



Annual Report

2023-2024

Better
for life[®]

2023-24 In Summary

Our Vision
**Better
for life[®]**

Our Mission

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

Our Values

-  Service
-  Courage
-  Compassion

We supported **8,670** people



**Home
Care**

1,702

Clients including 842 Home
Care Package Clients

163,683

Hours of Home Care
Services provided



**Health
& Wellness**

3,039

Health & Wellness
Clients

133,579

Hours of Health & Wellness
Services provided



**Retirement
Living**

1,843

Retirement Living
Residents (1580 dwellings)

40

Retirement
Living Villages



**Residential
Care**

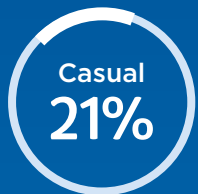
2,086

Residential Care
Residents (1441 beds)

17

Residential
Care Homes

Total Staff
2,885



Total Volunteers
313

10

Youngest



95

Oldest



Staff from

64

different countries

Contents

5	Chair's Report
7	CEO's Report
9	Foundation Chair's Report
11	Our Services
12	Our People
14	Our Environments
16	Our Governance
18	Financials ESG Highlights
20	Our Board
21	Service Directory
23	Map



Chair's Report



David Martin
Chair

There has been much discussion this past year about aged care funding, the rights of people receiving care and what the future should look like for our sector. Despite the change and uncertainty, Southern Cross Care has continued to focus on delivering our Better for life vision.

This year we have taken important steps towards ensuring we can continue delivering sustainable and high-quality care to our residents and clients in accordance with our Better for life vision.

In particular, the Board worked closely with the Executive and senior leadership teams to finalise, endorse and launch our strategic plan, Integrating Better for life into more communities. The plan guides us as we adapt to sector-wide change in preparation for the new rights-based Aged Care Act and Strengthened Quality Standards expected to come into effect on 1 July 2025.

I want to take this opportunity to thank and farewell two of our longstanding Board Members whose retirements are due at the 2024 Annual General Meeting in line with our Governing Board tenure cycle; Michele McCormack and Dr Mandy Callary. Mandy also needed to resign early in June 2024 to commence a new and important role as the Chief Clinical Advisor with the Aged Care Quality and Safety Commission.

Michele joined the Board in 2010, bringing to the table her significant experience as a Chartered Accountant, which has been highly valued by our Governance Committee. Our Community Foundation also owes a great debt to Michele for her efforts as Chair of the Foundation Committee for the past 12 years. Michele has guided our Foundation through significant change, including the development of its current focus to build better lives free from loneliness and isolation. I know many in our community will miss her valued contribution particularly her ability to focus our governance on core issues and her warm support to us all.

Mandy was a Member of the Board for almost 20 years and provided her expertise as a practising geriatrician. She was the first medical practitioner to be appointed to the Board and I would like to thank her in particular for her time as Chair of the Services Committee since it was established 12 years ago. In this role she has helped to guide our organisation through changes to the Aged Care Quality Standards, the development of many clinical policies and processes and the monitoring of clinical indicators that have positioned us well to meet the future Strengthened Standards. Mandy's ability to bring clinical reasoning and a human perspective to the Board during decision-making has been invaluable.

We also warmly welcome two new Board members, Dr. Timothy To, a specialist in geriatric and palliative medicine, and Ms. Claudia Goldsmith, a qualified accountant and experienced board director. They each bring important skills and expertise to govern our team's transition to the new Aged Care Act and our strategic plan priorities to maintain the person-centred, healthy ageing approach that is central to our Better for life vision.



Service

Be the difference to people in our community, through your service, dedication and positive commitment to helping others.



Courage

Be the difference by having the courage to step out of your comfort zone to do what needs to be done and trusting in your team mates to do the same.



Compassion

Be the difference by working with compassion, a deep sense of empathy, concern and humanity towards others.

CEO's Report



David Moran
CEO

This year we kicked off the important work outlined in our Strategic Plan, Integrating Better for life into more communities. Work that will help our organisation chart its path to the future.

