

Acknowledgement of Country

Southern Cross Care (NSW & ACT) acknowledges the Traditional Owners of the land upon which we work and live. We pay our respects to the Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples.

We believe that a better understanding and respect for Aboriginal and Torres Strait Islander cultures will assist us to better engage with our Aboriginal and Torres Strait Islander residents/clients and staff. An enriched appreciation of Australia's long cultural heritage is essential to the maturity of Australia as a nation.

Darug Country, NSW. Photo by Elmer Cañas/Unsplash

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Front cover photo:
Registered Nurse Mari-Lou

About us

Southern Cross Care (NSW & ACT) is a leading not-for-profit aged care provider that has been caring about people for more than 50 years.

We deliver personalised, quality care and support services across our network of Retirement Villages, Home Care services and Residential Care homes in more than 40 locations, including regional communities.

Every day Southern Cross Care (NSW & ACT) supports thousands of people to live with purpose and dignity.

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: Our HEART values of Honesty, Empathy, Acceptance, Respect and Teamwork help us create supportive environments conducive to our residents' and clients' physical, spiritual, emotional, intellectual, and social well-being. It means we also create warm and supportive workplaces where our committed staff can flourish and grow.



Awards and recognition for leadership in Aged Care



2022 Winner
Leadership in Positive Ageing



FINALIST | HIGHLY COMMENDED
2022



Chair's message



Southern Cross Care (NSW & ACT) cares about its staff and volunteers as they are our face, our voice, and our hands.

We value and celebrate the diversity of their backgrounds. We foster workplaces that seek out and respond to their opinions and issues. We dedicate resources to offer them the best possible working conditions and opportunities for their development. As a Board, we work with management to ensure that we are people's first choice when they are seeking employment in aged care.

We also seek to support the families and others who are important in the lives of our residents and clients. Residents and clients often want them to partner with us in the delivery of services. We want to make it easy for families and others to have frequent and meaningful contact with residents and clients as this is essential for their quality of life. Families and others become part of the Southern Cross Care community, so we also care about them in their own right. A special thank you to our donors, fundraising committees and sponsors, whose generosity and good work allows us to do more.

We have Aboriginal and Torres Strait Islander peoples among our employees, volunteers, residents, clients and in their support networks. During the past year, we committed to developing a Reconciliation Action Plan. This Plan and the process of developing it will help us to better understand and respond to the needs of Aboriginal and Torres Strait Islander peoples.

The past year also saw us commit to better environmental and social justice outcomes via the Catholic Church's Laudato si' Action Platform. This name comes from Pope Francis' 2015 letter Laudato si' which called for

responses to the "cry of the earth and the cry of the poor". Our annual plan will build on our many years of recognising that environmental sustainability makes good business sense.

On behalf of the Board and executive team, I acknowledge the dedication and compassion of our staff /volunteers. Every day they give of themselves to each other, to our residents/clients and to the wider Southern Cross Care community. I thank our previous CEO, Helen Emmerson, who recently resigned after a decade of service with us. I also wish to extend thanks to Monique Reynolds who stood down from the Board to take up the role of interim CEO from 18 September 2023. Monique's extensive experience in executive roles and familiarity with Southern Cross Care will ensure smooth operations while we recruit a permanent CEO.

Families and others become part of the Southern Cross Care community, so we also care about them in their own right.



I want to acknowledge the contribution of my fellow Directors. They have participated in site visits and additional meetings to ensure that we make the best decisions for both the immediate and long-term benefit of Southern Cross Care (NSW & ACT).

When I look back over the past year, I am most grateful for the opportunity to meet many of our residents and clients. You inspire me and give me many reasons to work with others to ensure the success of Southern Cross Care (NSW & ACT).

Lawrie Hallinan

Our Board

The Southern Cross Care (NSW & ACT) Board of Directors work together to guide the direction, governance, and management of Southern Cross Care. Each Board Director is highly skilled and brings a diverse range of experience to the team.

The following Directors were in office as of 30 June 2023:



Lawrence Anthony Hallinan
(Chairperson),
appointed
24 October 2017



Anthony Michael Dureau
Appointed
1 July 2021



Sandra Monique Reynolds
Appointed
24 October 2017



Lorraine Mary Poulos
Appointed
29 March 2022



Caroline Corinna Waldron
Appointed
26 November 2019



Matthew John Mackay
Appointed
29 March 2022



Michael Brett Christensen
Appointed
1 July 2021



**Company Secretary:
Anna Kaplan**
Appointed
30 August 2021

The following Director resigned in the year ended 30 June 2023:

(The Late) Patrick Joseph McGannon.

Patrick was a dedicated member of the Board for 10 years. May he rest in peace.

Key strategic highlights

Our strategic plan is based on five principles that guide us to enable older people to live life to the full. Our plan is an ongoing journey of reflection, continuous improvement, and implementation.

