



FOUNDATIONS FOR THE FUTURE

Annual Report 2014-15

Living Life to the Full



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Front cover: Home Care is our fastest growing care service.

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What We Stand For

Our mission is to support the aspirations and needs of people as they age by reflecting the love of Christ.

We believe that our purpose is to empower older people to 'live life to the full'.

We place people at the heart of everything we do.



Across our Residential Aged Care facilities, we currently care for close to **1,700** clients and employ over **1,700** casual, full and part-time employees. Across all areas of our organisation, we have the capacity to support over **3,500** people across **41** metropolitan and rural locations.

We aim to be their supportive, long-term partner now and into the future.

We promote recognition of the value of older people and facilitate lives of dignity and purpose according to individual aspirations and needs.

For us, each person has individual worth, the right to be treated with dignity and the right to exercise autonomy.

Our employees are as caring as they are dedicated, experienced and highly trained. Together we create warm, accepting home-like environments with personalised services catering to each individual's needs.

Today, we focus on providing quality care. Tomorrow we will do more.

We recognise each unique person and support their physical, emotional, intellectual, social and spiritual wellbeing.

We offer people choice across the continuum of care including Home Care, Retirement Living, through to Residential Aged Care, and we adapt our services to meet each person and their family's needs.

Every day we work at earning the trust of the people we care for.

Southern Cross Care (NSW & ACT) is a not-for-profit aged care provider established for more than 45 years.

Southern Cross Care's continued growth positions us to make a real, positive difference to more lives and to help those less fortunate through affordable housing and social justice programs.



Home Care employee Carla (left), Chief Executive Paul McMahon and Retirement Living resident Morrie share a laugh.

Our Guiding Vision, Mission and Values

At Southern Cross Care (NSW & ACT), every member of our team is guided by consistent, shared principles to help us stay true to our path.

Our values guide our daily dealings with one another, keep us focussed on our residents' and clients' needs and help us provide superior care. Our values encourage us to maintain and foster a warm, generous and accepting sense of community. It is one thing to espouse values, but putting them into practice each and every day takes real commitment and focus.

These guiding principles are something we hold very dear at Southern Cross Care and are what sets us apart from other aged care service providers.

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 and teamwork, and our proud 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.

History Snapshot

We honour the vision of the Knights of the Southern Cross to this day with an unwavering commitment to providing superior care, services and accommodation for all elderly people regardless of religious denomination or race. We are proud of our welcoming Christian environment, and daily we support hundreds of people to lead lives of dignity and purpose.



Foundations for the Future



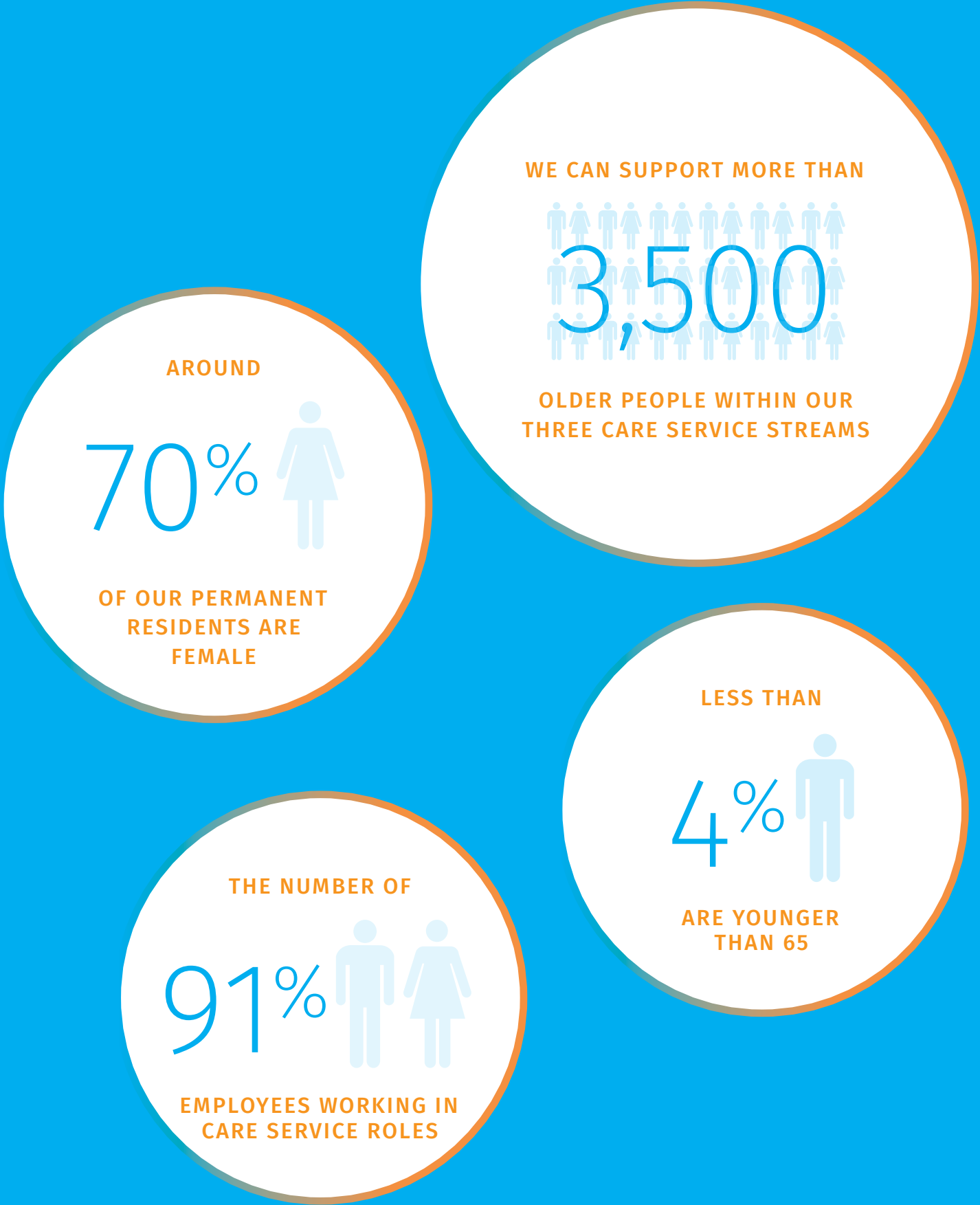
At Southern Cross Care, resident’s and client’s interests, welfare, health and happiness is at the forefront of everything we do.

For our business to support and deliver the care, services and accommodation people deserve, we devised a three-year strategic plan spanning 2014-17. Now into our second year, this plan continues to direct our business transformation by addressing and responding to the needs of the people we care for – today and into the future.

We aim to grow as a significant leader in aged care services into the next decade, taking full advantage of our expertise and experience across the continuum of aged care services – Home Care, Retirement Living and Residential Care.

01	Improve Resident and Client Experience Get closer to clients and residents using effective, measurable feedback, review and evaluation mechanisms to monitor and improve customer experience.
02	Deliver the Right Service Mix Respond to market demands with agility and flexibility. Consolidate our position in Residential Aged Care, aggressive growth in Home Care and new community based-services; strong growth in Retirement Living, increase affordable housing and social justice activity.
03	Enhance Service Delivery and Care Deliver improved care and service by enhancing processes, training and technology to support the well-being of clients and residents.
04	Extend Service Delivery Capability Strengthen dedicated teams across all care and support streams .
05	Establish a strong Organisation and Governance Foundation; support Research Equip the organisation with robust, integrated support functions and governance to grow and compete. Invest in research to further promote evidence based best practice.

Year in Review



THE NUMBER OF RETIREMENT LIVING RESIDENTS	1,000
THE NUMBER OF RETIREMENT LIVING VILLAGES WE OPERATE	29
THE NUMBER OF HOME CARE PACKAGES WE ARE FUNDED FOR	381
THE NUMBER OF RETIREMENT LIVING UNITS	923
THE NUMBER OF HOURS OF COMMONWEALTH HOME SERVICE PROGRAM WE ARE FUNDED FOR	20,800
THE NUMBER OF HOME CARE CLIENTS USING HOME SUPPORT, RESPITE CARE AND DAY THERAPY SERVICES IN ANY GIVEN WEEK.	727
THE NUMBER OF PEOPLE WE EMPLOY	1,773
THE NUMBER OF VOLUNTEERS WHO HELPED THROUGHOUT THE YEAR	714
THE AMOUNT SAVED PER ANNUM ON ELECTRICITY AND GAS THANKS TO OUR ENVIRONMENTAL SUSTAINABILITY PROGRAM.	\$200,000

Message from the Chairman

JOHN DEVLIN,
SOUTHERN CROSS CARE (NSW & ACT)

The Southern Cross Care (NSW & ACT) Board dedicated our efforts this past year to continuing to guide and support the establishment of a new-era organisation with a robust organisational foundation. Our future success demands we have key building blocks in place to service a modern customer-focussed organisation, one that is agile and responsive. This work has included strengthening or rebuilding many of our service delivery and service support processes.

I am pleased to report that, with the commitment of the executive team and our employees, we made excellent progress against year one of our three-year strategic plan.

I would like to acknowledge my fellow Directors, Chief Executive Paul McMahon as well as the Senior Executive Team for their commitment to making the Board's vision for Southern Cross Care a reality. The year has been a particularly challenging one with the highest number of accreditations of homes taking place within a one-year period. The Board acknowledges the extra diligence and commitment shown by teams at those sites and congratulates them for each successfully achieving re-accreditation. The Board has been particularly impressed by efforts made throughout the year to enhance client and resident experience and well-being.

