

Annual Report

2013/2014



Live life to the full

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Pat Hale with Caitlin and Chris at SCC Nagle, Sutherland.

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Front cover L-R

1. Sr. Pat Swadling and friends, SCC Tenison, Swansea.
2. John Rhourke, Home Care client at the Deni Ute Muster.
3. Residents of SCC Mawson's Court, Caves Beach.
4. Norma Avery, Cardinal Gilroy Village.
5. Young Services Club Dance Group and residents of SCC Young Village.

A not-for-profit quality aged care service provider of 41 locations, Southern Cross Care (NSW & ACT) was established more than 40 years ago by the Knights of the Southern Cross, an order of Catholic laymen.

Across Southern Cross Care (NSW & ACT) is an unwavering commitment to provide superior care, services and accommodation in a Christian environment, while facilitating lives of dignity and purpose according to individual needs and aspirations.

The organisational structure operates to deliver three distinct streams of care: accredited Residential Aged Care facilities, Independent Living Retirement Villages and Home Care services.

Our residents and clients

Southern Cross Care (NSW & ACT) has capacity to support more than 3,500 older people within the three care services.

Quality residential accommodation and support services are provided at all levels of care to 1,655 older people across 10 sites in Sydney and 20 regional facilities. There are 923 independent living units across 30 villages and on any given week, support for up to 727 ageing-in-place community clients through Home Care Packages, home support, respite care and day therapy services.

Resident and client demographics are consistent with Australian Institute of Health and Welfare 2013 data. Around 70 per cent of permanent residents are female and less than four per cent younger than 65. Slightly more than half of permanent residents have a diagnosis of dementia.

Our vision

To enable older people to live life to the full.

Our mission

To support the aspirations and needs of people as they age by reflecting the love of Christ.

Our values

To value older people and strive to create a supportive environment conducive to our residents' and clients' physical, spiritual, emotional, intellectual and social wellbeing.

At the HEART of our identity are the values of:

- honesty
- empathy
- acceptance
- respect
- teamwork

Collectively, we are proud of our reputation for:

- Providing excellent care, services and accommodation.
- Social justice and providing accessible services to all members of the community particularly those who are disadvantaged, vulnerable or isolated.
- Maintaining a strong presence across NSW and the ACT, including contributing to local communities in regional and rural areas.
- Fostering a sustainable environment.

Our objectives

A set of objectives were developed in 2013-14 which are detailed in the Southern Cross Care (NSW & ACT) *Embracing the Future, Strategic Directions 2014-2017*. The objectives address the residents' and clients'

experience, service mix, service delivery and care framework and service delivery capabilities and organisational research and governance.

Southern Cross Care Strategic Objectives 2014 - 2017

Residents and client experience



- Our feedback, review and evaluation procedures will continually improve so we can stay in touch with our residents' and clients' experience and ensure any feedback is addressed.

Service mix



- Adjusting our service mix involving moderate growth to consolidate and maintain SCC's position in residential aged care accompanied by aggressive growth in home care packages and strong growth in provision of units for independent living.
- Expanded and new community-based services such as: centre-based services, in-home services; social support; health and wellbeing centres; respite accommodation.
- Triple the affordable housing we offer.
- Prepare a social justice contribution plan to meet defined and quantified social justice targets.

Service delivery and care framework



- Improve care and service delivery processes and training to ensure we focus on the well being of our clients and residents and on assisting them restore and maintain their skills for daily living.
- Invest in continuous improvement of lifestyle and activities and where appropriate extend them from residential aged care to home based settings.
- Encourage staff, residents and clients to introduce new service delivery ideas.

Service delivery capability



- Strengthen our dedicated teams for: residential aged care; home care; housing; dementia support; palliative care support; pastoral and spiritual care; clinical skills especially; RNs; lifestyle and hospitality.

Research, organisational and governance foundation



- A research, innovation and advocacy program will help us promote evidence based good practice in our own organisation and contribute to the sector in general.
- Strengthen the organisation support functions to ensure our organisation is geared to 'embrace the future'.

Message from the Chairman



The Board of Southern Cross Care (NSW & ACT)

The Southern Cross Care (NSW & ACT) Board dedicated efforts towards developing and refining new strategic directions and, a refreshed vision, mission and values for the

organisation. The forward focus will now be placed around guiding the organisation to realise its long term goals and strategic directions in 2014-15, ensuring our facilities and services are well supported.

I take this opportunity to thank my fellow Directors, Chief Executive Paul McMahon and the senior executive team for their ongoing leadership and continued pursuit of the Board's vision for Southern Cross Care (NSW & ACT). It has been critically important in achieving a common vision, mission and values for the organisation as well as creating a new strategic plan (*Embracing the Future, Strategic Directions 2014-2017*), service delivery and care framework, all of which will guide and direct our services for the next three years. Thanks also to the members of the Finance, Property Services, Service Review and Risk Management Committees for their diligence and dedication to their areas of expertise.

I would also like to extend thanks to the Chairs and members of our seven Management Committees for continued commitment and hard work within their respective locations at Parkes, Young, Cootamundra, Bombala, Harden/Galong, Leeton and Corowa. The additional support generated by these committees is highly valued by our regional locations.

The Federation of Southern Cross Care Australia

We continued to work with our Southern Cross Care state counterparts on joint projects during 2013-14, fostering collaborations that have included a review of service delivery improvements such as national purchasing and procurement opportunities.

Establishment of the Southern Cross Care (NSW & ACT) Foundation

Evidence based practice, where possible, underpins our care delivery process. Accordingly, a significant priority and key objective identified during the strategic planning process, is to grow our capacity to fund and participate in evidence based research. In turn, the creation of a research foundation as a vehicle to coordinate, attract and fund research will increasingly feature in effort over the coming years.

Financial performance

The financial management accounts of the 2013-14 year yielded excellent results in terms of growth and performance and were consistent with the recent trend.

Further, the financial results place the organisation in a strong position for the future and create a solid platform for the continued delivery of our high quality services.

We were also pleased to receive an unqualified audit report for the 2013-14 financial year from external auditors, *Stewart Brown*.

Our financial priorities in 2014-15 are for continued investment in staff and improving quality of care for all our residents; improvements in our IT infrastructure to ensure we are adequately equipped to keep pace with the changing needs of the aged care environment and, to provide a high quality accommodation and service through investing in refurbishments and rebuilding of our aged care facilities. ►

Risk management

The Board developed a risk management framework during 2013-14 and appointed an internal consultant to undertake a range of audits on systems and processes, complementing the work of external auditors and identifying potential risks to the business. We reviewed the Southern Cross Care Constitution and governance practices as part of this process. Board and committee meetings were also restructured to better align with best practices and to optimise timely, informed and considered deliberation on all decisions.

We also moved to electronic Board papers as part of our ongoing commitment to sustainability.

Going forward

In 2014-15, the Board of Southern Cross Care (NSW & ACT) looks forward to another year of growth and expansion as we continue to restructure our departments and revise support roles. Paul McMahon has been pivotal in the realignment of our corporate structure to deliver a superior level of services to our residents and home care package recipients.

As always, we sincerely thank our residents and clients and their families for placing their trust in our organisation. We recognise and acknowledge the high significance of the decision for any older person and their family to receive home care, move to a retirement village or aged care facility. I sincerely thank all of our staff who constantly strive to ensure our residents and clients receive the highest quality care, support and accommodation possible and look forward to continuing to meet the needs of older people and their families in the local communities we serve. ■

Regards,



John Devlin
Chairman
Southern Cross Care
(NSW & ACT)



Southern Cross Care (NSW & ACT) has had another productive year as we continue to build organisational capacity to ensure our ability to meet the changing demands of the aged care sector now and into the future.

The completion of our comprehensive planning process and the subsequent finalisation of *Embracing the Future, Strategic Direction 2014-2017* formalises our aim to best position our organisation to meet the increasing needs of an ageing population and align with the Federal Government's *Living Longer Living Better* aged care reforms (legislated June 2013).

New appointments

Furthering our restructure and emphasis on advancing our service streams, during the financial year we appointed three General Managers to positions newly created to specifically direct and support Home Care, Residential Care, and Retirement Living and Housing. We also created the new position of Information Technology Manager and additional support roles within Information Technology and Human Resources.

