

Annual Report | 2020-2021



**Better
for life®**



2020-21 In Summary

Services

We supported **10,667** people



Home Care

1,510

Clients including
454 Home Care
Package Clients

129,495

Hours of
Home Care
Services provided



Health & Wellness

3,907

Health &
Wellness
Clients

111,051

Hours of
Health & Wellness
Services provided



Retirement Living

39

Retirement
Living Villages

1,529

Retirement
Living
Dwellings



Residential Care

17

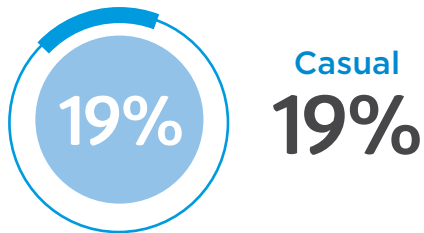
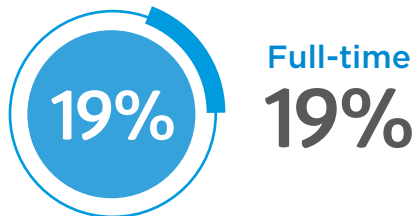
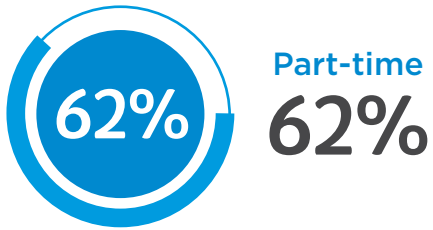
Residential
Care Homes

3,208

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

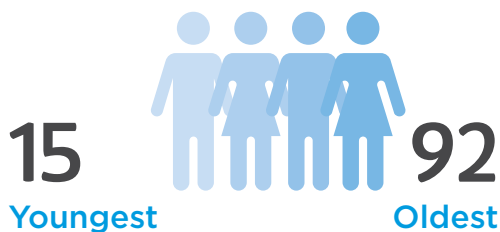
Staff & Volunteers

2,687 Total Staff



Staff from
57
different countries

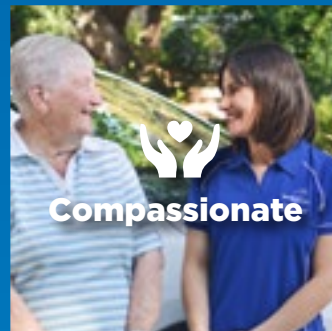
260 Volunteers



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Our Values



Chairman's Report



David Martin

Chairman

In my second year as Chairman of Southern Cross Care (SA, NT & VIC) Inc, I have seen some critical events that will define the aged care industry environment for years to come.

Central to these was the release of the final report of the Royal Commission into Aged Care Quality and Safety earlier this year.

Featuring 148 recommendations that range from legislative changes to pricing and workforce changes, we are already seeing the impact of this landmark report in recent changes to federal funding for aged care services.

In May 2021, we saw the Federal Government announce a \$17.7 billion reform package to be rolled out over five years and focusing on five key pillars. This includes \$6.5 billion for an additional 80,000 Home Care Packages, a decision that will support the continued growth of our Home Care business which now provides services to over than 450 Home Care Package clients.

I believe that as a health promoting organisation that provides high-quality services for our community, Southern Cross Care is well-positioned to adapt to the changes that will inevitably follow, as we feel the full impact of the Royal Commission's recommendations. Sometimes it is easy to forget, but we have more than 50 years of experience in this industry and we have already adapted to significant change during this time.

The strong position we are in today demonstrates a proven track record of making the right decisions when met with changes, for the benefit of our residents, clients and community.

With the number of Australians aged 85 years and over set to increase from 515,700 in 2018-19 (2.0% of the Australian population) to more than 1.5 million by 2058 (3.7% of the population) it is clear that significant growth and sustainability challenges lie ahead for our sector.

Together, we will rise to that challenge and work tirelessly to improve the lives of older people in our community.

CEO's Report



David Moran
CEO

As our Chairman David Martin said, it has been a monumental year for aged care and I am confident our organisation is well prepared for the changes that are already upon us and others that await us.

