

Annual Report

2022-2023



Better
for life[®]



2022-23 In Summary

Our Vision

**Better
for life[®]**

Our Mission

- Health Promoting
- Person Centred
- Age Friendly
- Informed & Proactive

Our Values

-  **Compassionate**
-  **Capable**
-  **Collaborative**
-  **Creative**

We supported **10,530** people



**Home
Care**

2,668

Clients including 771 Home
Care Package Clients

156,465

Hours of Home Care
Services provided



**Health &
Wellness**

2,878

Health & Wellness
Clients

130,957

Hours of Health & Wellness
Services provided



**Retirement
Living**

1,815

Retirement Living
Residents

40

Retirement
Living Villages



**Residential
Care**

3,169

Residential Care, Respite,
Transition Care & Care Awaiting
Placement Clients

17

Residential
Care Homes

Total Staff
2,874

Full-time
21%

Part-time
58%

Casual
21%



Volunteers
211

15
Youngest



94
Oldest

Staff from
45
different
countries

Chair's Report



David Martin

Chair

The Australian Government's aged care reform agenda continues to drive significant change for our sector. The past year has seen our fantastic SCC team rise to the challenge of adapting to this ever evolving aged care environment, and all the while continuing to deliver, each day, the Better for life vision for the thousands of people in our services.

The reforms have included the introduction of a new funding model, star ratings system, mandatory care minutes and 24/7 nursing requirements in Residential Care. As each reform has been introduced, our team has responded with the professionalism and compassion that is synonymous with the name Southern Cross Care.

The 2022-23 year has seen our diverse Board working hand-in-hand with our Executive and senior leadership team to craft a new strategic plan. This plan will not only help to guide our response to the ongoing aged care reforms, but ensure that our organisation is well placed to make the most of the opportunities presented to us in years to come.

As the pandemic era restrictions have eased, myself and the Board have enjoyed the opportunity to return to more activities and events with our valued community of residents, clients, staff and volunteers. We remain committed to our informed and proactive approach to governance and continue to closely monitor the activities, outcomes and quality of our services and environments.

This year we say thank you and farewell to Philip Rundle who will be retiring at the 2023 Annual General Meeting. Philip has provided invaluable input to the Board for 21 years using his significant property and executive management experience. We also warmly welcome Jamie Guerra, who will be joining the Board and brings a skill mix to the position that includes extensive property and leadership experience.

As we reflect on the last 12 months, I would like to acknowledge the sad premature passing of long-term Chair Brendan Bowler AM. Brendan joined our Board in 1984 and became our Chair in 1996, replacing inaugural Chair Peter Taylor AM, OBE, KSG. Brendan's tenure saw the organisation expand its services into the Northern Territory and Victoria, making Southern Cross Care one of the largest not-for-profit entities based in South Australia. I am proud that Brendan's work lives on through all of us as we continue to care for older people in our community.

Despite the challenges that we face in the ever changing environment of technology, regulation and community expectation, what doesn't change is our deeply embedded person-centred healthy ageing approach to our services which manifests itself in our Better for life vision for the people in our services, and which remains so clearly at the heart of Southern Cross Care.

CEO's Report



David Moran
CEO

This year we have been transitioning out of the constraints of the pandemic and transitioning into a new world for aged care in Australia.

Our dedicated staff and volunteers continue to work hard to achieve a balance that both protects our residents, clients and community, whilst enabling them to engage in a range of activities which are so important to their health and well-being.

We are blessed with community-wide events like Fringe performances and the SALA exhibition supported by our Community Foundation, localised site anniversary celebrations such as Carmelite Residential Care's five years and of course individual milestone birthdays for those turning 100 plus! These activities are important celebrations for everyone involved to really enjoy.

There are challenges, particularly as the government's aged care reform agenda ramps up in earnest, however we will always seek to improve the quality of care and services as we have throughout the past year. Sincere belief in our Better for life vision guides our compassionate staff towards service in such a dedicated way.

Just as we focus on delivering quality care and services that meet the individual needs of our diverse group of residents and clients, we are also developing new ways to support our valued staff without whom we would not have a service.

During the past year, we launched a new staff well-being program because we understand that caring for our own people delivering services is essential to building a happy, healthy and highly motivated team. To help us find the additional experienced and qualified people we need to keep delivering more great services, we embarked on a large-scale recruitment campaign. The campaign has successfully increased the number and quality of applicants for a wide range of roles, supporting the sustainable operation of our services.