Key highlights against our strategic plan 2022/2023:

Clients

Place our clients at the centre of everything we do.

- Expanded our Model of Care and Engagement to enhance resident quality of life across all sites.
- Recruited for a Consumer Advisory Body to report directly to our Board.
- Achieved full accreditation of all 28 Residential Aged Care homes.
- Launched our new Physiotherapy and Mobility Program – Guide Mee to promote resident strength and mobility.
- Continued dementia support programs with Meaningful Ageing.
- Introduced new spiritual care initiatives including meditation.
- Trialled new technology to enhance resident outcomes such as Virtual Reality in several homes.
- Upgraded internet services to better connect residents with family and others.

Workforce

Strengthen the capabilities of all our teams.

- Refreshed our retention and attraction strategy for staff
- Promoted aged care careers via community events and training providers.
- Implemented a Listening Framework to better hear staff issues and improve retention.
- Participated in the Pacific Australia Labour Mobility (PALM) Scheme to increase critical regional staffing.
- Developed Career Pathways to support and prepare employees to remain future focussed at each phase of their career.
- Invested in Vocera technology to enable instant communication between staff in large sites.
- Piloted emerging technology such as Home Guardian and Hippo headsets to improve productivity and staff support, especially at regional sites.

Photo by chuttersnap/Unsplash



Services

Be where we are needed, with what is needed.

- Supported customers with limited finances to receive quality aged care (49% concessional status).
- Expanded our Home Care services to meet client demand in Moama, Western Region, Central Coast, Parkes, and Far North Coast.
- Introduced dementia-centred design principles in our refurbishments at Merrylands, Tweed Heads, Bateau Bay, and Young.
- Corowa Retirement Village Unit refurbishment post-flood damage.
- Completed stage 1 of the redevelopment of the Marian in North Parramatta.
- Progressed the redevelopment of St Catherine's home in Grafton (to be completed FY24).
- Improved safety with the Bateau Bay lift refurbishment and pedestrian safety upgrade at Cardinal Gilroy Village, Merrylands.

Systems

Challenge ourselves to change for the better.

- Commenced our Reconciliation Action Plan to better engage with Aboriginal and Torres Strait Islander residents/clients/staff.
- Progressed our 3-5 Year Environmental Sustainability Strategy.
- Joined the Catholic Church's Laudato si' Action Platform to report against our comprehensive social justice and environmental targets.
- Enhanced our Modern Slavery Statement & Action Plan.
- Invested in new systems to enhance our Property Management service.
- Invested in a new Home Care Clinical Management System to enable Home Care staff to review care plans on mobile devices.
- Invested in our systems to improve the efficiency of our payment processes.
- Confirmed our commitment to reducing our waste footprint, through launching a digital invoicing system.

Partners

Work with like-minded organisations.

- Maintained our advocacy for aged care reform by engaging with government bodies, politicians and other aged care organisations.
- Promoted our Model of Care and Engagement at the Future of Ageing Summit.
- Partnered with medical providers to optimise care for residents.
- Partnered with Best Med and Macquarie University on a medication management system trial.
- Partnered with Western Sydney University to improve resident assessment and to reduce clinical decline and hospital admission.
- Partnered with University of Canberra to improve pharmacist integration.
- Partnered with CSIRO to explore digital solutions to support the ageing journey.
- Emerging technology trials including Hippo telehealth headsets at Thornton Park to enable virtual care with plans to roll out across all sites.



As a registered charity and not-for-profit provider, we would like to thank all of the people and organisations who have supported our mission either through financial or in-kind support.

People like former Tweed Heads resident Cynthia – whose family has made a lasting difference through a bequest. Cynthia spent the last few years of her life at St Joseph's Residential Care home in Tweed Heads. Her family observed that Cynthia was always in good spirits even as her needs changed from low to high care – which they attributed to the staff and management at St Joseph's.

The St Joseph's team created a special Cynthia Heart award in partnership with Cynthia's family members who wished to recognise and reward staff for demonstrating HEART

values, as well as promoting and encouraging that "little bit extra" for residents to live their lives to the full.

Over a period of five years, three staff members received a voucher each quarter from the generous bequest made available by Cynthia's family.

We sincerely thank Cynthia's family for their generosity and willingness to show their appreciation for our staff in a way that also honours Cynthia's incredible legacy.

"We hope the Cynthia HEART awards have been of benefit to residents, staff, and Southern Cross Care," Cynthia's son Martin said.

To find out more visit sccliving.org.au or call us on **1800 632 314**

Four ways you can help

Donations and regular gifts:

These support our vital work and assist us to meet the needs of the people we care for.

A gift in a will: Make an investment in the future. Your gift will help us continue to provide quality care for all residents and clients.

Join our team: We love what we do and the communities we work for, and offer a wide range of careers.