An important part of our preparations was the development of our new Strategic Plan - Better for 2023, which lays the foundation for adapting to these changes and growing our organisation.

This new plan identifies our strategic priorities to the end of 2023 and the enablers that will support us in achieving these. Better for 2023 builds on our previous plans and continues to embed our Better for Life Framework into every aspect of our organisation.

This past year also marked an important milestone for our organisation, with the acquisition of two Retirement Living villages in metropolitan Melbourne, Bedford Heights Estate in Box Hill, and St Thomas Community Retirement Village in Forest Hill.

Both villages are located in Melbourne's eastern suburbs, approximately 10-minutes drive from one another and 30-minutes drive from the Melbourne CBD. This was an important step in our expansion into Victoria, on top of commencing a Home Care presence in the Mornington Peninsula and our more recent launch of our Home Care services in Melbourne.

Our organisation has also continued to respond appropriately to the threat of COVID-19, including the outbreak of the Delta variant across Australia.

We have worked collaboratively to keep our community safe from COVID-19 and made preparations for when Australia opens up and subsequent community transmission increases.

Our aim is for every employee and volunteer who can be vaccinated, to be vaccinated against COVID-19. This will not only protect their health and the health of our clients and residents, but also help to ensure the continuity of our essential services. I am thankful to say that we are already very close to achieving this important goal.

As challenging as it may appear, this is an exciting time to be in aged care as we adjust to higher society expectations and the exponential increase in the use of digital technology.

Our Services

Embrace life

The past year has seen our residents and clients maintain or improve their quality of life through our high-quality, person-centred services.

Health promoting

Proactive • Integrated
Holistic • Contemporary

Services

Embrace life





Utilising World Health Organisation validated wellbeing indices, our residents and clients experiencing a good quality of life were:

- 95% in Residential Care
- 82% in Retirement Living
- 85% in Home Care packages
- 90% in Home Care Support programs

Despite the restrictions of COVID-19, we were able to continue our outstanding lifestyle programs across our Residential Care homes.

For the first time in our Fringe program's history, we adapted to the COVID-19 restrictions by delivering a pre-recorded video performance to our Residential Care homes online. This also enabled us to make it available to other members of our community, including those in the Darwin and Mornington.

Hosted by comedian and vaudevillian performer Mr Spin, the show brought acrobatics, circus skills and music from the swing boogie-woogie era. It allowed our Residential Care homes to enjoy the party atmosphere of the Fringe in a COVID-safe environment.

Our SA Residential Care homes and our I Create Art Groups also participated in the South Australian Living Artists (SALA) festival again this year. The theme was 'Community Hive' where residents and clients created beautiful hexagonal 'hives' of colour and texture, which were then combined into bigger 'hives' of colour and texture.

Our Residential Care homes also successfully

hosted the Southern Cross Care Games at the same time as the Tokyo Olympics, celebrating the values of inclusion, participation and having fun. The Games were designed to replicate a multi-sport event, but in a format that was accessible for our residents, considering a variety of both physical and cognitive impairments.

In addition to these fun and engaging activities, we continued to use Person Centred Software across all of our homes. This intelligent mobile solution for evidencing care interactions, electronic care planning and reporting continues to be beneficial for all stakeholders, including residents and staff.

Another Myrtle Cottage Community Respite service put their 'Magic Carpet' system to good use this year, creating a multisensory environment offering 500 interactive games, from soccer to quizzes or practicing every day tasks, all designed to keep the mind and body active. It's one of many aspects of our award-winning Community Respite that employs a health-focused model that engages our clients physically, mentally and socially.

Meanwhile our Home Care portfolio continues to grow, with more clients in established markets like SA and new burgeoning markets in Victoria. With more Australians wanting to live in their home for longer, we continue to adapt to their unique needs through our range of health-professional led services.

Our People

Value life

We continue to collaborate and work well together for the same common goal.

Person centred
Compassionate • Capable
Collaborative • Creative

People
Value life



COVID-19 has brought many challenges to our organisation, including the challenge of protecting and supporting the safety, health and wellbeing of our staff.