Under this plan, our teams have reaffirmed their commitment to our Better for life vision and are working hard on initiatives that will enable us to better serve our communities, grow new communities and strengthen our core systems and capabilities.

With a new strategic plan in place, it was the right time to review, refresh and commit to our organisational values. The new values of Service, Courage and Compassion are deliberately easy to remember (SCC!) and reflect the feedback from our staff. Service, Courage and Compassion already runs deep through our Southern Cross Care community and we will continue to embed them into the spirit of our events such as our staff Welcome Days and the annual Southern Stars Awards.

Our aged care sector continues to undergo ambitious regulatory transformation, with greater changes on the horizon following the introduction of the New Aged Care Bill 2024. We appreciate the work of industry bodies, particularly Catholic Health Australia in their advocacy to Government. We also remain on the transformation path with some examples below:

We take resident and client engagement seriously and have now embedded our Insights Program, with partner organisation Southern Cross Care Queensland, to better understand the experience of those we serve. The rich, in-depth phone conversations with the majority of clients or their representatives every year gives us a greater understanding of our impact. This is in addition to our Consumer Advisory Groups set up as part of the aged care reforms.

We have brought together our Health & Wellness and Home Care programs into an integrated Home Services team, who will work together to holistically support older people to age in place and remain healthy, active and independent. The multi-disciplinary strength of allied and nursing support working together is critical to addressing the anticipated higher care needs in the home.

We launched a major technology project to improve our staff rostering systems and processes in Residential Care. This will improve the experience of our staff and should assist us in having the right people in the right roles at the right time for our valued residents. Our work to engage our community in healthy ageing activities also continued, with the SCC Games promoting exercise and fun alongside the Paris Olympics, the SALA Festival program using the power of art to build social connections and the Adelaide Fringe-inspired Circus of Stars providing entertainment for all.

I genuinely feel so blessed to be part of an organisation whose staff and volunteers commit to Service, Courage and Compassion in their unwavering quest to deliver a Better for life vision for our community.



Foundation Chair's Report



Michele McCormack

Chair Foundation
Committee

In my last year as Chair of the Foundation Committee, I find myself reflecting on the past decade, how far we have come and the impact our programs have made on the lives of older people, all thanks to the generous support of our donors and corporate supporters.

Since we launched the Community Foundation in 2013 on the lawns of Government House, alongside my dear former colleagues the late Brendan Bowler AM and Andrew Larpent OBE, transport has been a key focus. Since then, our Foundation has contributed well over a million dollars of donated funds to establish a fleet of transport vehicles that enables Southern Cross Care to provide more than 10,000 trips each year.

These trips, in our buses and Care Cars, do so much more than get people from A to B. They connect older people in our community with vital health and social services, help aged care residents to stay connected to their local communities and provide vital social connections that help to reduce loneliness and isolation.

During 2023-24, our Foundation has continued to make these important issues our key focus, funding the purchase of yet another bus and Care Car for our transport program, fully-funding the 2024 Fringe events program and continuing to invest in our vital arts and volunteer programs. These initiatives continue to enrich the lives of older people in our community, contributing to the delivery of our Better for life vision.

Our 2024 internal grants funded a wide range of projects, including interactive technology to enable exercise and cognitive stimulation in our SA aged care homes, four student-led research projects on topics including the benefits of group exercise, enhancements to our dementia-friendly respite cottage environments and a new program of group activities to empower, connect and build confidence for older people living independently in our Victorian communities.

On behalf of the Board and the Foundation Committee, I wish to thank the donors and supporters who have contributed so generously over the past year to help us build better lives free from loneliness and isolation. This includes the generous bequest received from the estate of Margarete Dittmayer, a former resident of our Largs Bay Residential Care home, The Philip Kennedy Centre.

It has been an immense privilege to lead our Foundation for the past 12 years. I thank the Board and senior leadership team of Southern Cross Care for their support and will continue to be an advocate for the organisation and the positive impact we can have on the lives of older people, when we all work together.





