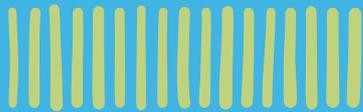




# About Us

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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 over 40 locations, including regional communities.

Every day Southern Cross Care 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 wellbeing. It means we also create warm and supportive workplaces where our committed staff can flourish and grow.



**Pictured:** Cycling Without Age - Trishaw Engagement Program, Parkes Residential Care.

# 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 across the state.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.



# Chair's Message

Despite the challenges that 2021-2022 presented, we continued to identify opportunities and advance our mission to offer older people more diverse opportunities to live life to the full.

I acknowledge staff for their unwavering dedication, and residents, clients and community members for their support in this regard, especially during impactful events such as flooding.

I also commend the teams involved in successfully implementing our COVID-19 Navigation Plan – particularly CEO Helen Emmerson, COO Gaynor Squillacioti, and our Quality and Operational leaders and staff.

The redevelopment of our Grafton and North Parramatta homes is well underway and will transform the living and working environments for residents and staff when completed. However, we are also more than home builders, we are enablers of ensuring a positive ageing experience for all.

The past year was also one of Board expansion. We welcomed two new Directors - Matt Mackay and Lorraine Poulos, who complement the Board's extensive experience.

As we are now in our sixth decade, I reflect on the words of Pope Francis. He invites us to look at old age as a time for deepening relationships and the importance of inviting older people to contribute to building a better world.

I know that so many of our staff look forward to spending time with our residents and clients. These interactions are more than service provision. These are occasions of openness to each other, sharing our lives, humour, and vulnerabilities.

As our Golden Jubilee celebrations draw to a close, our three-year Strategic Plan keeps us focused, innovative and determined in our priorities and desired outcomes.

I want to take this moment to thank our CEO, her Executive team and all our staff and volunteers. They continue to lead, adapt and rise to whatever comes our way.

As always, those we care for, and about, are at the very centre of everything we do.

Sincerely,



A handwritten signature in black ink, appearing to read 'Lawrie Hallinan'. The signature is fluid and cursive.

**Lawrie Hallinan**  
Chair

**“The Pope says that seniors have a special role in bringing about a revolution of tenderness – expressing love for family, friends, carers and for the wider world.”**

**Lawrie Hallinan – Chair**



Pictured: Michael, North Turrumurra Residential Care

# CEO's Message

As I reflect on the past year, resilience, partnership, hope, and excellence are key themes. I am incredibly proud and thankful to our staff, residents, clients and their families for adapting to another challenging year.

As the Omicron variant peaked over Christmas, many aged care providers experienced outbreaks, including our services across regional and metro locations. Eagerly anticipated resident visits and events were postponed, and our teams worked around the clock in response. I do not underestimate how difficult this period was for all.

We appreciate the significant impact on residents, clients, their families and representatives and our staff. We would like to thank everyone for their understanding and collaboration in keeping our most vulnerable safe.

The sector continues to face considerable change and challenges and while we remain adaptive, our Strategic Plan is our compass. With excellent progress achieved across our Strategic Plan Pillars, Clients, Workforce, Services, Systems, and Partnerships.

We remain focused on our Customer Experience, adapting ways to engage and listen to our residents' and clients. While our commitment to clinical excellence is paramount, our specially designed, resident-centred engagement programs have been equally effective.

We are focused on empowering our workforce to grow and continue exciting partnerships with TAFEs, Universities and local communities to encourage Registered Nurses and carers to join our team.

Our strategic IT roadmap utilises technology and systems to enhance our service delivery for clients and residents.

This year we celebrated our achievements as a finalist in the ACSA (now APCCA) industry awards for NSW & ACT "Provider of the Year" and the Inside Ageing – Future of Ageing "Consumer Experience Awards".

I would like to thank the Board for their ongoing support and governance, the Executive team for their strong leadership and of course our wonderful staff who truly make a difference every day in the lives of those we care for.

Sincerely,



**Helen Emmerson**  
CEO

**“As a Registered Nurse, I am passionate about the aged care sector and am honoured to lead this wonderful organisation. I look forward to seizing the many opportunities ahead.”**

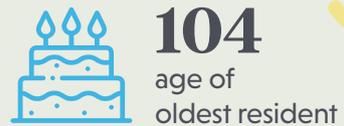
**Helen Emmerson – CEO**



**Pictured:** CEO Helen Emmerson and Mary a resident at Patrick Minahan Village

# Our Services at a glance

## Residential Care



## Home Care



## Retirement Living



# Quality and Clinical Governance

Throughout the COVID-19 pandemic, our proactive approach and excellent infection prevention and control measures have meant that we have recorded lower COVID-19 transmission than most across the Aged Care sector.

