

Annual Report | 2019-2020



**Better
for life®**



Contents

2019/20 In Summary	2
Chairman's Report	4
CEO's Report	5
Our Services	7
Our People	8
Our Environments	10
Our Governance	12
Foundation Chair's Report	14
Our Board & Executive	15
Financials	16
Service Directory	17



Compassionate



Capable



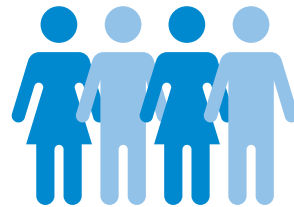
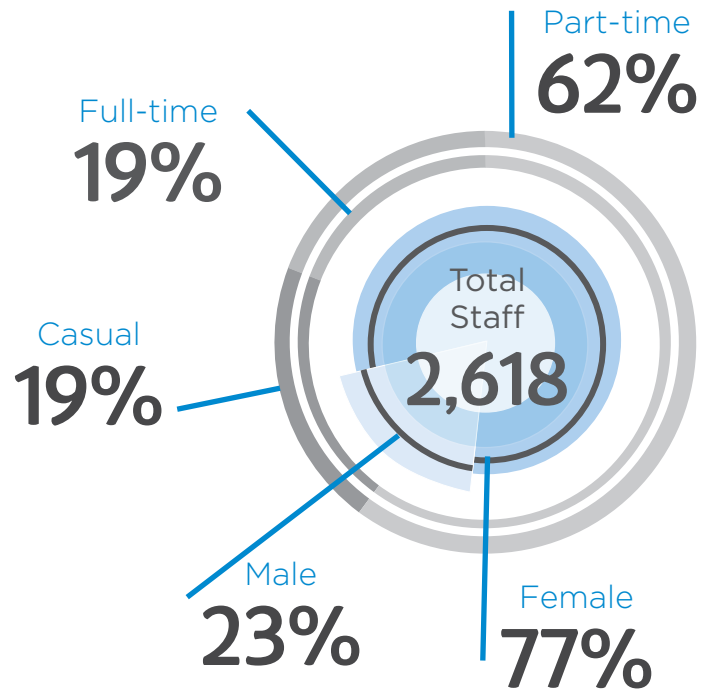
Collaborative