Throughout the year, we saw the successful implementation of significant new information technology systems. These are helping the organisation stay abreast of new care provision technologies and also improving operational

excellence. During the year, the organisation prepared and was ready for the introduction of the myagedcare.com.au. Progress was made on building capacity to support our regional centres including infrastructure and increased Home Care services in rural and regional locations. A full calendar of major building works and redevelopments of existing facilities resulted in many fresh, bright new environments for the benefit of our residents and employees. Some of the great work that has been achieved this year would not have been possible without the support of the Finance, Property Services, Quality Service Review and Risk Management Committee team members. I thank them for their ongoing commitment and diligence.

I would also like to recognise the Chairs and Members of our seven Management Committees. These are the people on the ground in both local and regional New South Wales and the ACT keeping the heartbeat of Southern Cross Care ticking within their local communities. Thanks to those in Parkes, Young, Cootamundra, Bombala, Harden/Galong, Leeton and Corowa for helping support fundraising, promotions, facilities enhancements and community engagement projects.

Financial Performance

The financial statements of the 2014-15 year again yielded excellent results in terms of growth and performance. 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 are also pleased to receive an unqualified audit report for the 2014-15 financial year from our external auditors, Stewart Brown Chartered Accountants.

Our financial priorities are for continued investment in employees and improving the quality of care for all residents and clients. We also place great importance on continued investment, refurbishment and upgrading of our aged care facilities to ensure our accommodation is of the highest quality.

Risk Management

Excellent progress was also made towards ensuring we have good practice risk management and governance in place. This included reviewing and extending Southern Cross Care's governance systems, revision of the Board Constitution right through to all Committee Charters. Extensive

consultations were carried out across management to inform the development of an organisation-wide risk register across business units particularly information technology governance and risk, disaster management and recovery.

Sustainability

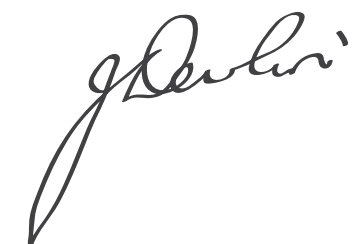
The Board was delighted to see Southern Cross Care elevate its environmental credentials moving from Bronze to Silver Recognition Award from the NSW Office of Heritage and the Environment in May this year. We thank the Green Team Committee, employees and a growing number of residents for their ideas, and energy in fostering a greener, more environmentally responsible organisation. Some of the achievements the Green Team have delivered can be found later in this annual report.

Our Future

The future of Southern Cross Care (NSW & ACT) has never looked more promising. Against a backdrop of dynamic sector reforms, Southern Cross Care continues to demonstrate that it has both the appetite and the will to adapt and position itself as a leader. The Board thanks Chief Executive Paul McMahon for inspiring a 'can-do' culture and for driving excellence across all areas. Paul is confidently steering Southern Cross Care through previously uncharted waters and continues to equip the organisation and its people with the foundations, systems and resources necessary to succeed in this competitive environment.

Most importantly, the people we would like to acknowledge are those that choose to live with us, or be cared for by us in their homes. We continue to put you and your interests at the heart of everything we do. On behalf of the Board, thank you for your continued support and trust in Southern Cross Care (NSW & ACT).

Regards,



John Devlin

CHAIRMAN,
SOUTHERN CROSS CARE (NSW & ACT)

Chief Executive Report

PAUL MCMAHON,
SOUTHERN CROSS CARE (NSW & ACT)

Australians are living longer and healthier lives, and it is important that as people age, they retain control over their care choices. Changes were announced in the 2015 Budget to ensure the aged care system in Australia continues to meet the needs of a growing, ageing population. The Government's Aged Care Agenda is progressively moving aged care towards a market-based system that empowers older Australians to choose their care services.

From February 2017, funding for Home Care Packages will follow the consumer, giving them the freedom to select any provider to deliver their care. This means we need to have a strong, robust organisation that is well equipped to take full advantage of this challenging, opportunistic new landscape. To this end, we spent the year enhancing many aspects of our operations including customer experience, clinical care, and quality and service delivery innovation. Alongside meeting our strategic objectives, we also kept pace with business-as-usual initiatives including successful accreditation for the majority of our facilities and a quality review of one of our Home Care services.

New Appointments

Employee numbers grew marginally as we continued restructuring our organisation. Two new General Managers were appointed to lead the Finance and People and Culture teams. A Manager of Pastoral and Spiritual Care and Volunteers was appointed to redefine and manage this important function. Two new

Communications roles were identified; a Marketing Manager position to help build the Southern Cross Care brand in the consumer space, and an Internal Communications Manager to bolster organisation-wide communication and employee engagement. A new Quality, Policy and Planning Manager position within Residential Care was created and filled to ensure the highest standards of care.

Thanks to our Employees

Change continues as a constant theme these past four years as we respond and adapt to industry changes, adjusting our operations and organisation structure to suit. I wish to particularly thank our employees who have shown adaptability, enthusiasm, patience and always, an unwavering focus on our residents and clients. I have witnessed many outstanding examples of people going above and beyond their daily roles as care workers, catering assistants, lifestyle and activities coordinators to help residents and customers enjoy full and rewarding lives. Being surrounded by such a caring team makes Southern Cross Care a wonderful place to work.

Growth and Expansion

This year we energised and revitalised many of our properties and services and continued our strong commitment to caring for the needs of our rural elderly. In the Central West township of Parkes, we invested in new Retirement Living and Residential accommodation, and boosted Home Care services with a new store front in the heart of town. We also progressed two new large-scale developments in Penrith and Campbelltown, which when opened, will cater to the aging population in Sydney's West and South West.

Our Workforce

According to government projections, 85,000 Home Care packages and an additional 75,000 Residential Aged Care places will be needed to meet demand over the ten years from 2013 to 2023. As aged care is, at its essence, human work the increase in care places requires a boost in the number of care workers needed. To address this, our People and Culture restructure has added resources to build and develop our aged care workforce. We are ensuring our processes and policies address the gap between current capacities and what we need to support our future growth. This year we became more active in using social media to recruit and increase our visibility as an employer of choice. We also continue to focus effort on attracting Registered

Nurses into our organisation. New technology enhancements across Home and Residential Care are moving us closer to a wellness model that better supports customer choice and allows employees to work more efficiently.

Pastoral, Spiritual Care and Volunteers

This year we made progress in researching a new organisation-wide model incorporating emotional and spiritual care into our overall provision of care. We introduced a Pastoral Care Visiting program for our Retirement Living community at Cardinal Gilroy Village in Merrylands. In 2016, we anticipate the program will be expanded to other sites as well as offered through Home Care to the wider community. Our volunteers continue to be a very important and a highly valued part of our organisation and I thank them for their generosity and tireless service.

Finance and Information Technology Systems

Staying abreast of technological change was an important focus during the year. We invested substantially in information technology infrastructure projects that are core to compliance, operational efficiency and customer experience. Many homes, particularly across rural locations benefited from the installation of more reliable WiFi and in many cases, improved speeds. We also commenced upgrading our email operating system and throughout 2016 will continue to further equip employees with tools and systems to streamline their work, freeing them up to focus on their most important role – caring for people.

Regards,

Paul McMahon

CHIEF EXECUTIVE,
SOUTHERN CROSS CARE (NSW & ACT)



Residential Care

Southern Cross Care (NSW & ACT) believes all our residents, given the right support and services, are entitled to satisfying, involved and enjoyable lives. We strive to make every day in each of our residential homes positive, inclusive and life-affirming ones.

We provide not only attractive and home-like living environments but importantly the right people to care for our residents. Our teams are here to give everyone in our care the opportunity to maintain their independence. We respectfully support each persons' individual needs, and we foster positive connections with family, friends and the wider community.

Southern Cross Care (NSW & ACT) provides residential services to over 1,665 older residents at our thirty residential homes. Ten of our homes are located in Sydney's metropolitan region, and another twenty support the needs of people throughout rural NSW. We have homes servicing regional ACT and throughout rural NSW that span from Tweed Heads in the North to Bombala in the South and Parkes in the West. We offered 306 dementia specific beds and full ageing-in-place at each site.

Australia's ageing population is predicted to leap from 3.2 million people 65+ (14% population) in 2012 to 5.7 million people 65+ (20% projected population) by 2031. The sector is looking at more than 1 million people who will be 85+ in the next 15 years.

Each of our homes has a unique personality shaped by its local community, residents and employees, and that's something we seek to encourage and support. All our homes offer an extensive range of services including high, low and respite care. To improve the management and service delivery at each facility, during 2014 we established a Residential Team comprising of Regional Managers responsible for fine-tuning and bringing into focus Residential Care overall. We have supported this team with leadership development and planning skills and charged them with representing and increasing service quality and management across all our residential homes. This Team is now successfully providing informed decision-

making on the selection of services and programs at each location based on an intimate understanding of the needs of each home, its residents and employees. This is particularly exciting as it means we are now closer to our customers than ever before.

Accreditation

A significant achievement throughout 2014-15 was the successful accreditation of many of our facilities in line with standards determined by the Aged Care Standards and Accreditation Agency. While this is a business as usual process occurring every three years, it was significant that the majority of our facilities, together with their teams were well-prepared and dedicated to achieving on all outcomes. Our employees are extraordinary and did a superb job in successfully securing full accreditation at each site. This achievement, when viewed against the backdrop of ongoing, rapid change within the sector, epitomises our commitment to never losing sight of our number one focus – providing exceptional care and support to our residents.

As sector reforms continue to challenge viability, we, like all other providers, face numerous hurdles including the growing demand for places which is offset by a declining and aging workforce. A national shortage of Registered Nurses and other qualified employees means we need to work on attracting and retaining

Molly and Fred
enjoy the sunshine.

