

Annual Report 2018-2019



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2018-19 In Summary



Retirement
Living Villages

38



Residential
Care Homes

17

Staff



Youngest

16

Oldest

76



Staff from

56

different
countries



Hours of Home Support Services provided

92,792

Home Support Clients

1,810

Including 235 Home Care Package Clients

Health & Wellness Clients

2,755



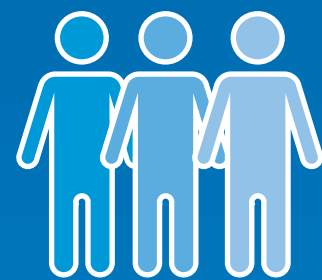
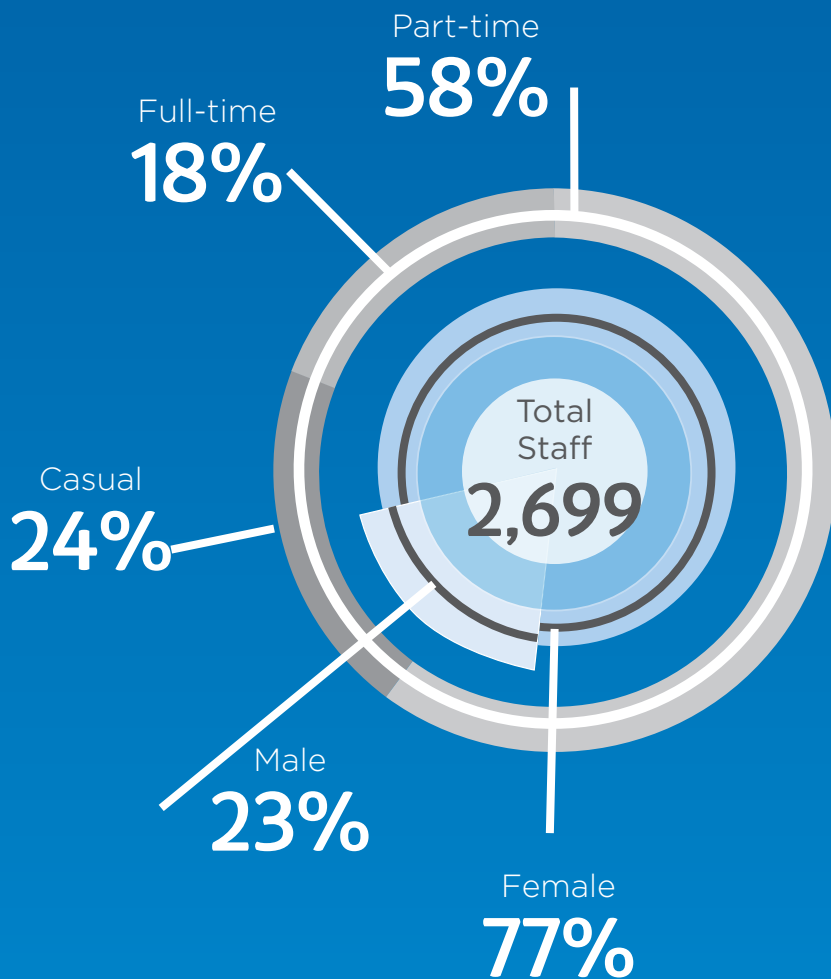
Hours of Health & Wellness Services provided

110,998



Residential Care Residents
2,426

Retirement Living Residents
1,421



Total Volunteers

450



Chairman's Report

In my final months as Chairman of Southern Cross Care (SA, NT & Vic), I have been reflecting on our proud history. Our continued progress was evident when I first started on the Board in 1984 considering where it had come in the 16 years from 1968.

A lot has continued to change in our sector since 1984. I feel that the organisation has consistently tried to adapt successfully to thrive, look forward and try to set the pace to meet the ever-changing needs of our clients and communities.

Since 1984 we have continued to spread Southern Cross Care into the community with new services and new forms of accommodation that balance quality with accessibility. Besides being the largest residential care provider we are now one of the larger retirement living providers and we pride our services on being unique and local to the communities they serve.

An example of this evolutionary progress is our Lourdes Valley precinct. Back in 1984, we had just acquired and taken over the operation of the Residential Care home from the Little Sisters of the Poor and were announcing plans for a new Retirement Living community on site.

