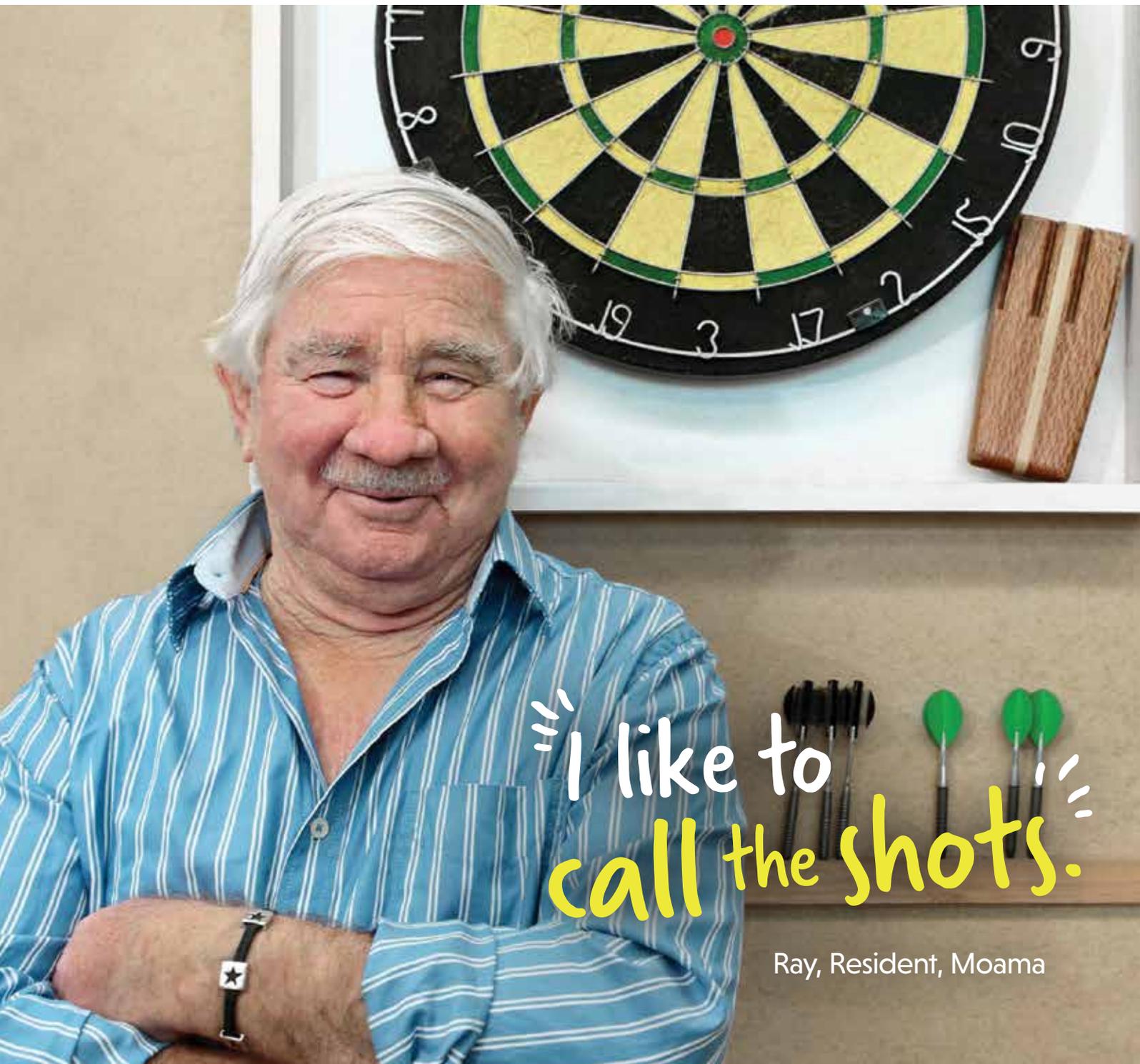


Clients Leading the Way

ANNUAL REPORT 2015-2016



I like to
call the shots.

Ray, Resident, Moama



Home Care



Retirement Communities



Residential Aged Care

 **Southern
CrossCare**
NSW & ACT

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Front cover: "I like to Call the Shots" Ray, Resident, Moama.

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I'm an
independent
woman.

That's never going
to change.

Joyce, Resident, Moama



Welcome

Welcome to the Southern Cross Care (NSW & ACT) Annual Report 2015-2016.

Our organisation began over 47 years ago when a group of socially motivated Catholic laymen sought ways to improve the welfare of their community. The Knights of the Southern Cross were concerned with the wellbeing of their elderly and so by working with the Catholic Church, they acquired land and set about building homes and providing quality care to support people to live with dignity as they aged. Today, we continue following in their footsteps by helping thousands of older Australians to *live life to the full*.

To remain competitive in an increasingly contestable, consumer-driven market, we developed a strategic plan in 2014 to drive our organisation. We've made strong progress towards delivering on this plan.

As the title, *Clients Leading The Way*, suggests, we've invested more time listening, talking, and researching what our customers thought, wanted, and felt. In this report, you'll hear the tangible words and stories of our clients, their families, and employees.

Our success comes from what stays in people's hearts and minds. Ultimately, what matters most to people is the wonderful caring relationships we build and support throughout our homes, communities, and among our teams.

Giving people the opportunity to live fully, to their maximum potential, and on their terms is why we are here. Behind each story lies dynamic and subtle enhancements to technology, operations and infrastructure, research and collaborations, and education and training – each making it easier to give people more of what they need.

Getting closer to customers and knowing them more, will continue to dictate the next phase of our strategic direction.

Using their input, we are building a bold vision that, when coupled with strong leadership and an appetite for innovation, prepares us for a very optimistic future.

Enjoy reading our 2015-2016 Annual Report.



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

We live by our HEART values of Honesty, Empathy, Acceptance, Respect, and Team Work.

Our Principles

We enable older people to *live life to the full* by following our guiding principles that value each person as an individual.

Caring for People

We acknowledge the individuality of every person and care for the whole person. We promote living life with respect, dignity, and purpose, according to individual aspirations and needs. We believe that disadvantaged, vulnerable, or isolated people merit special consideration.

How we do this

We care for people's physical, emotional, intellectual, social, and spiritual wellbeing. We build personal relationships and warm, home-like environments that encourage people to enjoy their lives on their terms.

We build communities and homes in rural locations specifically, to provide care and support in areas where aged care services are limited or non-existent. Our presence also creates employment opportunities and contributes to the social fabric of various country towns and communities.

We seek to help those with chronic or debilitating health and social issues, including dementia and Alzheimer's. In addition to all the care that we provide, we understand the importance of research and support innovations through funding and implementing programs and activities designed to help everyone lead fulfilling lives.

Dignity

We believe people deserve to be treated with dignity regardless of their ethnicity, creed, gender, sexuality, age, or ability.

How we do this

We celebrate the rich diversity of our residents, clients and employees. We honour all traditions, beliefs, events, and special occasions that are unique and special to them.

Self-Direction

We believe that people have the right to participate in decisions that affect their lives.

How we do this

In our communities, we encourage and support decision-making by individuals, groups, families, and employees – giving everyone the opportunity to participate in decisions that affect their lives.

Dignity of Work

We believe work is intrinsically good, and part of our contribution to society. For us, employees must be treated well and should undertake their work fully, faithfully, and responsibly.

How we do this

We pay our employees above the award rates and provide favourable conditions wherever possible. Our working conditions are safe, fair, and respectful of our employees. We recognise the importance of family, acknowledge cultural diversity in our workforce, and therefore value work-life balance. Employees are in turn responsible for contributing to the common good by providing a fair day's work for a fair day's pay, and treating employers, clients, and co-workers with respect.

Sustainability

We believe that we are responsible for looking after the world we live in, and for sharing and sustaining the resources the earth gives us, so future generations will enjoy the same benefits.

How we do this

We monitor the environmental impact by improving the way we build, operate, maintain, and improve our buildings, communities, and operations.