Learning to live with COVID-19 does not mean becoming complacent but continuing to remain vigilant to keep our most vulnerable safe. It is because of the collaboration and support between residents and clients, their families and representatives, our staff, volunteers and other key stakeholders that we have been able to develop a dynamic and robust COVID-19 Navigation Plan.

Our Navigation Plan was developed in accordance with the Communicable Disease Network Australia (CDNA) COVID-19 outbreaks in Residential Care Facilities, the Infection Control Expert Group (ICEG) Coronavirus (COVID-19) Guidelines for Infection Prevention and Control in Residential Care Facilities, guiding resources from Aged Care Quality and Safety Commission and NSW Health.

We are proud to announce that since the successful implementation of our COVID-19 Navigation Plan, we have further expanded it to an Acute Respiratory Infections Navigation Plan. This Plan will guide us to manage all acute respiratory infections including COVID-19, Influenza, Rhinovirus and RSV and protect the community against surges in such infections.

As part of our continuous quality improvement program, BESTMED, which was introduced in 2021, has been successfully implemented in all 28 of our Residential Care Homes. The medication management system provides staff with better tools to efficiently manage medication for residents.

This year, the Australian Government's Aged Care Quality and Safety Commission (ACQSC), aged care's governing body, recommenced accreditation visits and unannounced support visits in our homes.

Six of our Residential Care homes; St Catherine's Grafton, John Woodward Merrylands, St Michael's Casino, Mawson Court Caves Beach, Assumption Villa Leeton and St Francis' Plumpton were assessed in 2021-2022 and awarded a further three years of accreditation. We would like to acknowledge the staff involved both on site and in support office for the hard work and dedication that such positive results reflect.

We continue to partner with stakeholders and share our own experiences as part of our commitment to ongoing improvement and providing excellent care.



**Gaynor Squillaciotti**  
Chief Operating Officer

**“I am incredibly proud of Southern Cross Care’s infection and prevention control measures.”**

**Gaynor Squillaciotti – Chief Operating Officer**

## Run by nurses, led by nurses

CEO Helen Emmerson and COO Gaynor Squillaciotti are both Registered Nurses who led our team in establishing best-practice infection and prevention control protocols.

At the height of the pandemic, they donned their scrubs and personal protective equipment to support their teams on the frontline and, along with support specialists, were available to the teams 24/7.

Leadership teams attended regular COVID-19 operational management meetings, bringing together health workers at local, state and Commonwealth levels and the Aged Care Commission.

An internal taskforce was also established early on to support local teams while swiftly implementing advice from health authorities, from which Southern Cross Care's COVID-19 Navigation Plan was developed.

There was a strong focus on the clinical, social, and emotional well-being of residents and clients in the plan. For example, when residents had to isolate during the pandemic, they received personalised kits that reflected their interests, needs, wants, and preferences.

Across our services, technology helped maintain connections with family and friends, and support exercise programs and hallway activities such as bingo and quizzes.

Home care teams made welfare calls when home visits were impossible and helped organise transport to appointments to minimise the use of public transport and help keep clients safe.



**Pictured:** CEO Helen Emmerson and COO Gaynor Squillaciotti

# Residential Care



Pictured: Resident John and Lifestyle staff Mila, St Francis' Residential Care Plumpton

This year, we have successfully expanded our model of care and engagement throughout our 28 homes. Our residents are at the centre of our engagement model, they are supported to continue doing what they want to do and enjoy. We are focused on maintaining strong connections between staff, families, representatives and the local community. With COVID-19 restrictions easing we are looking for ways we can further engage with the local communities in which we operate.

We remain committed to supporting diverse needs including NDIS recipients, and our Pathways to Community Living (PCLI) partnership with NSW Health supports positive ageing in residents living with mental health.

We are also continually exploring innovative technologies and strategic partnerships to improve the delivery of care to our ageing community. Some of the exciting trials that took place in 2021-2022 include GigXR, Home Guardian, Hippo TM and Vocera. These emerging technologies will enable our teams to work efficiently while providing safe and sustainable quality care for residents.

Our Grafton and Marian (North Parramatta) homes are in the final stages of redevelopment. Once completed, they will be contemporary and built-for-purpose homes that reflect best practice approaches to residential care living.

## At a glance



**28** residential care homes



**1,681** residents



**104** age of oldest resident



**189** residents over 95



**670** new residents welcomed

## A resident-driven engagement approach

We believe the key to a fulfilled life is engagement.

We have adopted an innovative lifestyle and engagement model aimed at meeting our residents' needs, goals and aspirations through a range of activities.

These can include monthly quizzes, board games, art classes, sensory gardens, armchair yoga classes and even virtual reality holidays.

The new program is overseen by Engagement and Purposeful Living Manager Jacqueline Quirke, a Diversional Therapist who leads a team of dedicated staff.

"You can't have a good quality of life if you don't have engagement," she says.