"I choose to sleep in and have a later breakfast, that's what I've done my entire life, and how I like it here."

St Martha's Banora Point Resident

skilled employees. We are pleased to report we maintained both steady numbers of Registered Nurses and their allocated hours for our facilities during the past financial year. We have also seen the length of tenure of our Registered Nurses steadily increase to where we are today and in a positive move, at some homes where the Registered Nurse resource was formerly shared - we can now report full Registered Nurse coverage within every home. In 2015-16, we will continue to work towards increasing Registered Nurses presence from five to seven days across all Southern Cross Care homes.

Program Initiatives

In our 2014-17 Strategic Plan Southern Cross Care describes how we are working towards a client and resident experience we aspire to deliver. As part of this we articulated our Care Framework and how we are supporting the delivery of our vision of 'Living Life to the Full'. During this financial year, action groups were identified to specifically focus on Process and Quality, Lifestyle, Food, Choice and Research. We are pleased to report we have made strong progress in two areas this financial year; Process and Quality and Lifestyle and Food.

Process and Quality

In 2014-15, we completely reviewed our Quality processes, including disbanding our former Care Governance team, and effectively absorbing Quality into our three care streams. Within Residential, a new Quality, Policy and Planning Management role was created and filled to review the Quality Framework, processes and guidelines. This will streamline all Client Support and Care processes and document them to ensure our care employees are responsive, flexible and given the scope to focus on helping residents determine their individual self-expression. The new Policy and Procedures package contains an educational component to be implemented in conjunction with our Learning & Development team and scheduled for roll-out in 2016.

Throughout the year, we implemented a phased roll-out of a new automated rostering system across our residential homes. The system uses fingerprint scanning biometrics to clock in and clock off, saving time and improving accuracy. This process simplification frees up administrative, and facility resources and most importantly allows us to assess working hours, matching those with needs and adapting rosters to suit.

Lifestyle and Food

In 2014-15, we invested in researching and assessing our menu and dining experience. Food and how, when and where consumed is one of the most important and enjoyable aspects of living. For us, important food discussions are not only about nutrition and variety – but about improving the complete 'dining experience'. We undertook an assessment of food quality, presentation and preparation and dining ambience. We clarified protocols to ensure mealtimes become even more enjoyable experiences. These included ensuring medication rounds are scheduled so as not to interfere with residents' mealtimes. We have taken steps to offer residents greater flexibility around the timing of meals, giving them the choice of selecting mealtimes that suit them.

We also undertook a complete review of our centralised residential menu system with residents participating in a food preferences feedback survey, which also surveyed cultural and traditional aspects of food. We further supplemented this with observational research. We discovered our existing 'one size fits all approach' was not meeting the needs of specific resident groups.



"Our aim is to transform every aspect of the mealtime experience – not just food quality and choice, but also mealtime flexibility and the dining environment. Everything must work together to create a mix that's right for people; it needs to work for them."

Helen Emmerson,
General Manager - Residential

As a result, we are now implementing a program to overhaul our entire food and dining experience.

We are continuing to explore how individually combined service offerings providing catering, hospitality, cleaning and laundry services could be harmonised to deliver customised solutions within each of our homes. For example, residents in a country location with a fondness for traditional meals will receive more of what they want while residents in inner-city locations may want more culturally varied menu choices.

Research

Ongoing challenges include the increasing demand for specialist dementia care. The growth in dementia patients is estimated to reach 400,000 within the next ten years. This, together with increasing demand for palliative care and the management of complex health needs remain priority areas in 2016 and will be supported with working partnership research and education.

Education and Development

Over the past year, we sought opportunities to drive continuity across our three business units. A key focus continues to be how we effectively integrate our service mix across Home Care, Retirement Living and Residential Care to better meet the needs of customers into the future. Our Residential Team used our annual conference to spearhead an integrated learning forum with business partners from Home Care and Retirement Living. Together, we explored how we can deliver a continuum of whole person care and understand the opportunities we have in readying ourselves for the arrival of Consumer Directed Care in 2017.

Better Practice Awards

In June 2015, we showcased three outstanding initiatives by way of entry into the Australian Aged Care Quality Agency Better Practice Awards. Applications included an interactive life story book from Caves Beach on Sydney's Central Coast, a mural program from our Young home that is transforming life for dementia patients, and an environmental sustainability program that has residents in Tweed Heads going green.

"The positive feedback from the auditors yesterday has created a delightful atmosphere at Tenison today, with staff congratulating one another, lots of hugs and a few tears, volunteers and residents hugging and thanking the staff. According to the auditors - one resident when asked if they had enough and varied lifestyle activities commented; 'they keep me so busy that there is no time to die.' I wish I had taped the speech by the auditors at the end of the day as it was indeed a very touching tribute to our team."

Lisa Cotteril, Facility Manager
Tenison Goulburn



Hayley, Amelia and Vipal bring great enthusiasm and joy to work everyday at John Woodward Apartments.



Emotions of the Home and Heart - Young Murals

The Emotions of Home and Heart project in Young came from a desire to create home-like, warm, familiar and welcoming environments for anyone living with or visiting us. A series of murals have transformed a previously institutional, bland environment into one that is personalised, and meaningful for dementia residents. A formerly impersonal bedroom of one resident was transformed using murals drawn from the gentleman's family photo album. Working with his family, we selected favourite memories of holiday destinations and interests including camping, fishing and horse riding. The images were enlarged and digitally printed as life-size murals. The family decorated his room with special memorabilia including his swag, creating a personal, familiar bush memory.

Delivering New, Revitalised and Welcoming Environments – Residential Growth

To support our position as a provider of choice in metropolitan and rural locations, our Residential Care growth plans are on track and pending Council approvals. These include the development of 48 new state-of-the-art Retirement Living apartments and 100 Residential Aged Care places in Penrith's Thornton Park development as well as 100 new Residential Aged Care places in Sydney's south western suburb of Campbelltown. A further 20 additional Residential Aged Care places are earmarked for Parkes in the Central West.

We also completed major revitalisation projects in the past year for our South Coogee, Plumpton and Maroubra homes. Each is now substantially modernised and offers contemporary, new environments that are barely recognisable from their former states. These light-filled, home-like living environments have been happily embraced by both residents and employees alike. At a number of these sites, we commissioned a local artist to produce original works that were sympathetic to both the locale and aesthetically pleasing to residents. During the past year, our Property Division developed designs for three major revitalisation projects, two of which have received local authority approval, and one which is yet to be lodged with the relevant Councils for approval. Of these three projects, the Daceyville Aged Care home has recently commenced while our Marsfield, and Grafton homes,

which together boost our supply of aged care places by a further 40, are both advancing through the planning phases. We anticipate the Grafton project will be in construction in late 2016. Each of these revitalisation projects entitles Southern Cross care to claim the Department of Health significant refurbishment subsidy supplement that came into effect on the 1st July 2014.

Play Areas, Libraries, BBQ's and Employee Rooms for Country Locations

In the past 12 months, smaller upgrade building works were completed at our sites in the south-west slopes towns of Cootamundra where a new lounge area specifically designed for our residents with dementia was built. In Young a new car park and attractive BBQ and play area were built and residents at Goulburn enjoyed additions including a new resident lounge, employee work room and an upgraded entrance lobby. In Campbell (ACT), general refurbishments and modernisations have refreshed the home, and Casino residents and families welcomed a new children's play centre, library and employee training room.

Throughout the year we finalised all but one of the mandatory fire sprinkler installations to our aged care facilities. The Plumpton installation will be completed by end of February 2016 and fully compliant ahead of the governments timeline.



South Coogee showcases a fresh new look





Life is good!
Retirement Living
residents Norma
and Bill catch up
over a cuppa.

Retirement Living

Southern Cross Care currently own and operate 29 Retirement Living Villages across metropolitan Sydney and regional NSW. In 2014-15, we were able to provide 923 comfortable, well-appointed units and deliver services to over 1,100 residents. Occupancy rates remained stable for the period at 93%.

A key focus we have across our Retirement Living sector is to improve and identify new services to assist residents to remain living independently in their homes. We work in close partnership with residents who need to endorse any new services or changes before we adopt them.



An important achievement in 2014 was our agreement with residents to implement an INS Emergency Call System throughout our Villages. The service gives residents peace-of-mind via a pendant alarm transmitter delivering direct contact with the service, so there is no need to be close to a phone when in need.

Godwin D'Amato,
General Manager Retirement Living

We selected the INS Lifeguard system because it uses only qualified or enrolled nurses to monitor calls and quickly assesses each situation, immediately summoning ambulances, fire or police as required. The INS system installation was successfully transitioned through all but one village from February through to June 2015. Benefits to date include streamlined emergency call procedures, improved turnaround times for ambulances to

attend and most importantly, a new level of reassurance for residents. While help is being dispatched, the operator remains in constant contact with the caller, continuously monitoring the situation to assess if the situation is becoming more serious.

One of our clients, Josephine Zaslowski a Retirement Living resident from Nordby in West Pennant Hills, found help was a just button call away.

Josephine was sitting in her chair with dog Major on her lap. As the sun inched west, she dragged her chair to catch the day's last rays. "Hoisting myself up I managed to catch one of the chair legs between a paver. I flipped backwards hitting my head on a brick wall. I couldn't move and had Major on his leash tangled up around the upturned chair." She called for help, but no one heard her. "I then remembered my INS Lifeguard pendant around my neck and pressed the button. I instantly heard a male voice say "Hello Josephine, are you OK?" Even though I was outside of my home, I could still hear the operator's voice, and he could hear me. I explained I'd fallen, and he stayed online speaking with me until the ambulance arrived." Within a short while, Josephine was back on her feet and checked over. "It was the best piece of technology I could have wished for. I know it works, and I feel safe."