Meet Our Board

John Devlin Chairman

Appointed: 27 June 2008
Qualifications and experience: B.App.Sc (Bldg), MAICD
Occupation: Business Development Manager
Experience: Senior management in the construction industry
Committees: Property Services

Patrick McGannon Director

Appointed: 27 June 2008
Qualifications and experience: R.T.A, JP
Occupation: Accountant
Experience: Audit and Taxation Manager
Committees: Finance, Risk Management

Rose-Marie Hoekstra Director

Appointed: 17 November 2009
Qualifications and experience: B.Ed M.Ed, Diploma in Counselling
Experience: Religious, education, human resources, strategic and organisational leadership primarily through the role of a principal in Catholic schools Sydney.
Committees: Property Services, Quality Care and Service Delivery



Angela McKay Director

Appointed: 27 June 2008
Qualifications and experience: B.Bus
Occupation: Chief Operating Officer for a leading juvenile health foundation
Experience: Not-for-profit, professional services and consumer goods
Committees: Quality Care and Service Delivery

Anne Lane Director

Appointed: 16 August 2011
Qualifications and experience: B. Ed, Dip Counselling, Pastoral Studies
Occupation: Congregation Leader
Experience: Facilitator and consultant to Religious Congregations and other not-for-profit organisations. Spiritual Director and Counsellor
Committees: Quality Care and Service Delivery, Finance

Ian 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 in insurance industry, with emphasis on IT
Committees: Finance, Property Services and Risk

Message from the Chairman

It is a privilege to chair the Board of Southern Cross Care (NSW & ACT). Today we are seeing some of the most significant changes ever – deregulation, funding cuts, and an infinitely more complex and competitive market. This challenging environment has been a catalyst behind our efforts this year.

As we address these challenges, it's important we stay focussed on our mission of being liberal and welcoming as we 'support the aspirations and needs of people as they age, by reflecting the love of Christ'. We want to be the chosen partner to a growing, ageing population, who are entitled to more choices and control than ever before, yet we need to deliver services with less funding. Southern Cross Care (NSW & ACT) is in a very strong position and by leveraging our size and strengths, our place as experts in ageing and wellbeing is secure.

This year we've come to better understand how Southern Cross Care (NSW & ACT) can be more innovative with service delivery and new business models. Innovation means we can continue delivering support to the many rural locations where we have a presence, we can develop new sites and services, while continuing to support those who are financially disadvantaged.

Customer feedback along with research is what is now driving operational and cultural changes. A new strategic plan blending Residential Aged Care, Retirement Communities, and Home Care is taking shape; it's bringing us closer to customers than ever before.

The pace of change this year has been frenetic, but what remains constant is the commitment by management and employees to providing the best care and services possible. Again, our mission directs us to treat everyone with respect and dignity; together we enable meaningful lives by supporting all aspects of a person's being, including intellectual, physical, social, emotional, and spiritual needs. Treating a person as individual and offering choices enables them to remain in the driver's seat and in-control of their life.

The past year has seen many new projects across technology, risk and governance, education and training, marketing, and service delivery. These are transformational projects requiring every team to

embrace new thinking and a willingness to adapt; we applaud the energy and commitment shown by everyone who is part of this great organisation.

On behalf of my fellow Board members, I would like to acknowledge the stewardship that Chief Executive Paul McMahon brings to the role. Paul has restructured the organisation to drive a more customer-focussed, agile operation capable of growing to support even more customers. I would also like to thank my fellow Board Directors for their valuable contribution throughout the past year. Their insights, rigorous debates, and commitment are essential in shaping the organisation's activities in accordance with our mission.

This past year we sought to increase the size and diversity of the Board and are close to announcing new appointments. This renewal activity ensures we have a well-balanced Board with a strong continuity of purpose and the necessary skills to support the organisation well into the future.

Most importantly, the Board wishes to thank the employees of Southern Cross Care (NSW & ACT) – you are the heart of this organisation and every single day you are enriching people's lives. Last, but not least, we applaud the everyday heroes; the army of generous volunteers and donors who contribute selflessly by bringing happiness to our customers – thank you for all you do.



John Devlin

CHAIRMAN, SOUTHERN CROSS CARE
(NSW & ACT)



Message from the Chief Executive

Southern Cross Care (NSW & ACT) values our older people and we do everything we can to support what matters most – *living life to the full*. We provide warm, friendly homes with high-quality care and services, and each year we get better at giving people more of what they need, when they need it.

Getting closer to customers, and using their input to shape every aspect of our operations has been a significant focus this past financial year. We want every touch point or interaction that a customer or family member has with us to be a positive one. Customer feedback has challenged the way we design Residential Aged Care homes and Retirement Communities, the types of services we offer and how we deliver them, our lifestyle and activities programs, our notion of Pastoral and Spiritual Care, our menus, and even what to expect from our dining experience. Wherever possible, we've sought to engage and listen to the people who trust us with their care and wellbeing.

Since opening our first home in 1972, we've been an important partner in the lives of thousands of older people and their families. We also support those who are socially disadvantaged and vulnerable, because those most in need also deserve the opportunity to grow older in a caring and safe community.

Three years ago, we embarked on a strategic plan to equip Southern Cross Care (NSW & ACT) with solid foundations for continued growth as well as supporting our ongoing Residential Aged Care, Home Care, and Retirement Communities.

Since then, we've made pleasing progress on a new development site in Penrith that will deliver the next-generation in aged care living. Additionally, we are also refurbishing and beautifying many of our existing properties.

I'm particularly proud of our green philosophy and the lengths our teams go to in order to build and sustain our properties in a way that respects the environment. This year we stepped up from Bronze to Silver status from The NSW Office of Heritage and Environment in recognition of our energy efficient solar installations, waste-reduction, and environmental programs.

We also delivered a record number of new training programs to support our workforce, enhanced our Home Care operations and launched an attractive new uniform, befitting the professionalism of our workforce.

This year, we identified and purchased a new Head Office in Epping in Sydney's north, to both free-up space, and ease congestion at our former offices, located within Cardinal Gilroy Village in Merrylands.

This move was timed to dovetail with an ambitious Master Plan to redevelop Cardinal Gilroy Village. The future design will meet the needs of an ageing population in the Holroyd area.

However, many of the biggest improvements we made this year are virtually invisible. We invested in a raft of technology and systems upgrades that are enabling us to shift effort from administrative and back office processes, freeing us to focus and support direct care activities that touch people's lives. These include client management systems, a new employee intranet and streamlined financial systems.

Increasing our visibility in this competitive marketplace was an important focus this past year. We researched and developed a refreshed brand, new website, and digital strategy designed to boost our brand exposure. These will launch in 2017.

I would like to thank Chariman, John Devlin, and fellow Directors for their encouragement and support throughout the year.

I would also like to acknowledge our thousands of front-line employees who bring our mission to life every day, whatever their role. Also thank you to the hundreds of volunteers who bring joy and kindness to our residents and families.

I often speak to employees about the privileges of working with our elderly. These people are sometimes vulnerable, lonely, sick, or marginalised. More often though you will discover they are brave, wise, resilient, humorous, and living their lives with joy and grace.

Thank you for allowing us to be part of your life.



Paul McMahon

CHIEF EXECUTIVE, SOUTHERN CROSS CARE
(NSW & ACT)





Being together
has never been more
important
to us.

Betty & Doug, Residents, Corowa

Residential Aged Care

This year, our wonderful teams helped hundreds of residents experience a quality of life that supported their individuality and dignity.

We are fortunate to have a strong, well-trained team of committed employees and volunteers who make life at Southern Cross Care (NSW & ACT) worth celebrating.

We started the financial year completing the final nine accreditations for our 31 homes, successfully delivering a 100% pass rate for all facilities. This is a terrific outcome and speaks volumes about the high standards we hold across Southern Cross Care (NSW & ACT).

Understanding the physical, emotional, and financial challenges of moving into aged care led to the formation of a customer-centric admissions team. Initially piloted across the Sydney-Metro region, our aim was to empower knowledgeable, personable experts to directly partner with prospective residents and their families throughout the admissions process. Our goal was to minimise any complexities and reduce any stress associated with what could be a life-changing decision for many.

Our team helps customers navigate complex decision-making, provides advice on liaising with government agencies, if needed, and importantly is a friendly support person able to listen over a cup of tea. Each prospective customer has a dedicated Admissions team member with them at every step, from their initial enquiry through to selecting and inspecting our homes and, ultimately moving in. They connect them with the Residential Care team, who support them during the transition.

The Admissions team remain close in the weeks following the move, giving the new resident a familiar contact who is in touch while they adjust to their new living arrangements. The combined teams ensure that they are settled and confident that their needs and choices are being met.