"We want to create opportunities for our residents to learn, connect, and gain a sense of purpose so that we can reduce isolation, depression, anxiety, loneliness – all of those factors that we know older people, particularly when they come into care, can be quite vulnerable to."

The Model of Engagement is supported by Diversional Therapists, a Dementia and Engagement Advisor, and 85 Leisure and Lifestyle staff, aiming to boost residents' psychological, spiritual, social, emotional, and physical well-being.

Our approach is leading the way in the aged care sector, especially our use of technology and virtual activities.

A monthly virtual quiz attracts between 250 and 300 residents across our homes while our use of virtual reality allows residents to try new experiences and even travel overseas.

We have also installed several Tovertafel Magic Tables for residents with dementia and offer other technology-based engagement such as music programs Memory Link and Moove and Groove.

Additionally, our model involves providing engaging environments, including both indoor and outdoor spaces, sensory gardens and activity stations available to residents 24/7.

We recently added cubed storage units loaded with board games, activity packs and craft which the residents can access at any time.

At our Parkes Residential Care home residents have been attending painting classes led by visiting volunteer artists twice a month. During COVID-19 restrictions the classes continued virtually.

Local artists Robyn Morrissey and Karen Ritchie instructed residents to paint their own individual flowers.

Each resident's flower was then mounted onto a canvas which was kindly painted by the artists, creating one collaborative artwork which residents named 'Art in the Time of COVID-19'.

Betty is 94 and loves art, history and sports as well as reminiscing about her childhood and growing up on Sydney's Northern Beaches.

She enjoys the range of activities on offer at North Turramurra Residential Care home where she is often accompanied by Diversional Therapist Marion who knows her background and her likes and dislikes.

"When facilitating a range of activities, we see different aspects of our resident's personalities which I really love," Marion says.

"Caring for a person living with dementia can be both rewarding and complex. I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."



**Pictured:** Bateau Bay resident on a day trip to the local beach

# Home Care



Our dedicated Home Care teams will go the distance in supporting older people to live independently, safely and well in their own homes. They work closely in maintaining a client's circle of support which includes working cohesively with family, carers, doctors, therapists, health practitioners and anyone who is integral to the client's wellbeing.

Home Care Services are vital to ensuring that ageing Australians have the support and independence needed to live well and in comfort in their own homes. We offer a wide range of Home Care Services through the government supported Commonwealth Home Support Program (CHSP), Home Care Package (HCP) program or private services.

## At a glance

-  **934** people cared for
-  **102** age of oldest client, living in Casino
-  **113** home care employees
-  **269** suburbs serviced
-  **100,700** care service hours delivered
-  **580,000** kilometres travelled by home care employees – Equivalent to 14 trips around the Earth's circumference!

## Living well and independently at home

Southern Cross Care began delivering Home Care Services to Western Sydney in 1996, followed by expansion into the Riverina in 1998. What was originally a program assisting just a few people now provides hundreds of Home Care Packages across NSW and the ACT.

Leonila, a client since 2020 had an active social and family life but, due to declining mobility and rising pain, was often forced to stay at home and was becoming socially isolated.

Her husband helped as best he could but found it difficult with the mobility equipment she had on hand.

We were able to help with an occupational therapy assessment that recommended the use of a lightweight wheelchair.

The wheelchair is easily transported and navigated, so Leonila can get out and about with friends and family and, most importantly, without pain.

That, along with some other assistive technology, means Leonila is living with renewed confidence and capacity. She has plenty of opportunities to be part of social and family events that once seemed unachievable.



**Pictured:** Leonila enjoying her renewed social life



Similarly, client Bill enjoys walking around his community, chatting to friends and neighbours on the way and, at 86, he had been living at home with his wife, offering a hand wherever he could.

After a long stay in hospital following a broken hip from a fall at home, Bill struggled to get back to his normal routine.

One of our Service Advisors paid Bill a visit at home and found he had lost weight and felt unsteady on his feet. Bill felt trapped and isolated as he was afraid of falling on the front steps.

The Service Advisor was able to work with Bill to develop a circle of support which included a range of health professionals, to help him regain his confidence and mobility.

As he regained his strength, his activity level increased, his appetite returned, and he was able to decrease his reliance on dietary supplements. His stability and mobility improved as did his confidence.

Bill is no longer scared of falling, is back to helping his wife around the home, and has returned to his neighbourhood walks.

These are not isolated stories.

We've been providing care and support services for over 50 years and offer a range of Home Care Services to ensure ageing Australians have the support and independence they need to live well in the comfort of their own homes.

# Retirement Living



Pictured: Village Liaison Officer Jo and residents Pat and Rosa

## At a glance



**28** retirement living villages



**934** units



**8.8** years average length of tenure



**100%** of asset plans developed for villages, as per new regulations

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

Residents also have peace of mind knowing they can tap into additional Southern Cross Care support services such as Home Care in the future.