Our Services

We have spent the past year improving the way we deliver services with a focus on the future, all while continuing to deliver outstanding outcomes for our valued residents and clients.

Informed by the strategic plan and aged care reforms, we have updated our services structure, leveraging the skills of our experienced staff. Our Executive Services now once again leads the delivery of all aged care services, while our Home Care, Health & Wellness and Community Respite staff now form one integrated Home Services team. This enables a holistic approach to supporting our clients and our frontline staff.

We appointed a Group Manager Care Governance and Education, and a Group Manager Engagement and Compliance. They will work to ensure our residents and clients remain at the centre of our work as the framework of care changes around them. We also appointed a Palliative Care Program Manager in recognition of the great privilege and responsibility that comes with providing palliative care to older people.

This year we ran a 12-month trial of a new pain assessment tool in two of our Residential Care homes. The successful trial led to improved electronic recording of pain assessments. We will now roll the tool out to all homes, providing a more effective pain management approach for our residents.

We restructured our advisory groups to build on our person-centred approach to service delivery in partnership with the people we serve. We now have consumer advisory groups for people who use our Home Services and those who live in our Residential Care homes. Our new Quality Care Advisory Group includes up to two members of each consumer group, alongside other key stakeholders and reports regularly to the Southern Cross Care Board.

While our internal structures and systems evolve, our teams remain focussed on our residents and clients. Our Residential Care homes are as vibrant as ever, with 89% of residents engaging in 4+ tailored exercise activities per month and 98% engaging in 20+ meaningful activities per month, including SALA art workshops, Fringe performances and more. In our Retirement Living villages, 29% of residents used our Health & Wellness, Home Care or Community Respite services, helping them to stay healthy and independent.

Our multidisciplinary teams collaborated to support 80% of Community Respite clients, 84% of Health & Wellness clients, 86% of Home Care clients, 88% of Retirement Living residents and 98% of Residential Care residents to experience good quality of life. These are more than just numbers - they represent the lives of thousands of older people who are being supported to live full, purposeful and meaningful lives in our Southern Cross Care community.

Our People

Our valued staff and volunteers are wonderful people who work hard to improve the lives of our residents and clients, so we are working hard to support them.

Building on the work that began last year with the development of our Employee Value Proposition, the roll out and expansion of the Leadership in Action program to support and develop our leaders has continued, as has the evolution of our Employee Well-being Program, Bee well. In its second year and in line with staff feedback, Bee well now features over 30 partners that help our staff with the everyday cost of living, as well as building physical and mental well-being through initiatives such as the Dementia Australia Memory Walk.

Our ongoing 'Be the difference' staff recruitment campaign has seen continued success with a 40 percent year-on-year increase in applicants per advertised job, ensuring we have the people we need to deliver quality services and support existing teams. To assist with future recruitment, Southern Cross Care has also entered into a partnership with Findon Technical College to offer a hands-on learning pathway for students into a career in health and social support.

The RosterMe Project to transform workforce management in Residential Care, centred around our new rostering system, officially launched in May 2024 and will give our people better tools to assist their everyday workflow, while a comprehensive manual handling review led to the reinstatement of face-to-face manual handling training to keep our staff safe at work.

Ongoing assessments of our Work Health and Safety practices ensure we drive a strong safety culture that meets and exceeds required standards, resulting in a safer workplace for our staff and clients. The importance of these assessments has become obvious with fewer staff acquiring injuries, meaning our workers are returning home to their families safely each day.

The latest Employee Engagement Survey, an important measurement tool for informing our future workforce actions, returned a strong set of results which equalled or exceeded those attained in 2022. The results showed that 84 percent of staff are proud to work for Southern Cross Care, 83 percent would recommend our services to family and friends and 92% understand how they contribute to the delivery of our Better for life vision for residents and clients.

Shaped through feedback from staff, we also launched Southern Cross Care's refreshed values of Service, Courage and Compassion. These values are key to the way our people deliver quality care and services and how our organisation creates a connected, supported and empowered workforce.







Our Environments

Our residents continue to be supported to age in place through the design, construction and maintenance of our age-friendly environments.