We are now beginning to measure customer satisfaction using this new process, and we'll continue to tweak it based on regular feedback from residents and families. So far, it's been overwhelmingly positive

with many identifying this personal and attentive approach to making what could be a distressing time, much less traumatic and emotional. Next year we will map how we further centralise our services by extending the model to include Home Care and Retirement Communities customer pathways as well.

Integrating our care streams presents enormous opportunities to extend services further into the community. Many of our sites offer both Retirement Communities and Residential Aged Care. Increasingly, our services are radiating out into the community as we expand our Home Care services. This year we have dedicated efforts in planning how to better utilise our fixed resources and overheads, including our buildings, programs, and services we offer throughout our Residential Aged Care homes. Residents of adjoining Retirement Communities and the wider communities will benefit by having access to these programs and services. This model is intended to extend to better utilise our skilled care workers who, in future, will work across care streams gaining new experience and benefiting from increased career development opportunities.

Another important foundational piece was completed this year with the launch of a new Quality Information System. This quality framework ensures consistent, best quality care across every Southern Cross Care (NSW & ACT) Residential Aged Care home. The Quality Information System draws together all systems and processes within Southern Cross Care (NSW & ACT) and acts as the backbone to our ongoing continuous improvement initiatives.

Another important initiative was to improve the quality and variety of food. Using an external nutritionist and dietitian, we've rolled-out new summer and winter menus and have encouraged regions to tap into local producers to tailor food menus that are most likely to appeal to the residents at each location.



Our Admissions Team's personal touch helps make the move into Residential Aged Care a positive one.

Feeding Body and Soul

Head of Catering at St Joseph's Residential Aged Care in South Tweed Heads, Neil Stickland's famous sticky date pudding is revered by all. Neil makes it a point of looking after everyone's health, often experimenting with new salads or vegetable combinations to pack in taste and vitamins.

'I try to take into account people's preferences and dietary requirements. I never underestimate the importance that food plays in their lives,' Neil says as he talks about his latest find, an ice cream suitable for diabetics, which has been a big hit. 'No matter what your age, we all look forward to meal times, so I try to mix things up and keep it fresh and tasty, that way no-one gets bored.'

In Corowa, Chef Gwynfor James, a giant of a Welshman, loves the hearty food of his homeland and enjoys nothing more than sharing his favourite Welsh dishes with the residents. His Anglesey Eggs is a winner among the residents - a bed of soft mashed potatoes,

sprinkled with chopped hard-boiled eggs, and smothered in a delicious leek and cheese sauce, has them lining up. Gwynfor believes in supporting locally owned and operated businesses including butcher Hanneman's Meats and the Corowa IGA.

Mary Franklin, the chef from St Martha's Residential Aged Care at Banora Point, is a foodie legend. Such is her reputation, Mary's lip-smacking baked goods led to publishing a cookbook with all proceeds going back to St Martha's. On the other hand, in South Coogee, delicious aromas waft from Chef Stephen Kelly's kitchen. Stephen, an Englishman, spent years working in leading London hotels preparing elaborate High Teas. Now it's our residents and families who get to savour Stephen's delicious treats. Tables fill fast once the events are announced and are raved about long after.

We thank our passionate catering team members, who love what they do and are committed to bringing pleasure and enjoyment to residents.

Living with Heart

Cynthia Findlater was a much-loved resident at St Joseph's Residential Aged Care in South Tweed Heads where she enjoyed the last five and a half years of her life. Despite suffering from dementia and other health problems, Cynthia remained sociable and happy, which her family attributed to the wonderful care and support provided by the team at St Joseph's Residential Aged Care.

When Cynthia passed away, her family bequeathed

funds to establish the Cynthia HEART Award in appreciation for everything that St Joseph's did throughout her life with them. The Awards are open to St Joseph's employees who directly care and support residents and who exhibit our HEART values by showing compassion, assistance, respect, and enthusiasm. There were many deserving entries, but for winners Marie from catering, James, a care worker, and Linda, Lifestyle and Activities co-ordinator it was a moment to remember Cynthia.

Giving Back the Love with Music

Mark Ereira is having the time of his life since moving into John Woodward Residential Aged Care at Merrylands this year, despite suffering from Parkinson's disease. At first, Mark was at a loss – it was confronting leaving his Retirement Community unit and he struggled as he sought to redefine his sense of purpose in life.

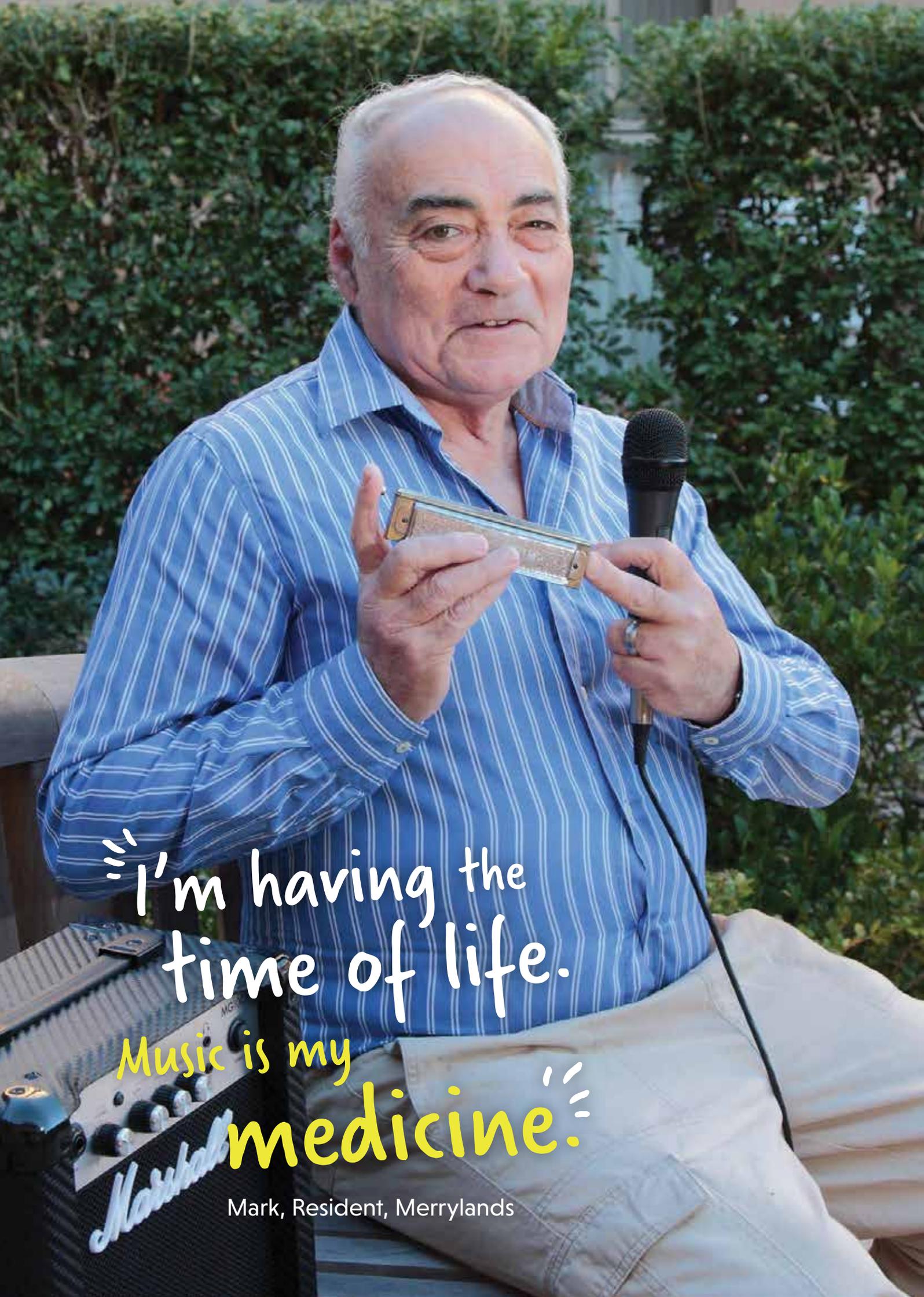
With the support of the team at John Woodward, Mark used his love for music to help himself and many of his fellow residents, some who are incapacitated or suffering from dementia. Mark now hosts a weekly sing-along, known as "Mark's Music", sharing his gift of music with what he calls his 'captive audience'. He laughs when he explains that running away or throwing tomatoes at him becomes harder with age – so he's safe!