Creative

2019-20 In Summary

Staff

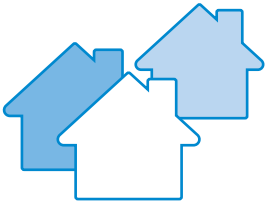


Total Volunteers
436

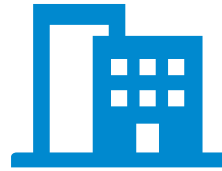


Staff from
57
different
countries

Services



Retirement
Living Villages
38



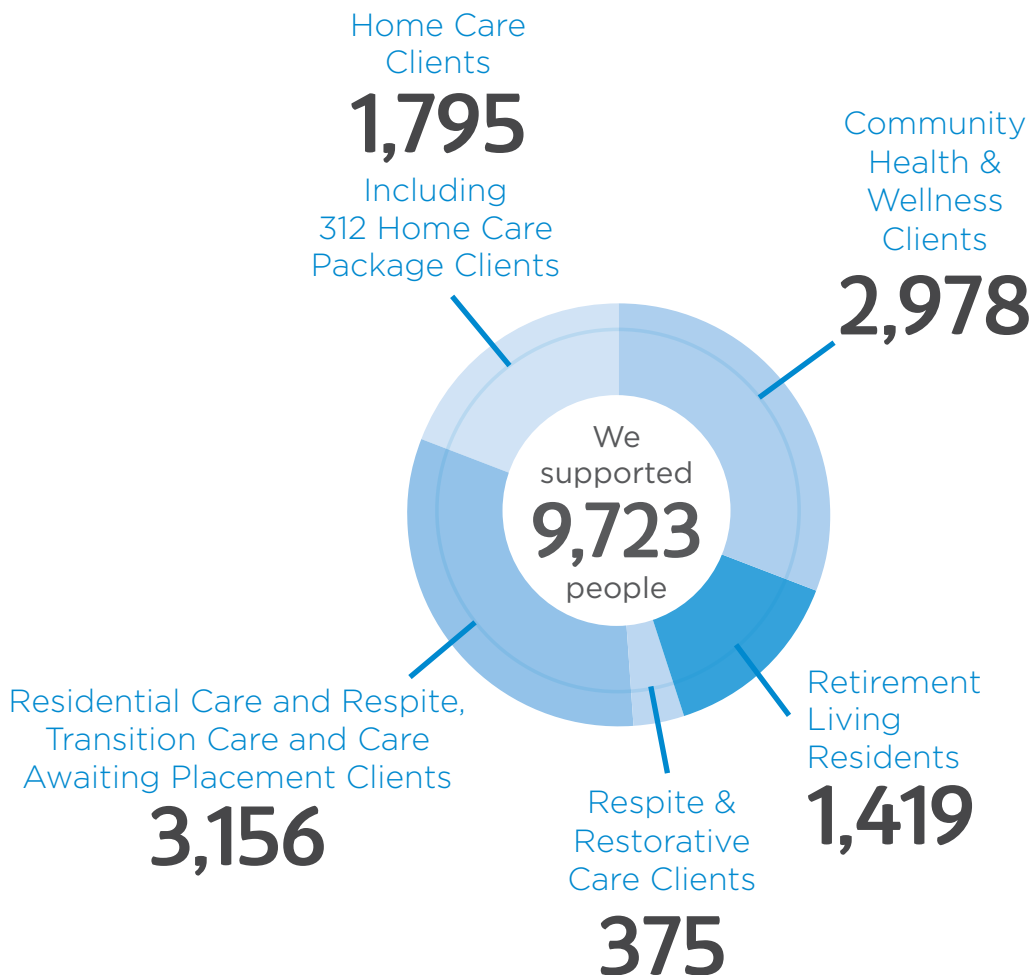
Residential
Care Homes
17



Hours of
Community
Health & Wellness
Services provided
108,879



Hours of Home Care
Services provided
101,245





Chairman's Report

In my first months as Chairman of Southern Cross Care, I have been very proud of how the organisation has risen to the challenges brought upon us.

I have big shoes to fill after the organisation's Chairman of 35 years, Brendan Bowler retired in November 2019. Brendan oversaw a period of dramatic expansion and growth in both new and existing services, while successfully balancing the pressures of changes to government support and ever-increasing public scrutiny on our sector.

Through strong leadership, courage and commitment, Brendan and the Southern Cross Care Board have helped to build a resilient and successful organisation, with a capable leadership team, an evidence-based approach to service delivery and a fantastic client base.

These are the foundations on which we will continue to build, to help turn our vision for the future into a reality. A vision that is being consolidated right now, as we finalise the Better for 2023 Strategic Plan.

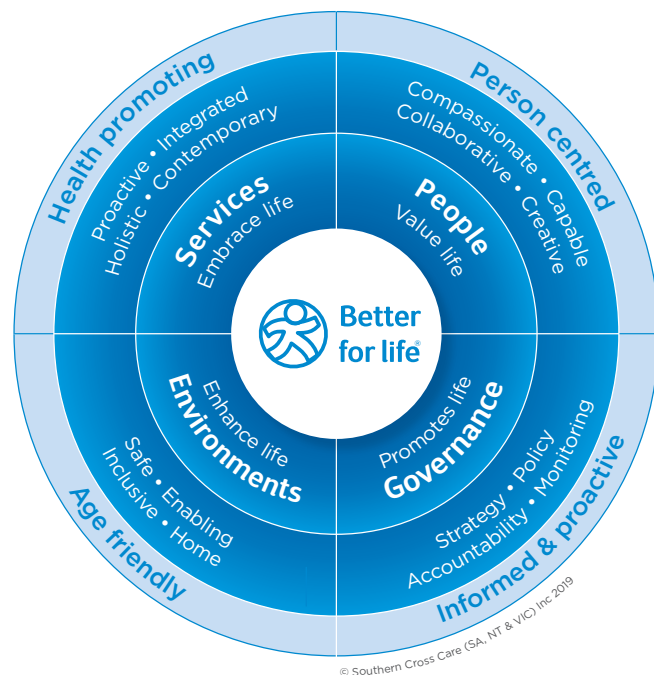
Throughout the past year, we have risen to the unprecedented challenges posed by the COVID-19 pandemic. Through strong clinical leadership, evidence-based decision making and collaboration with public health authorities, we have managed to keep our clients and residents safe, while keeping their families and loved ones informed and reassured throughout.

Even through this incredibly challenging period, we have kept our unwavering commitment to our Better for life approach, working hard to continue embedding healthy ageing principles into all services. Our dedicated employees found a way to keep this focus despite the impact of social distancing restrictions, through innovative telehealth and other online services.