Josephine Zaslowski is an active, independent lady and has called Nordby Retirement Living home for six years.



Josephine from Nordby Retirement Living Home in West Pennant Hills

Anne from our Retirement Living team catches up with resident Richard.





Caring for our Retirement Living Residents

Caring for the whole person is something we aim to make part of our way of life. Retirement Living is not just about bricks and mortar; we know that to continue to meet our current and future customer preferences, we need also to offer a wide range of health and aged services within our villages. In May, all Retirement Living Committees were presented with their respective annual budget rounds, and discussions were initiated on a series of resident community workshops scheduled to commence in the later part of 2015. Alongside the community feedback, we are reviewing existing services and identifying new services we may introduce over the next three years to enhance the recreational, social and care choices available to our customers as they age.

We are continuing to see the traditional lines of demarcation between Retirement Living and Aged Care accommodation altering as the entry age into Retirement Living continues to increase. Unlike two decades ago when people in their sixties were opting for a Retirement Living lifestyle, today's average age of entry is closer to eighty years of age. With an older population comes new challenges and opportunities and we are exploring what new health and aged care services will meet their preferences both now and well into the future. An example of this is through offering aging customers a continuum of care via Southern Cross Care's growing mobile Home Carer workforce. Home Care can service the needs of approved customers and help them to maintain their independence by continuing to live comfortably in their homes. We identified an opportunity to pilot a program to expand the Pastoral Care service we currently offer to residential customers to include

Retirement Living customers. In April 2015, we commenced planning of a 'Visiting' program at Cardinal Gilroy Village in Merrylands to offer support to 238 Retirement Living residents who may be vulnerable to isolation, or in need of support during times of personal or social upheaval. The Chief Executive approved funding for one full-time equivalent Pastoral Care Specialist to be employed from the second half of 2015. Based on the success of this pilot, we'll assess how the service may be extended into other Retirement Living Villages.

People Power

Our Resident Committees and Lifestyle Committees provide amazing people power and help our residents enjoy happy and fulfilling retirements. All over metropolitan Sydney and regional NSW, we say thanks to all the Committee Members and resident volunteers for their generous support and dedication. These people represent a veritable power house, overseeing activities from countless cups of tea and biscuits to fetes, open days and a wide range of social activities that adds to the rich fabric of life at Southern Cross Care.

An Exciting New Future—Facilities Expansions and Improvements

A significant challenge and one we are now tackling are the future of our older villages. We earmarked an objective in 2013 to undertake a Master Planning process for the redevelopment of our flagship site, Cardinal Gilroy Village in Merrylands. This 18-acre site includes our largest Retirement Living Village with 236 units, a Residential Aged Care facility accommodating 123 supported living units. The site is also home to our Head Office operation. In early 2015 we appointed a community engagement consultancy to work with residents, employees and the wider community to discover what the Merrylands site could offer in terms

of retirement and aged care in the next decade and beyond. That process will commence in the second half of 2015 and will culminate in a Master Plan due for release in late 2016.

Rural Expansion Continues to Deliver New Beginnings

One of our biggest development projects for the year was the expansion of our Retirement Living Village in the Central West town of Parkes.

We have been well established in the Central West for over 20 years, and our existing site accommodates 54 units. In July 2014, we hosted a community information session to showcase our new development and, as a result, attracted 55 potential buyers interested in the initial 11 units available for sale. From this,

we received a total of 25 expressions of interest, signalling demand double for what we were supplying. The Parkes project is a large-scale development requiring detailed infrastructure including roads, sewer, storm water and street lighting. We are particularly thrilled to offer residents a purpose-built walking path, bridge and attractive landscaping to encourage physical activity in the great outdoors. Due to the extremely favourable demand for properties, our Chief Executive and Board approved a second development stage comprising a further 12 units to commence construction in October 2015 and due for completion in April 2016. Once finalised, the extended village will house 50 new houses, plus a new 62 bed Residential Aged Care site, making it one Southern Cross Care's more substantial property assets.



"We have always maintained a strong commitment to caring for the needs of our rural elderly and it's been a priority to invest in boosting the range of accommodation options for this audience."

Mark Garden,
Property Development Manager

Sustaining Our Environment

We are committed to protecting our environment and ensuring the footprint we leave is small and the least invasive. This year we elevated our performance from Bronze to Silver Sustainability Advantage in a recognition event conducted by the NSW Office of Environment and Heritage.

Over the past few years we have expanded the Relivit program (diverting incontinence waste away from land fill); improved efficiencies in waste collection; introduced new light and air-conditioning systems in the ACT Garran facility saving close to \$25,000 per year on electricity bills, trialled an E-water system at our Marsfield aged care facility; planted sustainable gardens and landscapes at several city based facilities; and made inroads into the feasibility of PV solar power generation at our Tweed Heads aged care home.

We have achieved an overall reduction in electricity usage by 4.35%, and gas usage by 9.35% on a per resident bed basis against our 2011 base line records. This equates to savings of approximately \$200,000 per annum. The value of this work is best appreciated when we compare 2014 electricity expenditure of \$2,825,016; a further \$960,100 on water and \$632,242 on gas (in total \$4.4m in energy costs).



Mahmoud Chatila,
Green Team champion
and Chief Executive
Paul McMahon collect a
Silver Recognition plaque
from Sustainability
Advantage.



Home Care team member Rhiannon with Bruce and daughter Lorraine

Home Care

Helping more people feel right at home

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 older people receiving care to 'age-in-place' within their 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 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 Program.

Our Home Care service offers holistic, individualised support designed to help people maintain their independence and quality of life within their homes. We cover all levels of need, including personal care, domestic assistance, respite, transport, or simply sharing a friendly chat over a cup of tea. We focus on developing close relationships with each of our clients, their families and other ancillary support services to ensure everyone under our care remains 'right at home.'

As predicted, our Home Care division continued to achieve substantial growth during 2014-15 led in part by the Federal Government's Living Longer, Living Better Aged Care Reforms. Our original Home Care funding allocation covered 165 packages over six regions across NSW. This year, we increased the number of allocated packages over 50% to 318 and, for the first time, we secured allocations for Complex Care packages (known as Level 3 and 4 packages). This was a significant achievement as it means we are now able to extend our care to those in the greatest need of support. The growth has fuelled the requirement to establish an additional four new sites, bringing our total number of Home Care sites to 10.



Our newest sites cover the Lower Hunter (specifically funded for Lake Macquarie), Northern Sydney, Nepean (specifically funded for Penrith), and South West Sydney (specifically funded for Liverpool, Campbelltown, and Fairfield). In the Central West, we have boosted our Home Care presence in the region by opening a new store front location in the township of Parkes. We are also taking advantage of strategic opportunities to place a further hold on our target regions, and our continued growth is demonstrating to each community why we are a Home Care service leader.

The increase in Home Care allocations required the appointment of additional full-time Registered Nurses who handle management of the higher level packages and the clinical care component. In 2015-16, we aim to increase the number of part-time Registered Nurses specifically across rural and remote locations to support the increasing demand in those areas.

In June 2015, the Home Care Quality Review process took place and provided an opportunity to review our current practices against quality reviewer's feedback. This process ensures the services we provide to our clients is of a high standard, and we were delighted to have successfully passed on all measures with no required improvements identified.

Maida, Leesa
and Jennifer
from Home Care





“ We achieved an extremely positive result from the Home Care Quality Review. However, because the standards we set for ourselves are even higher, we continually re-evaluate our services internally, always ensuring our clients’ needs are being met.”

Leesa Potter,
Acting General Manager Home Care

Personalised Care that Works for You and with You

empowering and rewarding work being a Southern Cross Care Home Care team member. Our employees spend their days actively supporting each clients’ decision to live the way they choose. Carers are in-tune with their clients and respond with flexibility, adapting services to best support each individuals’ needs and wishes. The Home Care team is growing exponentially and our training, new technology and systems are keeping up-to-date with the changes occurring within the sector.

Health and Wellbeing Every Day

From 1 July 2014, our flagship Day Therapy Program based at Cardinal Gilroy Village in Merrylands was incorporated into our Home Care division. A new position of Programs Facilitator was created to manage and develop the new service, and a Program Facilitator appointed in September 2014. The Day Therapy service officially opened to members of the public aged 65 years and over who can attend for a small daily fee. We are delighted to offer participants a diverse range of services and activities designed to

support physical and social wellbeing and specifically targeting falls prevention. During the year, we welcomed in excess of 100 new clients through our doors, many who have since become regular clients. Throughout 2014-15, we extended our programs to include a walking group, aqua aerobics sessions, tai chi and aerobics classes, physiotherapy and podiatry visits as well as access to a Registered Nurse for health and well-being information. Clients had the opportunity to hear from guest speakers from a range of health bodies including Vision Australia, Beyond Blue and Hearing Australia. The Day Therapy program is also offered at St Michael’s in Casino where they specialise in music therapy. Based on the success of Day Therapy, we aim to market and promote the service in 2016 to reach Home Care clients living in the wider community.

A Positive Outlook

The introduction of Consumer Directed Care from February 2017 means funding for Home Care Packages will no longer be delivered via a provider; rather funding will now follow the consumer. These changes give older Australians greater choice in not only determining the types of care and services they need to maintain their independence; but also which provider they want to deliver that care. Under these reforms, Home Care will continue to be our largest growth area, and we remain focussed on increasing our services in the current funding areas and expanding within the community service sector. The last Aged Care Approvals Round has been announced, and Southern Cross Care will apply to receive further packages, we have targeted our current

funded areas, specifically the level three and four packages as we have identified that there is an increase in need for Complex Care within our target regions.