Our future looks bright and full of new opportunities, with more Retirement Living development stages on the horizon, along with a world-class Residential Care and Health & Wellness extension at Pearl in the Northern Territory. Of course we continue to deliver quality Home Care and exciting Health & Wellness services to people living independently in their own homes.

We have recently finalised a new strategic plan to guide the delivery of our services in the coming years. Under this plan, we will make significant investments into our staff and core systems to ensure that we can operate sustainably into the future, while trying to integrate our Better for life vision into more communities.

Community Foundation Chair's Report



Michele
McCormack

Chair Foundation
Committee

A 2022 report from the Centre for Health Service Development stated that *“Loneliness and social isolation present a serious public health issue for older people, with compelling evidence about the physical and mental health impact of these phenomena.”*

The report went on to state that “The prevalence of loneliness and social isolation is rising, and risks for older people have been exacerbated by the COVID-19 pandemic.” This is why our Community Foundation is so committed to building better lives for older people, free from loneliness and social isolation.

During 2022-23, our Foundation developed a new strategic framework that will enable us to channel our resources effectively into tackling this important issue. Under the new framework, the Foundation will focus its program funding activities around four key pillars that will build, connect, engage and support our community. The pillars are capital projects, transport, arts and volunteers, and grants.

These four pillars will be supported by a targeted fundraising and philanthropy plan that focuses on building awareness, engaging our stakeholders and harnessing the goodwill of donors who support our goals. The framework also provides scope for the Foundation to invest in research into areas that will help us to improve the quality of life of older people in our community.

Over the past 12 months, the Foundation has invested in key programs that combat loneliness and isolation, including the purchase of a new bus to support transport services that keep older people connected to their community. We also supported the 2022 SALA exhibition and the 2023 Fringe events program, that enabled older people to engage in meaningful activities that otherwise would be inaccessible to them.

Our 2023 internal grants funded a range of projects, including the purchase of dementia-friendly technology for Bellevue Court and Sandpiper Lodge Residential Care, construction of a community garden at Pooraka Retirement Living, and the purchase of a shuttle buggy for The Pines Retirement Living. All funded projects will help older people to build and maintain social connections and live healthy, meaningful lives.

On behalf of the Foundation Committee, I recognise and thank the supporters who believe in our vision and are willing to contribute to help make it a reality. I particularly acknowledge the generous bequest from the estate of Lexia Vokes, in recognition of the care provided by Southern Cross Care to Lexia’s mother Joan at The Pines Lodge Residential Care. The generosity of Lexia and the Vokes family will make a positive difference to the lives of older people in our community for many years to come.





Our Services

The roll out of innovative services and programs to improve the quality of life of our residents and clients has continued this past year.

The Tour de SCC event involved residents from across our Residential Care homes as they competed against each other for awards in a series of fitness challenges mirroring the Tour de France. The event ran for multiple weeks and encouraged not only exercise for health, but also engagement, friendly competition and fun to lift the well-being of residents.

The South Australian Living Artists (SALA) festival program ran again, proudly supported by the Community Foundation. Through group art workshops residents and clients connected with their culture, life experiences and interests to create flags that represented themselves. Displayed at a central exhibition at Carmelite, the colourful artwork was a big hit with the whole community, with the activity helping to reduce loneliness and social isolation for our valued residents and clients.

Throughout the year, the Australian Government's aged care reforms continued to change and shape the way that our sector operates.

Southern Cross Care had proudly implemented 24/7 nursing in all Residential Care homes many years ago, well before the government's mandate was introduced at the end of this financial year. The dedication of our staff, our strong policies and processes and our focus on person-centred care has also led to all of our homes receiving very positive results under the government's new star ratings system.

During 2022-23, our Health & Wellness services expanded to offer support for a new cohort of respite clients through the redevelopment of Mercy House at Netley into a purpose-built Community Respite Cottage for people living at home with more complex dementia needs. The response to the newly named The Pines Cottage (as it backs onto The Pines), particularly from informal carers, has been astounding and it clearly offers a level of care that our community needs and values.

Our Home Care team also established a series of information forums that provide vital education and information to older people in the community about the services and support available to them. These forums are helping older people to understand their options, and connect them with more appropriate aged care services they need to be Better for life, at home.



Our People

The past year has seen an increased focus on building our workforce, improving staff well-being and enhancing our workplace culture to boost retention and engagement.