Throughout the past year we have worked very hard to ensure all staff know how to protect themselves, follow government directions and health advice, and understand the importance of being vaccinated against COVID-19.

Thankfully, a large majority of staff are vaccinated, and have taken a great step in protecting themselves, their family and our residents and clients from COVID-19.

This is a once in a 100 year event that will last for years, and we strongly believe our friendly, inclusive, and dynamic culture has helped us reach this impressive achievement.

Our Graduate and Internship programs continue to be an incredible source of talent, as many more people look to gain a qualification while making a difference in the aged care industry. This has been extra important in regional settings like Goolwa and Victor Harbor in SA, giving locals a unique opportunity for applicants to get paid while they learn and work.

We have also continued to work with local vocational training organisations to increase the amount of Apprentice Chefs in our organisation. This has complemented the increase of hospitality staff who have joined us from businesses that have been hit hard by COVID-19.

These recruitment achievements are more important given the impact on staffing from more interstate travel restrictions and Australia's international borders being closed for the last 18 months.

A report by the Committee for Economic Development of Australia (Ceda) last month warned of a looming shortage of at least 110,000 workers across Australia in the coming decade, which could increase again to 400,000 by 2050.

It has never been harder to recruit and there has never been more competition to hire staff as new providers enter and existing providers expand into new jurisdictions.

Building and sustaining a workforce will be an ongoing key challenge for 2022.

Despite these workforce and COVID-19 challenges our staff have shown great resilience and their ability to consistently provide wonderful care outcomes to our residents and clients has been exceptional.

We are extremely proud of our workforce and the diversity, passion, dedication and commitment they display day in day out drives our strong culture.

Our Environments

Enhance life

The environments that our community members live in have never been more important.

Enhance life
Environments

Safe • Enabling
Inclusive • Home

Age friendly



Bedford Heights Estate
Retirement Living



The acquisition of Bedford Heights Estate and St Thomas Community Retirement Village in Melbourne's eastern suburbs has brought new opportunities for Southern Cross Care in the growing Melbourne market.

With a combined 197 dwellings, we will use our wealth of experience to ensure these communities are vibrant, inclusive and welcoming environments for residents and visitors alike.

Furthermore, we will work with these communities to improve their environments and facilities where possible and make them even more attractive locations for people to call home.

We continue to see promising signs at one of our flagship locations, Oakfield Rise Retirement Estate, with strong demand for homes in stage 3, and construction progressing on schedule. With construction of the on-site community centre now also well underway, we are confident that Oakfield Rise will become an important part of the burgeoning town of Mount Barker - estimated to have grown by 3.2% in the last year, compared to Greater Adelaide's 1.9%.

In addition to these new communities, we are continuing to improve our existing environments through major refurbishments and upgrades. We are particularly proud that The Pines Health & Wellness Centre redevelopment is now complete.

This new space allows our highly trained staff to engage clients in a communal environment and provides ample room for one to one services. We hope it can continue to build a positive atmosphere at one of our longest running communities.

We also continued to invest in our Residential Care environments, including the recent refurbishment of The Philip Kennedy Centre. As our largest home, this refurbishment has helped to improve the lives of the home's 170 residents, and the hundreds of staff who care for and support them.

Our Governance Promotes life

With more scrutiny and focus on aged care, we continue to improve our Governance infrastructure.

Promotes life
Governance

Strategy • Policy
Accountability • Monitoring
Informed & proactive



We farewelled and said thank you to Jeremy Harris after 12 years of service and welcomed new Board member Elizabeth Compton. Elizabeth gives us a Victorian perspective with strong multidisciplinary experience to our Board.

Progress of the ICT Roadmap has seen the completion of the new wide area network across all Residential care sites, enabling WiFi access for residents as well as more robust internet services for staff and essential contractors.

Our business productivity suite has been upgraded with a move to Google Workspace and all computing devices have been upgraded with Google Chrome enhancing staff productivity.

New cloud business intelligence dashboards are now supporting real time decision making as well as enhancing productivity.

