes to coordinate 24/7 care for complex and chronic conditions, and end of life care. The project is based at three of our residential care homes - The Philip Kennedy Centre, West Beach and Mount Carmel.

It will involve resident, family, GP and staff education, development of improved health decline detection and management processes, and the implementation of the SA Health 7-Step Pathway.

Southern Cross Care is also partnering with the University of South Australia to trial a pharmacist service in our Residential Care homes. This trial is funded by the Australian Department of Health, and aims to ensure that residents get the maximum possible benefit from their medicines, while avoiding potential harm. The findings of the trial will determine whether it is possible to implement a pharmacist-led medication monitoring program at a national level, and will also improve our understanding of how medicines affect frailty and memory.

In addition to using the latest technology and medical science to improve our care services, during the past year we also witnessed the power of music to improve the lives of people living with dementia.

Australian Jazz and Cabaret performer, Libby O'Donovan performed dozens of times at our Residential Care homes over four weeks in late 2017. Residents' faces lit up at the sound of Libby's soothing and soulful renditions of classic songs by artists such as Elvis Presley.

Libby's performances, and the resulting impacts on the lives of our residents add to the growing body of evidence around the benefits of music and music therapy for people living with dementia. This evidence shows that music therapy can reduce the severity of dementia symptoms and disruptive behaviour, while improving resident wellbeing and quality of life.



Our People Compassionate and capable

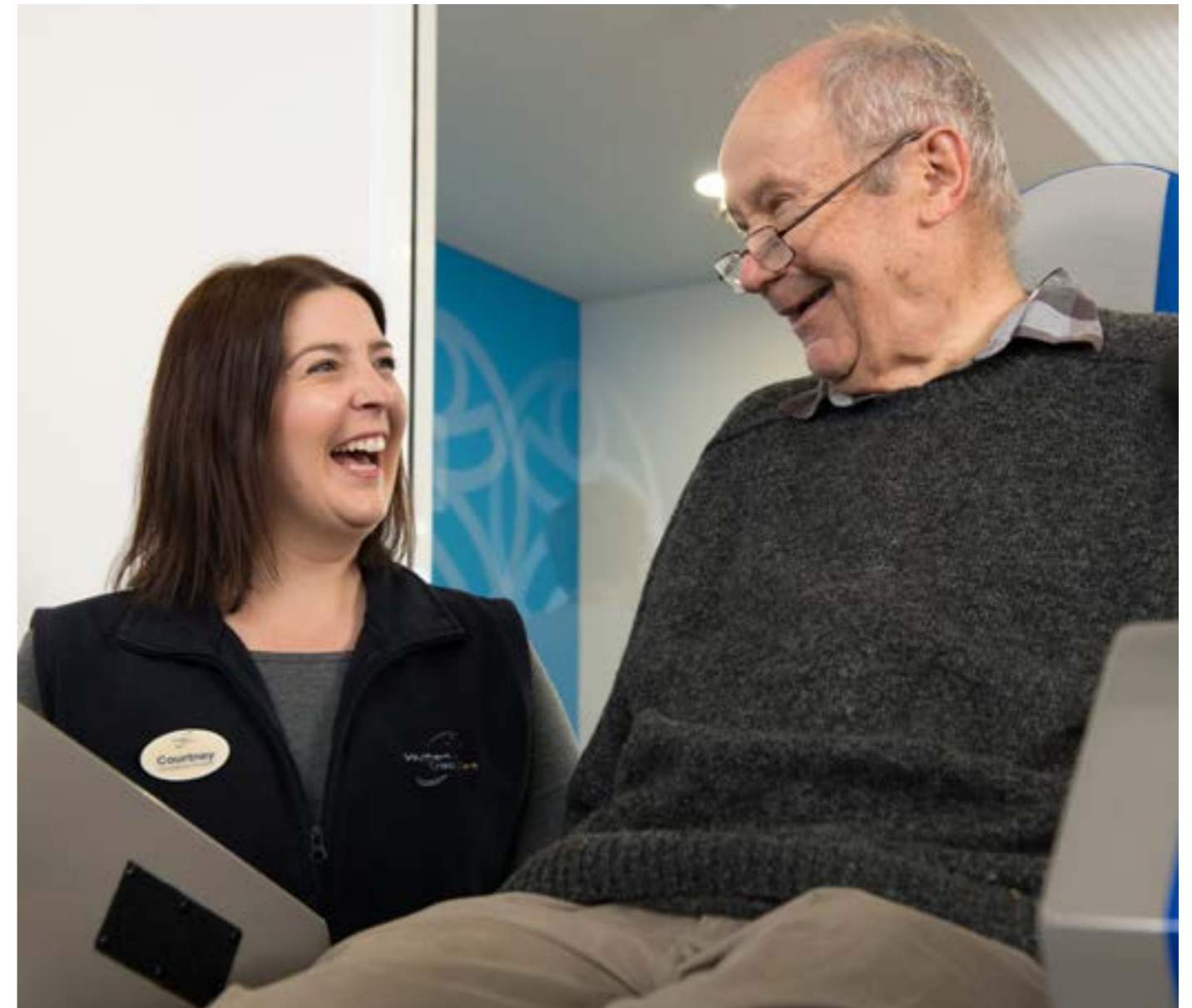
The key to creating a health promoting workforce is ensuring staff fully understand that Southern Cross Care exists for the people in its services. We are supporting our staff to have and demonstrate our values in the most compassionate way and have the resilience to maintain their capabilities, while keeping healthy, energetic, durable and enthusiastic.