As a leading not-for-profit aged care and retirement living provider, our clients, residents, and their families and loved ones have been affected by this pandemic as much as, if not more than, any other group in our society. Particularly those in Mornington Victoria, who have endured long periods of isolation from their families, and restrictions on their movements and activities.

We have endured this challenging period as a Southern Cross Care community through our values of compassion, capability, collaboration and creativity and it is these values that will continue to carry us forward into the future together.

David Martin
Chairman



CEO's Report

As our new Chairman David Martin said, the COVID-19 pandemic has shone a spotlight on us all, and I too am very proud of the way our organisation has come together to be stronger and more resilient.

From the early stages, the Southern Cross Care Board, Executive and Management team closely monitored the COVID-19 situation, and lead a range of planning and preparedness activities.

These included activation of our Emergency Planning Committee, creation of a new Emergency Pandemic Response Team and introductions of new requirements and restrictions on staff returning from travel, and on visitors to our Residential Care homes and other service locations.

Over the months that followed we invested significant time and resources into keeping our residents and clients safe. We did this by developing new ways of working, providing additional infection control training and use of personal protective equipment (PPE) for our staff, transforming our Residential Care workforce (one worker, one home) to reduce cross-transmission risks, and keeping our stakeholders informed to ensure everyone played their part.

Despite the fact that COVID-19 case numbers have now significantly reduced across the country, we will remain vigilant and continue to closely monitor the situation putting the health, safety and wellbeing of our clients and residents first at all times.

In the midst of the pandemic, we have continued to progress many other exciting and significant projects, including the development of our newest Retirement Living estate at Oakfield Rise in Mount Barker. With the successful completion of Stage 2 imminent, this project is a shining example of how our organisation works collaboratively to achieve a goal.

During the past year we also commenced the provision of Home Care services in Victoria's Mornington Peninsula, helping residents at The Mornington Retirement Village and beyond to live Better for life, in their own homes.

Despite the immense challenges of this year, I am positive about the future and confident that through our new Better for 2023 Strategic Plan, we will continue to build on the great history of Southern Cross Care, for the benefit of our residents, clients and community.

David Moran
CEO

Humphrey





Our Services Embrace life

The past year has seen a range of promising service outcomes as we continue to embed our Better for life framework and person-centred approach into all services.

We have completed the rollout of Person-Centred Software into all of our Residential Care homes. This innovative technology reduces time spent on documentation by creating the opportunity for care to be evidenced at the point of delivery. It also gives our employees more time to spend with residents, supporting regulatory compliance and improving the quality of care for residents.

This is just one of many ways we work to the best of our ability to change the lives of our residents and clients for the better. It's also an important factor in the improvements in the World Health Organisation Quality of Life scores reported by our residents and clients.

In our Residential Care homes, 94% of residents are experiencing good quality of life, along with 87% of Retirement Living residents. In addition, 68% of our Home Care Package and Commonwealth Home Support Programme clients reported good wellbeing on the World Health Organisation Five Wellbeing Index.

We have continued to see increased patronage of our Community Health and Wellness Centres with more demand coming from clients who want to improve and maintain their physical and social health and overall wellness. There

has also been a substantial increase in Home Care clients in SA, the NT and commencing now in Victoria's Mornington Peninsula.

We were also very proud to be recognised as finalists in the 2020 HESTA Excellence Awards in the Outstanding Organisation - Aged Care category, and in the Team Excellence - Aged Care category, where our Wound Champions Team were recognised for increasing awareness and knowledge of best-practice wound care across the organisation.

Despite the restrictions of COVID-19, we were able to continue our outstanding lifestyle programs across our Residential Care homes. This included Australian TV icon Humphrey B. Bear being part of our 2020 Fringe program, taking intergenerational audiences on a musical journey through the decades, from 60's jukebox classics, to modern day pop hits.

Our SA Residential Care homes also participated in the South Australian Living Artists (SALA) festival again this year, with residents producing clay vases that they painted as birds with the support and guidance of trained facilitators and lifestyle staff.

Southern Cross Care will continue to invest in these innovative activities, and in our healthy ageing approach to service delivery, because we believe that every person, regardless of age, location, economic situation, cultural background or health challenges, has the right to experience good quality of life.



Our People Value life

At Southern Cross Care our people are our most important asset

The past 12 months has seen the aged care sector presented with one of the most challenging periods it has ever faced forcing it into a state of flux. During times of flux, organisations turn to their leaders and their people to get them through and our response by our leaders and people during this COVID-19 pandemic has been outstanding.

