



# Annual Report

2021-2022

Better  
for life<sup>®</sup>

# 2021-22 In Summary

## Our Vision

**Better  
for life<sup>®</sup>**

## Our Mission

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

## Our Values

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

We supported **10,667** people



**Home  
Care**

**2,273**

Clients including 679 Home  
Care Package Clients

**163,035**

Hours of Home Care  
Services provided



**Health &  
Wellness**

**3,764**

Health & Wellness  
Clients

**120,856**

Hours of Health & Wellness  
Services provided



**Retirement  
Living**

**40**

Retirement  
Living Villages

**1,555**

Retirement Living  
Dwellings



**Residential  
Care**

**17**

Residential  
Care Homes

**3,669**

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

Total Staff  
**2,837**



Volunteers  
**274**



Staff from  
**57**  
different  
countries

# Chairman's Report



**David Martin**  
Chairman

## **We are living through incredibly challenging times for our sector, with this past year proving to be no exception.**

The federal government's aged care reform agenda has triggered significant changes that will impact Southern Cross Care for many years to come.

The immediate priorities of this reform agenda include the implementation of a new Aged Care Act, the Australian National Aged Care Classification (AN-ACC) funding model for Residential Care, a star rating system for care homes and the Support at Home Program, replacing all home and community care programs from July 2024.

The Residential Care sector also continues to face significant financial headwinds, with the latest analysis showing that across the country, two-thirds of homes are operating at a loss during 2021-22.

Despite the challenges faced by these significant reform and funding pressures, we continue to perform strongly, maintaining our high standards of care, our strong compliance record and high occupancy levels, while also making good progress against our Better for 2023 Strategic Plan.

This is all a fantastic reflection of the belief we have in our Better for life vision. I remain confident that we are ready for the challenges ahead. Our dedicated staff and volunteers, our strong track record, our comprehensive plans and our trusted brand all put us in a strong position for the future.

This year we say a very special thank you and fond farewell to Grant Kardachi who is retiring from the Board after 23 years of outstanding service and contribution. We also welcome Dr Janet Sluggett who will be joining the Board at our 2022 Annual General Meeting.

Like Grant, Janet is a pharmacist and her research focuses on using 'Big Data' to maximise the benefits and reduce the risks relating to medicines use among older people receiving aged care services. We welcome Janet and thank her for joining our community.

# CEO's Report



**David Moran**  
CEO

**I am immensely proud of the way our organisation has met the once in a generation challenges that we faced this past year.**

One of our top priorities was keeping our residents, clients, employees and volunteers safe and ensuring the continuity of our essential services throughout the peak of the COVID-19 pandemic.

This became increasingly difficult once borders opened in late 2021, but our compassionate people rose to the challenge. They demonstrated immense resilience as they adapted to evolving issues around Residential Care visitation, the furloughing of employees and supply chain challenges.

From the Emergency Pandemic Committee, to the front line, we continued to deliver quality care and services and despite everything, stuck to our Better for life vision, keeping residents and clients active and engaged throughout.

While we are not out of the woods yet, it gave me great confidence that our organisation will always meet the challenges of tomorrow.

Our response to those challenges will be led by a newly structured Executive Team following the departure of Jo Boylan. John McNamara has been appointed as Chief Operating Officer, retaining the Environments portfolio while strategically overseeing the Services, People and Culture and ICT Executives.

I also welcome our new Executive Team members; Esther Westra - Executive Support at Home, Wayne Stoddard - Executive Residential Care, and Chris Balogi - Executive ICT. Their experience and skills will help us pursue the priorities in our Better for 2023 Strategic Plan and support our Better for life vision.

Together, we will continue to embed our Better for life framework, putting our organisation in a strong position to adapt and grow as the government continues to roll-out its aged care reform agenda.

# Community Foundation Chair's Report



**Michele  
McCormack**

Chair Foundation  
Committee

## **With COVID-19 continuing to challenge our community members, the Foundation has found new ways to help.**

The Foundation made significant progress towards broadening its internal reach during 2021/22 with the development and approval by the Board of a new annual program funding model.

This new model provides a framework for funding applications to be submitted, reviewed, and approved for programs that reduce loneliness and isolation for vulnerable members of our community.