Marketing and promotion will be increasingly vital in ensuring Southern Cross Care are considered a quality care provider of choice and visible in this competitive marketplace. Investing in brand exposure will ensure we are recognised as synonymous with quality, reliability and personalised care. We will also seek to increase awareness and availability of our private services across our own Southern Cross Care network by boosting services to our extensive Retirement Living population; as well as throughout the wider private-pay community.

Meet Rhiannon



Rhiannon joined Home Care team in 2014 after previously completing a hair dressing apprenticeship. Having grown up in a family of nurses and often spending time in the company of her much-loved grandparents – she knew she wanted to be involved in helping older people. She completed her Certificate 3 in Aged Care and today is both a reliable source of support and friend to her many regular customers, including Bruce and his daughter Lorraine. Rhiannon calmly and happily cares for Bruce, helping with dressing, meals and tidying up. Bruce is able to remain at home, well-cared for and safe thanks to Rhiannon’s regular visits.



We’ve had many success stories including Kelvin, who suffers from type 2 diabetes leaving him unable to walk for more than a couple of minutes. With the support of Day Therapy and loads of encouragement from other participants, Kelvin’s now walking up to two kilometres with the walking group and is climbing stairs without assistance. He has also lost weight, improved his diet and is feeling much better about himself. When asked what he likes most about Day Therapy his answer is simple. ‘Everything!’

Kelvin Gadd is living proof - Day Therapy works.



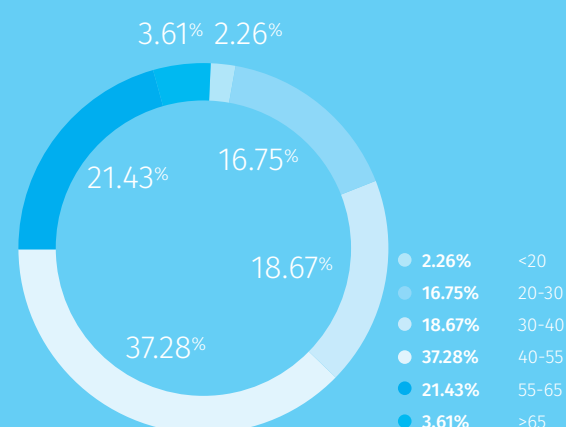
Our People

Southern Cross Care (NSW & ACT) is a people organisation where caring for people takes special skills and qualities. We are inspired every day by the commitment, kindness and energy that our employees bring to our clients and residents and to each other. Our People and Culture team support our employees by providing education and learning, career development and recruitment, workplace health and safety and through fostering a united team culture.

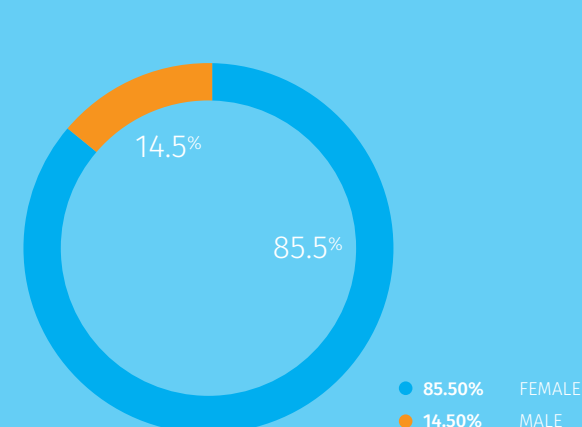
The Aged Care sector continues to be one of the oldest work forces in Australia with the average employee aged between 45 and 54, female and working part time. As at 30 June 2015, the total number of employees was 1,773, with 1,526 (85%) female and 237 (14%) male. Of our total workforce, 1,169 (66%) are part-time, 247 (14%) full-time and 357 (20%) are casual employees. The vast majority of employees, over (91%), are employed in care service roles within our network of Residential and Retirement Living facilities and Home Care locations across NSW and ACT.

Employee turnover in 2014-15 for SCC was 18% and is marginally higher than ACS members' most recent survey in 2012 at 15.8% and lower than the average of 20% found by Health Workforce Australia research from 2014.

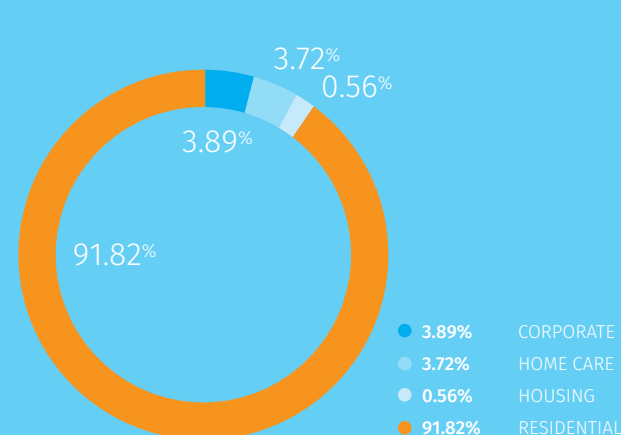
EMPLOYEE BY AGE



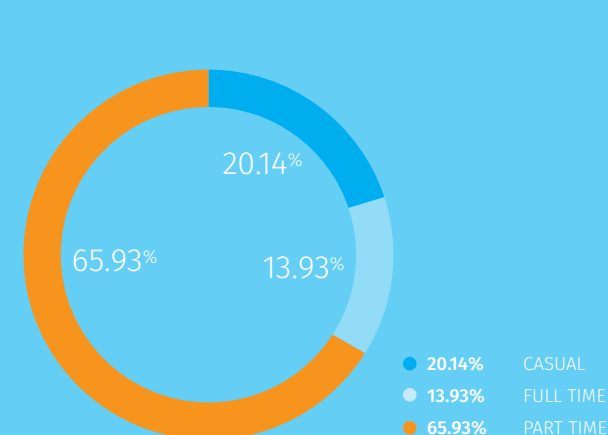
EMPLOYEE BY GENDER



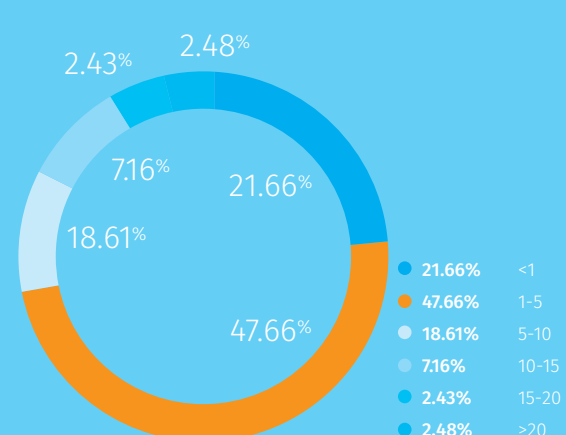
EMPLOYEE BY SERVICES



EMPLOYEE BY EMPLOYMENT BASIS



EMPLOYEE BY YEARS OF SERVICE



Culture and Engagement

During the year employees actively participated in Southern Cross Care Values days. These celebrations were held by and for employees as opportunities to reinforce our values of HEART (Honesty, Empathy, Acceptance, Respect and Teamwork) and to build collaboration and accountability.

Our People and Culture Team

People and Culture, like other business units, used 2014-15 to redefine their structure and to establish stronger foundations to improve support for operational strategic plans. We are now well-placed to deliver improved quality and efficiency and support employee development and engagement. We restructured the team, introducing a number of new specialist positions to improve overall how we support both current and future business operations.

We expanded our Talent and Acquisition team to widen the scope and range of candidates we attract, as well as reducing time to hire. a move designed to lift the quality of candidates while building a pipeline of talent for the future. We are now able to effectively promote Southern Cross Care as an employer of choice.

Also, this year we appointed an Employee Relations Specialist and a Human Resources Business Partner. This team now provide dedicated support to employees and managers with the goal of enhancing performance and developing potential across our entire workforce. Reallocating resources also allowed for the appointment of a dedicated Learning and Development Manager charged with helping employees build deeper capability and skills to meet the changing needs of our clients and residents.

Into 2015-16 our focus is on continuing to improve People and Culture foundations including reviewing processes for efficiency, refreshing policy for up-to-date compliance, establishing new employee communications channels, measuring employee engagement and developing overall organisational competency.

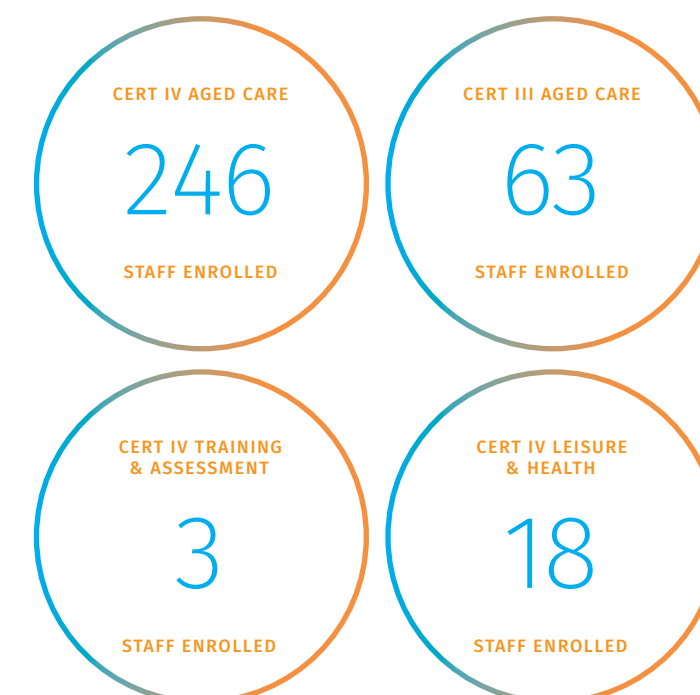


“ Attracting and retaining the right people remains our top priority when caring for our customers.”