Critically, throughout this time we have continued to invest in our employees and volunteers. This has included providing them the training, resources and information needed to keep them safe and continue to deliver high quality services to our residents and clients throughout the pandemic.

We have also increased our employee engagement through activities such as regular development forums for our operational leadership team. These activities are helping us to better understand the needs of our employees and how the organisation to support them to improve service delivery.

These engagement activities are helping us to identify new development opportunities to ensure we retain employees and build the leaders of tomorrow.

We have set new goals to increase our graduate intake from local universities and registered training organisations - a program

which has been of the utmost importance in supporting our workforce needs through the challenges of the pandemic.

Our graduate programs provide a great chance for the organisation to have new employees across different services to develop their skills in a supportive environment, with mentors on hand to provide training on our processes, service delivery model and healthy ageing approach.

Our investment in this program has included the conversion of an unused office space into a dedicated Education and Learning Hub in Myrtle Bank.

We are also proud to see a large number of our nurses participating in new clinical training and development programs. These programs are helping our nurses to develop their clinical, supervisory and leadership skills, and helping to develop the next generation of healthy ageing leaders and managers.

We have also continued our successful student placements program, building on existing relationships with training providers, providing a pipeline of new employees, and supporting our existing workforce to deliver essential services to our residents and clients.

Throughout the year we have continued to invest in building a positive and collaborative culture, and will be driving a range of new people and culture development activities through our Better for 2023 Strategic Plan.





Our Environments Enhance life

We are very proud of our response to COVID-19 across all of our environments, including our Retirement Living communities who faced different challenges across SA, NT & VIC.

Our aim throughout this time has been to keep residents safe, informed of public health advice, while finding new ways for them to engage each other and their family and friends.

This was particularly challenging for The Mornington Retirement Village in Mornington, Victoria.

In this community, we worked closely with residents to provide a COVID safe environment, with restrictions on visitors and

movement within the village, extra training for employees, and regular communication with residents and families

Following last year's opening of Oakfield Rise Retirement Estate and construction of Stage 1, we are very excited see the completion of Stage 2 with almost every villa sold.

There is already strong interest in future stages, which is a strong indication that the Oakfield Rise community will continue to grow quickly in coming years.

Alongside new projects like Oakfield Rise, we have continued to invest in refurbishing our existing communities, helping to improve our environments for the benefit of our residents. This has included significant refurbishments at The Phillip Kennedy Centre and Labrina Village



Residential Care homes, improving facades, communal living spaces, resident rooms and visit facilities.

Our dementia respite service at Myrtle Cottage has also been transformed in the past year, with a move into a brand new location on Spence Avenue at Myrtle Bank. This new environment provides our community respite clients new outdoor living and garden spaces, a men's shed and fantastic new indoor facilities.

We are also in the final stages of completing a significant upgrade to our Community Health & Wellness Centre at The Pines in North Plympton, helping to support the ongoing growth of our client base and delivery of our world-class services.

Enhance life
Environments

Safe • Enabling
Inclusive • Home

Age friendly



Our Governance Promotes life

We have a duty to the members of our community to continuously improve our governance practices, and over the past year we have achieved this through a range of measures.

The Information and Communications Technology (ICT) Roadmap has now been refined into a detailed implementation project plan.

This project will see the complete review of all ICT systems over the coming years. Phase one is already well underway as we build new networks to enable internet access across all Residential Care homes, as well as the upgrade of core business systems in collaboration with Google.

The completion of Person Centred Software rollout across all homes is enabling us to improve our clinical governance, through better tracking and monitoring of care delivery and outcomes.

We have also continued to review and improve our Clinical Governance Framework with greater focus on missed care, incident prevention and management, open disclosure, and root cause analysis to enhance quality and safety for residents, families and staff. We also have a rigorous governance structure for management of our COVID-19

response, including twice-weekly meetings of the Emergency Pandemic Committee and fully defined roles and responsibilities for our safeguarding, prevention and outbreak response plans.

Video conferencing technology has been deployed to support communications and will be expanded as we transition to cloud-based platforms. These tools have already proved invaluable in helping our Residential Care residents and their families to stay connected throughout the COVID-19 pandemic.

With so much investment into our ICT platforms, we were very excited to welcome Brian Hillier to the Board of Southern Cross Care in November 2019. Brian has been an external member of our Governance Committee since March 2018, and brings significant experience in Information and Communications Technology from his time in senior executive roles at IBM, Optus and Telstra.

With the constant proliferation of technology and the cyber security needed to go with it, we also see Brian's skills as an essential facet needed to assist the Governance of Southern Cross Care.