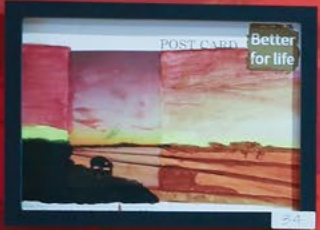
There is also a modest allocation for an engagement program for the Knights of the Southern Cross, to assist and support with their local fundraising efforts.

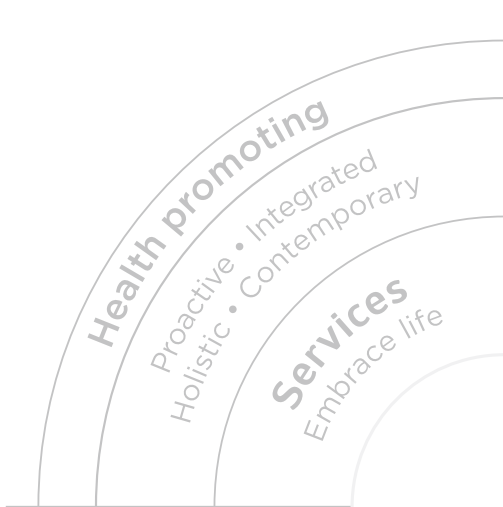
The Foundation-supported transport programs continue to provide a highly valuable service to residents and clients in our community, with the Care Car program now running three cars and delivering up to 650 single rides per month.

Our buses also continue to run 5 days per week, providing a vital transport, social and lifestyle service to Residential Care and Retirement Living residents, as well as Community Respite clients and more.

The 2022 Internal Grants program included approved funding to support programs in SA, the NT and Victoria, including a guided group exercise program for residents at Bedford Heights Estate in Melbourne, a roving outdoor exercise program for Health & Wellness clients in Darwin, and a dementia therapy and support program for Residential Care residents across SA.

# The Written Word





## Our Services Embrace life

**Despite the challenges of COVID-19, this past year has seen a range of new innovations across our services portfolio, helping to improve the quality of life of our valued residents and clients.**

One shining example was how our SA Residential Care homes and our I Create Art Groups participated in the South Australian Living Artists (SALA) festival again this year.

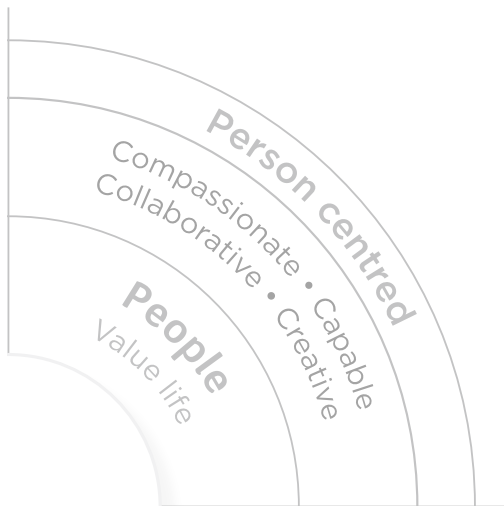
Residents and clients transformed hundreds of letter boxes, letters and postcards into wonderful works of art. Each had their own unique style and creative flair in a unique celebration of art and creative expression at any age.

Proudly supported by the Southern Cross Care Community Foundation, our SALA exhibition at Carmelite demonstrated the creativity and resilience of our residents and clients to continue participating in meaningful activities through challenging times. The SALA Program also helped to build a sense of shared purpose amongst our community, reducing feelings of loneliness and isolation.

We also rolled out the therapeutic dementia care and wellbeing program, Moove & Groove, to all of our Residential Care homes. The program provides hours of curated listening experiences to engage residents in customised lifestyle and wellness programs for person-centred care, including content in a range of languages.

Our online Health & Wellness services continued to gain momentum and we are seeing great results in our Better for life in Country SA program. The program has been specifically designed for people aged 65 years and older who live in Country SA regions including the Barossa, Hills, Fleurieu, Kangaroo Island and beyond. This exciting new program has empowered clients to improve their health and fitness from the comfort of their own home, and is delivered in partnership with Country SA PHN.