Mark sings all the oldies but goodies, mixing in backing tunes and harmonica playing. Looking

around the room, there's plenty of willing participants singing along, tapping their feet and clapping in time. Live music and interaction can be very emotional; some are swept away in reverie, as they are transported back in time and connecting to the emotions that were at play during that part of their life.

One of the best moments during the sing-along is when Mark invites a lady to join in by singing her favourite song. Mark asks her if she remembers the lyrics or if she would like the lyric sheet, but she brushes him off. She's been singing along to this song for the last 70 years after all!

These small, pleasurable moments work wonders for improving the quality of life and connecting people. Marks' voice is a joy to listen to; he credits his love of music to time spent listening to the radio with his father as a child and the score from the movie Genevieve, which led him to learning the harmonica.



I'm having the
time of life.

Music is my

medicine.

Mark, Resident, Merrylands

Retirement Communities

The past year was both exciting and enlightening as we tapped into voice of customer research and used customer-satisfaction results to define ongoing success.

During the year, we hosted client feedback sessions at a series of interactive forums at our 28 Retirement Communities. The objective was to gain a qualified understanding of what matters most to our clients. More than 700 invitations were issued to 24 forums, resulting in almost 50% attendance.

Clients valued the opportunity to discuss what matters most to them, providing insights that will contribute to Southern Cross Care (NSW & ACT)'s strategic direction. It uncovered a range of opportunities to enhance how we meet client needs today and tomorrow. This feedback is paramount in positioning Southern Cross Care (NSW & ACT) in the next three to five years to ensure services and properties remain relevant, viable, and attractive to customers.

The forum was launched at Cardinal Gilroy Village in Merrylands, coinciding with a Master Plan redevelopment proposal for this site. The final Master Plan design will be presented for Board endorsement in March 2017.

During the forums, clients were asked to describe 'life in their community' and the results were overwhelmingly positive with many stating that they love living in their community. They noted the affordability of the fees, the tranquil environments, and the sense of support and community among neighbours as important components contributing to their experience.

As the average age of Retirement Community clients continues to increase, the need for in-home services becomes more important. Research shows that 98% of older people want to age in their own home. Therefore, services and programs that encourage independence and safety remain an important focus for Southern Cross Care (NSW & ACT).

Throughout the year, communicating Home Care information and offering competitive service rates for Retirement Community clients helped increase the number of clients opting to receive Home Care services and live happily and safely at home.





What matters most to Retirement Community Clients:

- Remaining fit;
- Having better access to transportation for appointments, shopping, and socialising, to remain connected;
- Access and training on navigating computers and technology to access the internet, pay bills, stay connected with family and friends online;
- Access to a concierge-like service to assist with day-to-day operational aspects and queries, but also facilitates social engagement and connections to programs, services, events, and activities offered in the wider community;
- Greater access to Home Care services and providing a conduit to connect and coordinate services.

Emergency Call System

Last year we moved our personal emergency call system across to the Illawarra Nursing Services (INS) system. Due to its success, we are now expanding the service to offer additional benefits.

With the impending transition to the NBN, we have been working with INS to improve the service offered through their emergency call system. We are seeing a growing number of residents using smart phones, with many preferring not to pay for landlines or internet connections. Over the next 12 months, we will transition to the Lifeguard Smarhome I.P. Dialler, which will service the needs of these residents. Village transitions to this new service will be prioritised based on the NBN rollout.

Operations

During this financial year, occupancy levels remained at a high of 94%. The majority of vacancies during the year were older style units requiring significant refurbishment, including new kitchens, bathrooms and laundries, painting, and carpet replacement.

Some villages, including Thirroul, Caringbah, Kirrawee, South Coogee, and Bateau Bay, have been rejuvenated with external painting.

Our village at Maroubra Junction received a major facelift in conjunction with the colocated Residential Aged Care refurbishment, including painting, new carpeting, and a refurbishment of the passenger lift.

At Garran in the ACT, we completed the much-needed major garden works and replaced old fencing with new aluminum slats.

The outdoor environment at Parkes has benefited through improved walking paths, outdoor gym stations, and beautifully landscaped garden areas with plenty of new outdoor seating.

St Joseph's Village in Tweed Heads benefited from a major external refurbishment and painting, providing residents with new patios, privacy screens, garden beds, and additional clotheslines.

There was moderate growth in the number of units in our portfolio with the expansion of our Parkes Village. We have completed 18 units, with another nine units due for completion in the next financial year.

Budgets were presented to each village in May, with all budgets approved. Overall, the segment remains strong and financially viable with a growing number of private operators entering the sector.









Home Care

Home Care remains our fastest growing care stream. This year, Home Care was transferred under the leadership of the newly created Head of Care position and an Operations Manager for Home Care was appointed to fast track expansion plans.

The new operating structure will enable seamless services for clients, as and when their needs change. It will allow us to tap into and take advantage of the expertise, experience and assets available within each care stream.

This year we were successful in attaining more Home Care Packages (HCPs) in the last Aged Care Funding Rounds (ACAR). Our growing footprint is extending across many metropolitan and regional centres throughout NSW and we have begun marketing our growing range of services to our 28 Retirement Communities. Our goal of helping more people age well at home was supported by successful quality accreditations in a number of our regional Home Care locations.

In 2015-2016, our Home Care Packages were provided on a Consumer-Directed Care basis. Case managers encouraged customers to make use of the increased choices and flexibility of services to help them achieve their wellbeing goals, maximum independence, and quality of life. We were also busy delivering Commonwealth Home Support Packages to hundreds of customers, while proactively identifying those in need of more services to begin the assessment process for Home Care Package funding.

Research conducted within our Retirement Communities has highlighted significant opportunities to expand our Home Care services along with offering new products and services that enables people to live at home for longer.

Technology continues to be a significant focus and this year we commenced implementation of a new customer management tool to streamline customer service delivery, case management, rostering, and financial reporting. This will be up and running by mid-2017.

A number of our Home Care services successfully completed quality audits during this period.

Home Care Brings Joy

Joy Gleeson lives in a Southern Cross Care (NSW & ACT) Retirement Community and enjoys the freedom our Home Care services offer.

Joy has a busy schedule, full of activities and outings, including playing mahjong and helping out at the community library, so she's glad that our Home Care services help her tick off her to-do list.

As Joy's needs change, she works with her co-ordinator to customise the amount of help she needs. She is now taking advantage of assistance to get out and about in the local area with Home Care worker Melissa. This is an important part of her fortnightly schedule, and with Melissa's help, Joy can do a bigger shop, as well as enjoy a pleasant day out. She likes having company to share a coffee and a chat.

Adding Social Support to Joy's services, following a bout of bad health, has helped her bounce back. While Joy sometimes worries that she may not be able to keep up her pace, she is reassured knowing that Melissa or her care co-ordinator is always available if she needs additional services.

Having Home Care services is a real comfort as she no longer worries that she may have to move into Residential Aged Care. Staying at home is exactly what Joy wants, so she's happy to make use of the services that are designed to make that happen.

We offer a range of services, including Personal Care, Domestic Assistance, and Social Support, to help people live happily and independently at home.

According to Jan McIntosh, Operations Manager for Home Care, 'most people start out only needing an hour or two of Domestic Assistance a week or fortnight, but as their needs change, so too can the amount and type of care delivered.'

'One of the best things is seeing the look of relief people get when they discover that they can stay in their home or retirement unit as they age. Most people love their independence and the comforts of home, and we love helping them achieve that.'

Jan McIntosh, Operations Manager, Home Care





Home Care
is a real
comfort to me

Joy, Client, Merrylands

Pastoral Care

Caring for the whole person extends to nurturing a person's spirit – perhaps one of the richest gifts of all.

Providing Pastoral and Spiritual Care throughout our Residential Aged Care homes and increasingly within our Retirement Communities is having a positive impact on people's health and wellbeing.

The latter years of our lives are often accompanied with loss – loss of loved ones, loss of health and wellbeing, and for many, loss of independence. Loneliness and isolation are real problems and while people may be surrounded by their neighbours or are in contact with employees within our homes, many still feel alone.

Our Pastoral Carers are empowered to identify people in need and support them as well as find innovative ways to connect them with other members of their immediate community.

We see some heartening results throughout our

communities. The work of our Pastoral Carers is coordinated closely with Facility Managers and Lifestyle Coordinators, and most importantly using the help of generous volunteers. It's often simple things like having a friend to share a cup of tea with, someone to accompany you to external social activities, or the hosting of a religious service that allows people to feel connected to the world.