We also see investment in technology solutions as a key pillar for success in our Better for 2023 Strategic Plan, as we continue to prepare Southern Cross Care for success in a technology-driven future.

Person Centred Software

Helping you deliver high quality person centered services.





Community Foundation Chair's Report

Over the past year, our Community Foundation has worked hard to deliver on our new focus; to build better lives free from loneliness and isolation.

This focus has given us extra drive to support vulnerable members of our community through the COVID-19 pandemic.

During the initial COVID-19 shut-down we partnered with Foodbank to deliver Essential Care Packages to isolated community services clients and Retirement Living residents, during a time when essentials were sometimes hard to come by safely, particularly for those without their own transport. These packages included staple items such as toilet paper, and the response to these packages has been overwhelmingly positive, with recipients so grateful for the extra support.

Over the past year we have continued to develop and improve our Care Car service, providing affordable, safe and age-friendly transport to members of our community. With a new operating model and corporate supporters coming on-board, this service continues to help older adults access our Community Health and Wellness Centres, and keeps them connected to their local community.

The 2020 Internal Grants projects are progressing well, demonstrating our creative values and innovative approach to service delivery.

One such project is providing residents and clients with virtual reality headsets, through which they can be transported to destinations from around the world from the comfort and safety of their own home or one of our service

locations. Studies into Virtual Reality in an aged care setting found that it has multiple benefits, including improved cognition, reduced problematic behaviours and increased mental wellbeing.

Another grant has supported the purchase and rollout of Montessori Sensory Kits across our Residential Care homes, helping to improve quality of life for residents living with dementia. We also supported the implementation of the innovative 'Moove & Groove' music and movement program at three of our homes, achieving outstanding early results.

Our Retirement Living communities have also benefitted from internal grants, with the establishment of productive community gardens at The Pines in North Plympton and Lourdes Valley in Myrtle Bank. Both gardens were funded by the Community Foundation, and have become an invaluable source of enjoyment, physical activity and social engagement this year.

At a time when charities and social services are being relied upon more than ever, the economic downturn is putting pressure on people's ability to financially support charities. With that in mind, I would like to thank all of our donors and corporate supporters who continue to support us during these challenging times.

Michele McCormack
Chair Foundation Committee

Our Board



David Martin
Chair
Member Services Committee
Member Governance Committee
Chair Nominations Committee
Chair Remuneration Committee



Klaus Zimmermann AM
Deputy Chair
Chair Governance Committee
Deputy Chair Remuneration Committee
Deputy Chair Nominations Committee
Member Environments Committee



Dr Mandy Callary
Chair Services Committee
Member Governance Committee



Jeremy Harris
Member Environments Committee
Member Foundation Committee
Member People and Culture Committee



Grant Kardachi
Chair People and Culture Committee
Member Services Committee



Michele McCormack
Chair Foundation Committee
Deputy Chair Governance Committee



Michaela Webster
Member Foundation Committee
Member Services Committee



Philip Rundle
Chair Environments Committee
Member People and Culture Committee



Brian Hillier
Member People and Culture Committee
Member Governance Committee



Our Executive

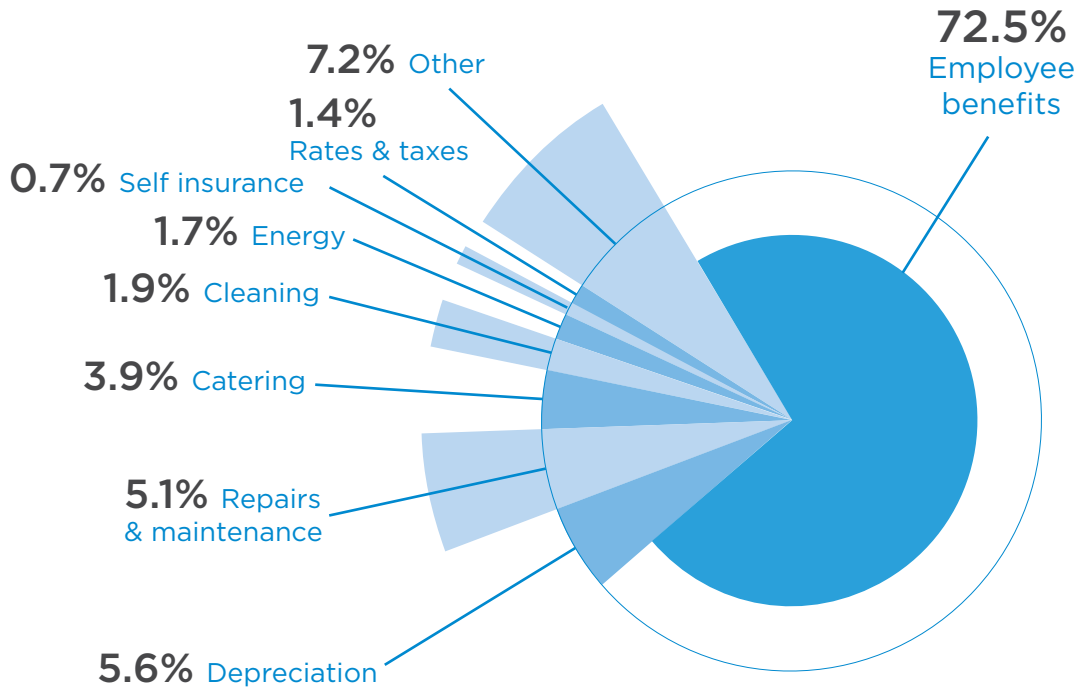
[From left] David Moran, Chief Executive Officer | Antony Pivato, Executive - Governance | Jo Boylan, Executive - Services | Michael Rasheed, Executive - People & Culture | John McNamara, Executive - Environments