Meanwhile our Home Care services continue to grow and deliver quality care to clients in their own home. They successfully adapted to the new two-hour minimum service delivery requirements and are confident that we can adapt to further changes as the government and community prepares for the implementation of the Support at Home Program in 2024.



## Our People Value life

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

During 2021-22, widespread COVID-19 community transmission in SA, the NT and Victoria posed significant risks to the safety, health and wellbeing of our staff.

As an organisation we collaborated to address and mitigate these risks through vaccination programs, infection prevention and control training, the supply of high-quality personal protective equipment and additional management and mental wellbeing support for our people.

Two of the biggest challenges we face are attracting and retaining staff, something very few organisations are immune to in this day and age. This past year we tackled this challenge and worked to develop our staff capability through a partnership with TAFE SA.

The training partnership provided 14 Food Service Assistants with an 11-week commercial cookery program, helping them to develop their skills and provide improved support to our dedicated chefs.

By investing in development programs like this, we help to position ourselves as an employer of choice, while supporting staff engagement and retention - all while ensuring better continuity for our vital food services.

In the last year we have worked hard to redevelop our Employee Value Proposition, taking important steps to create a solid foundation for future staff recruitment campaigns and retention initiatives.

In the near future, we will launch our brand new Employee Wellbeing Program, offering a range of rewards and benefits across four key domains, helping our people to improve their physical, mental and financial wellbeing, and supporting them to live an active lifestyle.



# Our Environments

Enhance life



**During 2021-22 we have worked on some exciting projects that continue to enhance and improve our age-friendly environments.**

Despite a range of external challenges including COVID-19, supply disruptions and inflation, we worked collaboratively with our business partners to deliver exceptional results.

One significant highlight was the completion of the Oakfield Rise Retirement Estate Community Centre in Mount Barker.

The centre features a cafe, a Health & Wellness centre, a cozy TV lounge with fireplace, a library, billiards and activity rooms and a range of flexible and comfortable spaces for hosting gatherings. Each element has been carefully designed to help Oakfield Rise residents enjoy a great quality of life with each other, their friends and families.

Our construction partners also continued to work hard on the construction of 21 villas in Stage 3 and 45 villas in Stage 4 at Oakfield Rise. We are proud of the fact that these homes are purpose built for retirees, delivering remarkable space efficiency and plenty of natural light and giving future residents everything they need to age in place.

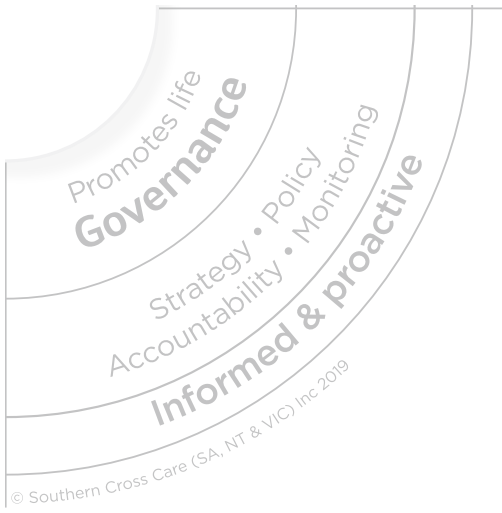


Another exciting Retirement Living project was completed at Oaklands Park Retirement Living, located south-west of Adelaide. The project delivered 16 new villas, and a refurbishment and extension of the onsite Community Centre.

Other major refurbishment projects included significant improvements to Sandpiper Lodge Residential Care in the coastal regional town of Goolwa, SA. It includes a new cafe, indoor and outdoor courtyards, dining areas, and Health & Wellness Centre. This gives us a competitive service offering in one of the state's most vibrant country towns.

We also commenced external refurbishments of the Carmelite Archbishop's Residence in Myrtle Bank, SA. This building is heritage listed, and we are taking great pride in ensuring we restore this beautiful building to its former glory.





# Our Governance Promotes life

**Southern Cross Care continues to invest in secure, modern systems and infrastructure that support the delivery of our vital services and positions us for future growth.**

We made significant progress on our ICT Roadmap during the past year, with migration of our data centre to the cloud and the transition to Google Workspace providing significant benefits to our staff, volunteers and clients.