Volunteering: Many older people can experience loneliness and isolation. Becoming one of our volunteers can enhance the lives of people in countless ways.

Residential Care

Below: A cottage at the Marian designed to meet dementia standards and features a sensory garden.



Marian Residential Care cottages

The refurbishment of the cottages at Marian Residential Care in North Parramatta was completed in June and is now being enjoyed by residents and their families.

The completion of phase one of the refurbishment featured two new cottages containing 15 bedrooms. The “household” building model, as per the Royal Commission’s recommendations, is central to the building design.

Our unique Model of Care and Engagement ensures our residents’ needs are met by a range of skilled and knowledgeable personnel including Diversional Therapists, a Yoga Teacher, Qualified Chefs, Physiotherapist, Recreation and Engagement staff and Exercise staff who are supported by Registered Nurses and highly skilled dedicated care staff – all within a homelike environment.

Our focus remains on placing resident choice at the heart of

everything we do, ensuring an environment that fosters comfort, familiarity, engagement, and overall well-being.

These cosy, cottage-style homes were carefully designed from internationally recognised dementia and enabling design principles and include:

- Two cottage-style homes with king single ensuite rooms.
- Individually designed doorways and wayfinding cues including memory boxes to assist residents in recognising key areas.
- Kitchen, lounge room, dining areas, and shared spaces including sitting rooms, reading nooks, and quiet areas.
- Courtyards specifically designed to meet dementia standards,

Our focus remains on placing resident choice at the heart of everything we do.

with rest areas, walking tracks, raised garden beds for resident participation, bird aviaries, water features, sensory plants and much more.

- Kitchen servery with a lower bench height allowing residents to enjoy cooking and activities.

Phase two of the refurbishment will involve an additional two cottages and associated outdoor areas.

A stunning mural designed by local Darug and Dhunghutti artist Kerrie Kenton will hang in the main reception area.

Residential Care (continued)



Statistics

- 28** Residential Aged Care homes
- 2,105** Residents
- 105** The age of our oldest resident
- 626** New residents welcomed
- 49%** Concessional ratio

Highlights

- Stage 1 of Marian redevelopment complete
- North Turrumurra Chapel dedication
- Bateau Bay DSU Garden refurb
- Tweed Heads courtyard refurb

Aged care is ever evolving, and we have seen a lot of change over the 50 + years that we have been operating.

Over the past year, we've navigated and prepared for new government reforms and ways of measuring the quality of care that we provide. We are also very proud to be an active participant in ongoing partnerships between technology providers, academia, and the aged care industry, working together to lift standards of care and to improve consumers' experience and outcomes.

Care and Engagement model

Our industry-leading Model of Care and Engagement (our Model) has been running for nearly three years and ensures that all residents have a range of social, leisure and meaningful activities that interest them.

The development and implementation of our Model ensures flexibility and diversity in our services and programs, to foster a sense of safety, autonomy, inclusion, and quality of life. While other providers may deliver aspects of our Model, ours is unique in that it's led by qualified and trained specialists who ensure that residents have consistent, considered, meaningful and adaptable activities.

At Southern Cross Care, engagement is on an equal footing to clinical care. We believe in engaging a variety of skilled personnel to meet our resident's holistic needs including Registered Nurses, Diversional Therapists, Physiotherapists, Allied Health Aides, Recreational Officers, Personal Care Staff and Spiritual Carers. We have an Engagement and Purposeful Living Manager, who leads a team of over 100 Diversional Therapists, Lifestyle Officers, and Spiritual Carers.

Experience tells us that older people have high expectations relating to individuality, diversity, independence, choice and control, culturally safe care, and dignity.

Our Model is adaptable to the person's changing needs and interests. It enables meaningful and true engagement, whereby older people can pursue individualised interests and activities that are important to them and contribute to their quality of life, purpose, and agency.

Examples of the types of engagement activities and opportunities currently offered within our homes include intergenerational programs, facilitated art programs, inter-home virtual competitions, yoga and meditation, music and animal therapy, cultural and special events as decided on by the residents, targeted discussions and reminiscence sessions, trishaw experiences and occupational activities.

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Physiotherapy, mobility and exercise – Guide MEE program

Our dedicated Mobility, Exercise and Engagement Support Officers (MEEs) work under the guidance of experienced physiotherapists and receive ongoing training in the areas of fall prevention, pressure relieving equipment, delivering exercise programs, pain therapies and care planning.

While we continue to employ some physiotherapists to support the MEEs onsite and remotely, we're excited to be partnering with Guide Physiotherapy Services to offer an innovative approach to allied health across our homes, supported by meaningful engagement.

A number of fun and engaging cross-site events have taken place to challenge abilities and empower residents to complete things that they never thought they could — always with a physiotherapy-based goal.