The next phase of our major ICT project will see the relocation of core legacy systems to a cloud-based platform as we move away from the reliance on local infrastructure.

We have also continued to replace our digital systems with the Google Cloud Platform as part of its information and communication technology (ICT) strategic plan.

The implementation includes end-user computing systems and business intelligence systems.

It has allowed the organisation to improve its day-to-day operations, and to connect in a much better way to all of our staff and all of our residents and clients.

With our datasets going into Google Cloud, we have been able to deliver dashboards and information back to business leaders, Executives and the Board efficiently and effectively. This all supports our informed and proactive governance.

We have also been using Google Workspace tools including Google Meet, which has been put to good use within our Residential Care homes, helping to keep residents in touch with loved ones throughout the COVID-19 pandemic.

Procurement has had an extraordinary year to ensure our supply chain of consumables continues to meet our growing needs.

This has facilitated areas such as food and beverage consumables that have enhanced our resident dining experience, while bolstering core areas such as wound management and other medical equipment.

These are positive signs as organisations like ours adapt to a life with COVID-19 that will most likely place more demand for key consumables across all of our services, placing a greater need for transparent and efficient procurement services.

Community Foundation Chair's Report



Michele McCormack

Chair Foundation Committee

With COVID-19 continuing to challenge the social and physical health of our community members, the Foundation has found new ways to help.



Driving success in the last year was our Care Car program, which saw an increase in rides and new clients.

The volunteer-driven service is now delivering up to 400 single rides per month, supporting clients to access our Health & Wellness Centres, GP appointments and visit family and friends.

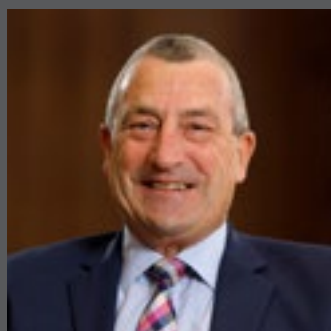
Over the past year we have continued to fund our internal grants program, with a wide variety of funded projects making a huge and positive impact on our community.

One of the grants, awarded to The Pines Retirement Living's Men's Shed, is helping to build carpentry skills, friendship and a camaraderie amongst male residents. The simple addition of new tools and equipment has supported the group to create more items, generate more income and help group members reduce feelings of loneliness and isolation.

Another grant funded the trial of a new Fitball Drumming program across three of our Residential Care homes. Fitball Drumming is a cardio-drumming program that involves participants in a vibrant, motivating group activity. Participants carry out choreographed movement patterns, drumming on exercise balls to upbeat music. It is suitable for people with a wide range of abilities and is adaptable to participant needs.

This past year has also seen the Foundation Committee and management engaged in positive discussions about ways in which the Community Foundation can broaden its reach, to support more programs and help more members of our community to live better lives free from loneliness and isolation.

Our Board



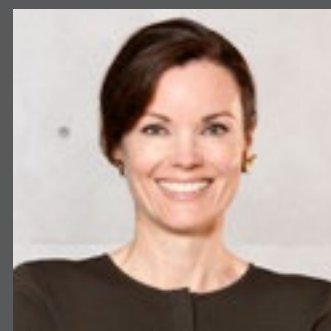
David Martin
Chairman
Member Services Committee
Member Governance Committee
Chair Nominations Committee
Chair Remuneration Committee



Klaus Zimmermann AM
Deputy Chairman
Chair Governance Committee
Member Environments Committee



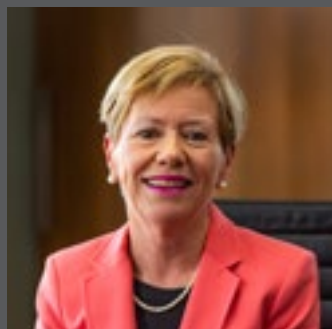
Dr Mandy Callary
Chair Services Committee
Member Governance Committee



Elizabeth Compton
Member People & Culture Committee
Member Environments Committee