In response to increased reporting requirements, we are developing our business intelligence platforms to support faster and more centralised reporting utilising Google Cloud. This includes new dashboards to support our Better for life reporting as well as compliance within our workforce.

The move to Google Cloud has enabled us to leverage the benefits of cloud backup with enhanced disaster recovery capabilities. New in-house app development is also enabling us to streamline our workflows, improving the way we manage maintenance across our service delivery locations.

The move to Google Cloud has also enabled us to introduce increased levels of security for all end users as well as the devices we manage. The next phase of the ICT roadmap will see the review of our core systems as we enhance our capabilities within Home Care, Residential Care, and employee management.

Our Marketing team completed a significant technology project this year with the development and implementation of a new website, hosted on a secure and user-friendly platform. This new platform provides improved functionality and a better user experience and is built to support future growth and development. The marketing team also collaborated with ICT to develop a new internal intranet to support our staff and improve internal communications.

We also continued to develop and expand our central warehousing, distribution and supply capabilities this year, from our new warehouse co-located in Glenside with our central office, Peter Taylor House.

The warehouse stocks critical supplies and consumables to ensure that we have adequate and correct inventory available to meet operational demands as and when required.

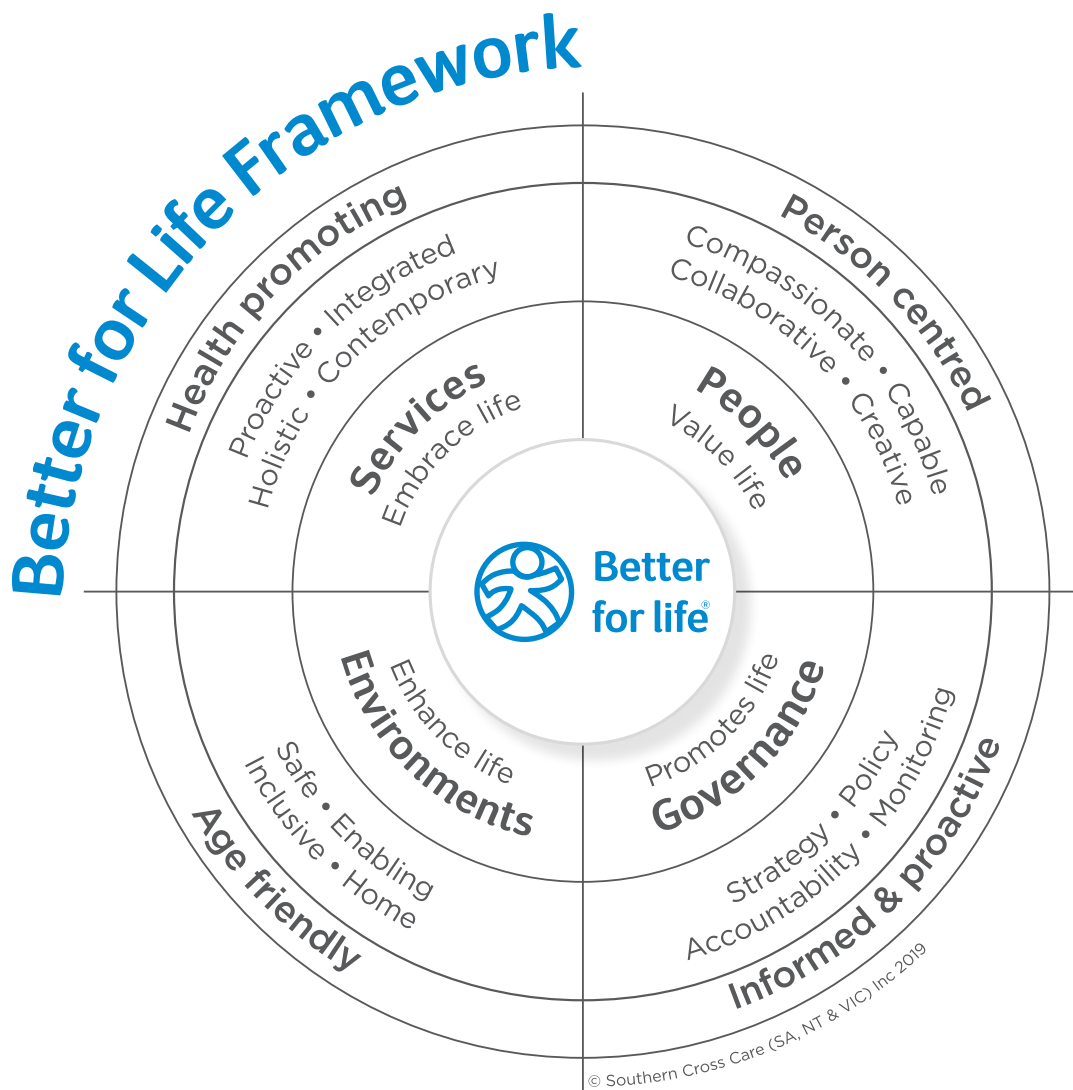
This year, the Imprest Delivery Initiative delivers the stock from the central warehouse to sites and places the items in the store. A major benefit is that operational personnel no longer need to spend time ordering and receiving inventory and can focus on providing care to residents.