In order to measure the engagement of our people, in May 2018 we asked our employees to complete an engagement survey, with strong participation results achieved across the organisation.

The headline survey results were good news for our organisation, including an overall engagement ranking above the Australian and global averages.

Engagement results were particularly strong when looking at employee expectations for the future, providing a strong indication that we are moving in the right direction, and preparing well for the challenges ahead.

The results also showed a strong belief in our core organisational values and a good understanding of our healthy ageing approach.



Most importantly, the results highlighted some specific opportunities for improvement, providing clear direction and guidance on the initiatives and actions needed over the next 12 months.

The survey will be conducted again in 2019 to track progress against our action plans and key strategic objectives.

We have commenced using the PR6 resilience tool to monitor and improve long term job satisfaction. This is a holistic mind-body model that contains the various skills and strategies that create resilience. This model can also build empathy and support us to embrace diversity.

Our Respite team, who have a care philosophy of 'do with, rather than do for', won the 2018 ACSA South Australia Innovation in Service or Design Award.

This is a perfect example of how our people focus on healthy ageing and person-centred care, which aims to optimise physical, emotional, and social wellbeing resulting in improved quality of life.

Another example is the way in which we incorporate a variety of social outings and trips into our Respite and Residential Care programs, based on emerging evidence which shows the benefits that community outings can have on quality of life and life expectancy.

The compassionate and capable people, of our workforce, are the heartbeat of our organisation. Without them none of our services would be possible, and their dedication and commitment is an inspiration to us all.



Our Environments Safe and Healthy

Our Property Development team has been hard at work over the past year, delivering new and improved environments that are better places to live and to work.

Great examples include our refurbishments of the Labrina, Fullarton and Mount Carmel Residential Care homes, designed to offer improved accommodation, bigger gym and community activity spaces, more natural light and a larger number of care places to cater for the needs of our ageing population.

This team has also made significant progress on Oakfield Rise, our new Retirement Living development in Mount Barker, in addition to completing the major development project at Carmelite in Myrtle Bank.

Carmelite serves as a leading example of discreetly providing both independent and supported living in a contemporary setting which has a Health and Wellness Centre and Café at its heart. It also provides a great example of how technology can be used to improve Residential Care services.



Here, our ICT and Residential Care teams have implemented a new person-centred mobile solution for evidencing all care interactions and care monitoring to improve the care provided.

The latest in movement sensor technology, is also assisting staff to better monitor resident movements and support independence while ensuring their safety and wellbeing.

The Carmelite environment aims to facilitate better wellness options and access to services to help people stay as independent as possible.

In addition to opening Carmelite, significant progress has also been made on important projects designed to improve our organisational systems and infrastructure, and to better prepare us for the challenges of the future.

This includes the commencing of our ICT Roadmap journey to deliver new technology solutions to our front-line care workers and nurses, to help them support person-centred care in a more effective and transparent way.

Our Governance

Informed and Proactive

Over the past 12 months, our Board and Executive have continued to strengthen our governance framework to ensure that strategic and operational outcomes meet resident, client and family expectations and legislative requirements. Our clinical and risk management processes remain robust, with identified risks, actions and outcomes, reported to the Board via the relevant Committees.

We have established a dedicated team to support internal and external stakeholder relations.

This strategy is strengthening communication and advocacy, information exchange, open disclosure, positive resolution and the effective engagement of people in governance and continuous improvement.

We have also programmed more Board and Executive meetings across our services to build better connections between our Board, Executive, staff, residents and clients.

The Strategic Plan identifies the Southern Cross Care alignment to the World Health Organisation's, Sustainable Development Goal No.3. Good Health and Well-being. Through our own "Health For All" policy, we are focused on improving equity and health, reducing health risks and promoting healthy lifestyles and settings for people.