Some highlights in 2021-2022 include:

- Cardinal Gilroy Village, Merrylands West–new community centre works commenced
- Patrick Minahan Village Marrickville 50-year anniversary celebration
- Thornton Park village in Penrith fully occupied with 48 residents
- CEO Helen Emmerson - a panel member of the Retirement Living Summit in June discussed the future of the Continuum of Care in Retirement Living

## Finding a sense of community

Moving out of a home full of memories can often feel out of your comfort zone.

But speak with those who have made the move to a Retirement Community and you will often discover it was the key to an exciting new chapter of their lives – one where they have the freedom to choose how to live.

Retirement, after all, is the time when you should enjoy life. By offering liberation from the hassle of home maintenance, a Retirement Community gives residents back the time and the freedom to do the things they love.

You will also be part of a community, with residents often citing neighbours, friendships and social company as the best things about their new lives.

Pat has lived at our Marsfield Village for 21 years.

"From the first day I arrived, I quickly made friends, and still today one of my good friends is here with me," Pat says. "She is 96 years young and we are both still fit and active."

"There is so much to do here. It's important to be active. Some people go for walks together, we take turns organising the weekly morning tea, and the resident committee organises regular events."

Pat's experience is echoed by Rosa, who moved to Marsfield Village a year ago. She was welcomed by a friendly and social community with a wine and cheese night and hasn't looked back since.

And fellow resident Bob takes his role as village joker seriously. He enjoys keeping everyone on their toes with jokes and laughter.

The Marsfield residents' busy social life is supported by Jo Foster, Southern Cross Care's Village Liaison Officer for Northern Sydney, which includes retirement villages at Manly Vale and Plumpton.

"In our villages, the focus is making sure people are living happily, safely, and in good health. The rest is really directed by the residents and their community – that's what independence looks like," Jo says.

"For many people, maintaining independence and knowing they've got someone taking care of the maintenance of their homes is what attracts them initially to our villages."

"But once they join us, I think they also find a sense of community, which is all resident-driven."

Just like Pat in Marsfield, Don and Anne have lived in Thornton Park Retirement Village for nearly two years and have never looked back.

After 50 years in a large suburban home and raising their two children, Don and Anne felt it was time to downsize.

"It was alright when the kids were young, but it was time to go," Don says.

"He [Don] couldn't help me with the work, and my son lives in the city, so it was time," Anne says.

"We made the right move. This is a nice social place, and we needed that. We don't feel alone here."

Whatever your situation, our Retirement Communities offer a relaxed, private and secure environment where you decide how to spend your time doing the things you love.

Our Retirement Communities are warm and welcoming and allow residents to be as involved as they want to be.

But there's no pressure to take part in everything. Many people enjoy their privacy and quiet time as much as their social connections, and it's always up to the individual to decide how much they want to be involved.

Residents also have the peace of mind that they are safe and secure and never far from help, with 24/7 emergency call systems and a range of services available to their door, including domestic assistance, personal care and health and wellness options.



**Pictured:** Thornton Park Village residents Don and Anne

# Our People



**Pictured:** Northern Rivers staff at the Lismore Careers Expo

Southern Cross Care is a people-powered organisation, and our dedicated and hardworking team has continued to go above and beyond every day to support our residents and clients.

The Aged Care sector is undergoing significant reform and change. A key challenge for all providers is the ongoing access to a skilled workforce to meet the incoming mandatory Aged Care staff ratios.

Through our recruitment campaigns and outreach to local communities, we are promoting the rewarding career opportunities, benefits, pathways and training opportunities available.

Some of the highlights from 2021-2022 include:

- New Human Resources Information System (HRIS) implementation
- Dedicated COVID-19 intranet page for staff with resources and information
- Ongoing professional development opportunities for staff. In addition to mandatory and required learning, we supported more than 60 employees towards various qualifications, ranging from Certificate IV Mental Health, Leisure & Health, Diploma of Leadership and Management and Bachelor of Nursing.
- Investing in emerging technologies to enable staff to work efficiently and maximise productivity
- Launch of our Wellbeing Hub for staff
- Work Health and Safety Newsletter rolled out
- Aged care employee day virtual wall of thanks results in over 160 messages for staff
- International Nurses Day celebrations across our network