# Our Environmental and Social Impact

As a values-based not-for-profit organisation, Southern Cross Care is committed to sustainable development and to making a positive environmental and social impact.

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.

To help us achieve this goal, we developed a Better for life framework, which wraps our services, people, environments and governance around the individual health and well-being needs and goals of our residents and clients.



Guided by our Better for life framework and our shared values, we are making progress to improve our impact across a range of environmental, social and governance domains.

# 2021-22 Impact Highlights

**96%**

of Residential Care residents experienced good quality of life  
Using World Health Organisation validated wellbeing indices

**96%**

of residents engaged in 20+ meaningful activities per month

**90%**

of residents engaged in 4+ tailored exercise activities per month

**45%**

female representation on our Board

Continued our transition to **hybrid fleet** vehicles where possible

Operated and maintained **solar power** installations at many of our Residential Care homes

Published our second **Modern Slavery Statement**

including tangible actions like addressing modern slavery risk with 100% of our suppliers

**Embraced diversity,** with employees from 57 countries

**Included clients in service design**

through initiatives like our Community Services Advisory Group run by our Home Care business

Participated in the Victorian Energy Upgrades program, with a trial of 5 **energy efficient hot water systems** that will lead to the replacement of up to 120 systems

Partnered with suppliers to source **local produce**

where possible to support our community and reduce transport emissions

Partnered with Google to reduce the **carbon footprint**

of our data centre needs, in line with Google's 2030 carbon-free energy commitment

Provided **8,000** affordable, age-friendly transport rides through our Foundation-funded Care Car service, improving access to health services

**Reduced paper waste**

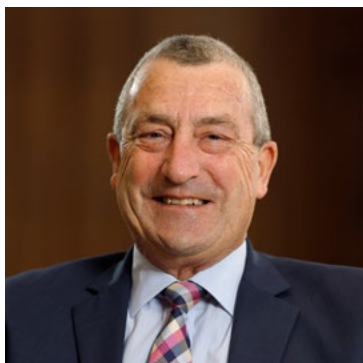
by switching to digital exercise guides for Health & Wellness clients

Used **3-bin systems**

to support waste reduction, recycling and reuse

Implemented software that better tailors menus to individual resident needs to **reduce food waste** while optimising nutrition

## Our Board



**David Martin**  
Chairman

Committees  
Member Services  
Member Governance  
Chair Nominations  
Chair Remuneration



**Klaus Zimmermann AM**  
Deputy Chairman

Committees  
Chair Governance  
Member Environments  
Member Nominations  
Member Remuneration