Thanks to our staff

With the introduction of the *Living Longer Living Better* Aged Care reforms directly relating to Home Care and Residential Care, we have experienced some rapid changes to the way we do business. All care and support staff across the organisation are to be commended for their resilience, commitment and the support demonstrated on a daily basis to our residents and clients. Managers, Facility Managers, Deputies and all facility and home care staff make a significant

contribution each year to the organisation and the people under our care. We have strong Residential Care and Home Care teams with a diverse range of skills and experience, working well together and helping to assist our residents and clients to live life to the full.

Growth and expansion

Throughout the year, we continued to reenergise and revitalise our existing properties and associated services including major works in Parkes and North Turrumurra, new wings added to our facilities at Tweed Heads, Moama and Corowa. We continued planning of our new sites at Penrith and Campbelltown and commenced master planning of the redevelopment of Merrylands, our largest site. To meet the increased client funding access and subsequent demand, we also expanded our Home Care service offering through the Home and Community Care program.

We remain proud of our service history in rural and regional NSW and the ACT. Currently, two-thirds of our facilities are located outside the Sydney metropolitan area and we are the only aged care service provider in Bombala, NSW. The size of our organisation enables us to sustain smaller and more isolated facilities to meet the needs of older people in those regional locations as well as being one of the largest employers in many of those areas.

Our ongoing commitment to sustainability and renewable energy means that we provide the best possible home for our residents while taking care of the environment.

Quality and continuous improvement

To ensure best practice and a consistent and contemporary approach to business and care, we engaged a consultant who is reviewing our organisational approach to quality and continuous improvement. The review was complemented by our risk management review and the development of a framework to mitigate risk and prepare contingency plans. ►

Our workforce

The number of Australians aged 85 years and older has increased by a staggering 156 per cent in the past two decades, in a trend that will continue.

Correspondingly, the increase of this segment of the population has a direct impact on aged care, not only in terms of residential care beds, but also in the care needs relating to increased age-related frailty and greater comorbidities.

To enable our organisation to deliver services to meet the changing care needs of this population, we commenced a human resources review during 2013-14. The objective is to build organisational capacity, increase the facilitation for our staff and managers to optimise their skills and experience and enhance our care delivery. Importantly, we aim to identify and establish a Learning and Development pathway towards an appropriately skilled workforce into the future.

In addition to increasing recruitment, particularly registered nurse resources, we implemented a program to further engage staff and articulate our organisational values, develop policies and streamline processes. For more on our workforce, see page 18.

Pastoral and spiritual care

We continued to develop our pastoral and spiritual care program during 2013-14 with plans to expand the service into Home Care and Independent Living. A new position of Manager, Pastoral and Spiritual Care and Volunteers was established which incorporates the management and expansion of our volunteer program and pastoral care service. Our volunteers are a vital part of our organisation and I offer heartfelt thanks for the many hours of dedicated service. For more on our volunteers, see page 29.

Finance and Information Technology Systems

During 2013-14, we continued to focus on the growth of our user and system base, and the restructure of the Information Technology department. The restructure will help enable the major uplift and re-positioning of our service capacity and infrastructure to better support our future business needs and priorities.

We also upgraded our financial and client management systems and commenced the introduction of a new rostering system. For more on Information Technology and Finance, see pages 25 and 28.

Looking ahead

In the next financial year, we will be implementing Embracing the Future, Strategic Direction 2014-2017 and our service delivery and care framework as developed by our care staff. We will further momentum to our capacity building and best practice within Southern Cross Care (NSW & ACT) to ensure that we maximise our potential to provide the best possible person-centred care for our clients and residents who we are privileged to serve. ■

Regards,



Paul McMahon

*Chief Executive
Southern Cross Care
(NSW & ACT)*

Residential Care

The 2013–14 year was one of change in Residential Aged Care, both for Southern Cross Care (NSW & ACT) and the sector as a whole. Almost 169,000 older Australians live in Residential Care and more than 4,000 people utilise Residential Aged Care Respite (Australian Institute of Health & Welfare 2013). With a sizable responsibility and of increasing demand, the Federal Government passed legislation *Living Longer Living Better* in June 2013 with a view to reform Aged Care access and service funding.

Prior to the enactment of *Living Longer Living Better*, we commenced considering and preparing for the changes and impact on our Residential Aged Care. Invariably, we believe that the people we support, and their families and carers, should have choice and input into their care. This is integral to our residents being able to live life to the full.

We initiated a program during 2013-14 to increase numbers of our registered nurses and clinical care staff in our facilities. We also identified the need to train our existing care staff to ensure adequate skills and knowledge to continue to improve the way we provide services. To enable this, we conducted a training needs analysis for registered nurses and will extend this to encompass all care staff with the objective of developing a six-month training plan.

We also identified the need to reassess our services delivery and improve our ability to adapt to change. As a result, we are developing both an innovative and aspirational *Care Framework and Charter* that will define the way we deliver care now and into the future.

During 2013-14, we achieved compliance with Government standards at two of our Residential Care facilities, Lavington and Marsfield, obtaining accreditation for the full three-year period. All of our other Residential Care services continue to meet the required standards of care and services.

Throughout the year, a range of programs and activities were also trialled to ensure that we explore and pursue the best available options of care.

Dementia care services

With slightly more than half of Australian residents in care having dementia, it's tremendously important that we are proactive in positively managing the condition and, regardless of diagnosis, provide the opportunity to live life to the full.

In 2013-14, we continued to develop our dementia care program, in particular, the *Arts Health Institute* 'Play Up' humour therapy program. Aimed at helping residents with dementia through laughter and play, its implementation has made a real difference with residents happier and with reduced behaviours of concern. As a result, we have extended the program to a further 11 Residential Care services from the initial trial at four facilities in 2012. We aim to continue the program throughout 2014-15 and extend it to more facilities.

In November 2013, we embarked on an antipsychotic medication de-prescribing project which has already shown promise with a reduction of this drug class in residents with dementia. Together with our partner, *Webstercare*, we received a 'High Commendation' ▶



Play Up at SCC Reynolds Court, Bateau Bay.

Clinical' award in the category of 'Best Implementation of the Year Award for Infrastructure' at the 2014 Information Technology in Aged Care Conference.

To increase further knowledge about de-prescribing among doctors and other health professionals, in partnership with Alzheimer's Australia, the peak body for dementia education, we produced a DVD educational resource scheduled to be launched in October 2014.

We commenced other initiatives which include a formal dementia care handover process and tools to support patient-centred care, patient engagement and a new approached to nutrition. ■



Jack Burgess trying out the iPads at SCC Daceyville.

DEMENTIA CARE – DELIRIUM SCREEN



1 LIFE HISTORY



Review patients medical and life history. Use information for behaviour management techniques.

2 VISUAL AIDS



Determine if visual aids are needed.

3 HEARING AIDS



Identify if hearing aids are required. Attend reassessment.

4 MOBILITY AIDS



Mobility aids are allocated to those that require assistance with walking. Identify patients at risk of falls. Check physiotherapy assessments. Implement daily ambulatory and exercise programs for those that require assistance.

5 HYDRATION AND NUTRITION



Provide adequate fluids and daily monitoring of dietary intake. Review BMI and medications that alter taste. RMMR, RN review charts and malnutrition assessments.

6 PAIN AND INJURY



Check for acute pain as a result of recent falls, injury, suspected fractures, angina and post-operative pain. Chronic pain, eg. in arthritis and other disease processes, painful gums, mouth, earache, headache, or ingrown toe nails. Assess with the PAINAID or Abbey Pain Scale. Provide PRN analgesia. RN review. Trial alternate methods of pain relief as ordered.

For any noted change in patient behaviour, either sudden or over a period of time (eg; increased aggressiveness, resistiveness or general change in patient condition) review each step to identify if possible delirium could be impacting on the patient's condition.

If a delirium is suspected, notify RN to attend to required actions and assessments.

7 BLADDER



Check for increased or new incontinence. Change in urine colour, odour and clarity. Difficulty in passing urine; retention or increase in urine. Collect a urine specimen. Give fluids record input and output. Review medications.

8 BOWELS



Identify normal habits and compare. Common problems are constipation, faecal impaction, diarrhoea or incontinence. Check for pain and cramps or bloating and record on bowel chart. Encourage a balanced diet, fluids, and review medications impacting bowels.

9 MEDICATIONS



Review new medications, including sedatives, antipsychotics, anti-depressants, diuretics, steroids, analgesics. Introduction or withdrawal of medication and/or poly pharmacy. Attend RMMR, prompt RN and LMO review. Review all newly introduced antipsychotics 12 weeks after commencement.