## At a glance



**1932** staff



**428** volunteers



**35%** of our staff have proudly worked with us for over 5 years with 13% over 10 years



I appreciate you because

they are all good helpers and they  
make me smile! xx

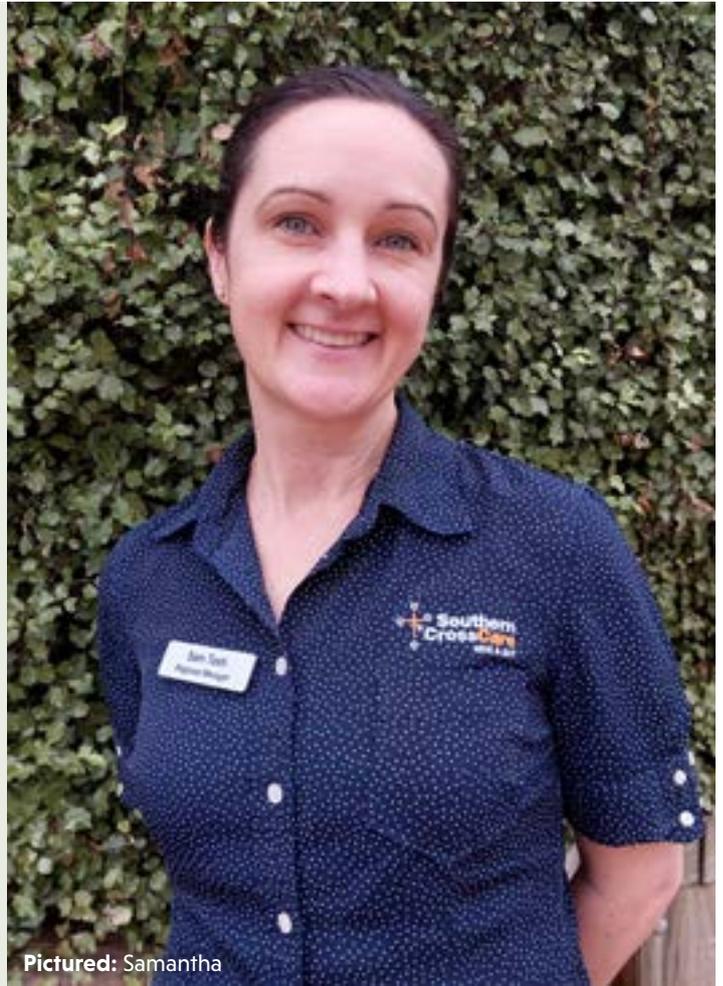
**Pictured:** Shirley holding a sign of appreciation on International Nurses Day, Mawson Court Caves Beach

## Making a positive difference

Southern Cross Care's expert staff have the privilege of making a positive difference to the lives of older people every day.

They love what they do and the people they provide care and support services for.

Our commitment to nurse-led care was recognised this year at the prestigious ACT Nurses and Midwives Excellence Awards, with Samantha Tosh RN, Regional Manager ACT & South Western NSW, announced as a finalist.



Pictured: Samantha



Pictured: Jo



Pictured: Rebecca

### **Meet Samantha**

Samantha joined Southern Cross Care in 2015 as Clinical Care and Education Manager before progressing to Regional Manager and recently Clinical Collaboration Leader.

As Regional Manager, she was responsible for overseeing consistent, quality care to residents in four residential aged-care facilities and managing staff and operations.

Samantha considers herself a clinician first and manager second, and prides herself in seeing everything through a "nurse's lens".

She describes this as always looking at the bigger picture and readily sizing up situations and people, especially when faced with change.

"I'm part of the team and feel strongly about leading by example, especially when it comes to ensuring the safety and wellbeing of the people I care for and work with," Samantha says.

"I'm always ready to roll up my sleeves where needed because if my team succeeds, I succeed."

Throughout the pandemic, Southern Cross Care was consistently commended by health authorities for its infection prevention and control and management of COVID-19, something Samantha attributes to its organisational emphasis on nursing.

### **Meet Jo**

Our commitment to clients, especially in retirement communities, also goes beyond basic health care to ensure they live life to the full.

Residents in the Marsfield Retirement Village have an active social life and are supported by their Village Liaison Officer, Jo Foster.

Jo plays a crucial role in the wellbeing of residents, making sure they are safe and happy.

"The rest is really directed by the residents and their community – that's what independence looks like," Jo says.

"Our resident committees empower villages to make their own decisions and it's heartening to see people find new social connections and community with like-minded people."

Jo says the support provided for people to live independently and maintain valuable social connections as they age is at the heart of her villages.

Not everyone needs to go into a retirement village. Many people just need a little help to get by as they age.

Our staff also provide a comprehensive range of personalised, flexible services to help clients live happily and safely at home.

### **Meet Rebecca**

Rebecca is Southern Cross Care's Regional Manager for Home Care in the West, Mid Coast and Southern Riverina regions.

"It's a rewarding job," says Rebecca who, together with her team of dedicated Service Advisors, works closely with clients to ensure their care needs are met and that they can remain in their own homes for as long as possible.

Accessing Government funding available via My Aged Care is an essential step in this process.

From receiving basic services via the Commonwealth Home Support Program to more complex assistance and Case Management on Home Care Packages, Rebecca and her team help clients make informed decisions about the funding best suited to meet their needs.