Financials

Revenue

\$193M

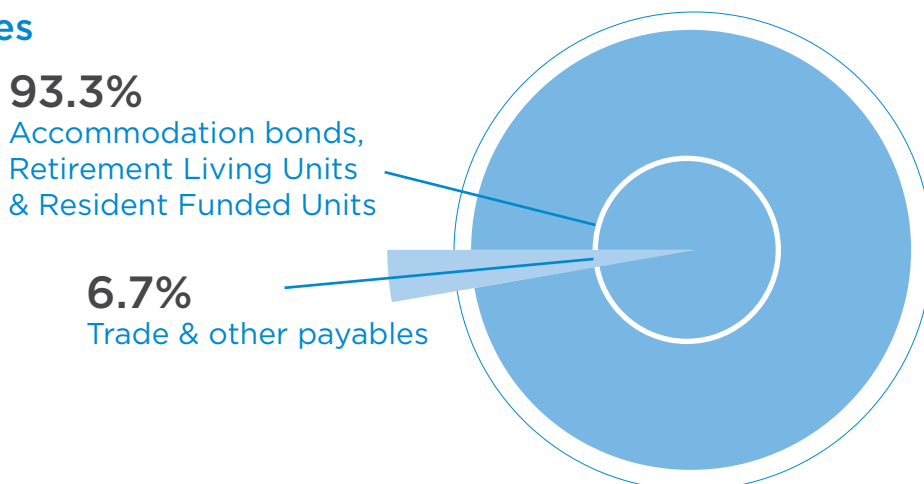
Expenses



Assets

\$1B

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	5 Spence Avenue, Myrtle Bank	3
Willow Fern	20 Railway Terrace, Mount Barker	18

Short Term Restorative Care	Address	Map #
Carmelite	7 Spence Avenue, Myrtle Bank	3

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
Pines Close	2 Playford Avenue, Netley	8179 6825	8	13
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

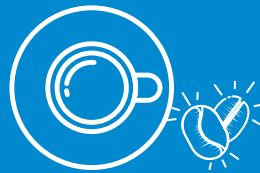


Home Care is available in the North, South, East and West of Adelaide, as well as the Adelaide Hills, Fleurieu Peninsula, Darwin and The Morningside Peninsula.

In 2019-20 we used ...



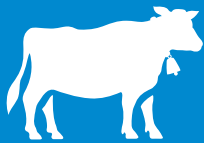
831,200
cups of tea



150,000
cups of coffee



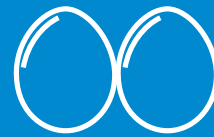
421 kilos
of Vegemite



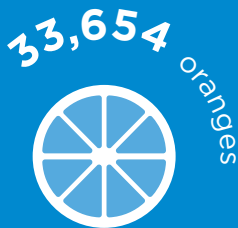
21 tonnes
of beef



31 tonnes
of chicken



17,655
dozen eggs



We are proud
to support local
producers.

Southern Cross Care (SA, NT & VIC) Inc
ABN 53 682 143 626

25 Conyngham Street,
Glenside SA 5065

1800 852 772

connecting.services@southerncrosscare.com.au
southerncrosscare.com.au

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**Better
for life®**