10 INFECTIONS



Check for signs of infection in pressure sores, wounds, ingrown toe nails, cuts, blisters, ulcers, abscesses and boils. Assess for signs of infection such as pain, redness, pus, swelling, fever and hot flushes are observed. Be aware of signs of outbreak.

11 INDWELLING TUBES



Monitor and assess indwelling tubes for localised and systemic signs of infections and patency.

12 DIAGNOSTIC TESTING



If further diagnostic testing is required. Cognitive re-screening and specialist referrals are recommended.

Resident Profile

MAYLENE VAVASOUR

St Josephs, Tweed Heads.

I was born in 1915 in Howrah, in the South Island of New Zealand. My husband, the 11th of 12 children, was also from New Zealand, descending from a pioneering family that came to New Zealand in 1862.

Our house burned down in 1923 when ammunition my father had brought back from the war exploded. We lived in a tent and the shed while my father rebuilt the house.

I loved tennis as a child but my passion soon turned to dancing. I was 12 when I first danced with John Vavasour, the fiancé of my teacher.

In 1936 I was employed as a dental nurse. On the weekends, we would go to the local race meetings and afterwards to the Criterion Hotel. One afternoon, John Vavasour reappeared, back from the Argentine. He was now 22, no longer engaged and looking very handsome! We were engaged in the February of 1937 and married in the September of that year.

Together we sailed the terrible seas of the Magellan Straits to Argentina where John managed sheep and cattle ranches in Patagonia, Buenos Aires and Corrientes. My first daughter Ginny was born in Patagonia.

My children had a governess and I taught them at home with books my mother sent from New Zealand. Before I had a chance to see her again, my mother died in a boating accident in 1946.

My brother was in the RAF in the Battle of Britain and sadly died of TB during the war. He was a very good boxer and when I was younger had taught me how to punch.

In 1952 John and I moved to Rhodesia (Zimbabwe) to run a ranch. That's where my youngest daughter Marcia was born. My husband introduced Brahman cattle into Rhodesia and Central Africa and we eventually retired to a ranch called Muntu.

In 1981, after Robert Mugabi became President, John was ambushed and two of his men were speared to death. They opened fire on John and blew a hole straight through his hat. Although the children were at

boarding school in the UK, we decided that Rhodesia was too dangerous.

Our daughter Anne had immigrated to Australia in 1977 and was living in Alice Springs. Following the ambush and increasing civil unrest, we too decided to immigrate to Australia.

Before I knew John, his brother Philip (Pip) had asked me to marry him when I was 18. He went on to get married and had six children. A year after John passed away in 1987, Pip again proposed and we were married 10 years before he died, just before his 90th birthday.'

I turned 100 on 8 September and I was given a wonderful surprise morning tea party. Then we had a lavender and lilac luncheon with all the family. My relations came from New Zealand, Australia and Africa. My grandson came from Tanzania.

I have three daughters, Ginny (who lives in South Africa), Anne and Marcia and one son, Jeromy who died about three years ago. I have 11 great grandchildren with the youngest eight months old named Bonnie. All the grandchildren are scattered around Australia and three in Africa.

When I was little I had straight hair and would pray for curly hair. After the kidney operation to treat an infection, I left hospital with my waist two inches smaller and my hair fell out. It grew back curly. So be careful what you wish for!



Residential Care – Facilities Expansion

To satisfy the increasing demand for superior quality Residential Care facilities, we continue to increase our capacity through new construction, extensions, acquisition and refurbishment. During 2013-2014, considerable progress took place across numerous sites at various stages of development from master planning to project completion.

We increased our Residential Care bed numbers at our existing aged care facilities in Corowa and Tweed Heads by building an additional 54 new resident rooms. We have also planned and commenced significant upgrades at many of our existing facilities, particularly in Plumpton, South Coogee, Maroubra, Daceyville and Marsfield. In 2014-15, we will continue planning for builds at existing sites in North Turramurra and Parkes (a new Residential Care Facility and Independent Living Village) and recently purchased greenfield sites in Penrith (Thornton Park) and Campbelltown (*St John's*).

The construction of 30 new aged care rooms at our St Joseph's facility in South Tweed Heads was our largest project for this year. The new wing takes the total number of rooms at the facility to 100, making it our third largest aged care facility. In addition, the construction included a large undercover, security car parking area, an upgraded entrance lobby, new hairdressing salon, coffee shop, outdoor entertainment and BBQ area, and improved kitchen and laundry facilities.

At our *Karinya* facility in Corowa, we added 24 new rooms, taking the total room number to 84. We also redecorated and upgraded the facility throughout as part of the building works. The above building projects

entitles Southern Cross Care (NSW & ACT) to claim to the significant refurbishment daily bonus from the Department of Social Services; a scheme which came into effect on 1 July 2014. This represents an added daily Government allowance for each concessional resident in care within the refurbished facility.

Our facilities in South Coogee, Maroubra and Plumpton are each being significantly upgraded. The upgrade to *St Francis* in Plumpton includes the addition of ten new resident rooms, expanding this service to 50 beds. Plans for the upgrade of our facilities in Daceyville and Marsfield have each been lodged with the respective local Councils for approval, with work on these projects due to commence in 2015.

Smaller scale upgrades were carried out in the past 12 months at our locations in the South-West Slopes towns of Cootamundra, Young and Goulburn, in Campbell

Architect impression of Thornton Park





Architect impression of North Turramurra

(ACT) and in Swansea (Central Coast). In Young, conversion of the original facility into a large car park and community garden area commenced. In the third-quarter of 2014, residents of St Catherine's, Goulburn will be able to enjoy the comforts of an expanded lounge and dining room with east facing courtyard, a bright new reception and entrance area. Facility staff will be furnished with spacious new staff and training rooms.

As part of the long term planning of *Cardinal Gilroy Village* in Merrylands, we commenced a new entry signage and landscaping project. The signage

has been designed using the services of heritage landscape architects and artists and reflects the long and complex history of the site and local area.

Over the past two years, we have installed new sprinkler systems in 11 of 13 facilities requiring an upgrade. Plumpton will have sprinkler systems installed as part of the major upgrade. The North Turramurra sprinkler install has commenced. Both sites are due for completion in the next 18 months, complying with the requirements of the NSW Government.

Independent Living

Southern Cross Care (NSW & ACT) own and operate 30 Independent Living Retirement Villages throughout metropolitan Sydney and regional areas. Our Villages range in size from as small as four units to our largest of 230 units. In total, we have 930 units which provide high quality housing and accommodation to almost 1,200 residents.

Our occupancy levels generally remain strong in an environment, where in contrast, alternative operators are experiencing high levels of vacancies. The strength of demand for our Independent Living facilities supports our mantra of providing high quality facilities and holding strong relationships within the communities where we operate.

All of our Independent Living Villages were presented with their annual budgets in May 2014. Our fee increment was minimal, continuing our commitment to provide quality accommodation at affordable fortnightly rates. The financials were well received by our residents and a high level of interest expressed regarding the new Federal Government *Living Longer Living Better Aged Care* reforms coming into effect from 1st July 2014.

Our commitment moving forward, will be to review current services offered such as the emergency call system within each Independent Living Village, and improve and/or introduce services that will assist residents remain within Independent Living facilities. Naturally, any proposed changes or new service(s) will be presented for residents' consideration.

At our Bateau Bay Independent Living facility we have recently installed passenger lifts in four of the unit blocks. This will improve accessibility for our Residents on the top levels and eliminate the need to manage stairwells, in particular when transporting shopping.

To provide greater flexibility for maintenance job requests to be made by residents and staff, we are reviewing our maintenance system across all Southern Cross Care (NSW & ACT) sites. This will create an efficient mechanism to manage requests, track jobs and improve maintenance service delivery.

We placed an emphasis on building fabric this year and identified a number of minor and major painting requirements to be carried out in the 2014/15 financial year.

Independent Living – facilities expansion

During 2013-14, we built a number of new Independent Living Units to provide more options for our residents across NSW and ACT. This included the construction of five new Independent Living units at Cootamundra which are due for completion August 2014.

SCC Village Caves Beach.





SCC Garran Village, ACT.

Our organisation acquired the 10 unit St Aloysius Independent Living Village at Moama from the Diocese of Wilcannia-Forbes in February 2014 as a strategic purchase to strengthen our level of service offerings within the Riverina community.

For most of 2013-14, we worked on plans for a boutique development of 13 in the northern Sydney suburb of Pymble. We aim for the plans to be lodged with *Kuring-Gai Council* in quarter three of 2014.