World Health Organisation Sustainable Development goal #3

Our Executive



[From left] Antony Pivato, Director Finance | David Moran, CEO | Jo Boylan, Director Operations | John McNamara, Director Property & Business Development | Steve McCallum, Director Workforce

Our Board



Brendan Bowler AM
Chairman
Member Finance, Audit & Risk Committee
Chair Nominations & Governance Committee
Chair Remuneration Committee



David Martin
Deputy Chairman
Member Services Committee
Member Remuneration Committee
Member Workforce Committee
Member Nominations & Governance Committee



Dr Mandy Callary
Chair Services Committee
Member Finance, Audit & Risk Committee



Jeremy Harris
Member Property Committee
Member Workforce Committee



Grant Kardachi
Chair Workforce Committee
Member Services Committee



Brian Lilley
Chair Finance, Audit & Risk Committee
Member Community Foundation Committee

Retired November 2018



Michele McCormack
Chair Community Foundation Committee
Deputy Chair Finance, Audit & Risk Committee



Philip Rundle
Chair Property Committee
Member Community Foundation Committee



Michaela Webster
Member Services Committee
Commenced November 2018

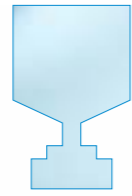


Klaus Zimmermann
Member Property Committee
Member Finance, Audit & Risk Committee

Awards



2017 Aged & Community Services SA & NT, Aged Living Design Award; Pearl Supported Care extension incorporating design for dementia principles