Grant Kardachi
Chair People and Culture Committee
Member Services Committee



Michele McCormack
Chair Foundation Committee



Michaela Webster
Member Foundation Committee
Member Services Committee



Philip Rundle
Chair Environments Committee
Member People and Culture Committee



Brian Hillier
Member Foundation Committee
Member Governance Committee



Our Executive

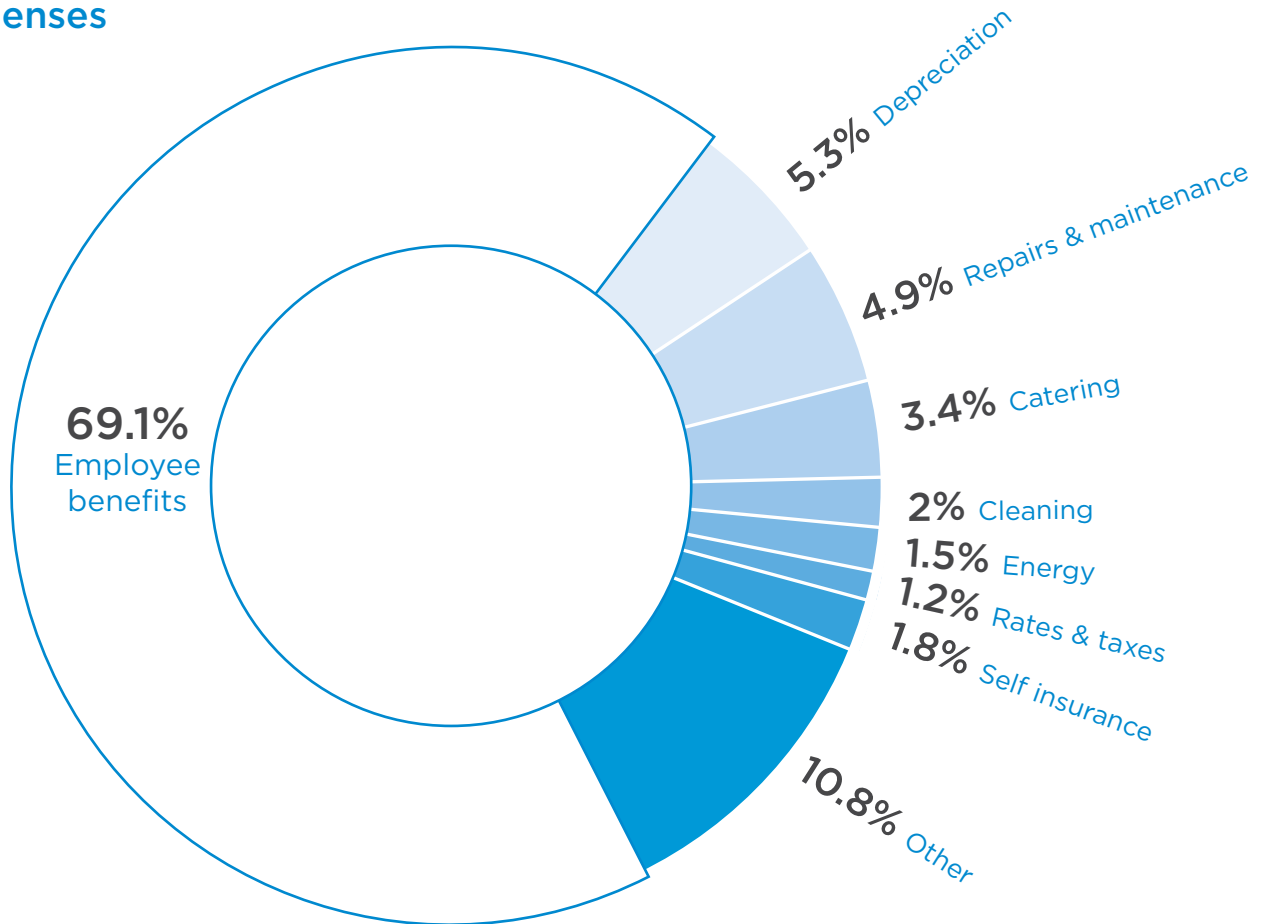
[From left] David Moran, Chief Executive Officer | Antony Pivato, Executive - Governance | Jo Boylan, Executive - Services | Michael Rasheed, Executive - People & Culture | John McNamara, Executive - Environments