Development plans have been lodged for 55 Independent Living units at Parkes, with a combination of 2 and 1 bedroom units. Tenders are being sought to build the infrastructure and 11 units within the site with the remaining 44 units to be developed at the



SCC Village Cootamundra.

completion of our new Residential Care facility also being constructed at the same location.

Home Care

Under the Federal Government's *Living Longer, Living Better* Aged Care reforms, a new Home Care Packages Program has replaced Community Aged Care Packages, Extended Aged Care at Home Packages and Extended Aged Care at Home Dementia Packages. The changes allow for older people receiving care to effectively 'age-in-place' within their own home. All new Home Care Packages are offered on a Consumer Directed Care basis which provides greater power and choice over the type of care and how it is received.

The Southern Cross Care (NSW & ACT) Home Care program incorporates Home Care Packages, Home and Community Care services, the National Respite for Carers Program and Day Therapy Programs.

We were successful this year in obtaining an additional 30,000 hours of Home and Community Care funding for our locations in Bateau Bay, Casino, Parkes, Holroyd, Blacktown and Penrith. This funding enabled many more people to receive home support services and allowed them to remain living in their own homes. The types of services that we provide for people living at home are personal care, social support and domestic assistance. With the addition of Home and Community Care services, our clients are now able to receive this basic level of service and transition to a Home Care Package as their needs increase, while retaining the same point of contact and home care worker.

Home Care has experienced some positive changes with the *Living Longer Living Better* program including the new Home Care Packages. These are now described as Levels One and Two (low care) and Levels Three and Four (high care).



Home Care Worker Pam with Home Care client Willem.

We will deliver all new Home Care Packages allocated under a Consumer Directed Care model, with all pre-existing Packages to transition to the same system by 1 July 2015. Funding allocations of the new Packages have individual budgets developed for each client. We then work with the client to identify personal care needs within that budget. This allows our clients to choose how they would like their Package of Care managed and how funding is allocated.

In 2014, we created a dedicated Consumer Directed Care Working Group, involving participants from a cross section of our business, including finance and home care staff. Some of the important stepping stones required for the introduction of Consumer Directed Care have been the development and customisation of a Consumer Directed Care calculator and a new client handbook and Home Care brochure.

We keenly await the results of the Aged Care Approval Rounds for the allocation of Home Care Packages

(Levels One, Two, Three and Four). We applied for all levels of across the state and it is expected that successful allocations will be announced in late 2014. Success in these applications will provide our clients with access to more support services in their homes as they move from low level care to higher level care.

In readiness for increased demand for Home Care and the changes introduced by the *Living Longer Living Better*, we appointed a dedicated Quality and Systems Manager, Home Care. The role will enable a coordinated and concentrated approach to the quality and compliance aspects of our Home Care, establish solid operational foundations, align the business practices with the Home Care standards, and investigate and implement an end-to-end client record management system. This will provide us with the tools to be a significant leader in the Home Care sector.

Our Home Care staff at each of our sites continue to strive to provide quality services to our clients in the community. Recently, our far north coast site in Casino held an information evening for professionals and local community members to provide education on dementia care and to promote our services. Additional information sessions will be held across all sites in the coming year.

From 1 July 2014, the Day Therapy program based at Merrylands will become part of the Home Care team. A new position of Programs Facilitator was created to manage this service, and we look forward to developing an exciting program, including falls prevention, allied health, diversional therapy and massage to improve independence for our clients living in the wider community.



Home Care client, Salvina with Home Care Worker, Catherine.

Our Workforce

During 2013-14, we focused on building the capacity of the organisation to meet the demands of Aged Care in NSW and ACT. We recruited more Home Care, Registered Nurses and more service support staff.

The Aged Care sector comprises the oldest workforce in Australia with the average employee aged between 45 and 54, female and working part time. As at 30 June 2014, the total number of staff we employ is 1,599, with 1,371 (86 %) female and 228 (14 %) male. Of our total workforce, 1,137 (71 %) are part time, 205 (13 %) full time and 257 (16 %) casual staff. The vast majority of our staff, 958 (91 %), are employed in care service roles within our network of Residential and Independent Living facilities and Home Care locations across NSW and ACT.

Values launch

In November 2013, we launched our new values to staff with a program of events and activities. All staff, across every facility, were involved in promoting and celebrating the values of Honesty, Empathy, Acceptance, Respect and Teamwork (HEART). Celebrations included raising money for various charities, dressing up in the value 'colour', engaging residents and clients in the celebrations and gaining local events press coverage.



Staff and resident of John Woodward, Merrylands.

Training, education and development

Training, education and development are priorities to ensure that we enable staff to reach their full potential and provide the best possible care. This year, we enrolled 300 care staff in the Certificate III and IV in Aged Care or Leisure and Health, with training delivered by *Mercy Ltd*. Of the 300 staff enrolled, 206 are in a traineeship. We engaged *Mercy Ltd* to review certificate qualifications available to our staff through State and Federal funding. During 2013-14, staff continued to develop their knowledge through specialised in-house training in dementia care, manual handling, MAYBO behaviour management and the Aged Care Channel.

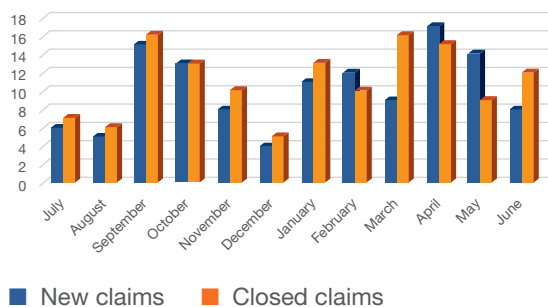
School-based traineeship

We hired 16 staff under a combination of school-based apprenticeships and traineeships through the *Australian Business Apprenticeship Centre*. These staff are studying either a Certificate III in Aged Care or Hospitality (Catering).

Work, Health and Safety

In 2013-14, manual handling claims were still the most common claim, followed by slips, trips and falls. Tool box talks were given on a variety of topics to provide staff with information about ways to stay safe in the workplace.

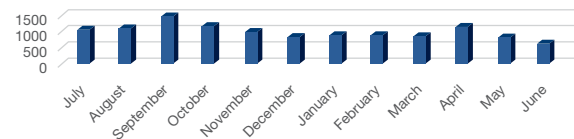
Graph One: New claims versus closed claims



The number of new claims from 2012-13 to 2013-14 remained stable. During 2013-14, 12 long-term claims were closed, resulting in an increase in the closure rate.

We were successful in decreasing the length of most new claims, resulting in a decrease in 'lost time injuries' hours, thus decreasing claims cost. This decrease will have a follow-on effect of reducing our Workers' Compensation premium.

Graph Two: Lost time hours



Work Health and Safety training

We appointed two First Aid providers to conduct training that commenced in July 2014 both onsite and at public locations, at a competitive price.

Our supplier of fire and evacuation training have conducted onsite training for the last two years. Since April 2014, manual handling training has been conducted onsite by *Konekt* for all facility care staff with feedback on the first round of training positive.

We have completed work capacity assessments on all workers' compensation claims with a date of injury prior to 1 October 2012, allowing transition to the new weekly benefits rate as per the *Workers Compensation Act 2012*. ▶

Policies and procedures

In 2013-14, we wrote or revised policies covering Work, Health and Safety, Code of Conduct, Leave and Recruitment, Confidentiality, Privacy, Social Media, Sexual Harassment, Harassment, No Bullying and Equal Opportunity.

Enterprise bargaining agreement

In 2014, we asked staff to vote on the revised enterprise bargaining agreement. We held information sessions at each facility and the revised agreement was available to view on the intranet. We set up a hotline to respond to staff questions and managers were trained and provided with a guide for staff. As a result, the number of staff who voted on the EBA increased by 11 per cent on 2013. ■



Celebrating the value of Empathy at Southern Cross St Martha's, Banora Point.



Celebration of the value of Empathy at Southern Cross Reynolds Court, Bateau Bay.

Staff Profile

UMESH KHADKA

Care Service Employee, Southern Cross Care Ozenam

I began my role as a Care Service Employee with *Southern Cross Care Ozenam* in Garran, ACT, in August 2014. I hold a *Certificate III in Aged Care and a Certificate III in Hospitality*.

I choose to work with Southern Cross Care because I love interacting with older people. When I lived in Nepal, my country of origin, I worked as a teacher and did volunteer work for underprivileged elderly in the community. I set up a community club for the elderly, enabling them to have visits from my students, access free health care advice and second hand clothing. I enjoyed advocating for them and it was great knowing I was making a difference to their lives.