They also support private services to individuals and religious congregations.

"I'm optimistic about the future of Home Care at Southern Cross Care and all the challenges and rewards it brings," Rebecca says.



**Pictured:** Cara, Facility Manager Amanda and Karina

## A career at Southern Cross Care is full of opportunity

We offer a broad range of exciting and rewarding careers in Retirement Living, Home Care, Residential Care and support office roles.

And with more than 2000 staff in over 40 locations, a career at Southern Cross Care is full of opportunity. Our committed and energetic Managers, Registered Nurses, Carers, and support teams make a difference by providing quality holistic care for residents and clients.

While the work can be demanding, the rewards and opportunities are plentiful. For sisters, Karina and Cara, caring is in their blood.

Both their mother and stepmother were clinical specialist nurses. Now we are supporting them in their nursing studies.

The sisters work side by side at our Orana Residential Care Home in Deniliquin.

"Southern Cross Care is a great place to work – working in aged care is very rewarding," Karina says.

She and Cara are among a large group of staff benefiting from our generous education support programs. A multi-level learning approach offers internal and external courses as well as tertiary study. Paid study, flexible work and examination leave are also available.

Karina joined Southern Cross Care in 2019 as a Carer and is studying to be an Endorsed Enrolled Nurse.

"I'm managing three days a week of study and working," she says.

"Working while studying will make me a better nurse – the team is always ready to explain things I'm learning about."

Her sister, Cara, is also taking advantage of education support to become a Registered Nurse.

"I started as a Care Service Employee, then qualified as an Enrolled Nurse," she says.

"I am now continuing my bachelor studies to become a Registered Nurse thanks to Southern Cross Care."

Southern Cross Care's leaders also roll up their sleeves to support staff and clients, whether leading by example on the ground or offering guidance and mentorship.

Chief Executive Officer Helen Emmerson, also a Registered Nurse, says "the sector offers many opportunities".

"At Southern Cross Care we want our staff to thrive. We're always looking for new ways to support their education and learning," Helen says.

Southern Cross Care offers purpose, a competitive salary, ongoing development, a warm and inclusive culture, flexibility, career stability and support, and values individual skills and abilities.

Benefits of a career at Southern Cross Care include purpose-driven roles with true impact; flexible working environments; not-for-profit salary packaging; and ongoing learning and development.

We also offer career progression; strong leadership and support; recognition and appreciation of your work; and an organisational commitment to continuous improvement.

We believe those who choose a career in aged care are among the most kind-hearted and special people there are.

Residents, clients and families who experience first-hand the value and impact of their work believe that too.

And it is what Southern Cross Care's HEART values – honesty, empathy, acceptance, respect and teamwork – are all about.



**“Southern Cross Care is a great place to work – working in aged care is very rewarding.”**

**Karina**

# Strategic Plan 2021–2024

## Strategy, Sustainability and Innovation and Snapshot

We are continuing to focus on the outcomes identified in our Strategic Plan with excellent progress already made across our Strategic Plan focus areas.

Other initiatives:

- LED lighting and Solar PV Panels installed in the majority of our sites
- Sustainability framework developed on the pillars of Environment, Social and Governance
- IT 3-year Strategic Roadmap developed
- Modern Slavery Statement reflecting our commitment to promote and respect human rights
- Community partnerships established with Councils in regional LGAs for migrant workforce sourcing
- Customer Experience Strategy in development
- Strategic Property Plan in development

### Clients

**Place our clients at the centre of everything we do.**

- \* **Consult closely** with our clients as partners in all aspects of their care.
- \* **Empower and inform** our clients always.
- \* **Learn about and act on** our clients' experiences and preferences throughout their ageing journey.
- \* **Engage external partners** to offer clients specialised support services.
- \* **Respect and celebrate** every client's culture, diversity and identity.
- \* **Use new technology** in ways that make clients' lives easier.
- \* **Increase our support** for clients who wish to remain in their own homes.
- \* **Increase our support** for clients with dementia.

### Workforce

**Strengthen the capabilities of all our teams.**

- \* **Create a strategic** workforce plan to build the skills we will need.
- \* **Sustain a workplace culture** in which people are proud to work long term.
- \* **Provide guidance** to ensure every team member lives our values.
- \* **Offer each team member** the means to reach their full potential.
- \* **Ensure** we always have lines of communication open in both directions.
- \* **Engage external partners** to help team members build their capabilities.
- \* **Use technology** in ways that make our team members lives easier.

## Our Plan is to enable older people to



## Services

**Be where we are needed, with what is needed.**

- \* **Create a clear framework** to develop services that meet our core purpose.
- \* **Review all services** to ensure they meet our organisation's standards.
- \* **Look for new areas** where we can serve communities safely and responsibly.
- \* **Build connections** in rural areas where support may be limited.
- \* **Prioritise social outcomes** over financial rewards in line with our core purpose.
- \* **Explore new technologies** to deliver care and support services, eg telehealth.
- \* **Explore opportunities** to become a community housing provider.