Financials

Revenue

\$193M

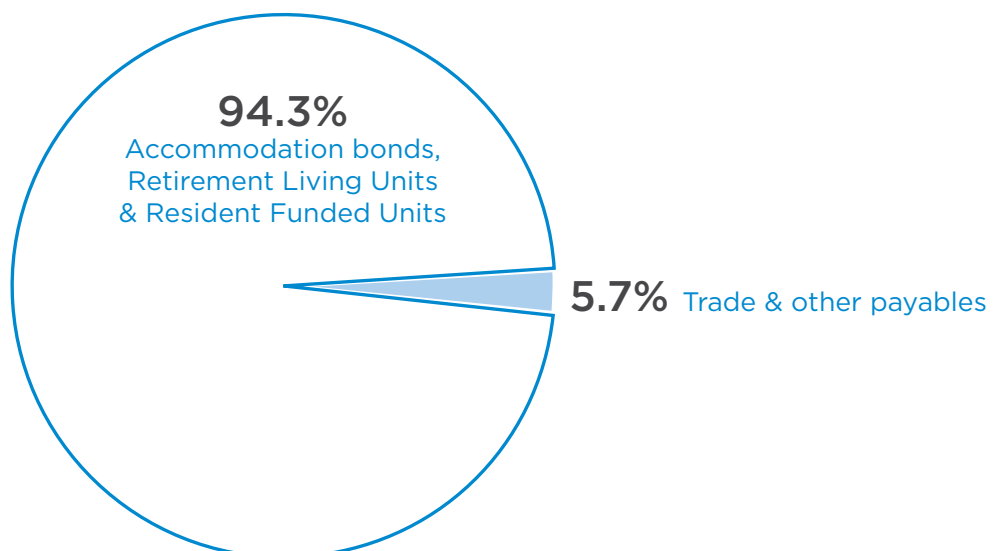
Expenses



Assets

\$1.2B

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 |
| Pearl Supported Care | 11 Waratah Crescent, Fannie Bay 0820 | 08 8946 1800 | 85 | 16 |
| 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 |