2017 Catholic Health Australia, Leadership in Positive Ageing Award; Capturing Quality of Life



2017 HESTA Outstanding Organisation Award; Adelaide Fringe and SALA Festival Arts Program



2017 Active Ageing Week Celebrate Age Award; Early intervention and healthy ageing systems and strategies

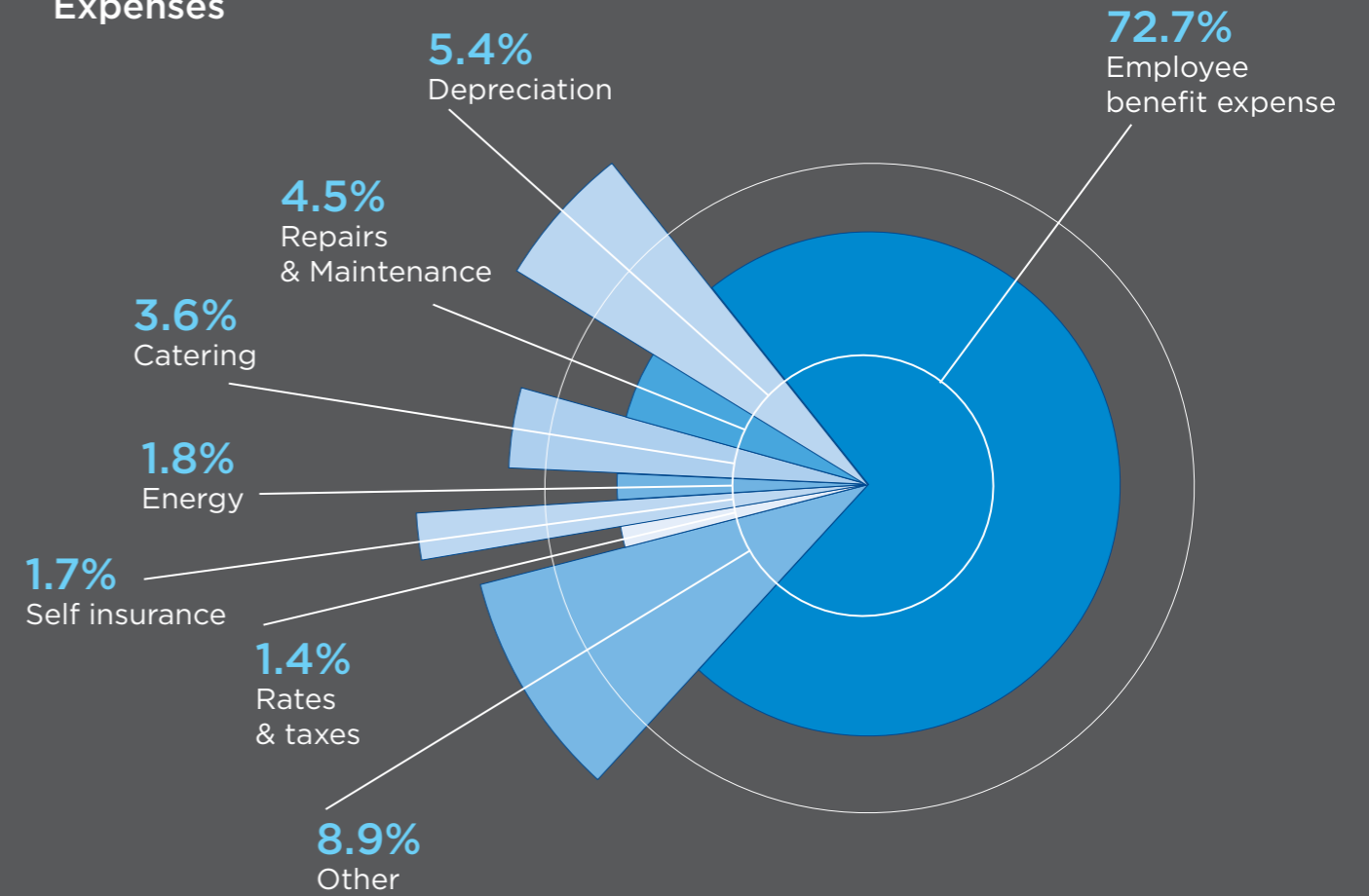


2018 ACSA Aged Care Awards South Australia, Innovation in Service or Design Award; Respite Cottages & Buddy Program

Financials

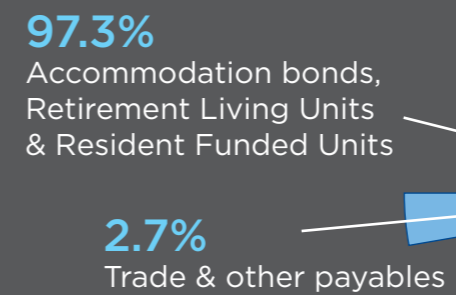
Revenue
\$168M

Expenses



Assets
\$898M

Liabilities



Service Directory

Residential Care	address	phone	places	map #
Bellevue Court	9 Bellevue Court, Gawler 5118	08 8522 9300	80	1
Bucklands	333 Marion Road, North Plympton 5037	08 8292 6444	147	2
Carmelite	7 Spence Avenue, Myrtle Bank 5064	08 7077 2000	70	3
Fullarton	345 Fullarton Road, Fullarton 5063	08 8373 1570	60	4
John Paul II Village	6A Dianne Street, Klemzig 5087	08 8369 0377	40	5
Labrina Village	63-72 Labrina Avenue, Prospect 5082	08 8344 1867	41	6
Lourdes Valley Lodge	18 Cross Road, Myrtle Bank 5064	08 8433 0400	58	3
McCracken Views	31 Adelaide Road, Victor Harbor 5211	08 8552 7522	60	7
Mount Carmel	740 Torrens Road, Rosewater 5013	08 8447 7057	83	8
Oakfield Lodge	15 Hawthorn Road, Mount Barker 5251	08 8393 6800	80	9
Oaklands Park Lodge	393 Morphett Road, Oaklands Park 5046	08 8198 0000	70	10
Onkaparinga Lodge	28 Liddell Drive, Huntfield Heights 5163	08 8186 7099	92	11
The Philip Kennedy Centre	477-479 Military Road, Largs Bay 5016	08 8242 0122	169	12
The Pines Lodge	342 Marion Road, North Plympton 5037	08 8292 1800	144	13
Sandpiper Lodge	35 Washington Street, Goolwa 5214	08 8555 7700	81	14
West Beach	655-671 Burbridge Road, West Beach 5024	08 8353 3044	80	15
Pearl Supported Care	11 Waratah Crescent, Fannie Bay 0820	08 8946 1800	85	16


Care Awaiting Placement

Bellevue Court	9 Bellevue Court Gawler 5118	08 8522 9375	16	1
Lourdes Valley	18 Cross Road, Myrtle Bank 5064	08 8433 0400	26	3

Transition Care Program

Bellevue Court	9 Bellevue Court Gawler 5118	08 8522 9375	24	1
Mercy House	8 Playford Avenue, North Plympton 5037	08 7132 4930	10	17
The Philip Kennedy Centre	477-479 Military Road, Largs Bay 5016	08 8242 0122	16	12

Health & Wellness

Carmelite	7 Spence Avenue, Myrtle Bank 5064	08 8433 0475	3	
The Philip Kennedy Centre	477-479 Military Road, Largs Bay 5016	08 8242 2985	12	
The Pines	336 Marion Road, North Plympton 5037	08 8179 6825	13	