## Systems

**Challenge ourselves to change for the better.**

- \* **Develop integrated systems** centred on our clients' individual needs.
- \* **Draw insights** from data that support evidence-based decision making.
- \* **Ensure our financial systems** empower us to act sustainably.
- \* **Continue to transform digitally** so we can improve our operating efficiency.
- \* **Explore innovative ways** to fund the growth of our business and services, including fundraising.
- \* **Align our services** with the Retirement Living Accreditation Standards.
- \* **Prepare to respond** quickly and openly should we encounter unseen issues.

## Partners

**Work with like-minded organisations.**

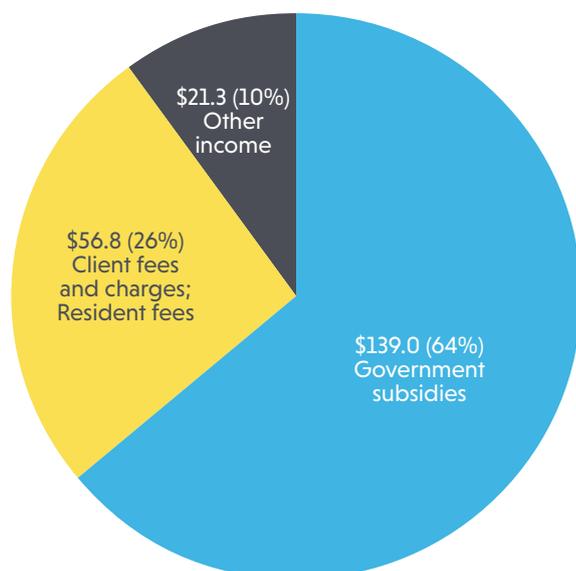
- \* **Be a provider of choice** for government initiatives and pilot programs.
- \* **Seek co-creation opportunities** with industry, learning providers, universities and NGOs.
- \* **Collaborate** with Southern Cross Care nationally to present a unified voice.
- \* **Build relationships** with local, state and federal government and health departments.
- \* **Partner with peak Aged Care industry bodies** to strengthen our services.
- \* **Seek relationships with technology companies** specialising in the health and ageing sectors. Our Plan is to enable older people to live life to the full.

**live life to the full.**

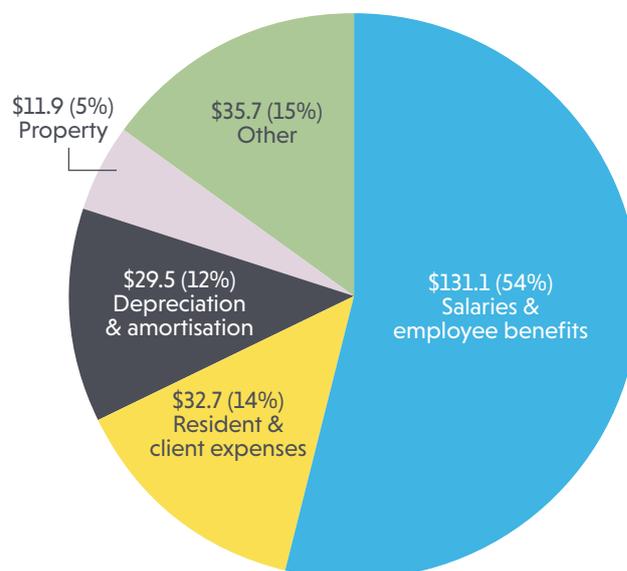


# Financials

Revenue 2021/22 (\$ Millions)



Expenditure 2021/22 (\$ Millions)