It is my role to provide day-to-day care for our residents and I enjoy working alongside the Lifestyle Co-ordinator. I am always willing to assist with activities and social occasions as I love seeing the positive impact and the happiness on the faces of residents when they participate.

My greatest highlight thus far occurred during a craft afternoon where residents were invited to create items for the *Snoozelen Room*. I performed my cultural Nepalese dancing for them and some of the residents got up and danced to the music. There was lots of laughter and many of the residents stated that it had been a wonderful day. I am very proud of my heritage and at times speak to residents about my culture, which is fascinating and of interest to many of our residents.

The person I admire most in this world is my daughter. At age three she was diagnosed with a brain tumour and passed away at age 10. During her childhood she showed immense courage and was always happy despite her illness. I feel blessed to have spent 10 beautiful years with her.

I find my work both rewarding and enjoyable. In the short time I have been with Southern Cross Care, I have already gained some lovely memories and built relationships that are dear to me. When I am not at work I like to play sports. I especially enjoy badminton and collecting trophies as I love to compete!



Volunteers

We have a base of several hundred volunteers who support the organisation not only through the Pastoral and Spiritual Care Program, but also in a variety of other roles that include village drivers and activities assistants or within facilities, entertaining and assisting the residents. Many of our Residential Care volunteers are residents from co-located Independent Living Villages. Volunteer assistance usually occurs in a part-time capacity and is managed on the site by the respective Facility Manager and Lifestyle Coordinator.

Our volunteers provide a significant service across our organisation. They often develop wonderful friendships with our residents and enable the enjoyment of activities they might not otherwise occur. Volunteers help facilitate a range of social activities including the Men's Shed, monthly cafe - coffee and cake, ladies hairdressing, manicure and pedicure, gardening, bingo, trivial pursuit, card games, library, garden walks, painting, sing-a-longs, card-making and other crafts.



Pastoral Carers Alex and Bill acknowledged for 10 years' dedicated service.



Volunteers in Partnership Program, Southern Cross Care Young.



Christmas celebration for Pastoral Carers.

Volunteer Profile

ANNETTE RABY

Pastoral Care Volunteer, 2000-2013

Annette commenced as a Southern Cross Care Pastoral Care volunteer in 2000 at *John Woodward* in Merrylands with the second group to be trained. Of this group, Annette was one of only three original members that still volunteer until her retirement in December 2013.

Up until a knee replacement, Annette would visit her residents every week. After turning 90, Annette reduced volunteer visits to once a fortnight, regularly spending time with two residents at our Greystanes Residential Care facility. She also attended meetings and any special events.

'I started with six residents and went down to two, Jess and Tina. I am getting older, so I didn't want to take on new residents. The ones I visited are also in their 90s and I used to play golf with Jess. Tina is lovely and I started when she was here. All the others have gone now,' said Annette.

Annette attributes her good health and vitality to her active lifestyle and years of community service. Along with playing golf, she attends the *Cocoon Club* to participate in water aerobics every Friday. She has belonged to the Club for 10 years and also does their clerical work.

'I have played golf for 40 years. That keeps me fit. I take the cart around now so I don't hold anyone up. I still go out. Socialising is very important. You've got to go out and mix with people,' said Annette.

Annette lives in a granny flat at her son's home, a retired Police Officer. Prior to volunteering, Annette delivered for *Meals on Wheels* and recalls taking her youngest son, now 50, along as a toddler.

Annette says she has always had an affinity to caring for older people. 'My husband and I started a care group through *St Anthony's* church. We used to pick up residents from Gordon and bring them back for morning tea. I would do the crossword puzzles with them. I used to teach yoga, play games and give them lunch. I looked after my mum and dad for a while and I had my husband's mother with us too, on and off.'

Annette knows the importance of remaining independent. 'I still have my licence. They tried to talk me into a restricted licence but I said, no, it won't get me to where I want to go,' said Annette. 'I'm independent, but I have dinner with my son every night – he's a good cook! Eating properly helps.'

'My husband and I were very close. We were married for 41 years when he passed from cancer. He had open heart surgery when he was 59 and was great for about 10 years after that. Then he got cancer and died when he was 71. I was only 65, so I couldn't just sit around. I babysat a lot because some of the grandkids were born after he went. You've just got to get up and keep going.'



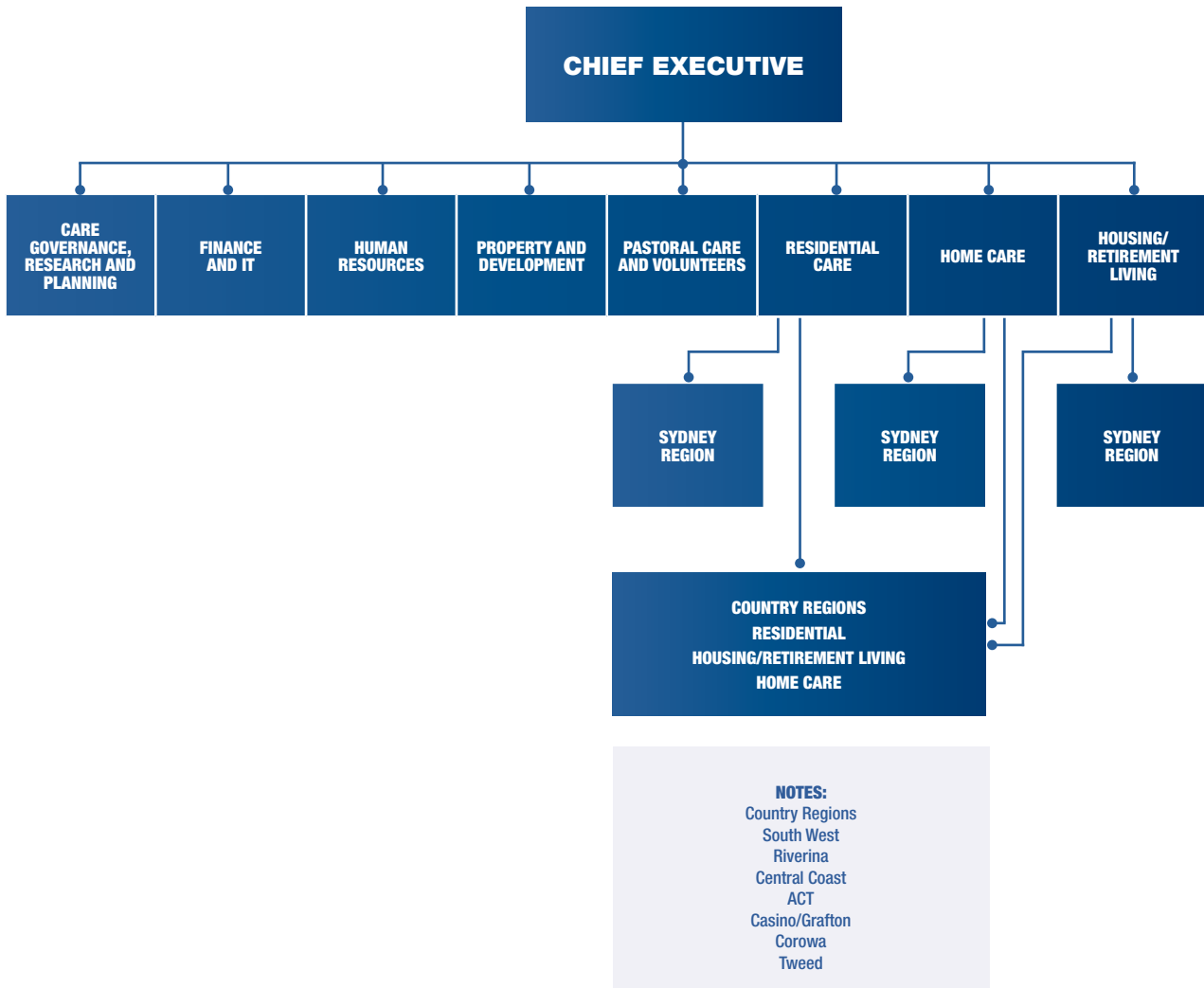
'I have five children, three boys and two girls. One son has a business in Thailand, one works in a bank and one is just retired from the police. I have 13 grandchildren and two great-grandchildren. I don't babysit anymore. One of my grandchildren just turned 30!'