Kalena Jefferson,
General Manager People & Culture

Professional Training and Development

Employees were offered onsite training and the opportunity to complete qualifications via our training partner Mercy Ltd. Throughout 2014-2015 the total number of employees completing this training included,



During 2014-15 all employees who care for residents and clients completed the following mandatory training.

- Pain Management
- Caring for a person with a Skin Condition
- Urinary Continence Management
- Elder Abuse
- Manual Handling
- Safe Food Handling
- Work Health and Safety
- Effective Written Documentation
- Workplace Bullying and Harassment

The Aged Care Channel (ACC) provided training on a wide range of topics and hundreds of group and individual sessions.

Work, Health and Safety

The year recorded significant ongoing reductions in length and cost of claims and other key workers compensation metrics. A proactive claims management program coupled with strong partnering with Catholic Church Insurance saw lost time drop to less than half of the previous year. Correspondingly, injury rates also dropped significantly from 122 in 2013-14 down to 89 in 2014-15.

Manual handling injuries continue to be the most common cause of employee injury. Manual Handling education was ramped up significantly, with all care employees receiving face-to-face training on safe working methods and techniques for the effective, safe lifting of clients and residents.



Resident Faye with
Melanie at
Orana Deniliquin
Remembrance Day
event.

Volunteers

Across every age, and at every stage, our volunteers represent the most wonderful cross-section of the community. Our volunteers are aged from 17 to 91 years and during 2014-15 we were fortunate to have over 714 of them lending their support. The work of volunteers never goes unnoticed as we consider them a valuable part of Southern Cross Care (NSW & ACT).

Volunteers enhance the daily lives of our residents and clients in a myriad of ways, from village drivers, to mail delivery helpers, librarians to shop volunteers. We have mothers who bring their little ones in to bond with residents, volunteers who operate cafés for the enjoyment of residents and families; we have volunteers offering beauty services, and volunteers who paint, read and sing or simply visit and offer friendship. Our volunteers are a veritable ground army of support for our Activities Lifestyle Co-ordinators, who together entertain, host social get-togethers and provide support to residents and families. Many of our Residential Care volunteers are also residents from co-located Retirement Living Villages.

We welcome volunteers in whatever capacity they can spare and thank our Facility Managers and Activities Lifestyle Co-ordinators and Pastoral Care Team Leaders for managing this kind, dedicated volunteer workforce. We are also fortunate to have the assistance of many Pastoral Care volunteers who, with specialist training provide personal comfort and support.



Pastoral Carer Gail visits with residents Anthony and Beverly at Cardinal Gilroy Village, Merrylands.

Pastoral and Spiritual Care

Pastoral and Spiritual Care is available for all residents to support their emotional and spiritual well-being. An important part of our care delivery framework by supporting 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 and compassion.

In 2014-15, we recruited and trained Pastoral Care team members and volunteers and now have 20 part-time trained Pastoral Care Team Leaders and over 210 pastoral care volunteers to support residents' emotional and spiritual well-being. New team members were recruited during the year at Leeton, Casino, Grafton and in Sydney at West Pennant Hills, Turramurra and Marsfield.

A Pastoral Care Model for the Future

From 2014 to early 2015, we researched how our current Pastoral Care services were operating, and found our volunteer model could be enhanced to improve both resident and volunteer experience. In the 2nd quarter of 2015 we commenced planning for a new model of care which we aim to introduce in 2016.

Pastoral Care Service Extended to Retirement Living Residents

We have successfully offered pastoral care to residential clients for many years, and this year sought to expand the service to Retirement Living residents who too may experience loneliness and isolation. We recruited trained employees in early 2015 to deliver a Pastoral Care Visiting Service for the residents of Cardinal Gilroy Village. The program launches on 30 July, 2015.

Ongoing Education and Training

In September 2014, the Team attended the Centre for Ageing and Pastoral Studies bi-annual conference in Canberra, and in May 2015 the annual Spiritual Care Conference in Hobart.

We had many volunteer pastoral care graduations throughout the year including events at Bombala, Moama, Garran and Tweed Heads. In Bombala and Moama, we also had four care employees complete the Pastoral Care training course for volunteers.

Team members in Northern NSW met one day per quarter to cross-share challenges, and to determine solutions for complex needs. In Sydney, new team members participated in an orientation program, introduced after commencing in their new roles.



“ This year we introduced clinical supervision for team members. This is a critical process to ensure Pastoral Carers can sustain their capacity to be present for others when in grief and discomfort, and to avoid suffering burn-out themselves.”

Briony Black,
Manager Pastoral, Spiritual Care and Volunteers

Clinical Pastoral Education qualifications in the team increased during the year with 2 team members completing 400-hour Clinical Training unit. We also recruited new members who have completed one or two Clinical Training units.

The Manager of Pastoral and Spiritual Care established a networking group from other care providers across Sydney to facilitate sharing and best-practice. The Chaplaincy Co-ordinators Network Group meets quarterly to exchange ideas, benchmark and solve challenges collectively.

Looking Ahead

We plan to expand Pastoral Care services further into Retirement Living and Home Care, and improve how we provide the service to Residential Care clients.



Throughout the year, we continued our focus on supporting people through the dying process and grief and bereavement. Many residents, and some of our volunteers and employees have passed away this year. Our Pastoral Care team are instrumental in hosting memorial services and funerals, and in bringing comfort to those in need.

Pastoral Care Team Leaders
Sr. Coleen, Pauline and Tup



Pastoral Care Training Course

“ I was already patient, but I have become more patient. The course changed my view on what Pastoral Carers do; now I know they bring companionship and friendship, helping residents live more fully - both emotionally and socially.”

Cathy, Pastoral Carer

Celebrating the Graduation of Pastoral Care Volunteers
at St Joseph's Tweed Heads

Allan is a quiet, unassuming guy. Once you learn he is a third generation farmer from a tiny town called Tichbourne in the Central West, it comes as no great surprise. It is easy to picture him at home on the land. It was, however ten years of harsh drought that bought Allan, like many other farmers in the region close to the edge. Alan credits his wife with steering him in a new direction. “She told me it was time to get an interest other than the farm, and signed me up as a volunteer with Southern Cross Care,” says Alan. His days are no longer spent tending crops but rather the important service of tending to the well-being of people. “With the help of a wonderful group of volunteers, we aim to bring as much comfort and companionship to residents as we can. I feel fortunate to be able to use my life experiences and interest in people to make a small difference. Of a morning when I arrive, I pop my head in to say ‘hello’ to everyone. When I see their smiles, I know they too are happy to see me. That’s pretty special.”

Allan Draper, Pastoral Care Team Leader, Parkes



Meet Allan
from Parkes

Finance Overview

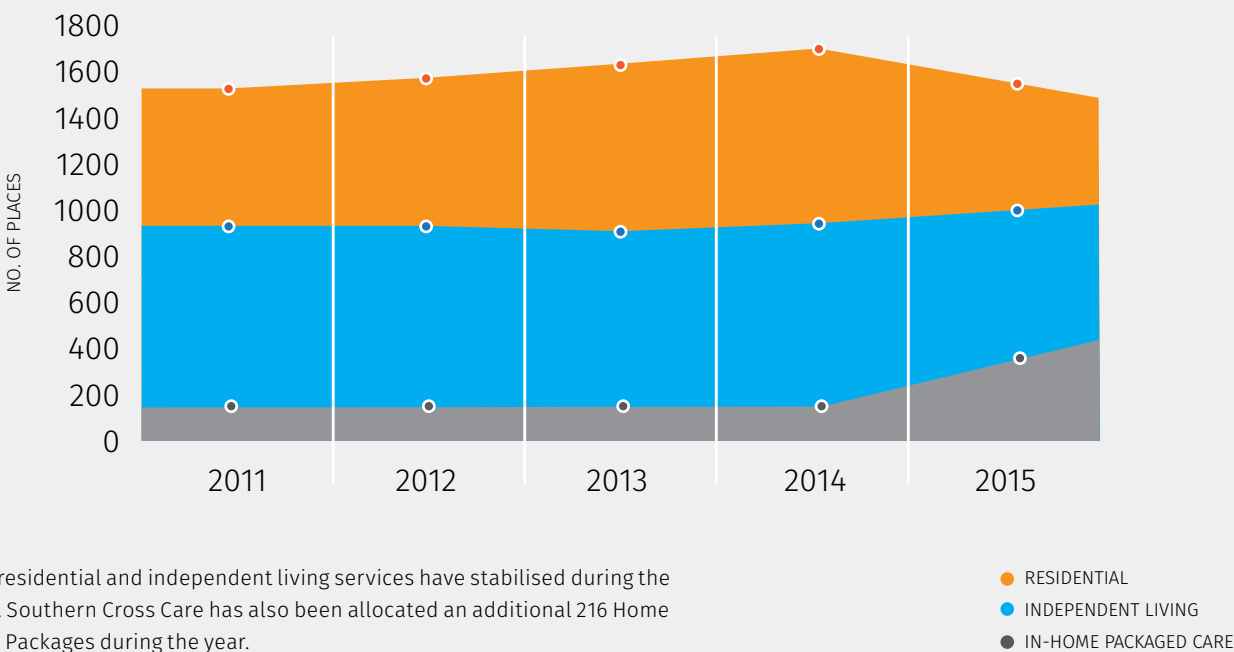
The 2014-2015 financial year produced another good result for Southern Cross Care (NSW&ACT). The continuing strong financial performance enables us to facilitate investment in our residents and clients and to implement our strategic plan.