The development of our 'Work better for life' employee value proposition (EVP) was the catalyst for a number of new staff initiatives introduced this year. These projects and programs are designed to show our staff they are valued and to strengthen their well-being so they can be the best versions of themselves at work, delivering the highest quality services.

In line with the EVP we introduced a new staff well-being program, 'Bee well', offering a range of practical rewards and benefits. By partnering with other brands and organisations, the program is able to help our people improve their physical, mental, social and financial well-being with discounts, exclusive offers and educational resources.

Our efforts to build staff engagement, which is key to retention, received a boost this year with a series of workshops involving people in diverse roles from across the organisation. These workshops were a chance to hear about what is working well for our staff and what could be improved. They also provided an opportunity to share and discuss the results of our latest culture engagement survey, which showed positive results such as three quarters of staff feeling proud to work at Southern Cross Care and recommending our organisation as a great place to work.

The reintroduction of our central orientation and welcome days is really engaging our new staff members, providing them with a consistent base understanding of our organisation, values and Better for life vision. These sessions also provide an opportunity to promote to our staff the benefits of our well-being program and introduce them to many of our Bee well partner organisations.

Our People & Culture Team has also established a new leadership development program aimed at supporting new, emerging and current leaders to build their skills and strengthen our leadership capability. There are currently six modules of the Program, with 118 staff having completed up to the first five modules. This program provides a great pathway for the future leaders of Southern Cross Care.



Michael
12

Southern Cross Care

Better for life

Better for life

Better for life

Better for life



Our Environments

During 2022-23 we have continued some long term projects and started some exciting new ones as we continue to build and maintain age-friendly environments.

We recently announced a significant new development for Pearl in the Northern Territory, to expand our Residential Care Home and Health & Wellness services for the benefit of the Darwin community.

This development will include a purpose-built unit at Pearl Supported Care, incorporating the latest dementia-friendly design principles. It will also include a new Health & Wellness Centre, with world-class equipment for programs to promote health and prevent frailty of older

people living in the community. Once complete, this extension will increase the capacity of Pearl Supported Care by 26 beds and will support us to deliver our Better for life vision to more older Territorians.

The project has been made possible thanks to a capital grant from the Commonwealth Government that will assist in funding the aged care building works. The Northern Territory Government has also contributed to part of Southern Cross Care's purchase and assisted with facilitating the subdivision of adjoining land needed for our new extension.



This past year a total of 112 Retirement Living units, villas and apartments have been refurbished to provide our retirement residents with a home environment that meets their needs and lifestyle, both now and into the future. This includes 71 refurbishments in South Australia, 38 in Victoria and 3 in the Northern Territory.

In addition, 45 new purpose-built homes for retirees were also handed over to residents in Stage 3 and 4 of our Oakfield Rise Retirement Estate in Mount Barker, while work on building Stages 5 and 6 has begun. Each new home in Oakfield Rise is designed to maximise space and natural light and includes subtle supports that will help residents to age in place with a good quality of life for years to come.

The recently completed Oakfield Rise Community Centre won a state Urban Development Institute of Australia Award for Excellence this year in the Seniors Living Award category. The award is a wonderful recognition of our Better for life Framework in practice - enhancing our environments to support our residents and clients. The centre has the added feature of a staffed Health & Wellness Centre for the broader local Southern Cross Care community to access allied health and rehabilitation services.



Our Governance

Our governance has been strengthened this year through strategic projects to improve our data security, efficiency and asset and contract management.

Across the organisation as we settle into the use of Google Cloud, the upgrade and replacement of servers has continued and multi-factor authentication has been introduced in a number of key programs to improve our data security. New backup and disaster recovery systems were put in place, leveraging local cloud infrastructure and a dedicated security manager was appointed to monitor and improve security across all internal systems as well as review and enhance vendor agreements.

The Australian Government's aged care reform agenda has resulted in a significant increase in reporting requirements. Our corporate support teams have deployed a range of new business intelligence tools, dashboards and reports to meet these requirements and provide enhanced support to our operational teams. The digitisation of paper forms and manual processes is also making a difference in this space.

The work already undertaken to have a clearer view of our data and the work still to come cannot be understated in our digital operating environment. In the near future the ICT Roadmap and new strategic plan will prioritise replacing legacy systems to better support our rostering, home services and staff engagement functions,



including offering a better onboarding and offboarding experience for our staff.