Annette has another secret for longevity which she is happy to share. 'I have a scotch every night before tea. My husband would have a beer and I'd have a scotch. We'd get the olives and cheese out – that was our happy hour. But I never touch it when I'm driving.'

Organisational Structure

In 2013-14, Southern Cross Care (NSW & ACT) consisted of 41 sites, 30 aged care facilities and six home care locations, divided into eight regions. Regional Managers lead all service areas in each region, with the exception of Sydney due to its population density, which is instead split into service areas. Facility Managers are located at each facility

and care teams consist of Managers, Pastoral Care, Registered Nurses, Care Service Employees and Lifestyle Coordinators. Regions are supported by Head Office management, support services and administration, with a General Manager allocated to each service stream and an Executive Manager leading each department.



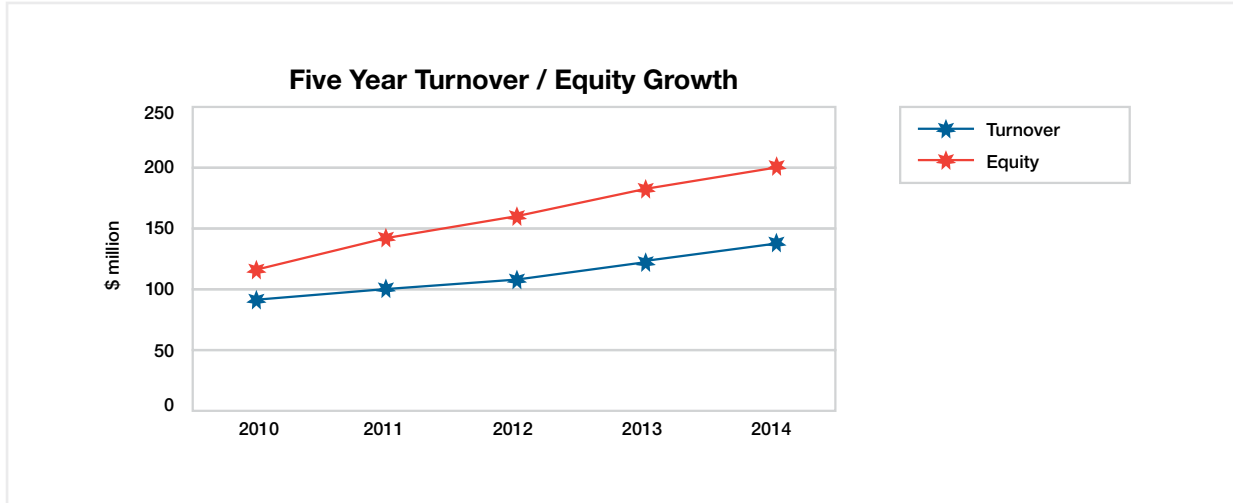
Another excellent result was produced in the 2013-14 financial year for Southern Cross Care (NSW & ACT). The continued strong financial performance enables implementation of our three-year strategic plan and ongoing investment in our residents and clients.

We made further advancements this year in our technology hardware, systems and applications, including the upgrade of financial processes. This will greatly assist functionality and efficiency in all areas of the organisation over the coming years.

During 2013-14, we commenced the implementation of a new rostering system and introduced a new client management system. The introduction of the new system provides greater visibility of billing to our customers, increased insight for the organisation on our customer profiles and trends, and superior control and integration with our finance system.

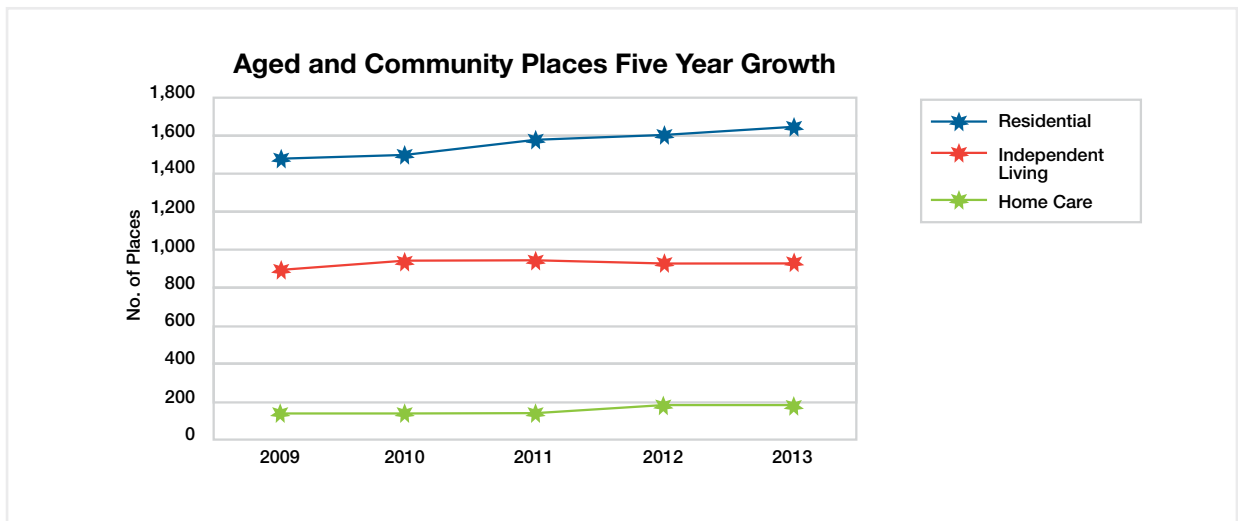
The following graphs show the growth, expenditure and revenue allocation for Southern Cross Care (NSW & ACT) during 2013-14.

Graph Three: Turnover and Equity



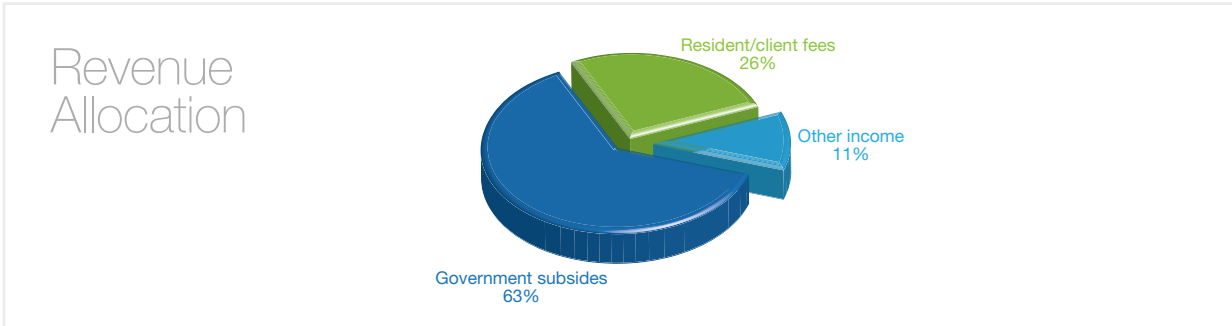
The trend for total income turnover and equity remains positive with the average growth over the last 5 years 9% for turnover and 13% for equity. In 2013/2014, total equity increased to \$201 million, a 9% increase on the prior financial year. Turnover increased by 8% to reach \$134 million during 2013/2014.

Graph Four: Residential, Independent Living and Home Care



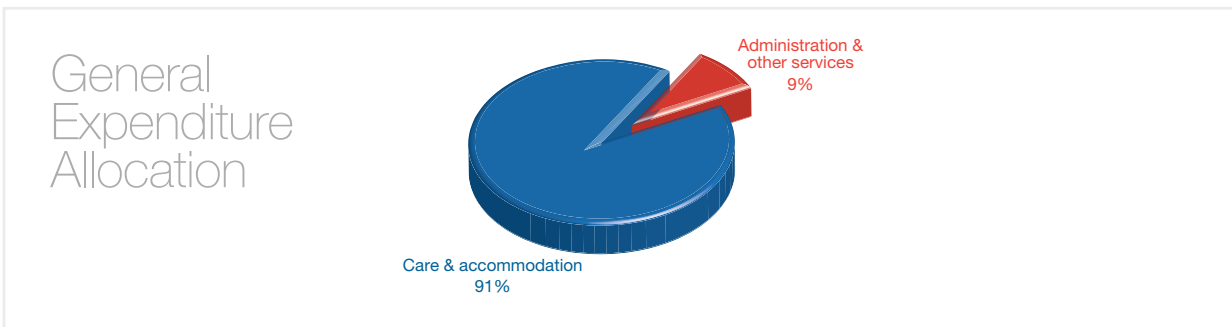
During 2013-2014, our Residential Care services increased by three per cent. Two large extensions were completed during 2013-14, at Southern Cross Karinya, Corowa (24 additional rooms) and Southern Cross St Joseph's Tweed Heads (30 additional rooms). The acquisition of St Aloysius village in Moama increased the number of our independent living units by 10.