| 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 |

| 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 |

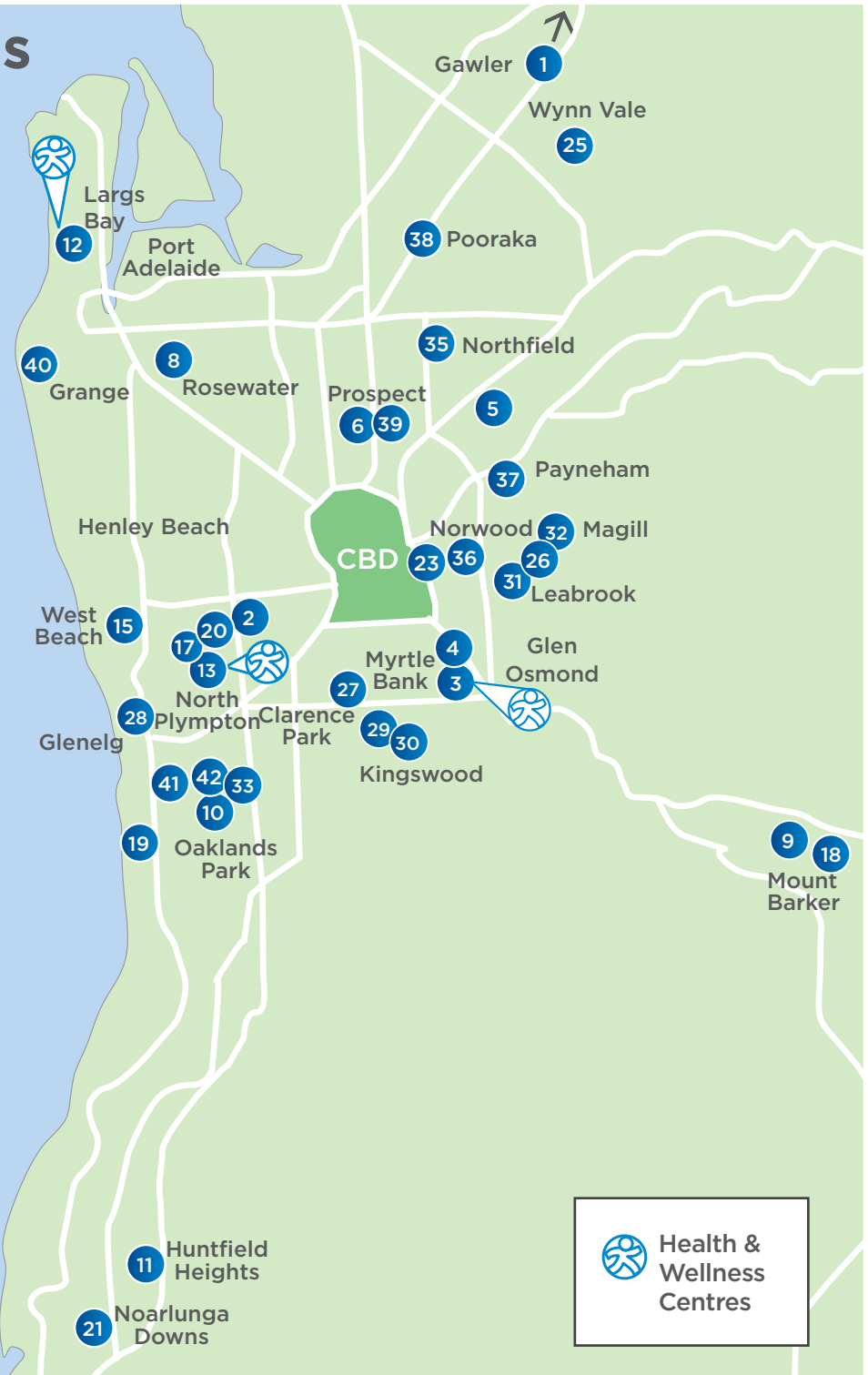
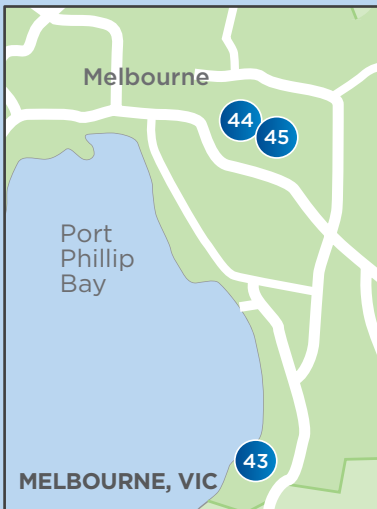
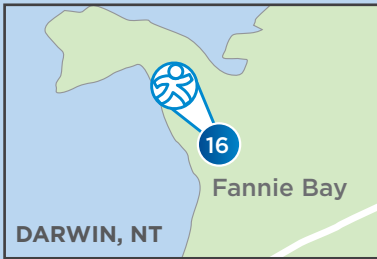
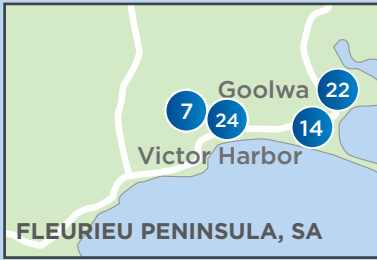
| Community Respite Cottages | Address | Map # |
|----------------------------|----------------------------------|-------|
| Myrtle Cottage | 5 Spence Avenue, Myrtle Bank | 3 |
| Willow Fern | 20 Railway Terrace, Mount Barker | 18 |

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

| Retirement Living (market priced) | Address | 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 | 43 | 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 |

| Retirement Living (affordable) | Address | 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 | 29 | 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 |

Our locations



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

In 2020-21 we used ...



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