Moving from paper-based to digital processes has been the focus of projects in the procurement space as well, to improve the onboarding process for new vendors. A dashboard to assist our staff with finding existing approved vendors has also been introduced.

Following an in-depth audit, the management of our vehicle fleet was outsourced to improve efficiency and reporting. Meanwhile, an extensive contract management project assessed whether we have the best contracts possible with suppliers in many different areas of the organisation. Both of these projects were

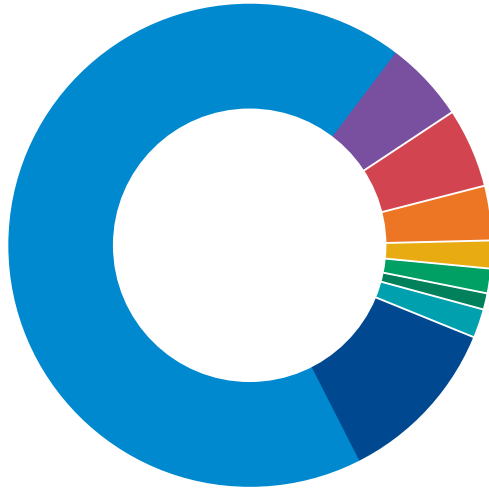
focused on having the most cost effective arrangements, so that we can address the impact of inflation and rising service delivery costs. We appreciated Government grants to support the increase in costs due to COVID-19 and the pandemic's pressure on our staff.

Our governance has been further strengthened with a number of recommendations from an independent review on the functioning of the Board being implemented. Our Board also continues to proactively monitor operational risks while the organisation puts risk mitigations strategies in place where possible.

Financials

Revenue
\$242M

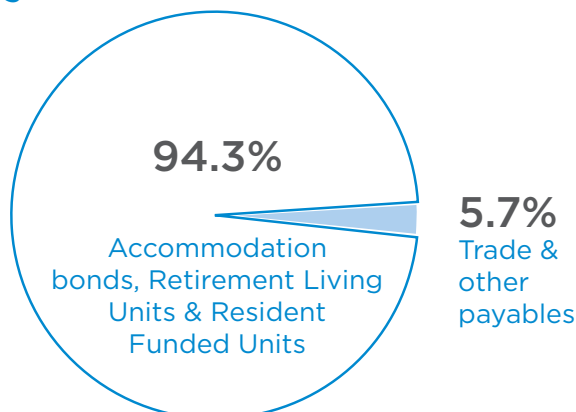
Expenses



● Employee Benefits	70.58%
● Depreciation	4.63%
● Repairs & maintenance	6.62%
● Catering	3.50%
● Cleaning	2.24%
● Energy	1.32%
● Rates and taxes	1.03%
● Self insurance	0.56%
● Other	9.52%

Assets
\$1.3B

Liabilities



Our Environmental and Social Impact

As a values-based not-for-profit, Southern Cross Care is committed to sustainable environmental, social and governance (ESG) principles.

Southern Cross Care is the largest not-for-profit organisation operating in South Australia's social and community services sector, according to a report published by InDaily in association with the Centre for Social Impact at Flinders University.

To deliver the impactful services that the community expects from a sector-leading organisation, we have made a strong commitment to the United Nations Sustainable Development Goal 3; to ensure healthy lives and promote well-being for all at all ages. Guided by this goal and our Better for life vision, we are making a positive impact across a range of key ESG domains.

2022-23 ESG Highlights

Environmental

Introduced a staff re-education initiative to reinforce the use of our existing waste reduction and recycling initiatives



Continued our transition to a hybrid fleet where possible with 8 new vehicles purchased



Digitised a number of business processes to reduce paper consumption by **5%**

Waste Minimisation Plan during the demolition of The Pines Hostel

87% of materials recycled

Maintained existing significant solar energy initiatives

Social

97% of Residential Care residents experienced good quality of life*

87% of Home Care clients reported good well-being*

Our Retirement Living communities achieved a Net Promotor Score of **58**, indicating strong satisfaction and advocacy

84% of Health & Wellness clients experienced good quality of life*



Launched a **staff well-being program** with more than 25 corporate partners that provide services, products, resources and discounts to support the well-being of our people



Developed a new **cultural safety framework** and training program for Home Care employees working with diverse, multicultural clients in the community

Governance

55% female representation on our Board

Published our third **Modern Slavery Statement** with ongoing actions including awareness training for staff and risk screening of suppliers