**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 & Culture  
Committee



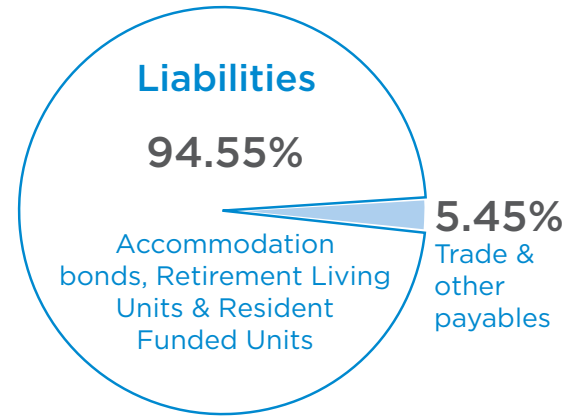
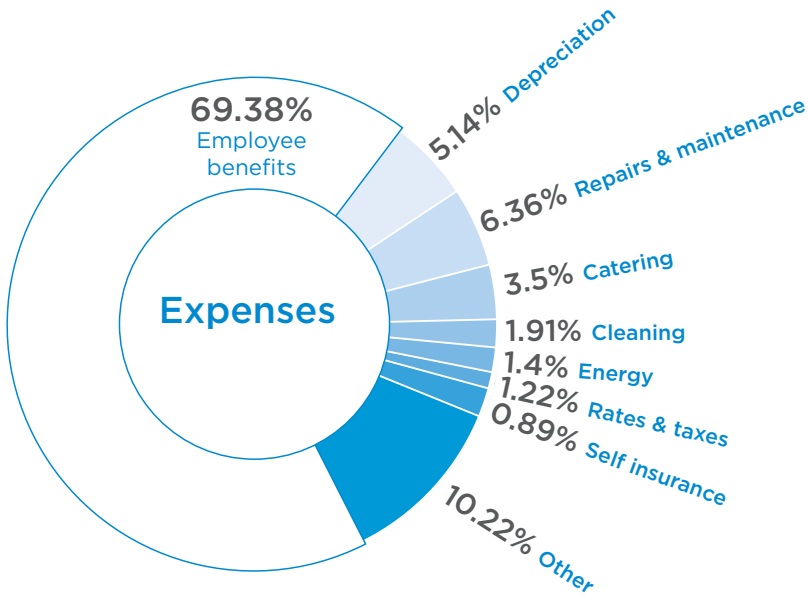
**Brian Hillier**

Member Foundation  
Committee  
Member Governance  
Committee

# Financials

**Revenue**  
\$222M

**Assets**  
\$1.2B



## Our Executive



**David Moran**  
Chief Executive Officer



**John McNamara**  
Executive  
Chief Operating Officer



**Antony Pivato**  
Executive  
Finance & Risk



**Esther Westra**  
Executive  
Support at Home



**Michael Rasheed**  
Executive  
People & Culture



**Wayne Stoddard**  
Executive  
Residential Care



**Chris Balogi**  
Executive  
ICT

# 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
Darwin Community Hub	11 Waratah Crescent Fannie Bay, NT	16
Goolwa Community Hub	1 Wildman Street Goolwa	
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