Being able to share your fears, regrets, and hopes at a time in your life where meaning and purpose are increasingly important, contributes to a person's overall wellbeing. Throughout the year, we supported our employees and volunteers with ongoing Pastoral and Spiritual Care training. We acknowledge the generosity, creativity, and kindness of this exceptional team of employees and volunteers.

How Pastoral Care and Technology are Making a World of Difference

'I'm devastated' were the words that came out of Pat Hale's mouth when I asked her how she felt about being unable to attend her grandson James' wedding in Melbourne,' said Beate Steller, Sutherlands Pastoral Care Team Leader, describing her experience with one of the residents. 'Pat had always been part of family celebrations, so the very thought of missing this special day was just too much to comprehend. It was also another realisation that her connection with others was changing.'

Beate understood the importance of this for Pat and suggested we bring the wedding to our home at Nagle Residential Aged Care in Sutherland. There was a priceless glimmer of hope in Pat's smile when Beate suggested they Skype the wedding and recreate the experience as it happened. Pat's daughter Debbie jumped into action; thrilled that Pat would be included after all.

Beate and her team set up a beautiful wedding service in their activity room, complete with lovely framed photos of the couple, candles, a special wedding cake, and a bouquet of flowers.

A hairdresser styled Pat's hair, and Debbie ordered a

corsage of white roses for her mother. Pat generously agreed to share her special occasion with other residents, and in a final email before the wedding, Debbie wrote: 'Looks like it is all coming together beautifully for Mum. I appreciate all you are doing to make her feel included, and she is not upset about missing the wedding but is now very much looking forward to the celebrations.'

On the wedding day, Pat sat up in her recliner chair, beautifully groomed by the care staff, surveying the room packed with residents. Each was full of expectations, and many reminisced their wedding day. A number of Pastoral Carers joined in to support this special event, including Ann, Pat's Pastoral Carer. There were a few tears as the couple took their wedding vows, sprinkled with bursts of laughter as rings were awkwardly exchanged, and the couple sealed their union with a kiss.

With the help of Skype, James was able to speak with his grandmother during his wedding. Following the ceremony, guests at Nagle celebrated with a delicious afternoon tea. Pat was able to be part of a precious family occasion and share her joy with other residents. She said this has been 'a very happy day'.



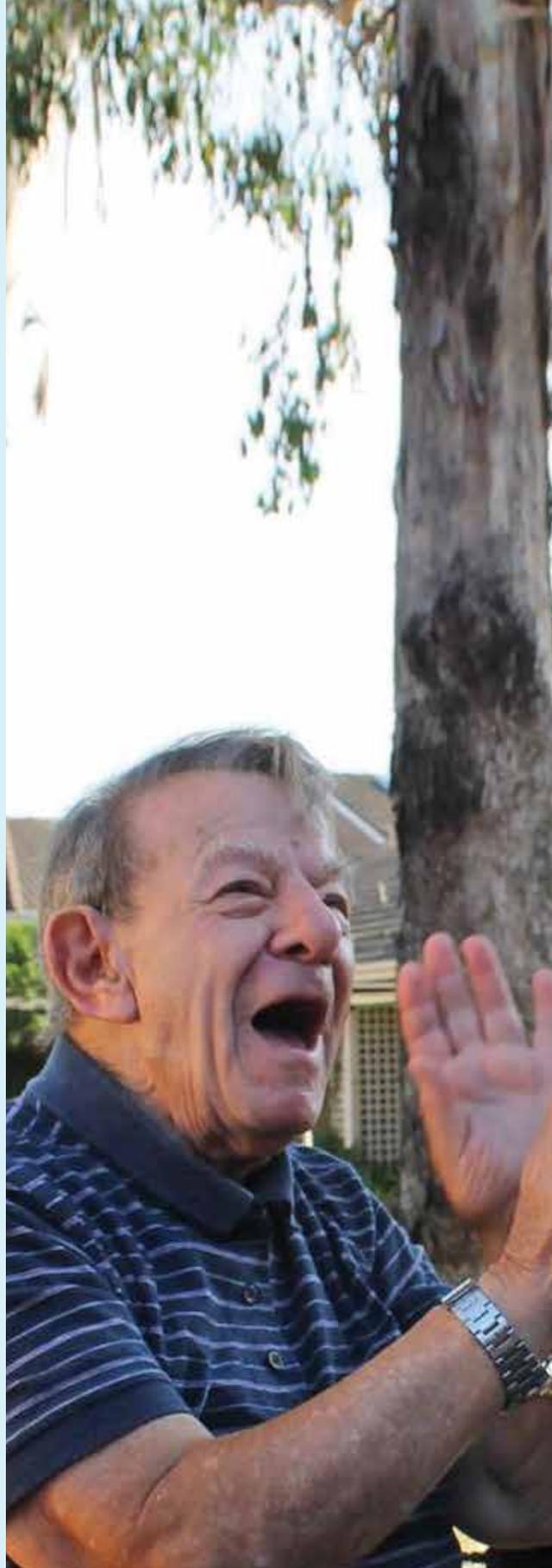
It can be difficult to continue being a part of family celebrations and loved ones' lives as we age. Often, family and friends live interstate or even further afield and travel might be out of question. For Beate Steller, Sutherlands Pastoral Care Team Leader, using technology and social media has proved to be a clever way to bring together a family.