Dementia Respite Cottages

Myrtle Cottage	14 Spence Avenue, Myrtle Bank 5064	08 8379 7759	3
Willow Fern	20 Railway Terrace, Mount Barker 5251	08 8391 5047	18

Retirement Living (market priced)	address	phone	dwelling	map #
Carmelite	7 Spence Avenue, Myrtle Bank 5064	08 7077 2000	38	3
Coach House Mews	18 Cross Road, Myrtle Bank 5064	08 8379 1967	20	3
Glen Woodley Estate	360 Glen Osmond Road, Myrtle Bank 5064	08 8379 8019	42	3
Glen Woodley Serviced Apartments	360 Glen Osmond Road, Myrtle Bank 5064	08 8379 8019	32	3
Heritage Apartments	18 Cross Road, Myrtle Bank 5064	08 8379 1967	36	3
McAuley Mews	17 Old Beach Road, Brighton 5048	08 8291 8072	9	19
Peninsula	20 Everard Street, Largs Bay 5016	08 8291 8072	24	12
Pearl Retirement Resort	11 Waratah Crescent, Fannie Bay 0820	08 8946 1812	63	16
Pine Springs	3 Harris Street, Netley 5037	08 8179 6828	46	20
Riverpoint Retirement Estate,	89 Serafino Drive, Noarlunga Downs 5168	08 8386 1576	107	21
Riverside at Goolwa	192 Liverpool Road, Goolwa 5214	08 8555 3699	50	22
St Peters Close	47 Stepney Street, Stepney 5069	08 8291 8072	6	23
The Fairways	29 Adelaide Road, McCracken, Victor Harbor	08 8554 6512	24	24
The Pines	336 Marion Road, North Plympton 5037	08 8179 6828	79	13
The Vines	1 Taeuber Court, Wynn Vale 5127	08 8291 8072	6	25
The Waterford	16 Cross Road, Myrtle Bank 5064	08 8379 1967	51	3
Wattle Grove	1 Wynyard Grove, Wattle Park 5066	08 8291 8072	24	26

Retirement Living (affordable)

Clarence Park	49 George Street, Clarence Park 5034	08 8291 8072	4	27
Glenelg North	18 MacFarlane Street, Glenelg North 5045	08 8291 8072	15	28
Hawthorn	72 Belair Road, Hawthorn 5062	08 8291 8072	8	29
Kingswood	30 Seafield Avenue, Kingswood 5062	08 8291 8072	12	30
Leabrook	5 Jean Street, Leabrook 5068	08 8291 8072	4	31
Magill	63 Vine Street, Magill 5072	08 8291 8072	9	32
Marion	60 George Street, Marion 5043	08 8291 8072	20	33
Mount Gambier	5 Holder Street, Mount Gambier 5290	08 8555 3699	31	34
Nat Solomons	Bransby Avenue, North Plympton 5037	08 8179 6828	12	13
Northfield	1A Mostyn Avenue, Northfield 5085	08 8291 8072	40	35
Norwood	71 Queen Street, Norwood 5067	08 8291 8072	8	36
O'Grady Court	332 Marion Road, North Plympton 5037	08 8291 8072	52	13
Oaklands Park	395 Morphett Road, Oaklands Park 5046	08 8291 8072	24	10
Payneham	73 Portrush Road, Payneham 5070	08 8291 8072	28	37
Pooraka	31 Royal Avenue, Pooraka 5095	08 8291 8072	35	38
Prospect	23 Alpha Road, Prospect 5082	08 8291 8072	25	39
Semaphore Park	35 Recreation Parade, Semaphore Park 5019	08 8291 8072	30	40
Somerton Park	8 Petersen Street, Somerton Park 5044	08 8291 8072	28	41
Warradale	220 Diagonal Road, Warradale 5046	08 8291 8072	19	42

Service Map



Fast Facts

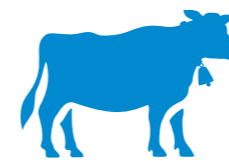
In 2017-18 we used...



27 kilos
of Vegemite



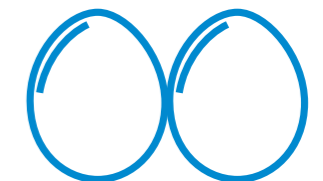
54,000
loaves of bread



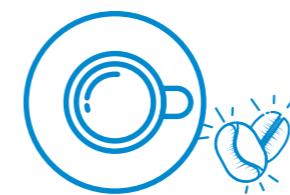
21 tonnes
of beef



34 tonnes
of chicken



23,000
dozen eggs



270,000
cups of coffee



780,000
cups of tea

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**Better
for life**