This year construction commenced for Stages 5 and 6 of the growing Oakfield Rise Retirement Estate in Mount Barker. These stages include 58 new homes being built in partnership with Tandem Building Group. Civil construction in partnership with Diverse Civil Group has also begun for a further 38 homes in Stages 7 and 8 of Oakfield Rise, which will be the final stages for this vibrant Retirement Living community.

Southern Cross Care has selected Aspire Design & Construct as the builder of the significant expansion project at Pearl in the Northern Territory. Work is underway on this transformational development that will incorporate the latest in dementia and age-friendly design principles, applying them in a way that is appropriate for Pearl's tropical setting in Fannie Bay.



Although a small development, the nevertheless important Stage 7 at Oaklands Park Retirement Estate is nearing completion with construction of the final three units underway in partnership with Rossdale Homes.

Our program of refurbishments also continued at pace through the year. Updating and renovating our Retirement Living homes provides our residents with the physical environment that meets their needs and lifestyle, helping them to be Better for life. This financial year there were a total of 106 refurbishments completed, with a split of 76 in South Australia, 26 in Victoria and four in the Northern Territory.

In addition to purpose-built homes for our residents, this year the Environments team was involved in the redesign and renovation of a former warehouse space to create a purpose-built Learning Hub for our staff. The Learning Hub has a lecture room seating 55 people, a simulation of a resident's bedroom and bathroom for practical staff training and demonstrations, a large storage and training space which can be used for vehicle training, a computer lab, kitchen, several meeting rooms and breakout spaces. The Learning Hub has been extensively booked since it was officially opened and has already helped many employees to get the best outcome from training and workshops.



Our Governance

Southern Cross Care is modernising, streamlining and improving the way we work through better systems and processes in line with the new strategic plan and in preparation for a new Aged Care Act and Strengthened Quality Standards that are expected on 1 July 2025.

This year a new Quality Care Advisory Group and Consumer Advisory Groups were established to further engage with our residents and clients, and their families, for feedback on the quality of care we provide.

Our internal teams have been reviewing policies and procedures, contracts and processes with the updated legislative requirements in mind and simplifying these where possible, to improve not only the experience for our employees but also for residents and clients.

A major cross-functional project to select, configure and deploy a new staff rostering system for our Residential Care services is well underway, supporting the strategic plan's goal to modernise core systems. The new rostering system will enable frontline workers to manage their shifts through a secure and user-friendly mobile app and will help to support the efficiency and sustainability of our services.



The evaluation of a new core system to support the Home Services team with rostering and service delivery is well progressed, which will maintain our focus on client centred care and make full use of cloud platforms.

In the regulatory compliance space we have refined our monitoring and analysis tools, broadening the sources of information used to monitor compliance, while new enhancements to our Google Cloud environment have strengthened security. The work to digitise internal forms and workflows has continued and to improve connectivity we have a new wide area network, better connections between systems and more streamlined data flows across the organisation.

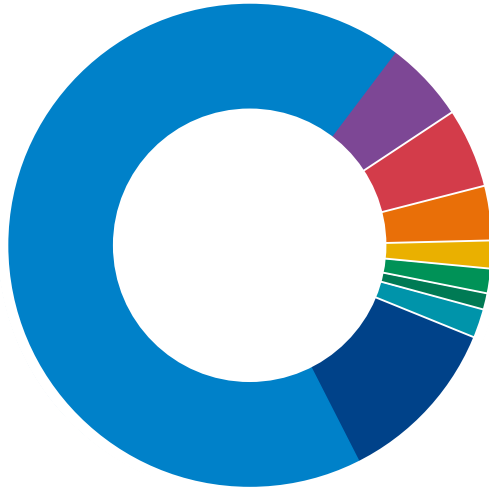
The delivery of the ICT Roadmap will continue to focus on updating our core systems and managing change across the organisation, reviewing and planning the replacement of systems to support all operational departments in the coming years.

Artificial Intelligence is also now in the spotlight as we look at ways to realise the true value of this fast growing and developing technology. Work is already underway investigating and evaluating scenarios that could enhance our interactions with clients.