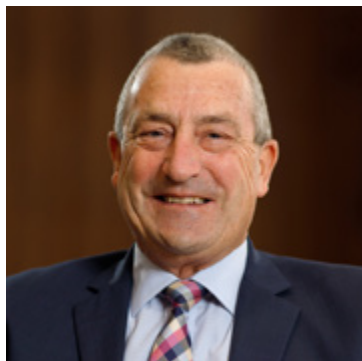
Reintroduced our **central orientation** for new employees and launched a new leadership training program, helping to strengthen governance and ensure vision, values and strategy alignment



Embraced diversity, with employees from **45 countries** and aged from **18 to 80 years**

*Measured using World Health Organization validated well-being indices

Our Board



David Martin
Chair

Committees
Member Services
Member Governance
Chair Nominations
Chair Remuneration



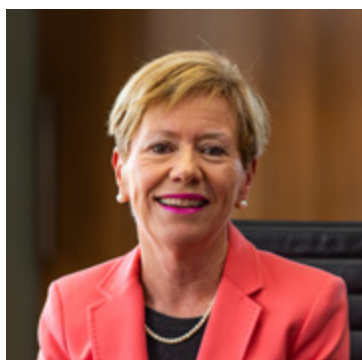
Klaus Zimmermann AM
Deputy Chair

Committees
Chair Governance
Member Environments
Member Nominations
Member Remuneration



Dr Mandy Callary

Committees
Chair Services
Member Governance



Michele McCormack

Committees
Chair Foundation
Deputy Chair Governance
Member Nominations
Member Remuneration



Michaela Webster

Committees
Member Foundation
Member People & Culture



Elizabeth Compton

Committees
Chair People & Culture
Member Environments



Brian Hillier

Committees
Member Foundation
Member Governance



Dr Janet Sluggett

Committees
Member Services
Member Foundation



Philip Rundle

Committees
Chair Environments
Member People & Culture

Service Directory

Residential Care	Address	Phone	Places	Map #
Bellevue Court	9 Bellevue Court, Gawler 5118	8522 9300	80	1
Bucklands	333 Marion Road, North Plympton 5037	8292 6444	147	2
Carmelite	7 Spence Avenue, Myrtle Bank 5064	7077 2000	70	3
Fullarton	345 Fullarton Road, Fullarton 5063	8373 1570	60	4
John Paul II Village	6A Dianne Street, Klemzig 5087	8369 0377	40	5
Labrina Village	63-72 Labrina Avenue, Prospect 5082	8344 1867	41	6
The Lodge, Lourdes Valley	18 Cross Road, Myrtle Bank 5064	08 8433 0400	58	3
McCracken Views	31 Adelaide Road, Victor Harbor 5211	8552 7522	60	7
Mount Carmel	740 Torrens Road, Rosewater 5013	8447 7057	83	8
Oakfield Lodge	15 Hawthorn Road, Mount Barker 5251	8393 6800	80	9
Oaklands Park Lodge	393 Morphett Road, Oaklands Park 5046	8198 0000	70	10
Onkaparinga Lodge	28 Liddell Drive, Huntfield Heights 5163	8186 7099	92	11
Pearl Supported Care	11 Waratah Crescent, Fannie Bay 0820	8946 1800	85	16
The Philip Kennedy Centre	477-479 Military Road, Largs Bay 5016	8242 0122	170	12
The Pines Lodge	342 Marion Road, North Plympton 5037	8292 1800	144	13
Sandpiper Lodge	35 Washington Street, Goolwa 5214	8555 7700	81	14
West Beach	655-671 Burbridge Road, West Beach 5024	8353 3044	80	15
			Total 1441	

Health & Wellness	Address	Map #
Carmelite	7 Spence Avenue, Myrtle Bank	3
Darwin Community Hub	11 Waratah Crescent Fannie Bay, NT	16
Goolwa Community Hub	1 Wildman Street Goolwa	46
Oakfield Rise	19 Hawthorn Road Mount Barker	9
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 Cottage	5 Spence Avenue, Myrtle Bank	3
Willow Fern Cottage	20 Railway Terrace, Mount Barker	18
The Pines Cottage	8 Playford Avenue, Netley	13