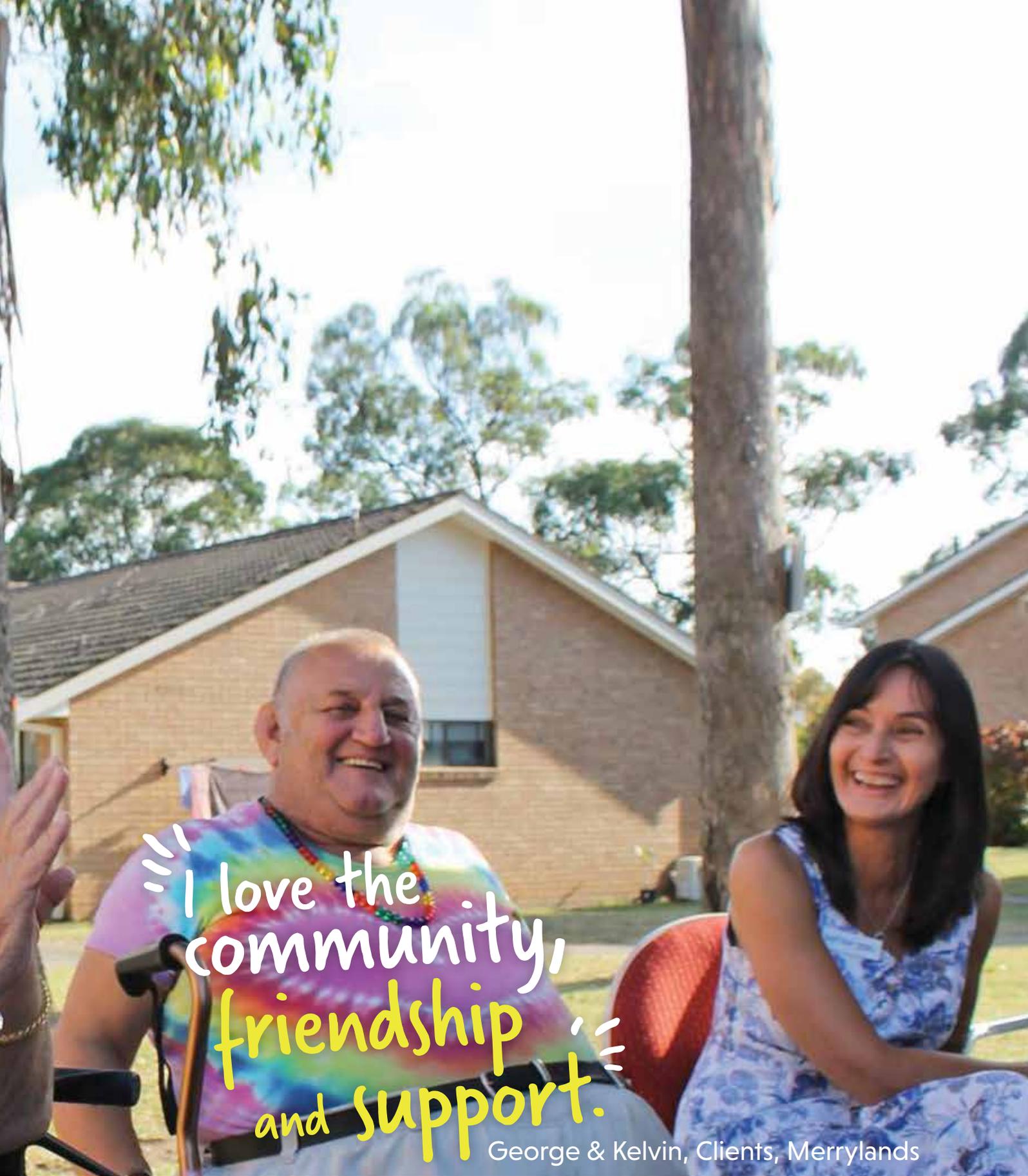
It Takes a Village

Gail Piper from the Merrylands Visiting Service is a well-known face around the Cardinal Gilroy Village, always a ready smile and time for a chat before she heads off to her next visit. We may live surrounded by people and yet remain lonely. For many older people, the loss of loved ones, illness, or coping with moving out of the family home to a new living environment can be difficult. Southern Cross Care (NSW & ACT) offers Visiting Services at our Plumpton, Greystanes, South Coogee, Maroubra Junction, and Daceyville Retirement Communities to foster a sense of community and connection.

As well as visiting people one-on-one to provide friendship, or offering a shoulder to cry on, Gail is always seeking opportunities for residents to come together informally to get to know one another. 'A low-key afternoon tea in the backyard or a birthday lunch with the neighbours can be the highlight of someone's week. I will help a resident throw a get-together in their unit or garden and invite along other residents. I often bring along a pot of pumpkin soup or homemade biscuits to help the host and am there as moral support.'

One gentleman who had lost his wife 12 months earlier, bravely hosted a get together in his unit. 'It was a big deal for him to entertain and make friends on his own, as his wife had always been the social organiser. It was lovely seeing the happiness it brought him. He's increased his circle of friends and the knowledge he can do this on his own has boosted his confidence. He's bravely started a new chapter in his life.' Gail is also known for her creative flair, offering residents floristry and even barista classes to help people connect, learn new skills, and enjoy life.





I love the
community,
friendship
and support.

George & Kelvin, Clients, Merrylands

Gail Piper from the Cardinal Gilroy visiting service enjoys getting residents together to forge new friendships.



Our People

Our focus this year was on supporting our teams to provide the best possible care and services to our clients.

We achieved this by maintaining a strong culture aligned to our values, excellent education and development, effective acquisition and talent management, addressing strategic remuneration and benefits, and providing robust workplace health and safety systems.

The People and Culture team were delighted to be shortlisted in early 2016 for the National HR Awards 'Best Human Resources Team' (over 1000 employees). This reflects the commitment to our people and the depth of service we provide.



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Bill McDonald
General Manager,
Risk

Helen Emmerson
Head of Care
Services

Ken Garnett
Chief Information
Officer

Kalena Jefferson
General Manager,
People & Culture

Meet Our Executive Team



Vicki Kearney
General Manager,
Finance

Paul McMahon
Chief Executive

Mark Garden
General Manager,
Property

Culture and Engagement

In September 2015, employees participated in a Voice Project staff engagement survey. The results were pleasing with a strong result of 83% engagement, coming in at 2% higher than the Aged Care Sector overall. Our highest scores were for mission and values 93%, job satisfaction 90%, organisational commitment 85%, and safety 85%. During this period, employee turnover remained steady at 18%, lower than the 2016 Realise Performance Aged Care Survey of 22%. We are proud to have such a dedicated and committed workforce who are loyal to Southern Cross Care (NSW & ACT) and feel rewarded for the valuable work they do.

We introduced a smart new uniform in January, which was developed in consultation with employees, receiving a resounding thumbs-up. The wardrobe features a new fabric design symbolic of the star-studded night sky in which Southern Cross Care (NSW & ACT) resides. The style and cut cater to the needs of clinical services employees and built for comfort and movement. We have had overwhelmingly positive feedback from customers and families who love the smart new-look.

A new Enterprise Agreement was finalised in May 2016, ensuring Southern Cross Care (NSW & ACT) has market competitive pay rates and the flexibility to deliver services in line with our customer's requirements. Key changes included the introduction of domestic violence clauses, flexibility around utilisation of Long Service Leave, and extension of core hours of work.

Learning and Development

This year we made pleasing progress on our plans to build workforce capability. More than 200 employees completed funded accredited training, which included Cert III and IV Aged Care, Cert IV Leisure and Health, and Cert IV Training and Assessment.

Ensuring our new recruits understand our entire operation, direction, culture, and values, which is important for setting the tone of their future employment, we introduced a full-day induction program. This program provides an opportunity to meet and hear from the Chief Executive and Head

of Care, as well as participate in interactive sessions. During the program, the recruits get the opportunity walk in the shoes of our customers and experience what receiving care feels like. This has been valuable for employees who are both front-line and those in service roles, including support services, as it improves their understanding of how each business function can assist in delivering a better customer experience.

Throughout the year, managers received ongoing development in key skills to support the leadership of their services.

Talent Acquisition

This is a key area for Southern Cross Care (NSW & ACT) to make sure we have the right talent in the right jobs at the right time. Improvements were made in hire times, candidate compliance, and candidate communication through the introduction of an applicant tracking system.

The team expanded our talent attraction strategy through attendance at careers fairs and development of a social media profile, initially on our Southern Cross Care (NSW & ACT) Facebook careers page.

Workplace Health and Safety

We continued to focus on embedding a culture of safety into everything we do. Work, Health and Safety Committees were introduced into all of our locations and Chairpersons were appointed and provided with accredited training. The committee's role is to be a conduit between the workforce and management on safety matters and to provide education and awareness on key safety issues to their colleagues. Manual handling continues to be the primary cause of injuries.

Workers compensation claims increased slightly, however, reduction in severity of injury and lost time has improved overall cost of claim performance. This is due to rapid reporting of incidents, early interventions and a pro-active return to work approach.



More Than Bricks and Mortar

Providing high-quality, well-designed living environments for our clients is something we are passionate about. All Southern Cross Care (NSW & ACT) developments are designed taking environmental sustainability in consideration and support our commitment to caring for the planet.

We are among the few aged care providers who are genuinely seeking to lead in the area of sustainability and we have continued to improve our green credentials, earning a Silver status from the Office of Environment and Heritage in June. We were also awarded the Gareth Williamson Sustainability Award.

This year we undertook an extensive review of our existing property portfolio to identify what initiatives have been successful and what we can improve on. Working closely with care service colleagues who share customer feedback allows us to use that information to either renovate or build new developments with customers' needs at the forefront.

The past year saw pleasing progress on a number of important construction projects - significant refurbishment and expansion of our Plumpton Residential Aged Care home, including 10 new care rooms, associated grounds, car parking, and entrance. The ongoing redevelopment and modernisation of the Daceyville Residential Aged Care home in the south-eastern suburb of Sydney and major development of a new and expanded Parkes Residential Aged Care home, increasing from 41 to 62 aged care beds and further expansion of the co-located Retirement Village, are amongst the few major projects in the pipeline.

At Parkes, expanded care services spreading over three individually designed care houses, including a dementia-specific design will boost services to this region. The new facility will showcase some of the best modern aged care features, including overhead lifting devices, a high-tech nurse call system, 100% backup power, a 99Kw roof-top solar power generation system, along with the latest in audio-visual, internet conferencing, and educational methods.

Additionally, the first stage of the expanded Retirement Village in Parkes offering 29 one and two-bedroom homes is favourably received, with many sold off-the-plan or tenanted before completion. A new walking track that meanders through the old

and new village, complete with a series of exercise stations along the way, addresses customers' requests for more fitness and exercise facilities. The landscaped grounds offer BBQ areas, two community buildings, and a beautiful new chapel.

Two substantial projects went to competitive tender; the first, a significant refurbishment project at our Marsfield home, which will offer 20 additional aged care beds when completed in 2018. The second was at Thornton Park in Penrith, where we unveiled an exciting new aged care living design, featuring a 100 aged care bed facility and a 48 unit Retirement Community. This project is also due for completion in 2018.