Fast forward to today and Lourdes Valley is now a broader vibrant precinct offering Residential Care, Transition Care, Apartment Retirement Living, Dementia Day Respite and Community Health & Wellness services. This has utilised the original 1920's buildings and their extensions, new developments in the 2000's, acquisition of adjacent developments and physical links to merge the latest development at Carmelite. The buggy that joins all these services up and gives the local community access to all facets of this precinct is so important and has created a something special for both our community and the sector.

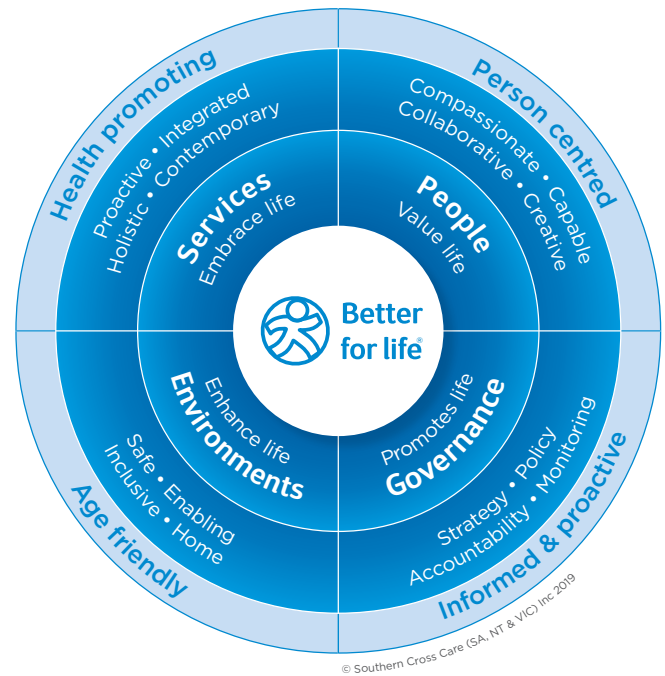
Our work more broadly in embedding person-centred healthy ageing approaches into our services, sets us apart and provides a health focus for the future.

I am very humbled by our staff and volunteers who embrace this every day and make Southern Cross Care such a great organisation.

Our strong investment in staff and how we deliver safe, person-centred services has never been more important than in the context of the ongoing Royal Commission into Aged Care Quality and Safety. It has stimulated public conversation and debate within our broader community about the way people as unique individuals should be cared for in our society. Southern Cross Care has exceptional examples of evidence based health and wellness approaches to help to optimise a person's quality of life. This should be a vital ingredient to the narrative of the Royal Commission.

Handing over the Chairman's role comes with mixed feelings as this organisation and community has been such an important part of my life and the lives of my family members for so many years. I am confident that a new Chairman will oversee continued transformation to meet the exciting and robust challenges of the future to make Southern Cross Care itself Better for life.

Brendan Bowler AM
Chairman



CEO's Report

This past year has seen a number of key transformational projects at Southern Cross Care, including the development and implementation of our new Better for life framework.

This framework is designed to meet our mantra “we exist to make people Better for life” by the embodiment of our health promoting approach to care and service delivery. The framework has four key pillars of Services, People, Environments and Governance.

Embedding this framework into the heart of our organisation gives us a consistent message that is always linked to the person in our services. Our wonderful staff are embracing this along with our values as it so genuinely reflects why we turn up each day. We have also used it very effectively to assist in our alignment with the new Aged Care Quality Standards.

This year we have seen exponential growth in the number of clients accessing our Community Health & Wellness services; a positive sign that older people throughout our community are embracing the benefits of physical exercise, social activity and allied health services.

As we grow our community-based services, we also continue to seek new and innovative ways to improve our Residential Care services, including the ongoing rollout of our Person Centred Software and Medimap software platforms.

These platforms, which enable direct task management and documented evidence alongside the resident, along with excellent medication management, are enabled through the use of smart technology and mobile devices. These are operational in half of our of our residential care homes, with the remainder to follow in the coming months.

2018-19 also saw the expansion of our services into Victoria for the first time, with

the acquisition of The Mornington Retirement Village. The Mornington is an established vibrant community of more than 250 retirees who live within the village's 186 independent living units and 36 serviced apartments. We extend our warm welcome to the people in this community to the Southern Cross Care family.