HIRAID

We were invited to participate in a partnership with Western Sydney University, called the HIRAID project (History, Identify Red flags, Assessment, Interventions, Diagnostics). This partnership aims to improve resident outcomes and staff experience.

The program is a six-step assessment tool for assessing a resident's clinical and medical needs and builds upon current standards by encouraging nursing staff to gather information to assist in recognising and responding to clinical decline and aiming to reduce unnecessary hospital outcomes.

Below: A variety of engagement activities are on offer including animal therapy.



Consumer Advisory Body

As part of our ongoing commitment to providing high-quality person-centred care, we have invited residents and their nominated representatives to consider the opportunity to participate in a Consumer Advisory Body (CAB). The CAB will commence in November 2023. The CAB will improve the quality of our services, sites and systems by providing direct feedback to our senior management and our Board.

Full Accreditation

We are proud that all of our 28 Residential Aged Care homes have been re-accredited by the Aged Care Quality and Safety Commission for another three years. The Commission conducts regular audits, and we continue to demonstrate excellence in compliance. This achievement is a testament to our staff and the systems that we have in place.

New quality indicators

Additional quality indicators for Residential Aged Care homes were introduced in April 2023. These indicators are: residents' quality of life and experience, incidence of incontinence-associated dermatitis, deterioration in activities of daily living, hospitalisations, and workforce availability.

Home Care



"I like going to the pool. I've noticed it's easier for me to get up and down, and I'm walking a bit easier."

Home Care client Judith (pictured left)

Maintaining our interests as we age

Home Care client Judith is doing things she thought she could no longer do, thanks to her Home Care Package.

From swimming to ten-pin bowling and enjoying the outdoors, Judith's Service Advisor, Kelly, supports her to keep doing what she loves.

"With all clients I take note of their interests and what they used to do when they were younger that they find difficult now," she said.

"I suggest we try new things and if it's not suitable, we know not to try it again. Most of the time, we find that any activity can be tailored to suit their ability."

One rainy day, Kelly suggested the pair play a game of ten-pin bowling at the local alley.

Judith, from the Central Coast, had not been able to play for quite some time due to shoulder immobility, but Kelly knew the bowling ramp would be just the trick to get her back into bowling.

"She was over the moon with delight as she didn't know they had these aids available and won the game against me!" said Kelly.

Listening to Judith reminisce on her younger years and seeing her struggle to walk on the uneven ground in her area, Kelly suggested to Judith the idea of a swim challenge.

"Judith had dreams of completing a marathon when she was younger but didn't get around to it. I suggested the swim challenge could be her marathon and that swimming would benefit her mobility," said Kelly.

Hesitant at first, Judith wasn't sold on the challenge.

"I can't swim 100km or even 10km," she said.

Eager to support Judith in regaining her confidence, Kelly suggested a realistic 2km goal.

Not only has Judith surpassed her goal and swam a total of 15km, but she's also raised \$455 for sick children and improved her mobility and arthritis.

"I like going to the pool. I've noticed it's easier for me to get up and down, and I'm walking a bit easier," Judith said.

Kelly said it was wonderful to see clients like Judith accomplish goals and see the positive benefits.



Statistics

- 1189** Home Care clients
- 104** The age of our oldest client
- 122** Home Care employees
- 125** Suburbs serviced
- 152,399** Home Care visits

Highlights

- Strong growth across our services
- Far North Coast expansion
- New clinical system
- Preparing for 2023/2024 reforms

We provide a range of Home Care services to support older people to live independently and safely in their own homes.

As an approved provider of Home Care, our services include personal care, domestic assistance, social support, respite care, nursing care, allied health, and home modifications. We remain committed to the provision of Home Care services and can also offer private in-home services.

An additional 110 people signed up for our Home Care Packages Program over 2022-2023. Our services are tailored with a focus on person centred care principles which means that we can support the changing needs and preferences of our clients who want to stay home for longer. Our partnership approach with general practitioners, local hospitals, and specialist teams such as palliative care further supports our clients in achieving their goals.

We continue to look for opportunities to expand our home care service, resulting in plans to open a new office in Ballina, allowing us to support the growing demand in the Far North Coast region. In the past year, we have continued to support recovery efforts following devastating

floods, while also working hard to retain and attract additional care staff, service advisors and Registered Nurses. Our Care and Engagement Model has led to the introduction of a new Field Staff Manager role, who is responsible for improving the quality and quantity of our workforce while also building on our commitment to continuous learning.

We continue to look for opportunities to expand our Home Care service.

Preparing for the 2023/2024 reforms has been a top priority, and we have continued to participate in industry briefings and discussions. In addition, we have undertaken a number of Aged Care Quality and Safety Commission risk assessments across our Home Care regions to assess our compliance to the new quality standards that apply to Home Care providers. The feedback we have received from the desktop audits has been positive, reporting a low-risk rating.