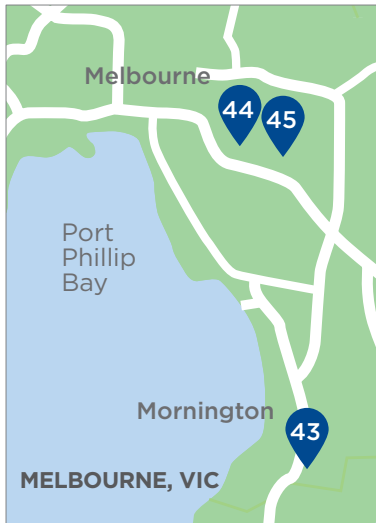
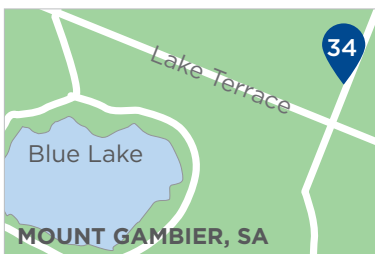
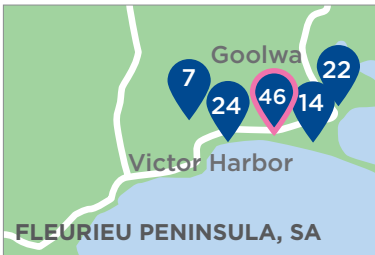
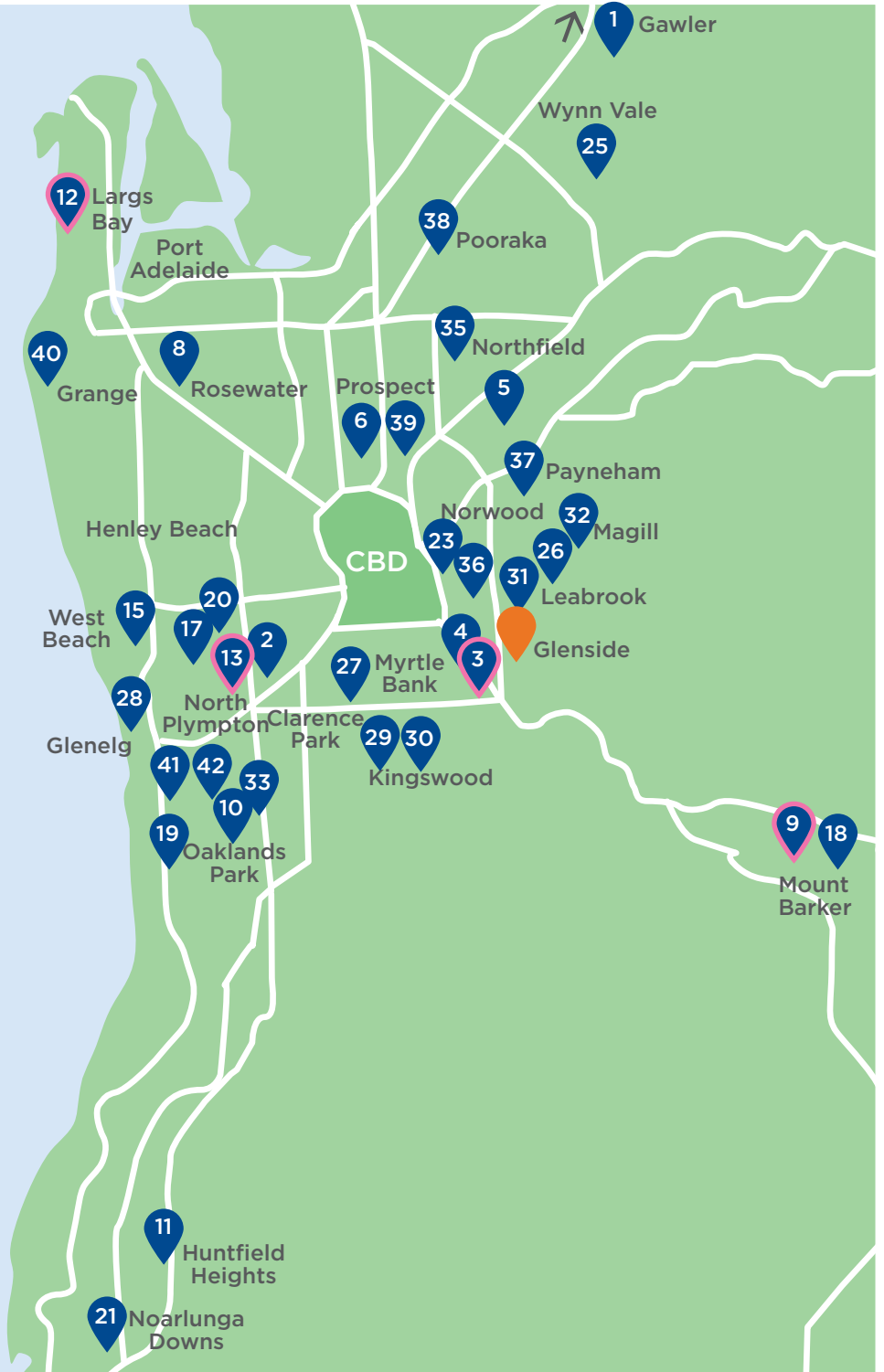
Home Care	Areas
South Australia	North, South, East and West of Adelaide, the Adelaide Hills & the Fleurieu Peninsula.
Northern Territory	Darwin
Victoria	Mornington Peninsula and Melbourne East.