To recognise this important milestone and to ensure our reach is accurately represented, we now have a new name Southern Cross Care (SA, NT & VIC) Incorporated. This expansion into Victoria gives us further potential to explore more opportunities to extend our services to the broader community. We look forward to bringing our Better for life commitment to more people in Victoria over the longer term.

As we reflect on another year of growth and embark on a new set of challenges, I would like to take this opportunity to personally thank our retiring Chairman Brendan Bowler who has served a remarkable 35 years of service, 23 of those as Chairman. His obvious achievement of leading the continual growth of a strong organisation over a sustained period somewhat belies his underlying personal legacy. Brendan's time has been punctuated by his passionate dedication to the people in our services with an unflinching belief in, and support of our staff which has made this achievement possible.

I look forward to working closely with our next Chairman, to continue Southern Cross Care's delivery on its mantra “we exist to make people Better for life”.

David Moran
CEO

Our Services
Embrace life





The past year has seen the implementation of a number of continuous improvement initiatives across our services, with our new Better for life Framework helping to sharpen our focus in the delivery of health promoting services.

One key initiative has been the roll out of our new Person-Centred Software platform, which is already fully implemented in 8 of our Residential Care homes.

This cloud-based clinical care system is allowing our workforce to spend less time on paperwork, and more time delivering services that are tailored to the individual needs and goals of our residents. The electronic care planning and reporting platform has also increased productivity and improved documentation processes.

Another important use of technology has been the roll out of the Medimap medication management platform, now at 11 of our Residential Care homes. This platform gives GPs, pharmacists and our workforce access to a shared interface for residents' medications charts, which can be updated in real time and are accessible from any device.

There are promising signs this new system is overcoming common challenges caused when multiple changes are made to residents' medication charts, which were previously paper based and faxed between Residential Care homes, pharmacies and GPs.

These new frameworks and systems are all designed to change the lives of our residents and clients for the better. This past year, this has been evident through improvements in the

World Health Organisation Quality of Life scores reported by our residents and clients. Most notably, this year 92% of our Residential Care clients reporting good quality of life, compared to 90% in the year prior. Additionally, 88% of our residents across residential homes are keeping mobile

These positive results are influenced by so many factors, including our industry-leading lifestyle programs which offer unique experiences such as our annual Fringe events program. In February and March 2019, this program brought the fun and festivities of the Fringe to the doorstep of our residents, through a series of twilight garden parties, held at Residential Care homes and Retirement Living communities across South Australia. A similar event was also held in Darwin later in the year.

We also found that 88% of our Community Home Support Programme clients, and 69% of Home Care Package clients are experiencing good quality of life. This is an encouraging sign that our Home Support services are helping to keep these clients independent, healthy and happy while living in their own homes.

Another highlight was the continuation of our successful SALA art program, which centred around the creation of beautiful hand-crafted mosaics. Residents at all 17 of our residential care homes completed a mosaic, helping the Southern Cross Care community celebrate art and creative expression at any age.

With more people that ever before accessing our Community Health & Wellness services, and a number of growth initiatives planned for the near future in Community Home Support, we hope to continue bringing our Better for life approach to more older people in our community.



Our People Value life

Over the past year we have continued to invest in our passionate staff, helping to equip our people with the resources and knowledge they need to respond to the new challenges facing our sector, and our community more broadly.

We have rallied our staff and volunteers around our new compassionate, capable, collaborative and creative values, helping to build the positive culture that we need to thrive into the future.

These new values are now embedded in our Better for life Framework, our code of conduct, and our reward and recognition programs and they guide the way we recruit and train our staff.

The introduction of these new values was one of the important initiatives undertaken in preparation for the new Aged Care Quality Standards, which came into effect on July 1 2019.

While this work was critical to ensure compliance and success under the new standards, we strongly believe that with our Better for life philosophy and healthy ageing approach, our high-quality services already fit well within the framework of the new standards.

Living, breathing and effectively communicating our new values will also be important in attracting the best and brightest minds, some of whom may join us through our newly create Graduate Allied Health Program.

This program was developed to support the clinical development of new graduates with a genuine interest in the aged care sector.

Graduates recruited into the program will have the opportunity to develop their own caseload, develop inter-disciplinary skills, and be given a broad understanding of aged care, one of the fastest growing employment sectors in our community.

Among the myriad of other positive organisational development initiatives over the past year was the initial roll out of the Driven Toolkit - an online virtual coach that enables staff to build their resilience and enhance their wellbeing in an interactive and engaging way.