We expect to undergo a full site audit in the new financial year to confirm these results. We remain committed to improving our staff and client experience.

Retirement Living



"Being together, growing together and even growing together in old age is the secret."

Jack (right) and Myra

Finding love after retirement

Adjusting to life after retirement is difficult for some, but for Jack and Myra, that's where their love story began.

Having worked all his life in Sydney, Jack took the plunge and moved to Caves Beach to retire. He struggled to fit in at first, but never looked back once he found his place.

"The best part is I met my darling Myra," Jack said. The couple met in 1998 and married in 2000.

They've shared many wonderful experiences over the years, including a year spent travelling to almost every corner of the country in their caravan.

More recently and faced with health challenges, they decided Myra required full-time care.

Neither are strangers to Mawson Court Residential Care home, having volunteered as Pastoral Carers for 10 years at the home. So, when a place became available, they were thrilled.

"There is still one resident living here that we used to visit!" said Jack.

Despite living separately, Jack and Myra couldn't be closer.

"I visit every day," he said.

"In the mornings, Myra enjoys various activities with other residents, so I visit in the afternoon from 2pm to 5pm, which is teatime

here. I also help her to the dining room. That's my job now."

Jack regularly joins resident outings, continues to take Myra out for lunches and dinners, and they spend weekends together at Jack's house.

What's the secret to a happy marriage? According to Jack, it's getting to know the person and spending quality time together.

"Once you know the person, you just grow on each other. Being together, growing together and even growing together in old age is the secret," said Jack.



Statistics

842 Residents

7 Years 11 months average length of resident tenure

27 Retirement Villages

724 Units

Highlights

- Corowa RLU refurbishment post floods
- Bateau Bay RLU lift upgrade
- Cardinal Gilroy Village plans
- Consistent 100% occupancy in our Canberra villages

Our Retirement Villages offer a strong sense of community and support for seniors wishing to either downsize or make new connections.

We care about our residents and are continually seeking to improve and rejuvenate their environment.

As residents no longer have to devote time to maintaining a family home or mowing lawns, they are free to focus on what they enjoy in their retirement and leave the rest to us.

Residents also have peace of mind knowing they can tap into the additional Southern Cross Care support services such as Home Care (levels 1–4) or take advantage of private in-home services.

It was a year of challenging weather conditions, and our team was active supporting clients and residents across many of our sites. After a severe storm impacted Corowa, major building works were completed at our Karinya village to the 13 units impacted. We sincerely thank the residents of the village for their partnership and patience during this time.

A state-of-the-art Community Centre at the Cardinal Gilroy Village Merrylands is in the final stages of building commencement, with a sod-turning ceremony with residents

Residents also have peace of mind knowing they can tap into the additional Southern Cross Care support services.

planned in October 2023. Once completed, the new centre may be used as a chapel, multi-purpose room and leisure area. Should higher care options be required, Home Care and consulting rooms could also be considered in the future. The work to be carried out by RCC Interiors is expected to be completed in the second half of 2024.

Extensive roadwork upgrades were completed also at Cardinal Gilroy Village including the installation of speed humps, shared zones, upgraded traffic and walkway signage to support increased safety for residents and their guests.

An upgrade of 11 lifts at Bateau Bay is near completion to improve resident experience and ensure alignment with new compliance standards. The new fit-for-purpose lifts provide access for up to 80 residents in 42 units.

Our People

Tree change

She's travelled almost 10,000km, but Registered Nurse (RN) Sushmita Bista finally feels like she's home.

Arriving in Australia from Nepal in 2018, she joined our Kildare Residential Care home at Maroubra as one of our care staff. While she embraced the hustle and bustle of the city, she yearned for the peace and tranquillity offered by her native homeland.

After completing her Registered Nurse training, Sushmita decided to take a tree change and leave behind the city's conveniences for the serenity of rural living.

"I can't believe how lucky I am living in such a beautiful community."

Sushmita (pictured right)

She applied for a role in Young, around a four-hour drive from Sydney, and her only regret is that she didn't do it sooner.

Moving to the country provided her with a more relaxed lifestyle, lower living costs, cheaper housing and as importantly a greater sense of purpose.

Sushmita now regards her decision to relocate to rural NSW through Southern Cross Care as "the best of her life".

"I can't believe how lucky I am living in such a beautiful community like Young," she said.

"The people are so friendly and there is such a strong sense of



community. Even when I first moved here, strangers would stop me in the street and ask if I needed anything, you don't get that in the city because everybody is so busy.

"When I lived in the city, I didn't even know my neighbours, now I feel like everybody is a friend. Young offers an exciting yet relaxed way of life and I really don't see me ever leaving."

Southern Cross Care is enabling staff to maximise their clinical skills while making a real difference to the lives of older people in regional areas.

We understand the vital role aged care nurses play in delivering great care and offer a supportive environment with a strong reputation for clinical excellence.