Retirement Living (market priced)		Dwellings	Map#
Bedford Heights Estate	16 Bedford Street, Box Hill VIC 3128	147	44
Carmelite	7 Spence Avenue, Myrtle Bank 5064	38	3
Coach House Mews	18 Cross Road, Myrtle Bank 5064	20	3
Glen Woodley Estate	360 Glen Osmond Road, Myrtle Bank 5064	74	3
Heritage Apartments	18 Cross Road, Myrtle Bank 5064	36	3
McAuley Mews	17 Old Beach Road, Brighton 5048	9	19
Oakfield Rise	19 Hawthorn Road, Hawthorn Road, Mount Barker 5251	90	9
Peninsula	20 Everard Street, Largs Bay 5016	24	12
Pearl Retirement Resort	11 Waratah Crescent, Fannie Bay NT 0820	63	16
Pine Springs	3 Harris Street, Netley 5037	46	20
Pines Close	2 Playford Avenue, Netley	8	13
Riverpoint Retirement Estate	89 Serafino Drive, Noarlunga Downs 5168	107	21
Riverside at Goolwa	192 Liverpool Road, Goolwa 5214	50	22
St Peters Close	47 Stepney Street, Stepney 5069	6	23
St Thomas Community	97-123 Hawthorn Road, Forest Hill VIC 3131	50	45
The Fairways	29 Adelaide Road, McCracken, Victor Harbor 5211	24	24
The Mornington	150 Mornington-Tyabb Road, Mornington Vic 3931	222	43
The Pines	336 Marion Road, North Plympton 5037	71	13
The Pines Apartments	336 Marion Road, North Plympton 5037	4	13
The Vines	1 Taeuber Court, Wynn Vale 5127	6	25
The Waterford	16 Cross Road, Myrtle Bank 5064	51	3
Wattle Grove	1 Wynyard Grove, Wattle Park 5066	24	26
Total		1170	

Retirement Living (affordable)		Dwellings	Map#
Clarence Park	49 George Street, Clarence Park 5034	4	27
Glenelg North	18 MacFarlane Street, Glenelg North 5045	15	28
Hawthorn	72 Belair Road, Hawthorn 5062	8	29
Kingswood	30 Seafield Avenue, Kingswood 5062	12	30
Leabrook	5 Jean Street, Leabrook 5068	4	31
Magill	63 Vine Street, Magill 5072	9	32
Marion	60 George Street, Marion 5043	20	33
Mount Gambier	5 Holder Street, Mount Gambier 5290	30	34
Nat Solomons	Bransby Avenue, North Plympton 5037	12	13
Northfield	1A Mostyn Avenue, Northfield 5085	40	35
Norwood	71 Queen Street, Norwood 5067	8	36
O'Grady Court	332 Marion Road, North Plympton 5037	52	13
Oaklands Park	395 Morphett Road, Oaklands Park 5046	46	10
Payneham	73 Portrush Road, Payneham 5070	27	37
Pooraka	31 Royal Avenue, Pooraka 5095	35	38
Prospect	23 Alpha Road, Prospect 5082	25	39
Semaphore Park	35 Recreation Parade, Semaphore Park 5019	29	40
Somerton Park	8 Petersen Street, Somerton Park 5044	27	41
Warradale	220 Diagonal Road, Warradale 5046	19	42
Total		422	

Our locations

-  Health & Wellness Centres
-  Central Office



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

**Better
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