We also consolidated further advancement on our technology journey, which will greatly assist all areas of the organisation over the coming years. The automation of finance processes continued as a focal point during the year.

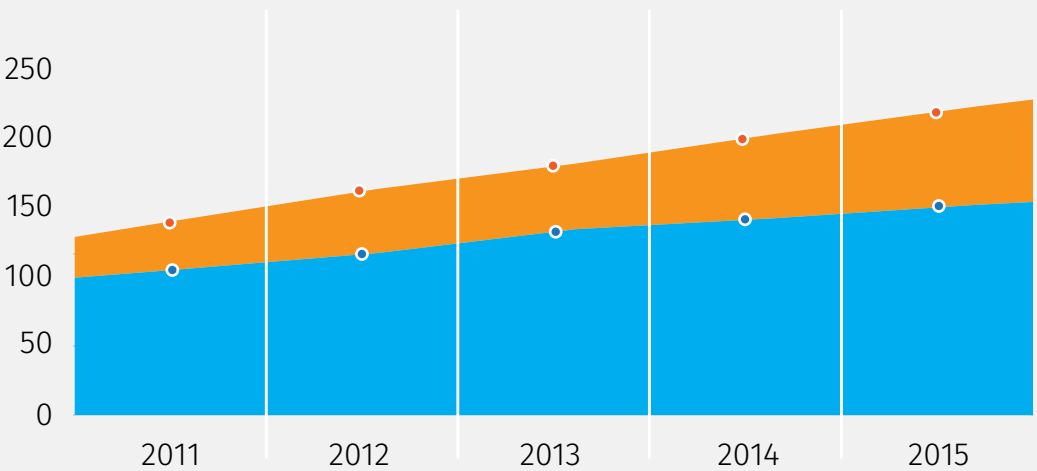
During 2014-15, we continued the implementation of a new rostering system and finalised our new client management system (Senior Living Solutions). The introduction of the client management system provides greater visibility of billing to our clients, increased insight for the organisation on our customer 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 2014-15.

AGED AND COMMUNITY PLACES FIVE YEAR GROWTH



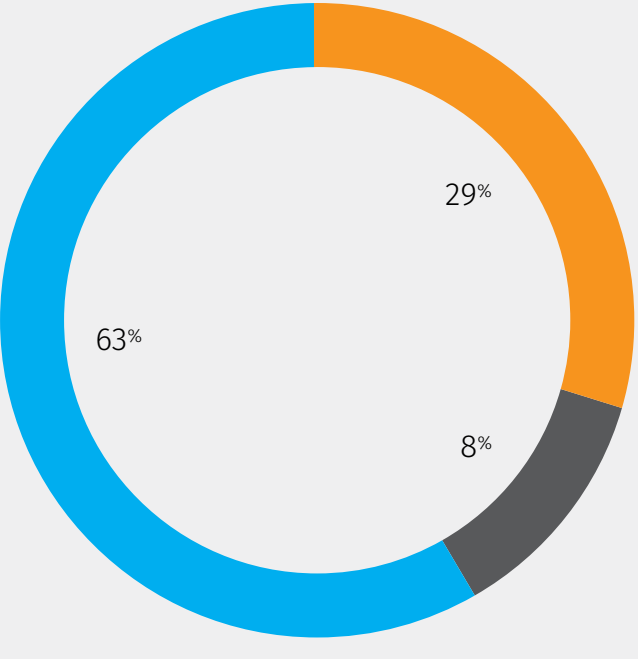
FIVE YEAR TURNOVER / EQUITY GROWTH



The five-year positive trend for turnover and equity growth reflects the organisation's strategic plan to continue to provide increased service and high quality care to our clients. Average growth for turnover is 11% and 12% for equity. In 2015 total equity increased to \$212M, a 6% increase on the prior year. Turnover increased by 9% to \$146M during 2015.

● TURNOVER
● EQUITY

REVENUE ALLOCATION

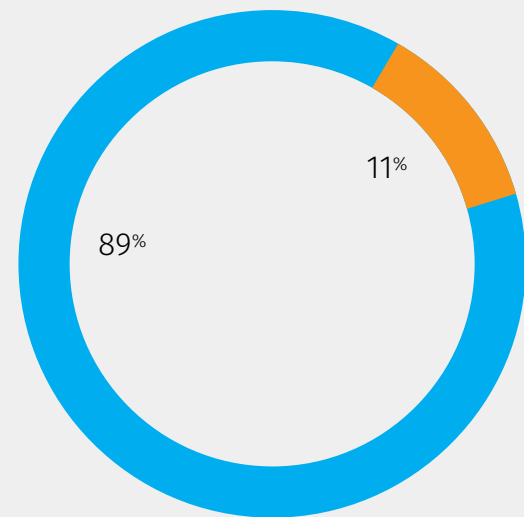


Government subsidies continued to be our main source of income at 63% of our organisational revenue. Total income increased during 2015 by 10%; government subsidies reported an 8% increase and client fees increased by 8%. Other income - which is comprised primarily of interest income - decreased by 13% due to a reduction in general interest rates.

Total revenue for 2014-15 was \$145,912,120.

● 63% GOVERNMENT SUBSIDIES
● 29% RESIDENT / CLIENT FEES
● 8% OTHER INCOME

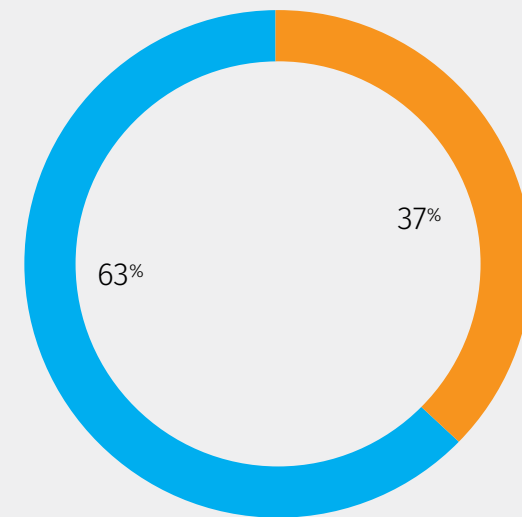
GENERAL EXPENDITURE ALLOCATION



● 89% CARE & ACCOMMODATION
● 11% OTHER INCOME

Expenditure on residents and clients continued to be a priority with 89% of the total spend related to the direct care and accommodation of residents and clients.

EXPENDITURE ALLOCATION



● 63% SALARY EXPENDITURE
● 37% OTHER EXPENDITURE

With salary and wages expenditure reported as 63% of our costs, imperative that our workforce is well managed. Improved rostering practices and continued monitoring of staffing levels ensure Southern Cross Care provides the highest quality of care.

Approximately 40% (on average) of residents pay no or minimal contribution to the cost of their accommodation. Meanwhile, about one-quarter of self-care places are allocated on

a preferential basis to pensioner-renters. All Home Care packages are available to clients with little or no financial means.



“Southern Cross Care is committed to protecting the interests of our financially disadvantaged clients; care need is the sole entry criterion.”

Vicki Kearney,
General Manager - Finance

Information Technology and Systems

Building a technology foundation to improve our efficiency and take advantage of future growth has been, and continues to remain a significant financial and operational investment for Southern Cross Care (NSW & ACT) into 2017.

During the past year, we have successfully delivered key foundational elements of our new Information and Communication Technology infrastructure and can now better address the needs of our current clients, residents, employees, stakeholders and future customers.

Centralised management and improved internet access and services now connect all of our major facilities across NSW & ACT. This is a real game-changer for many of our rural facilities that were previously disadvantaged by poor network services. They are now beginning to experience enhanced access thanks to the new network.

We successfully deployed a number of new IT management systems that are improving the responsiveness and efficiency of our Service Desk, our change management process, the documentation of systems and processes, asset management and infrastructure monitoring across the organisation.

Now that a strong technology foundation is in place we can support the next stage, including the organization-wide implementation of a new corporate e-mail and internet. Equipping employees with not just the tools, but also the training to help them adopt these new technologies will also be a key focus. Addressing the needs of our increasingly mobile workforce, particularly Home Care employees is also a high priority, and in 2016, installing a new Customer Management System and applications to improve operational efficiency and customer service are a priority. Major upgrades to our Residential Customer Care system next year will deliver more effective, flexible and easy-to-use services for employees and customers alike. These initiatives represent a significant milestone in our operational evolution and will be core to how we respond to the future opportunities presented under Consumer Directed Care. Also on the radar is the opportunity to make better-informed business decisions using our enterprise data more holistically. We'll do this by establishing a new data warehouse and introducing Business Intelligence tools.



“A highlight this year was the installation of a purpose-built core enterprise network that is now enabling a smarter, more efficient way of working across the organisation.”

Ken Garnett,
Chief Information Officer

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.



**John
Brig Arthur Devlin**
Chairman

Appointed:
27 June 2008

Qualifications and experience:
B.App.Sc (Bldg), MAICD

Occupation:
Business Development
Manager

Experience:
Senior management of
A W Edwards P/L a major
construction company within
the Sydney region. Associated
with Southern Cross Care since
August 2007.

Committees:
Property Services



**Geoff
Bartels KSJ**
Director

Appointed:
16 August 2011

Qualifications and experience:
B.Com. (Indust Rel), LL.B, MBA,
Dip Sec, Grad Dip Arb, FAICD,
F Fin, MIAMA

Occupation:
Solicitor

Experience:
Corporate governance
and finance specialist with
exposure to building and
construction. Exposure to
aged care sector and
not-for-profits. Has acted
both as an advisor,
independent board
member and as a risk
venturer. Chairperson of
Risk Management Committee.