Chart One: Revenue Allocation



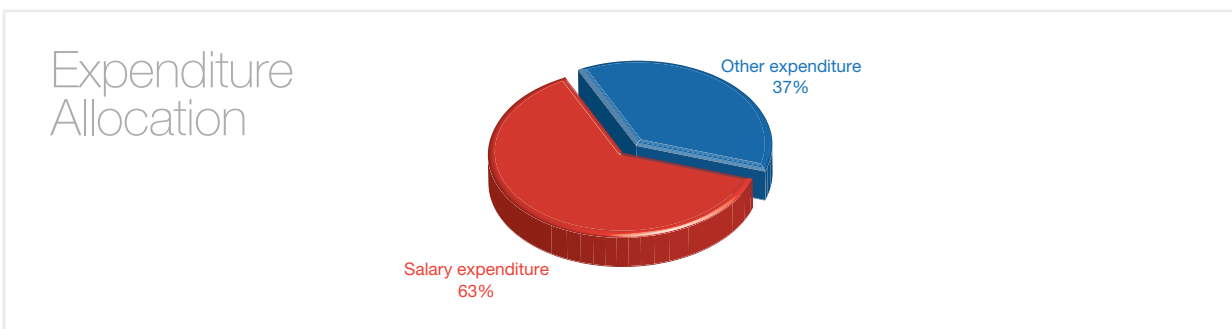
In 2013-14, Federal Government subsidies continued to be our main source of income, at 63% of total revenue. Total income increased by 8%, while Government subsidies increased by 12% and resident or client fees increased 6%. Other income, which is predominately interest earned, decreased by 6% during 2013-14, due to lower interest rates.

Chart Two: General Expenditure Allocation



Expenditure on residents and clients remained a priority during 2013/2014 and as such, 91% of total expenditure related to the direct care and accommodation costs of our residents and clients.

Chart Three: Expenditure Allocation



With salary and wages accounting for 63% of our costs, ensuring expenditure is well managed is imperative. During 2013-14, we improved our rostering practices and ensured staffing levels were monitored to provide the highest quality care.

The total investment in new building works during 2013-14 exceeded \$14.5 million.

We are committed to protecting the interests of our financially disadvantaged clients; need is the sole entry criterion. Approximately 40% (on average) of

residents pay no or minimal contribution to the cost of their accommodation and about 20% of self-care places are allocated on a preferential basis to pensioner-renters. Home care services are also available to clients with little or no financial means.

Information Technology and Systems

The IT department had a productive period for the 2013-14 year. Our major IT initiatives included support for the initial rollout and pilot of a new digital time and attendance system; onsite upgrades of facility networks and training facilities to enhance those service capacities; support for the development of our new website; expansion of conferencing and communication services through the introduction of Go-to-Meeting; implementation of digital board papers, with the extension of that system to executive management; and investigations around the external hosting of systems and network upgrade to enhance system performance, reliability and security.

The reliance upon our services continued to grow and we now support an increased number of clients, including over 400 core users on our intranet, along with substantial growth in the number of email users.

The core role of the IT team remains the provision of support for our staff and service network across our facilities, and to maintain appropriate access, effective communications and timely information flows on key services. Due to increased service demands over the last year, resources were augmented through the addition of three extra IT staff.

Business-as-usual activities during the year, included network administration and support across 31 service locations; maintenance of our systems and infrastructure (including the rollout of over 170 new tablets, PCs and laptop devices), email and internet platforms; responding to help desk requests (over 2,500 during the year – up by 20 per cent on 2012-13); installation and commissioning of new equipment throughout facilities; and IT training for new staff and on new systems.

The 2014-15 year promises to be equally productive with increased resourcing, along with enhancements to the infrastructure, including network upgrades and system governance; early engagement of IT in business strategies and initiatives; and enhanced technology including cloud service connectivity, enterprise telephony and remote monitoring and management.

These projects will be underpinned by further work in IT governance, especially around risk management and disaster recovery. We envisage that these new systems will assist us to provide more consistent service to our clients using a more stable, flexible and reliable infrastructure.

Pastoral and Spiritual Care

Pastoral and spiritual care is part of the holistic care that we provide and an integral component of our care delivery framework. We aim to support meaningful ageing through ongoing and sometimes long-term Intentional Friendships. These relationships, between a resident and pastoral care volunteer are based on mutual respect, trust, compassion and care. They affirm the personhood of residents by truly valuing and celebrating their story.

The Pastoral and Spiritual Care Program continued in 2013-14 through its fifth year. We are grateful to our faithful volunteers without whom there would not be a program.

In 2013, we were formally acknowledged with a Better Practice Award from the *Aged Care Standards and Accreditation Agency Ltd.* Winning the category of Resident Lifestyle the award recognised our Pastoral and Spiritual Care program and our vision of providing Intentional Friendships for residents as they journey through the adjustments to residential care and come to terms with the finality of their lives. The national award was one of only 16.

Staffing

In April 2014 we farewelled Jean Ireland, Pastoral and Spiritual Care Coordinator. For seven years she worked tirelessly to build and efficiently coordinate the Pastoral and Spiritual Care Program and to support Team Leaders across the state. The program is a legacy of her passion for the emotional and spiritual wellbeing of residents in our Residential Care facilities and we extend thanks for her dedication.

Two new Pastoral Care Team Leaders in Deniliquin and Sydney were welcome during the year and we appointed a new Manager, Pastoral and Spiritual Care and Volunteers, with an expanded role and additional responsibility for our volunteers in all Residential Care facilities and Independent Living Villages. The new Manager is due to commence in September 2014.

Pastoral and Spiritual Care of Older People
We continued our role in supporting Pastoral and Spiritual Care of Older People (PASCOP) as a foundation sponsor and ongoing participant in its work. In 2013-14, PASCOP's inaugural Board completed its first year of operations.

Southern Cross Care Australia – Pastoral Care Network

At a national level, across the broader Southern Cross Care network, we continue to meet and collaborate with other Pastoral Care team members. Consequently, we

are considering the merit of alternative joint collaborative research projects in Pastoral Care.

Centre for Ageing and Pastoral Studies

A research program conducted by the Centre for Ageing and Pastoral Studies and Charles Sturt University in our facilities at Garran and Campbell in the ACT continued through 2013 and early 2014. The program tested an intervention of music and pastoral care with small groups of residents who are living with dementia. The research report is being finalised by Rev Professor Elizabeth MacKinlay AM.

Special project reminiscence

In early 2014, we distributed the newly designed social profile, *My Life Book*, to all facilities. Lifestyle Coordinators, Pastoral Care Team Leaders and Pastoral Care volunteers have been assisting residents to complete the series of in-depth questions about their life journey asked in this book. The aim of this reminiscence work is to enable the delivery of a more person-centred



Pastoral Care graduation ceremony held at Southern Cross St Josephs, Tweed Heads.

care to residents, through a deeper understanding of their past and the life events that are most meaningful.

Across the spectrum of our activities, our work continues to prosper and flourish due to the commitment and dedication of the Pastoral Care teams, under the guidance of Management and the Board.

Looking forward

Under the direction of the Manager, Pastoral and Spiritual Care and Volunteers, in 2014-15 we plan to continue to grow and foster our Pastoral Care communities of volunteers, other pastoral care services that we provide, and leisure activities that enrich and nurture our residents in living life to the full. We will continue to engage in external industry education opportunities that help us strive for best practice in meeting each person where they are, so we can most helpfully accompany them on their journey.

The Board of Southern Cross Care (NSW & ACT)

Southern Cross Care (NSW & ACT) is incorporated under the Corporations Act 2001 as a company limited by guarantee and not having a share capital.

Directors

The names and details of the Board of Directors in office during or since the end of the year are as follows. The directors were in office for this entire period unless otherwise stated.



John Brig Arthur Delvin

Appointed

Qualifications and experience

Committees

Chairman

27 June 2008

Qualifications: B.App.Sc (Bldg); MAICD

Occupation: Project Manager

Experience: Senior Management of A W Edwards P/L, a major construction company within the Sydney region. Associated with Southern Cross Care (NSW & ACT) since 21 August 2007.