After two years of intense negotiations with NSW Rural Fire Service and the Kuring-Gai Council, the NSW Land & Environment Court has granted formal development approval for our new 113 bed, state-of-the-art aged care facility at North Turrumurra. Planning on the detail design documentation is underway, enabling the project to go to tender by mid-2017 followed by construction in 2018.

Planning for two longer-term redevelopments at Grafton and Greystanes progressed. If successful, Southern Cross Care (NSW & ACT) is planning a new 76-bed home at Greystanes and 84-bed home at Grafton.

In 2015-2016, we initiated the process of a delivering a sustainable Master Plan design for our largest site, the Cardinal Gilroy Village in Merrylands.

Stakeholder engagement sessions with residents, staff and family members resulted in the formulation of a Vision and Needs statement. A shortlist of six of Sydney's leading architectural firms were interviewed, with three invited and paid to create competitive Master Plan designs. We anticipate the winning architects will be appointed next year.



Thornton Park in Penrith



North Turramurra

Technology Transformations

A strong technology foundation is fundamental if we are to adapt and address the ever-changing requirements of this sector. Technology is also a powerful enabler that is allowing us to deliver a more streamlined customer experience.

This financial year we implemented many new systems and processes to improve business resilience, enhance productivity and deliver long-term reductions in back-end operating costs. Importantly, we now have a robust business continuity structure in place for an increasing number of our services, and this contributes to the foundations of our disaster recovery activities that we intend to rollout in 2016-2017.

During the last year, we delivered our first home grown application designed to support the growth and service delivery of Home Care. This tool set is already improving data quality as well as our ability to integrate more seamlessly with government systems. Designed in consultation with our Home Care team, it has been readily adopted, and we are now planning to implement the next phase of this application in the coming financial year.

Also on the Home Care front is the deployment of a primary Home Care Customer Management software system. This significant undertaking is already underway. Caring for our customers will be enhanced with a tool that fully integrates a customers' profile – improving management of care plans, rostering, reporting and accounts, and most importantly, service delivery.

We are happy to report the long-awaited core system upgrades to our primary Residential Aged Care system

are now complete. We have further planned upgrades set for late 2016 to introduce improved forms, a new user-friendly interface and enhancements to security and connectivity.

Keeping our workforce connected and informed is a priority. With planned migration of email from our legacy environment now complete, we are ready to extend email access to employees who have not had access to computers. We are in the early stages of planning the rollout of computer kiosks throughout our facilities as well as boosting additional access via mobile and home-based devices.

This year we made significant steps in expanding data integration, data warehousing and business intelligence, and we are well placed to reap the benefits in 2016-2017, when we can extract valuable data from our systems.

A key focus will be connectivity and communications, not just for employees, but also for customers who live in our Residential and Retirement Communities. Older people are increasingly embracing technology and social platforms like Facebook, and we want to support and encourage them. Where local infrastructure permits and network capacity is available, we'll begin to extend coverage, offering customers access to a variety of services.

"Today more older people are using technology to stay connected and informed. 79% of people aged over 65 use the internet regularly."

ACMA Digital Lives of Older Australians Report, August 2016.



Home is
the place where
I can be myself

Claudine, Home Care Client

Financial Report

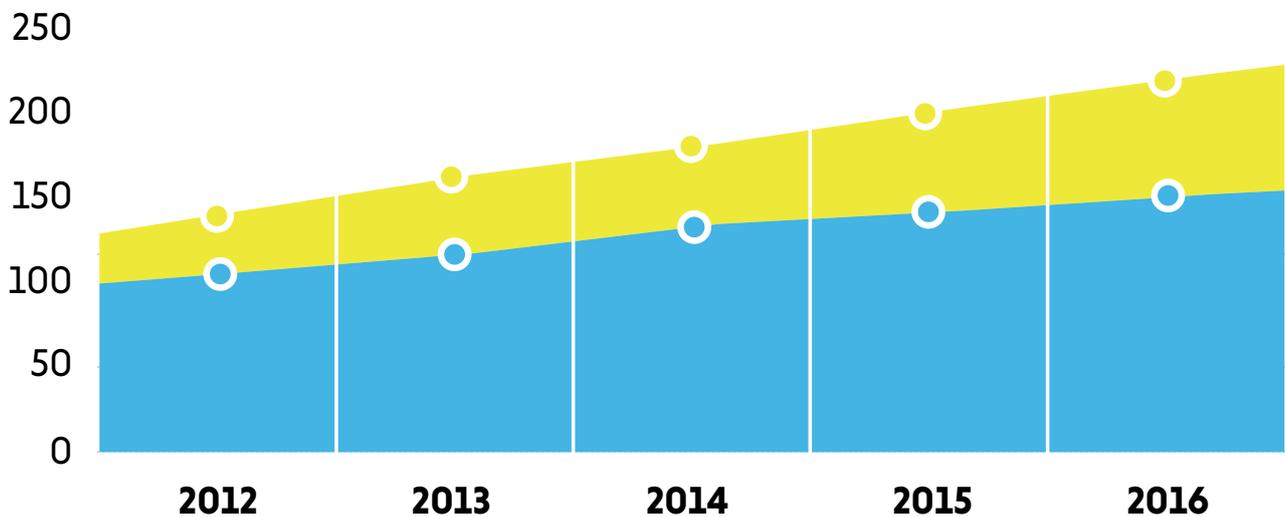
Southern Cross Care (NSW & ACT) delivered yet another positive result for the 2015-2016 financial year. Our strong performance allows us to continue investing in our residents and customers, and supports the ongoing implementation of our strategic plan.

Consolidating technology advancements was a key focus again this year, with these investments now paying dividends and benefiting all areas of our organisation. Automation of finance processes included completion of a new rostering system. This, together with the introduction of labour cost categories, has further increased transparency in our service activities.

The following graphs show the growth, expenditure, and revenue allocation for Southern Cross Care (NSW & ACT) during 2015-2016.

We are committed to protecting the interests of our financially disadvantaged customers; care need is the sole entry criterion. Approximately 40% (on average) of residents pay no upfront bond towards the cost of their accommodation, thereby enabling them to finance their care. Meanwhile, about one-quarter of Retirement Community vacancies are allocated on a preferential basis to pensioner-renters. All Home Care Packages are available to clients with little or no financial means.

Five Year Turnover / Equity Growth

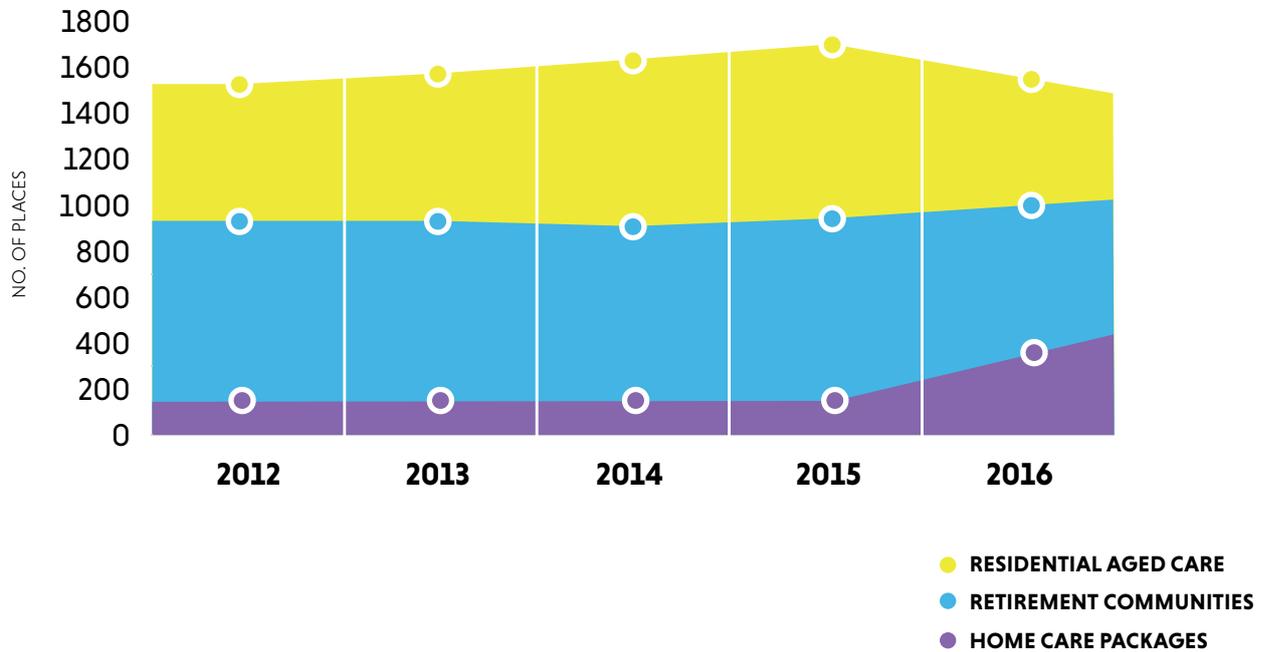


The five-year positive trend for turnover and equity growth reflects the organisation's strategic plan of providing increased services and high-quality care to our clients. During 2016, organisational growth increased by 9% to \$218m, and turnover increased by 4%.