We also continue to build on our leadership development programs, which aim to support the growth of the next generation of managers and leaders, who will drive the future growth of our organisation, and our sector.



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Our Environments

Enhance life



In 2018-19, Southern Cross Care took many important steps to ensure our physical infrastructure is designed and maintained to be age-friendly, safe and inclusive, while ensuring that the environments in which people live, feel like home.

In a proud moment for the entire organisation we launched our Carmelite development, an industry-leading, integrated community offering

Retirement Living, Residential Care and Health & Wellness services, all in one connected location.

Carmelite's success has been widely recognised, winning the Innovation in Service or Design Award at the 2019 Aged & Community Services Australia Awards for South Australia, and three 2019 Urban Development Institute of Australia Awards, including the President's award.

One of the most successful aspects of the Carmelite development has been the way residents from adjacent villages, homes and services in the adjacent Lourdes Valley precinct have been able to enjoy its award-winning environment.

This success has been achieved through the deliberate and dedicated work of our people, who have implemented programs, pathways and transport services such as a free, volunteer-driven golf buggy, that provide easy access to Carmelite.



This year we have also continued to invest in our existing developments, through major refurbishment projects at sites including Labrina Village, and Fullarton Residential Care homes. These refurbishments have many benefits, including improved aesthetics, functionality, safety and resident wellbeing.

These same benefits will soon be available at The Philip Kennedy Centre Residential Care home in Largs Bay, as we commence a major refurbishment project at this home - the largest single Residential Care home in our portfolio.

We are also very excited to be bringing our Better for life approach to our new service environment at The Mornington Retirement Village, which was acquired in April 2019. The village already offers many fantastic environments for residents including a lake and outdoor activity lawns, and we look forward to

watching this community grow and thrive under the management of our dedicated Retirement Living team.

To cap-off the financial year, we celebrated with our pioneer residents at the official opening of Oakfield Rise Retirement Estate in May. With Stage 1 of this multi-year development now fully sold and pre-sales for Stage 2 progressing strongly, we are confident that this new community in the heart of Mount Barker will continue to grow and thrive well into the future.



Our Governance Promotes life

Effective governance has never been more important for not-for-profit organisations, especially for those operating in the aged care sector. This past year we have taken great steps to ensure that Southern Cross Care's governance is informed and proactive.

We have embedded our Better for life model into our governance framework which ensures responsibility for promoting safe, quality care and services at all levels of our organisation.

This has included updates to the titles and roles of our Executive Team and Board Committees, to reflect the four key quadrants of our Better for life Framework.

Through continuous improvement initiatives, we are tailoring our policies, processes and systems to activate health for all, and to value and celebrate the voice of our clients and residents.

Our new governance framework helps to ensure that every member of the Southern Cross Care team, from frontline staff to Board members, is accountable for the delivery of safe, quality care and services which align with our values and principles.

One example of our new governance framework in action is the extensive work that has been undertaken over the past year to improve our clinical and care governance.

Our new clinical governance framework sets out a range of behaviours, responsibilities and processes that support our workforce and visiting practitioners to provide safe and quality clinical care as part of a holistic approach that is based on the needs, goals and preferences of our residents and clients.

Improved reporting, quality monitoring and feedback processes are ensuring that risks and issues are identified early, and resolved quickly. This is critical to ensure positive client and resident outcomes, and compliance with regulatory and accreditation requirements.

We are confident that our governance framework will continue to support our growth as an organisation, while ensuring that we are all accountable for supporting our clients to be Better for life.





Community Foundation Chair's Report

Over the past year, our Community Foundation has embarked on a new mission that will make a positive impact on the lives of those within the Southern Cross Care community, and those outside the reach of our residential and community-based services.

Our new mission is; to build better lives free from loneliness and isolation.

This mission was developed through consultation with leaders from across our organisation, each bringing a unique perspective and point of view. They agreed that loneliness and isolation are two of the most serious and urgent issues facing older people in our society.

The reason they considered loneliness and isolation to be so serious, is that evidence shows they are directly linked to a decline in mental and physical health, and that they are experienced by a vast number of people. Recent research also shows that between 7 and 9 percent of older Australians experience 'severe' loneliness, but as many as a third experience loneliness at some point in older age.