Property Services



Geoff Bartels KSJ

Appointed

Qualifications and experience

Committees

Director

16 August 2011

Qualifications: (Indust Rel); LI.B; MBA; Dip Sec; Grad Dip Arb, FAICD; F Fin; MIAMA

Occupation: Solicitor

Experience: Specialist in corporate governance and finance with significant exposure to building and construction at all levels of the industry and sectors. Exposure to many industries and organisations including the aged care sector and not-for-profits. Has acted both as an advisor, independent board member and as a risk venturer. Chairperson of the Risk Management Committee.

Risk Management, Property Services



Ian Andrew Chisholm

Appointed

Qualifications and experience

Committees

Director

17 November 2009

Qualifications: B.Sc, M.Cog.Sci, B.Th, Grad Cert Applied Finance and Investment

Occupation: Consultant

Experience: Senior Management Roles in IAG and other major insurers, with emphasis on IT. Director of a consulting firm.

Finance, Property Services



Rose-Marie Hoekstra

Appointed

Qualifications and experience

Committees

Director

17 November 2009

Qualifications: B.Ed M.Ed

Occupation: School Principal

Experience: Religious, human resource, strategic and organisational leadership. Strong and active involvement in environmental sustainability. Chair of Property Services Committee.

Property Services, Care Governance



Anne Lane

Appointed

Qualifications and experience

Committees

Director

16 August 2011

Qualifications: B. Ed, Dip Counselling, M. Pastoral Studies

Occupation: Facilitator

Experience: Member of the Presentation Sisters (Wagga Wagga). Anne currently works as a facilitator and consultant to Religious Congregations and other not for-profit organisations. She also works as a Spiritual Director and Counsellor.

Care Governance, Finance



Patrick Joseph McGannon

Appointed

Qualifications and experience

Committees

Director

27 June 2008

Qualifications: R.T.A, JP

Occupation: Accountant

Experience: Audit Manager and Taxation Manager. Commenced private practice specialising in Taxation, Accounting and Corporate Structures. Associated with Southern Cross Care (NSW & ACT) since 17 January 2002. Chair of Finance Committee.

Finance; Risk Management



Angela McKay

Appointed

Qualifications and experience

Committees

Director

27 June 2008

Qualifications: B.Bus

Occupation: Chief Operating Officer (Juvenile Diabetes Research Foundation)

Experience: 2000 to 2012 - Director Marketing & Media at Thomson Reuters, a global professional information provider. Previously held a variety of General Management roles in consumer goods including The Ink Group, Coolabah Gallery and joint Managing Director of privately owned trading company providing marketing and research services to the food industry. Associated with Southern Cross Care (NSW & ACT) since 17 January 2002.

Risk Management, Care Governance

Locations and Services

Greater Sydney Region

Retirement Villages Only

Caringbah Fatima Court

Kirrawee Thomas Dunlea Court

Manly Vale Santa Monica Village

Marrickville Patrick Minahan Village

Thirroul Southern Cross Court

Retirement Villages and Residential Care

Maroubra Junction Kildare*

Marsfield Southern Cross Village

Merrylands#^ Cardinal Gilroy Village and John Woodward

Plumpton St Francis*^

South Coogee Southern Cross Care

West Pennant Hills Nordby Village

Residential Care Only

Daceyville Southern Cross Care

Greystanes Southern Cross Care

North Turramurra Southern Cross Care

Sutherland Nagle

Central Coast

Retirement Villages and Residential Care

Bateau Bay Reynolds Court*^

Caves Beach Mawson's Court

Residential Care Only

Swansea Tenison

Home Support in Central Coast

North Coast and Northern Rivers

Retirement Villages and Residential Care

Banora Point St Martha's

Tweed Heads South St Joseph's

Residential Care Only

Casino St Michael's*^

Grafton St Catherine's Villas

Home Support in Richmond Valley

ACT and Southern Highlands

Retirement Villages Only

Braddon Southern Cross Village

Yarralumla John Cahill Court

Retirement Villages and Residential Care

Campbell Southern Cross Care

Garran Ozanam

Residential Care Only

Goulburn Tenison

Central West and South-West Slopes

Retirement Villages and Residential Care

Cootamundra Southern Cross Village

Harden Freemason's Village and St Lawrence

Parkes Southern Cross Village*^

Young Southern Cross Village

Retirement Villages Only

Temora Southern Cross Village

Home Support in Parkes and Forbes

The Riverina

Retirement Villages and Residential Care

Albury Lavington and Palm Villa

Corowa Karinya

Leeton Assumption Villa

Moama Southern Cross Care and St Aloysius Village

Residential Care Only

Deniliquin Orana*

South Coast

Residential Care Only

Bombala Currawarna

* This location offers Home Care Packages.

This location offers Home Care Packages and Day Therapy (respite) services.

^ This location offers Home Support Services.

With Thanks

Community Giving

We are grateful for the donations we have received from generous individuals throughout the year. We sincerely thank the following people and organisations for their contributions.

Up to \$500

Received from	Facility
Norma Smith	Cardinal Gilroy Village
Casino Croquet Club	St Michaels
Terrie Vernon	Mawsons Court
June Jones	St Marthas
DJ Conney	Currawarna
W Chapman's funeral	Leeton
Dr Mased Ghabriel	Greystanes
Fellowship of Australia Writers	St Catherines
D Green	Garran
G M Robertson	Currawarna
Mary Gordon	Leeton
DJ & VA Patterson	St Catherines
TM & CR Connolly	Cardinal Gilroy Village
Rae Thompsett	John Woodward
D Roche & B O'Malley	Parkes
Casino Uniting Church	St Michaels
L Water	Cootamundra
Abbeyfield	Garran
Soroptimist Interation	Garran
Debra McQuillan	Administration
Helena Rudnik	North Turrumurra
R & W Dillon	St Josephs
Barbara Eddie	North Turrumurra
Corowa RSL Club	Karinya
Young Bridge Club	St Catherines
Deniliquin raffle	Orana
Club Buncha social club	Orana
SNT health	St Michaels
Lions Club of Yanco	Leeton
Pettigrew Bros	Mawsons Court

Up to \$5000

Received from	Facility
Mary Goonan	Parkes
G Smith	Garran
Donation for Leeton	Leeton
Casino Show Society	St Michaels
Auxiliary	Currawarna
Estate of Hilda McCabe	Administration

Special thanks to the estate of the late Hilda Catherine McCabe, with a bequest of more than \$140,000 and to the estate of the late John Coutts, with a bequest of \$10,000.

We appreciate your support

Southern Cross Care (NSW & ACT) provides quality aged care services to older people throughout NSW and ACT. For more than 40 years, across 41 locations, we have delivered a range of support services for older Australians including community care, respite, independent living and supported living accommodation and dementia care.

To provide these services at the standard commensurate with the dignity of older Australian, we need your help. We are a not-for-profit organisation and your support will help us to continue to provide the equipment, facilities and services that allow the people we care for to live lives of dignity and respect.

We appreciate the bequests and donations we have received and sincerely thank those people and their families who have named us as beneficiary for their generosity. Naming us as a beneficiary of In Memoriam or Donations in Lieu of Flowers at the funeral of a loved one is another way to support our work.

For more information on any of our services, or to inquire about ways in which you can support the organisation, phone **(02) 9790 9400** or email **enquiries@sch.org.au**

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My Donation

Yes I would like to help!

Please accept my tax deductible donation of \$

I would like this to go to facility/village.

I have enclosed a cheque / money order to Southern Cross Care (NSW & ACT).

Name Signature

Address

Phone Mobile

Email

All donations over \$2 are tax deductible for income tax purposes. Every donation is valuable and we thank you for your support.

Please send this form along with your tax deductible donation to:

Southern Cross Care (NSW & ACT)
C/- Cardinal Gilroy Village
45 Barcom Street
Merrylands NSW 2160





Volunteer Di Doherty with resident Tess Lowrey at SCC Young.



Home Care clients John (centre) with Les (left) and Pat (right) at the Deni Ute Muster.



SCC Lavington residents Mavis Hooper and Dawn Hodgson at the Henty Field Days.



Max Holmes (far right) celebrating his 90th birthday with friends at SCC Young Village.



Southern Cross *Care* (NSW&ACT)

Head Office: Cardinal Gilroy Village
45 Barcom Street | Merrylands NSW 2160

ABN: 76 131 082 374

P | 02 9790 9400

F | 02 9892 1338

E | enquiries@sch.org.au

www.sch.org.au