For Sushmita, moving to regional NSW has given her not only a career but a way of life.

"Relocating has given me so many opportunities I would never have been given in the city. I am now the Clinical Care Coordinator and

am saving to buy a house," she beamed.

"I put my trust in Southern Cross Care and can't thank them enough. I always knew I wanted to care for the elderly but didn't know where to start, and from the moment I contacted Southern Cross Care I knew I was joining an organisation who values not only its residents but its staff."

"For anybody thinking about a tree change, just do it, it will be one of the best decisions you could make. Even though I am so far from Nepal I really do feel like I'm home."

If this sounds like you or someone you know, get in touch with our recruitment team on **1800 632 314** or visit **[sccliving.org.au/join-us/make-a-difference](https://www.sccliving.org.au/join-us/make-a-difference)**



Statistics

- 2,088** Staff
- 277** Frontline Registered Nurses
- 100** Diversional Therapists, Lifestyle Officers and Spiritual Care providers
- 1,197** Care staff
- 161** Volunteers
- 103** Caring People Awards given

Highlights

- International Nurses Day celebrations
- My Benefits Program launch
- Regional Recruitment Campaigns
- Staff Listening Framework implementation

At Southern Cross Care, we care about our people. Our staff and volunteers are the heart of our organisation and each share our HEART values. They make a positive difference in the lives of our residents and clients every day.

Our HEART values of Honesty, Empathy, Acceptance, Respect and Teamwork and the act of acknowledgement and recognition are key foundations for our organisation.

We acknowledge the ongoing sector-wide challenges of attracting and retaining staff. Through our recruitment programs and outreach to local communities, we are promoting the rewarding career opportunities, benefits, pathways, and training opportunities available. To say thank you to our current workforce of more than 2,000 people and encourage more to join our team, we have championed a range of initiatives including:

Passing on a pay rise to eligible aged care staff. The Federal Government committed to a 15 per cent pay increase to eligible aged care staff from July 1 — a move we fully support. We also recognise that not all staff are eligible and hope this increase will be available to more members of our team in the future.

Recognised our Nurses and care staff. On International Nurses Day on May 12, we acknowledged the compassion, professionalism, and round-the-clock

commitment of all nurses, including the very special team at Southern Cross Care.

Celebrated Diversity. We are committed to creating inclusive environments and are proud of the culturally diverse backgrounds of our staff, volunteers, residents, and clients. We have also embraced the Federal Government's Pacific Australia Labour Mobility scheme which facilitates access to staff from the Pacific Islands and Timor-Leste to fill workforce shortages.

Launched My Benefits. Our new employee reward and recognition program includes our Caring People Awards (awarded to team members who have best demonstrated our HEART values), employee referral bonuses and a range of discounts on health insurance, travel, entertainment, retail and more.

Launched our Tree Change campaign. This initiative encourages aged care employees in and outside of Southern Cross Care to explore the benefits of living and working with our teams in regional Australia. We offer a range of relocation benefits including sign-on bonuses, assistance, and discounts.

Innovations and Partnerships

Southern Cross Care continues to be leaders in the introduction of innovative technologies and strategic partnerships in order to improve the delivery of care.

Adopting new technologies and partnerships is a strategic focus and is instrumental to improving the well-being of residents and the efficiency of those providing care while keeping us at the forefront of the industry.

Vocera

The Vocera Badge enables staff to contact each other instantly and hands-free, bridging the gap between patients, caregivers, and technology. Allowing clinical communication and collaboration, the voice-controlled technology is reducing resident wait times and improving the proactiveness of staff to meet care needs.

Our Young, North Turrumurra and Corowa Residential Care homes have Vocera in place and with plans to roll out the technology across all our sites. In one month alone, more than 10,000 calls were made between staff of the three sites.

Hippo Virtual Care

The Hippo's next generation virtual care headset is the world's first pocket-sized, voice-driven wearable computer, delivering new capabilities for virtual collaboration, data capture and visual guidance, utilising video streaming and two-way audio for consultations, enabling expert guidance and education.

We trialled the headset at our Thornton Park site and Facility Manager Richal Ghimire said: "The trial headset enabled timely, real-time and detailed consultations with an internal wound specialist, resulting in quick wound healing and comfort for the resident".

"This form of virtual care holds immense potential for clinical care, education and efficiency. It carries numerous benefits, including education and training, reduced travelling and increased productivity — which is a huge support for regional homes."

A successful trial identified the opportunity to extend this collaborative expertise. We plan to roll out Hippo headsets across our network.

CSIRO

We have been collaborating with the CSIRO over the past 12 months, exploring smart home, technology-enabled safer living. The aim of this partnership is to maintain or improve the impact of care provided to older persons living independently.