Financials

Revenue
\$259.4M

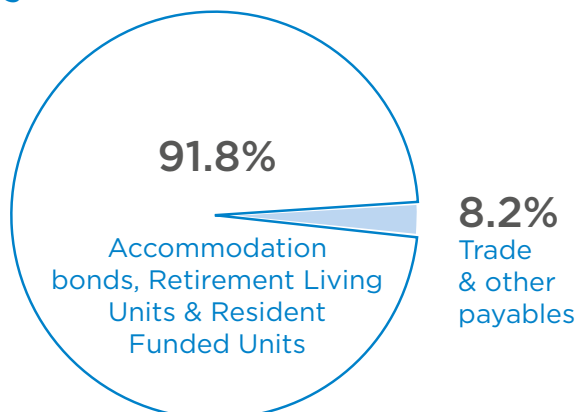
Expenses



● Employee Benefits	72.5%
● Depreciation	4.2%
● Repairs & maintenance	6.7%
● Catering	3.4%
● Cleaning	2.3%
● Energy	1.4%
● Rates and taxes	1.1%
● Self insurance	0.4%
● Other	8.0%

Assets
\$1.2B

Liabilities



ESG Highlights

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

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.

Guided by our Strategic Plan, Integrating Better for life into more communities, this year we have taken proactive steps to strengthen our sustainability by engaging a leading SA-based consultancy to help us document and enhance our ESG work. The outcomes of this work will include a documented ESG strategy, the definition of key performance indicators and the establishment of a framework for our environmental, social and governance reporting.

Courage • Service • Person centred
Value life
People
Compassion

This year we continued to deliver on our core purpose to deliver positive social outcomes for people in our community.



In our Residential Care homes



89%

residents engaged in 4+ tailored exercise activities per month

98%

residents engaged in 20+ meaningful activities per month

The vast majority of our clients and residents experienced good quality of life*



80%

of In-Home & Dementia Cottage Respite clients



84%

of Health & Wellness clients



86%

of Home Care clients



88%

of Retirement Living residents



98%

of Residential Care residents

*Measured using World Health Organization validated well-being indices

Bee well



We expanded our employee well-being program

with more than 30 corporate partners

that provide services, products, resources and discounts to support the well-being of our people.

Our Board



David Martin
Chair



Klaus Zimmermann AM
Deputy Chair



Dr Mandy Callary

Committees	Member Services Member Governance Chair Nominations Chair Remuneration	Chair Governance Member Environments Member Nominations Member Remuneration	Chair Services Member Governance
------------	---	--	-------------------------------------



Michele McCormack



Michaela Webster



Brian Hillier

Committees	Chair Foundation Deputy Chair Governance Member Nominations Member Remuneration	Member Foundation Member People & Culture	Member Governance Member People & Culture
------------	--	--	--



Elizabeth Compton



Dr Janet Sluggett



Jamie Guerra

Committees	Chair People & Culture Member Environments	Member Services Member Foundation	Chair Environments Member Foundation
------------	---	--------------------------------------	---

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	63-71 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	11 Waratah Crescent Fannie Bay, NT	16
Goolwa	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