And so we have decided to focus our energy and resources on tackling these issues head on, through initiatives such as our transport programs and our internal grants program, which funded almost a dozen projects over the past year.

These projects, ranging from the creation of community gardens, to the purchase of technology devices to help residents communicate with loved ones, are already starting to have a positive impact on the lives of recipients.

Another excellent program that received a grant was the creation of Multi-Sensory Environments for residents living with dementia. This project will allow residents to safely explore and stimulate all five senses while helping them to engage with one another and the environment around them. This will result in improved quality of life, lower boredom and anxiety, and greater overall wellbeing.

None of these projects would be possible without the generous support of our donors and corporate partners, and we are so grateful for their ongoing support. Together we can bring our new mission to life, and I am excited for the positive difference we can continue to make together.

Michele McCormack

Chair Community Foundation Committee

Our Board



Brendan Bowler AM
Chairman

Chair Nominations
Committee

Chair Remuneration
Committee

Member Governance
Committee



David Martin
Deputy Chairman

Member Nominations
Committee

Member People and
Culture Committee

Member Services
Committee

Member Remuneration
Committee



Dr Mandy Callary

Chair Services
Committee

Member Governance
Committee



Jeremy Harris

Member Environments
Committee

Member People and
Culture Committee



Grant Kardachi

Chair People and
Culture Committee

Member Services
Committee



Michele McCormack

Chair Foundation
Committee

Member Governance
Committee



Philip Rundle

Chair Environments
Committee

Member Foundation
Committee



Michaela Webster

Member Foundation
Committee

Member Services
Committee



Klaus Zimmermann AM

Chair Governance
Committee

Member Environments
Committee



Our Executive

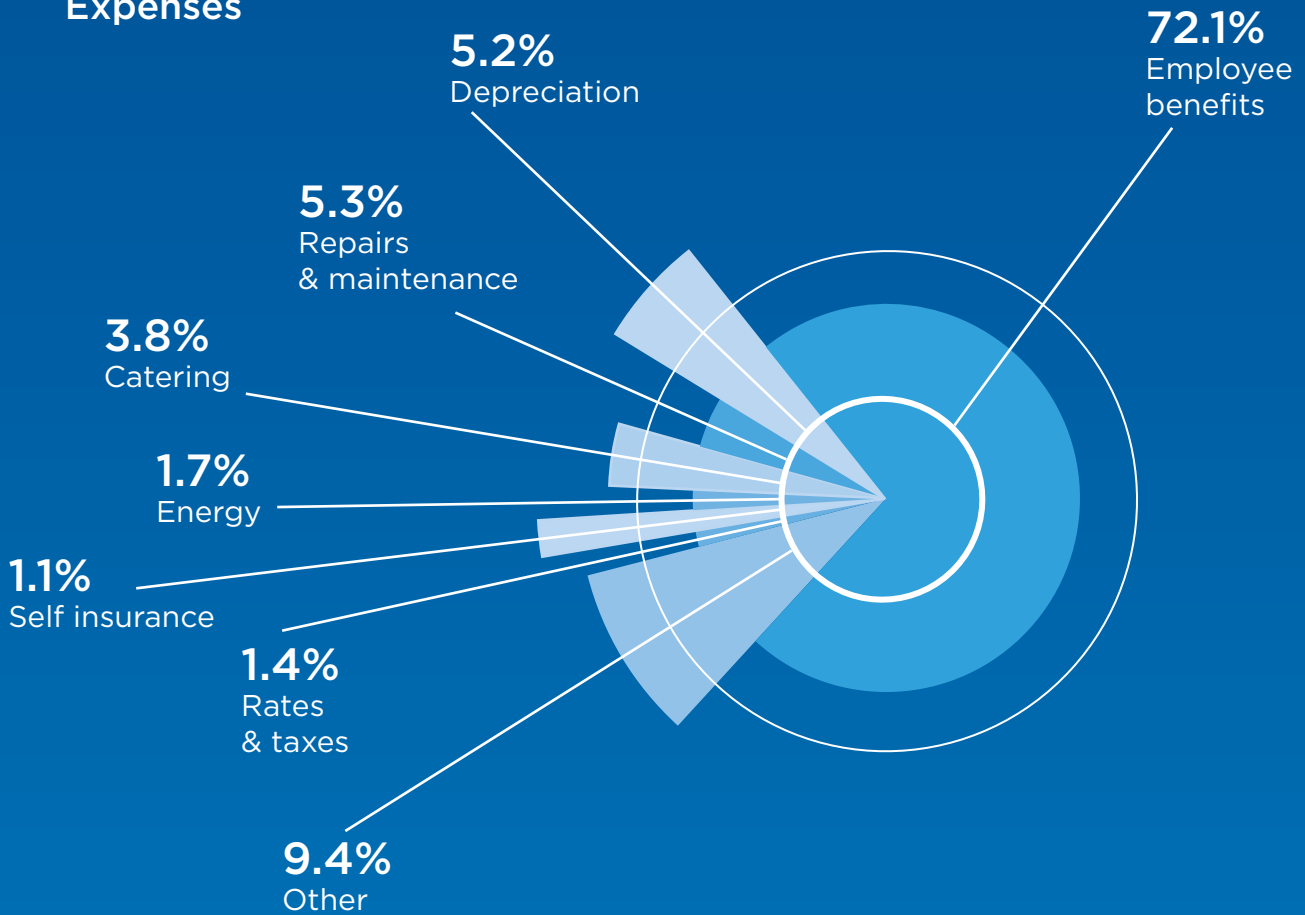
[From left] Antony Pivato, Executive - Governance | David Moran, CEO
Jo Boylan, Executive - Services | John McNamara, Executive -
Environments | Steve McCallum, Executive - People & Culture