BestMed medication management

Our partnership with medication management provider BestMed, clinical pharmacist service provider Choice Aged Care, and Macquarie University, has

Industry and university partnerships

- Ask Annie (Dementia Australia)
- Australian Recreational Therapy Association
- BestMed and Macquarie University
- Bug Control
- Capital Health Network
- Charles Sturt University
- CSIRO
- End of Life Directions for Aged Care (ELDAC)
- HIRAID and Sydney University
- Hippo Technologies
- Home Guardian
- Lippincott's
- Moving on Audits
- University of Canberra – Pharmacy in Aged Care
- Western Sydney University

Below: Regional Director ACT and Southern NSW, Samantha Tosh RN (left), at the launch of the ACT Residential Care Homes Pharmacists in Residential Aged Care Facilities trial.



We believe that we need to be at the forefront of new ways of delivering care, particularly given 60% of our clients are in regional areas.

integrated a new data automation system in all our Residential Aged Care homes.

This is advancing our reporting requirements, increasing accuracy, providing powerful trend analytics, optimising clinical outcomes, and improving efficiency so that staff have more time to dedicate towards resident care.

Integrated pharmacy

We also teamed up with the University of Canberra and the ACT's primary health group, Capital Health Network, to trial having a fully funded pharmacist work at our Residential Aged Care homes at Garran and Campbell in the ACT for 12 months. The pharmacist was able to provide support in medication management including resident

and staff education, falls prevention, reducing chemical restraint and reducing anti-microbial prescribing.

Southern Cross Care is now looking at how this model of care could be extended across our large network across NSW & ACT.

Cyber security

Due to the increasing risks of cyber attacks, we have implemented a 24/7 x 365 day Security Operations Centre (SOC) to enhance our organisation's ability to proactively detect, respond to, and mitigate threats in real time.

By centralising the monitoring and analysis of security events, the SOC not only reduces the time to detect and respond to incidents but also bolsters our overall cyber resilience.

This translates to improved protection of sensitive data, reduced business downtime, enhanced compliance with regulatory requirements, and ultimately safeguarding our reputation and financial stability in an increasingly complex and dynamic threat landscape.

Sustainability and Environmental Social Governance



We care about and value people and the communities and ecosystems in which we live and operate. We want to help build a better future for residents, clients, staff, and our communities and will strive to work in unity to achieve this.

We continue our efforts to improve environmental sustainability and our commitment to the community to minimise our impact and enable present and future generations to “live life to the full”.

Our Environmental Sustainability Strategy is aligned with the principles defined in our strategic plan and reflects the priorities in the United Nations Sustainable Development Goals.

As a purpose-driven organisation, we have also stepped up our commitment to sustainability by joining the Catholic Church’s Laudato si’ Action Platform.

Laudato si’ is the Latin name of Pope Francis’ 2015 letter on Care for Our Common Home, which encourages everyone to live more sustainably, for the betterment of the environment and people, especially those who are disadvantaged. Under the guidance of Laudato si’, we will set bolder targets and hold ourselves accountable by developing extensive annual plans where we report against our activities and achievements.

Our total emissions have reduced by 16% to 12,468 tonnes CO₂-e in FY23, with 78% relating to electricity emissions. We are committed to new targets including

Left: Southern Cross Care continues its efforts to improve environmental sustainability and our commitment to the community.

Below: Southern Cross Care has embarked on a journey of Reconciliation by working to create a Reconciliation Action Plan.



We have embarked on a significant journey of Reconciliation by working to create a Reconciliation Action Plan.

sourcing over 25% of electricity from renewable energy sources, reducing energy consumption by 20%, and reducing waste by 15%.

We believe these targets are ambitious but achievable, including developing a net zero emissions pathway.

In addition, we strongly oppose all forms of modern slavery and the harm it inflicts upon its victims, their families, communities, and society. We strive to carry out our activities in a manner that respects and supports the protection of human rights and ensures that those we do business with do the same.

We have implemented a range of measures in the past 12 months, including sending our Modern Slavery Policy to our entire supplier base, enhanced our Whistle Blower hotline service to encourage our staff to speak out confidentially about corrupt, illegal, unethical, or undesirable conduct, including instances of modern slavery, and we now request all new and tendering suppliers to sign a self-attestation statement in order to do business with us.

Our journey to Reconciliation

We have embarked on a significant journey

of Reconciliation by working to create a Reconciliation Action Plan (RAP) with the guidance of Aboriginal Leader and Wakka Wakka woman Brooke Prentis.

This will provide a strategic, long-term framework for us to take meaningful and lasting action to advance Reconciliation for Aboriginal and Torres Strait Islander peoples.

We are currently in the first stage of the RAP process known as 'Reflect' and will focus on scoping Reconciliation activities across the core pillars of Relationships, Respect, Opportunities and Governance.