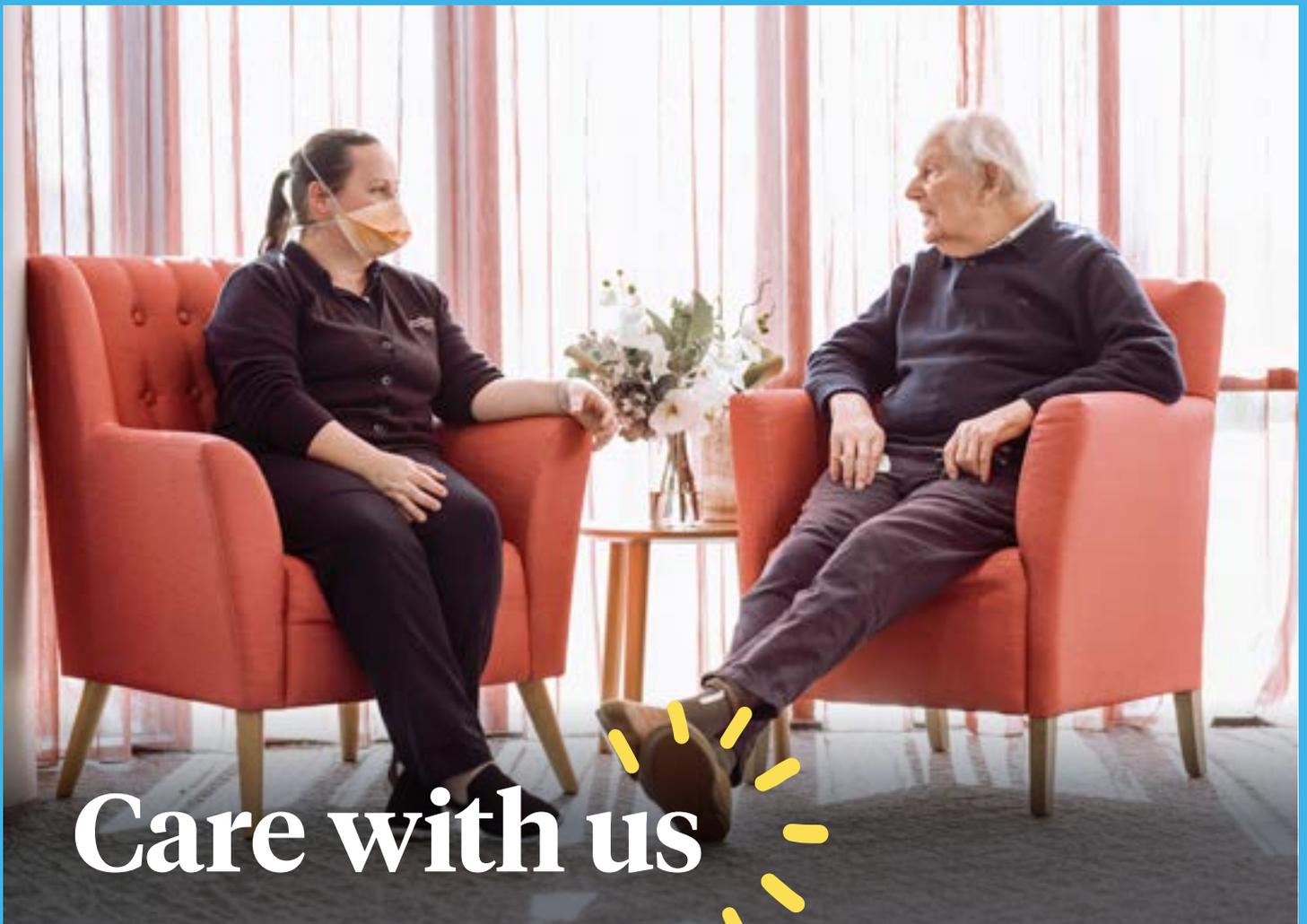
Revenue by Services (\$ Millions)



Net Assets (\$ Millions)	2019/20	2020/21	2021/22
Cash and cash equivalents	128.9	111.7	35.7
Financial Assets	29.0	63.8	114.3
Trade and other receivables	34.2	6.2	9.4
Property, Plant & Equipment	447.5	462.3	454.6
Intangibles	2.0	3.0	1.6
<b>Total Assets</b>	<b>641.6</b>	<b>647.0</b>	<b>615.5</b>
Trade and other Payables	38.5	31.2	34.4
Employee Entitlements	18.5	17.2	17.6
Accommodation Bonds & Refundable Deposits	403.2	416.6	410.4
Provisions	5.3	9.8	4.2
Borrowings	4.7	4.1	4.3
<b>Total Liabilities</b>	<b>470.3</b>	<b>478.8</b>	<b>470.9</b>
<b>Net Assets</b>	<b>171.3</b>	<b>168.2</b>	<b>144.7</b>



**Pictured:** Sister Gemma, Patrick Minahan Village Marrickville



# Care with us

**There are many ways in which you can help make a difference in someone's life.**

## **Donations and Regular Giving**

Donations and regular gifts support the vital work of Southern Cross Care and assist to meet the unexpected needs of the people we care for.

## **Gift in Will**

A Gift in Will is an investment in the future. It will help Southern Cross Care continue to provide quality care for all residents and clients.

## **Join our team**

We love what we do and the communities we provide care and support services for. We offer a broad range of careers in Retirement Living, Home Care, Residential Care and corporate roles.

## **Volunteering**

Whether it's in one of our Residential care homes or a Retirement village, many older people can experience loneliness and isolation. Becoming one of our volunteers can enhance the lives of residents in countless ways.



For more information about our services, or about how you can support Southern Cross Care, please phone **1800 632 314** or email **enquiries@sccliving.org.au**



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