Committees:
Risk Management,
Property Services



**Ian
Andrew Chisholm**
Director

Appointed:
17 November 2009

Qualifications and experience:
B.Sc, M.Cog.Sci, B.Th, Grad Cert
App Fin & Inv, MAICD, SA Fin,
ACS

Occupation:
Consultant

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

Committees:
Finance, Property Services
and Risk



**Rose-Marie
Hoekstra**
Director

Appointed:
17 November 2009

Qualifications and experience:
B.Ed M.Ed, Diploma in
Counselling

Experience:
Religious, education, human
resource, strategic and
organisational leadership
primarily through the role of
principal in Catholic schools
Sydney. Strong and active
involvement in environmental
sustainability. Chair of Property
Services Committee.

Committees:
Property Services, Quality
Care and Service Delivery



**Anne
Lane**
Director

Appointed:
16 August 2011

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

Occupation:
Congregation Leader
(Presentation Sisters
Wagga Wagga)

Experience:
Facilitator and consultant
to Religious Congregations
and other not-for-profit
organisations. Also works
as a Spiritual Director and
Counsellor. Chair Quality
Care and Service Delivery.

Committees:
Quality Care and Service
Delivery, Finance



**Patrick Joseph
McGannon**
Director

Appointed:
27 June 2008

Qualifications and experience:
R.T.A, JP

Occupation:
Accountant

Experience:
Audit Manager and Taxation
Manager. Specialist in Taxation,
Accounting and Corporate
Structures. Associated with
Southern Cross Care since
January 2002. Chair of Finance
Committee. Recently awarded
Diocesan Medal for the
Parramatta Diocese.

Committees:
Finance, Risk Management



**Angela
McKay**
Director

Appointed:
27 June 2008

Qualifications and experience:
B.Bus

Occupation:
Chief Operating Officer
(Juvenile Diabetes Research
Foundation)

Experience:
Not-for-profit, professional
services and consumer goods
experiences including strategy,
change management, creating
and leading management and
operational teams, marketing,
sales, commercial strategies
and implementation. Most
recent former role as Director
at Thomson Reuters.

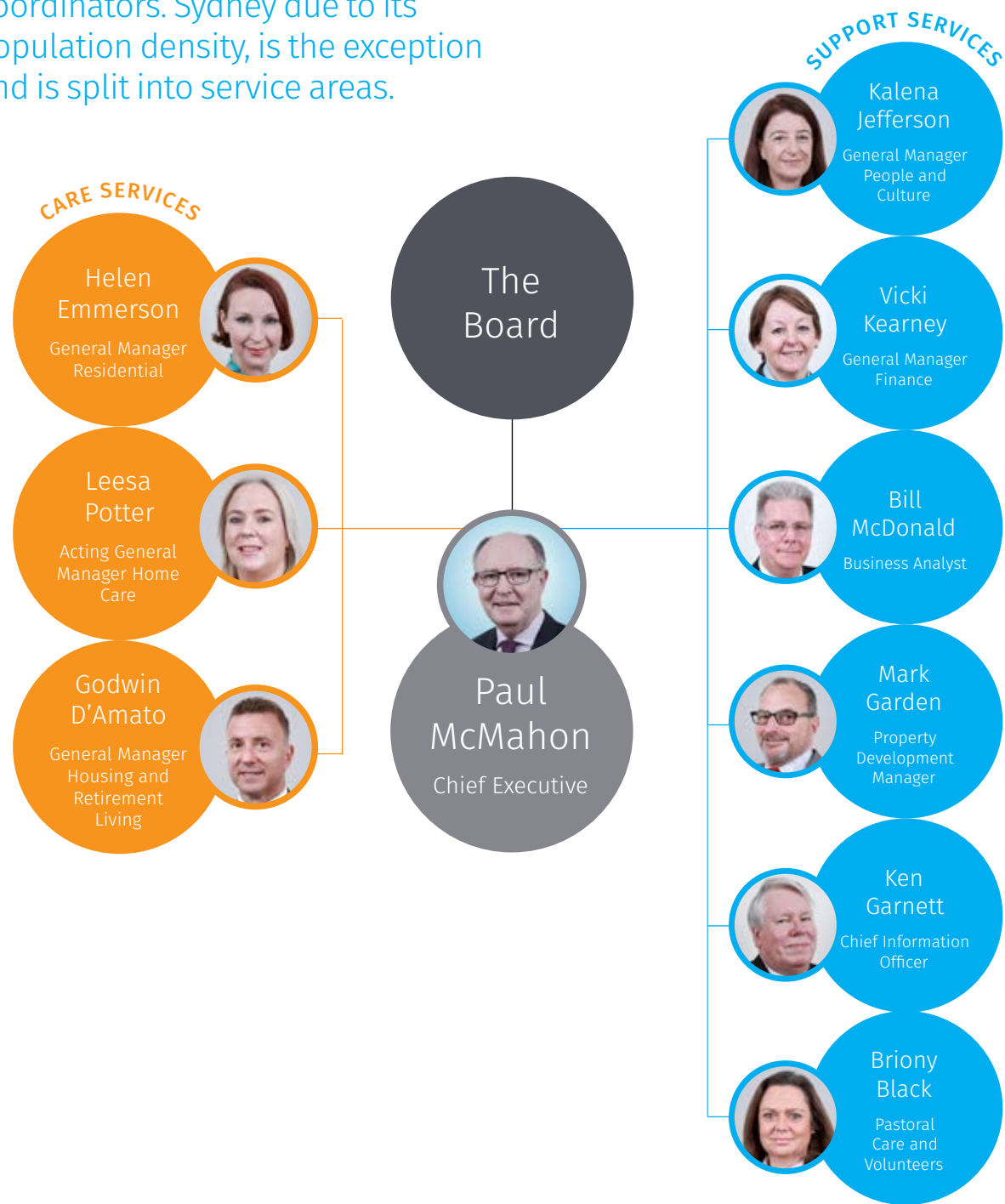
Associated with Southern Cross
Care since January 2002.

Committees:
Risk Management, Quality
Care and Service Delivery

Organisation Structure

General Managers oversee the three care service streams. Regional Managers are responsible for Retirement Living and Residential Care within their regions. Home Care is managed separately by Regional Coordinators. Sydney due to its population density, is the exception and is split into service areas.

For Residential Care, Facility Managers, and care teams comprising of Managers, Clinical Nurse Consultants, Registered Nurses, Care Service Employees and Activities and Lifestyle Coordinators are located at each home. Our regions are fully supported by business services centralised in our Head Office. Each of these service functions are led by Executive Managers.



Thank You for your Generosity

We are grateful for the donations from generous individuals throughout the year. We sincerely thank the following people for their contributions:

SPECIAL THANKS TO THE ESTATE OF THE LATE LENORE LEMKE FOR THEIR BEQUEST OF \$37,294 TO SOUTHERN CROSS CARE.

UP TO \$1,000

- A & W Craig, South Tweed Heads
- Alma Tokarev, Grafton
- Australian Red Cross, Lavington
- Beatrice Ross' Families, South Tweed Heads
- Casino Uniting Church Parish, Casino
- Casino Women's Fellowship, Casino
- Fellowship of Australian Writers, Young
- Gail Collins, Banora Point
- GB & JE Bargwanna, Young
- J & G Coombs, Campbell
- Kirsty Garlick, Campbell
- Leanie Napier, Leeton
- Lorna Pedden's Family, North Turrumurra
- Maged Ghabriel, Greystanes
- Margaret Vernon, Caves Beach
- Martha Mulder, Merrylands
- Nancy Cassels, Grafton
- Patrick McCormack, Merrylands
- Patterson Bros, Young
- Perrie Vernon, Caves Beach
- Soroptimist International, Garran
- Swansea Tenison AART, Swansea
- Terrie Vernon, Caves Beach
- William Atkinson, Daceyville
- Young Neighbourhood Centre, Young
- Young Services & Citizens, Young

UP TO \$10,000

- Brother Maurice (The Moonya Trust), Marsfield
- Casino Show Society, Casino

Locations and Services

- Home Care
- Residential Aged Care Facility
- Retirement Living Unit

1	Albury			
2	Banora Point			
3	Bateau Bay			
4	Bombala			
5	Braddon			
6	Campbell			
7	Caringbah			
8	Casino			
9	Caves Beach			
10	Cootamundra			
11	Corowa			
12	Daceyville			
13	Deniliquin			
14	Garran			
15	Goulburn			
16	Grafton			
17	Greystanes			
18	Harden			
19	Kirrawee			
20	Leeton			
21	Manly Vale			
22	Maroubra Junction			
23	Marrickville			
24	Marsfield			
25	Merrylands			
26	Moama			
27	Parkes			
28	Plumpton			
29	South Coogee			
30	Sutherland			
31	Swansea			
32	Temora			
33	Thirroul			
34	Turrumurra			
35	Tweed Heads			
36	West Pennant Hills			
37	Yarralumla			
38	Young			





Thank You for
Your Generous
Support

Your generous support helps us to continue providing more services for older Australians. We are a not-for-profit organisation, and all donations help with the purchasing of equipment, enhancing our facilities and helps support many of the services that contributes to residents' happiness and well-being.

We appreciate all bequests and donations. We sincerely thank those people and their families who have named us as a beneficiary. 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 check or email enquiries@sccliving.org.au

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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

FOUNDATIONS FOR THE FUTURE

Annual Report 2014-15

www.sccliving.com.au

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