Our HEART values of empathy, acceptance, and respect are at the core of this journey. At the heart of it, Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

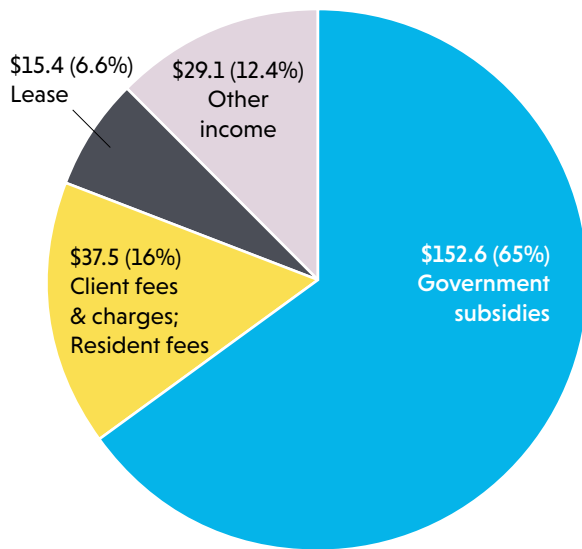
A RAP working group will build on our understanding of actions enabling us to develop a roadmap forward.

We look forward to sharing further details on ways the community can get involved in our Reconciliation journey.

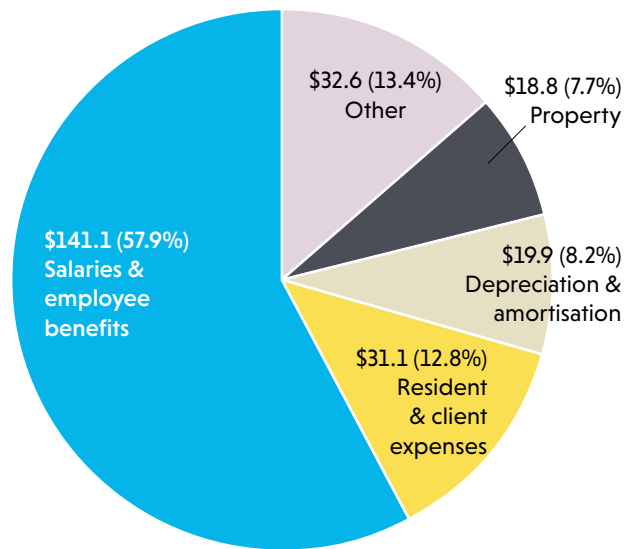
Financials



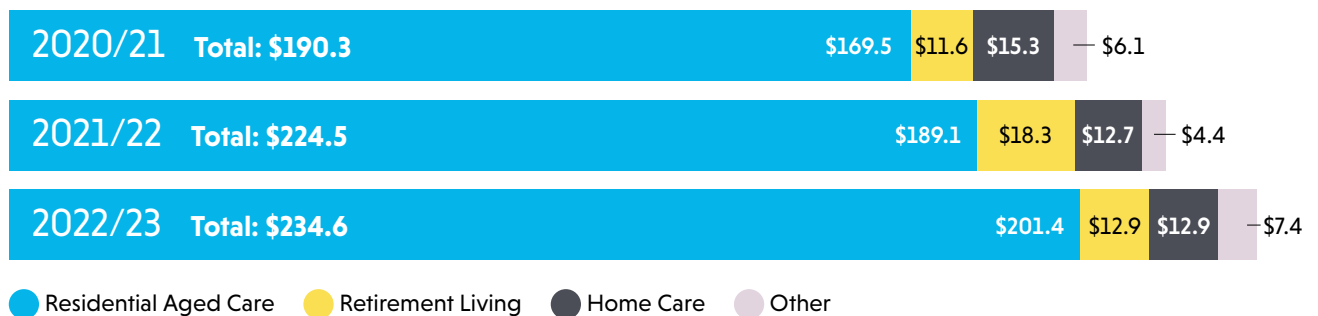
Revenue 2022/23 (\$ Millions)



Expenditure 2022/23 (\$ Millions)



Revenue by Services (\$ Millions)



Net Assets (\$ Millions)

	2020/21	2021/22	2022/23
Assets			
Cash and cash equivalents	128.9	35.7	23.4
Financial Assets	29.0	114.3	141.8
Trade and other receivables	34.2	6.3	4.7
Investment Properties	–	146.1	143.4
Property, Plant & Equipment	462.3	308.5	312.6
Intangibles	3.0	1.6	1.2
Total Assets	647.0	612.4	627.1
Liabilities			
Trade and other payables	31.2	34.4	27.7
Employee Entitlements	17.2	17.6	19.0
Accommodation Bonds & Refundable Deposits	416.6	410.4	436.1
Provisions	9.8	4.2	8.1
Borrowings	4.1	4.3	3.5
Total Liabilities	478.8	470.9	494.4
Net Assets	168.2	141.5	132.7