Financials

Revenue

\$185M

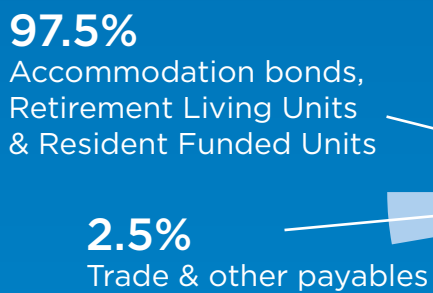
Expenses



Assets

\$979M

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	Address	Places	Map #
Bellevue Court	9 Bellevue Court Gawler	16	1
Lourdes Valley	18 Cross Road, Myrtle Bank	26	3

Transition Care Program	Address	Places	Map #
Bellevue Court	9 Bellevue Court Gawler	24	1
Mercy House	8 Playford Avenue, North Plympton	12	17
The Philip Kennedy Centre	477-479 Military Road, Largs Bay	16	12

Community Health & Wellness	Address	Map #
Carmelite	7 Spence Avenue, Myrtle Bank	3
The Philip Kennedy Centre	477-479 Military Road, Largs Bay	12
The Pines	336 Marion Road, North Plympton	13

Community Respite Cottages	Address	Map #
Myrtle Cottage	14 Spence Avenue, Myrtle Bank	3
Willow Fern	20 Railway Terrace, Mount Barker	18

Retirement Living (market priced)	Address	Phone	Dwellings	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
Oakfield Rise	19 Hawthorn Road, Hawthorn Road, Mount Barker 5251	08 8292 6495	22	9
Peninsula	20 Everard Street, Largs Bay 5016	08 8291 8072	24	12
Pearl Retirement Resort	11 Waratah Crescent, Fannie Bay NT 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 5211	08 8554 6512	24	24
The Mornington	150 Mornington-Tyabb Road, Mornington Vic 3931	03 5970 5500	222	43
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)	Address	Phone	Dwellings	Map#
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

Our locations



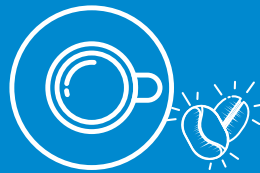
Community Health & Wellness Centres

Home Support is available in the North, South, East and West of Adelaide, as well as the Adelaide Hills, Fleurieu Peninsula and Darwin.

In 2018-19 we used ...



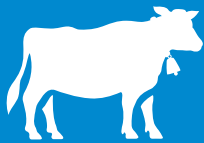
1,087,825
cups of tea



150,645
cups of coffee



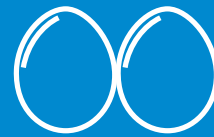
345 kilos
of Vegemite



24 tonnes
of beef



25 tonnes
of chicken



21,867
dozen eggs



44,127
bananas



10,578 apples



10,276 oranges

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southerncrosscare.com.au



76,176
loaves of bread

Southern Cross Care (SA, NT & VIC) Inc ARBN 129 895 905, South Australia, liability limited

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