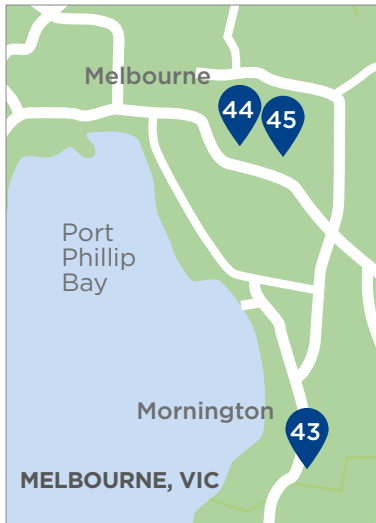
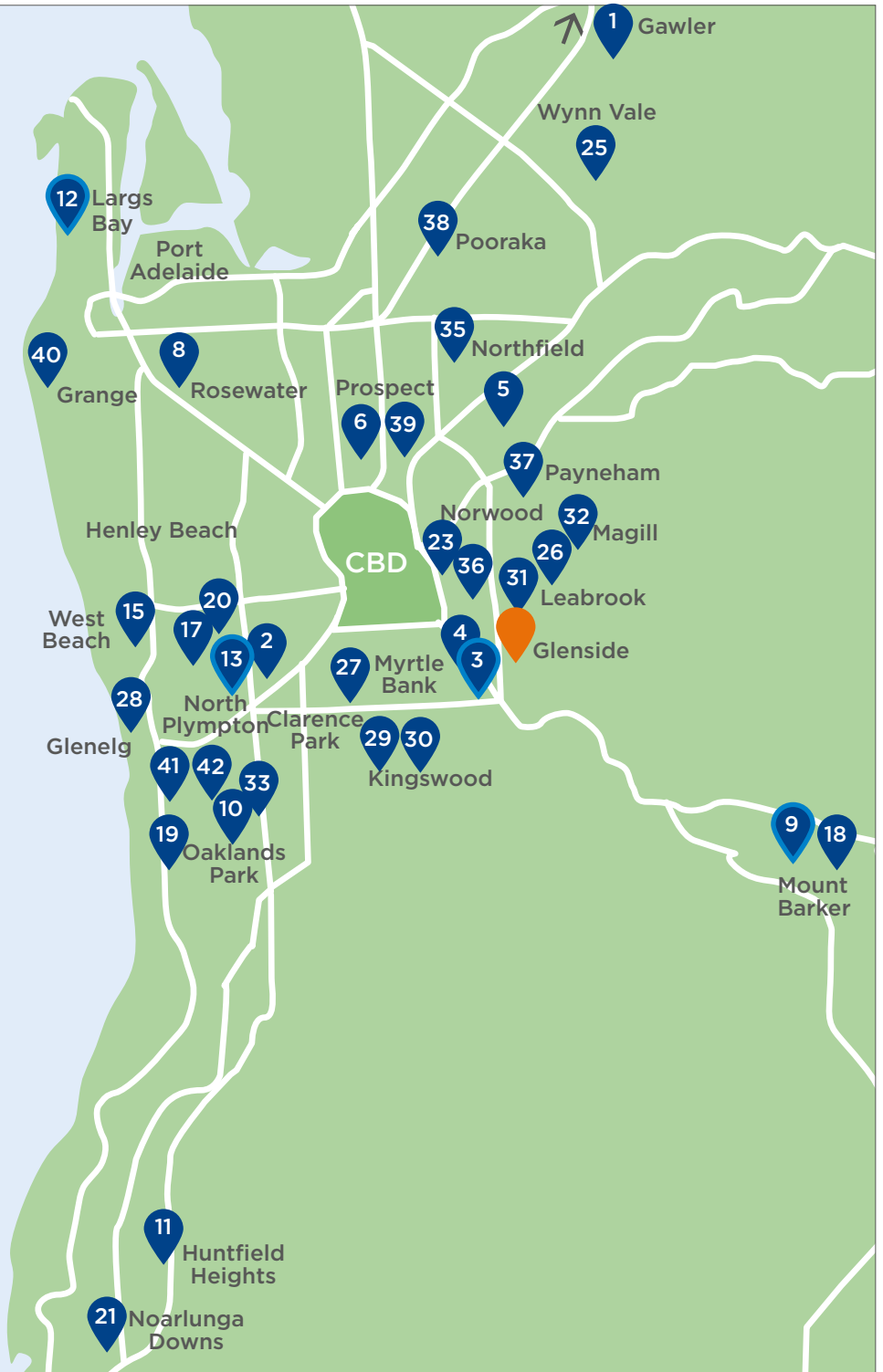
Home Care	Areas
South Australia	North, South, East and West of Adelaide, the Adelaide Hills & the Fleurieu Peninsula.
Northern Territory	Darwin
Victoria	Mornington Peninsula and Melbourne East.

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
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		410	

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
for life[®]**