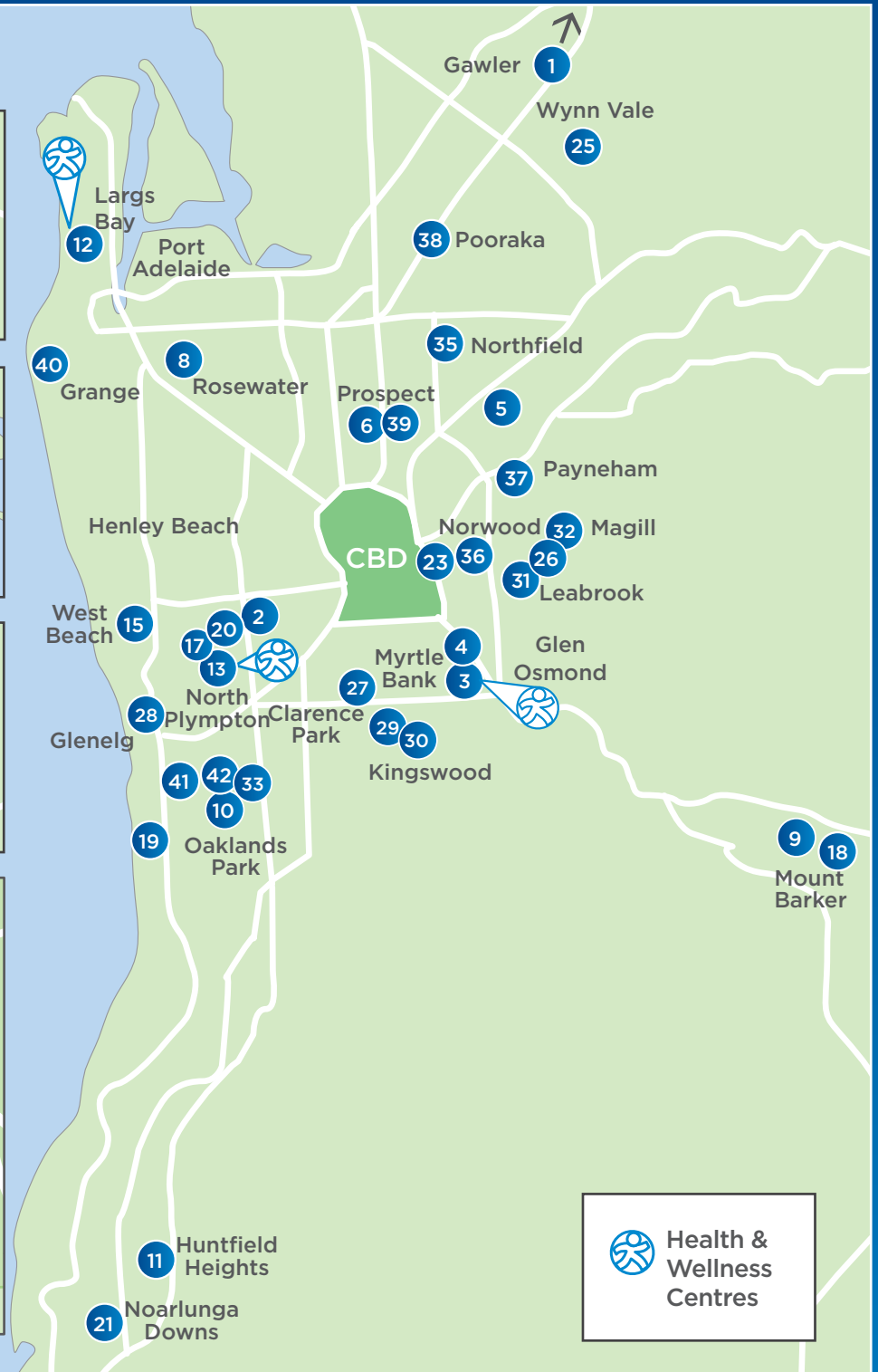
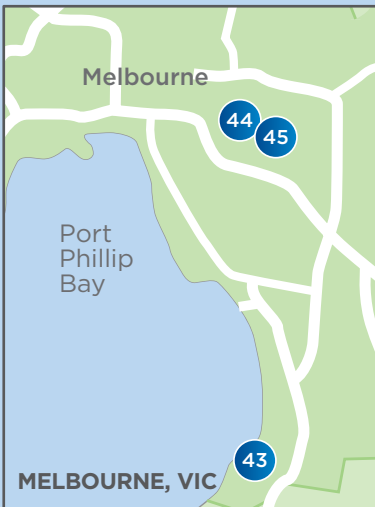
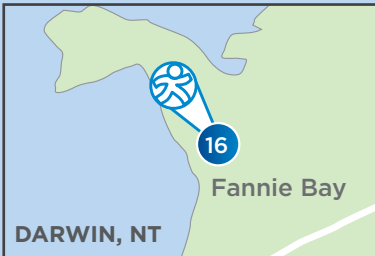
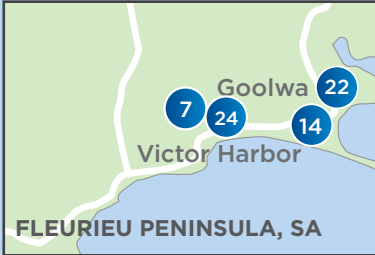
Community Respite Cottages	Address	Map #
Myrtle Cottage	5 Spence Avenue, Myrtle Bank	3
Willow Fern	20 Railway Terrace, Mount Barker	18

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	66	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 & the Fleurieu Peninsula.
Northern Territory	Darwin
Victoria	Mornington Peninsula and Melbourne East.

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