Our Residential and Retirement Living services stabilised during the year. Southern Cross Care (NSW & ACT) also implemented additional 199 Home Care Packages during the year.

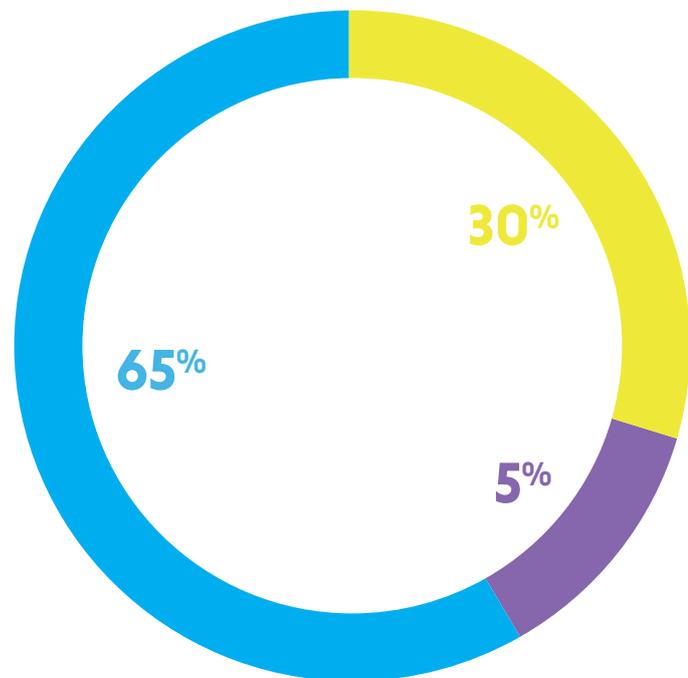
- TURNOVER
- EQUITY

Aged and Community Places Five Year Growth



Revenue Allocation

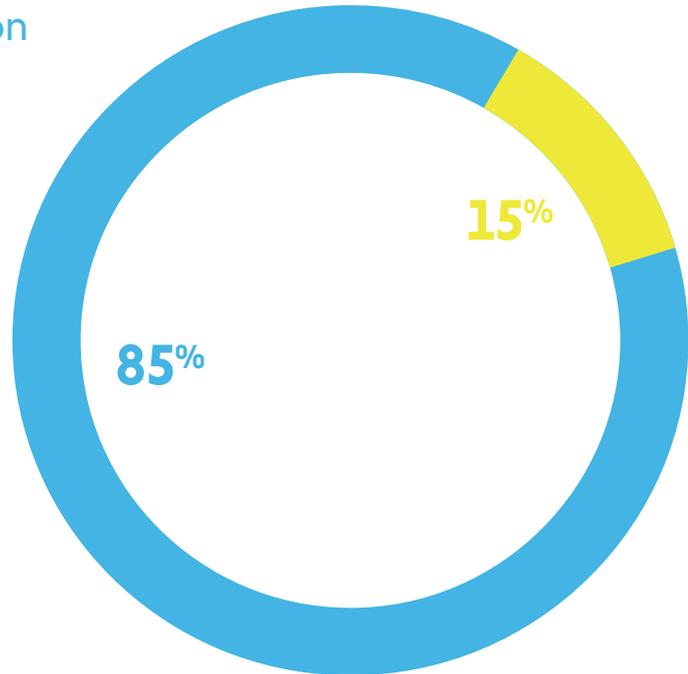
Government subsidies continued to be our main source of income. Total income increased by 4%; government subsidies reported an 8% increase and client fees increased by 9%. Other income, which comprised primarily of interest income, decreased due to a reduction in general interest rates.



- 65% GOVERNMENT SUBSIDIES
- 30% RESIDENT / CLIENT FEES
- 5% OTHER INCOME

General Expenditure Allocation

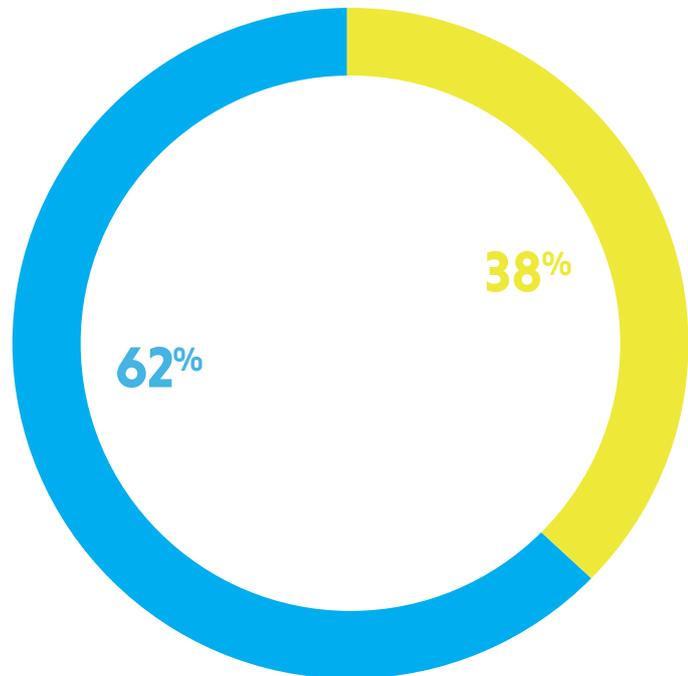
Expenditure on residents and clients continued to be a priority with 85% of the total spend related to direct care and accommodation of our residents and customers.



- 85% CARE & ACCOMMODATION
- 15% ADMINISTRATION & OTHER SERVICE

Expenditure Allocation

With salary and wages expenditure reported as 62% of our costs, it is imperative that our workforce is well-managed. Improved rostering practices and continued monitoring of staffing levels ensure that we provide the highest quality of care.



- 62% SALARY EXPENDITURE
- 38% OTHER EXPENDITURE

Donations and Bequests

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

Special thanks to the
Findlater Family for
their bequest of
\$15,000
to Southern Cross Care
(NSW & ACT).

Beutel Family
NORTH TURRAMURRA

Casino Lions Club
CASINO

Casino Show Society
CASINO

Casino Uniting Church Parish
CASINO

Daisy Hage
COOTAMUNDRA

Fellowship of Australian Writer
YOUNG

FH & SJ Davidson & Poyako P
YOUNG

Grafton & District Funeral
GRAFTON

Gregory & Cara
NORTH TURRAMURRA

HD & PR Corrigan
CASINO

IG & EA Spencer
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Jenny Martin
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John Boucher
CASINO

Judy Andrews
COOTAMUNDRA

M Fuhrmann
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Marg Hallam
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Norma Avery
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R & H Corby
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Robert Molloy
HARDEN

Soroptimist International
GARRAN

SR Gene Watson
GRAFTON

Tyre Doctor
LEETON

Veolia Mulwaree Trust
COROWA

W Blake & G Owen & M Dixon
MERRYLANDS

WL Dillon
SOUTH TWEED HEADS

Yanco Lions Club
LEETON

**Thanks for
Your Generosity**



Michelle & Betty, Clients, Caringbah

With your generous support, we can provide more services to care for older Australians'. We are a not-for-profit organisation, and your support helps with the purchasing of equipment, enhancement of facilities and the delivery of many services that contribute to the happiness and wellbeing of our residents and clients.

We appreciate all bequests and donations and 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 enquire about ways in which you can support the organisation, phone 1800 632 314 or email enquiries@sccliving.org.au

My Donation. Yes, I would like to help!

Please accept my tax deductible donation of \$

I would like this to go to **Residential Aged Care Home/Retirement Community.**

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)
16-18 Bridge Street
Epping NSW 2121

Live life
to the full.



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