



# Strategic Plan 2021–24

# Moving forward in a changing world

This is a time of great change for the aged care industry.

The impact of COVID-19, the findings of the Aged Care Royal Commission and changing attitudes to aged care generally are all factors influencing what aged care will become in the next few years.

At Southern Cross Care, our focus is resolutely on care and support – helping older adults to live life well and to the full.

## **A Strategic Plan puts our focus in the right areas**

With a 50-year history as a not-for-profit organisation, Southern Cross Care exists solely to care for and about people.

In practical terms, that means working to constantly improve our service and client experience across all three of our streams of care – Residential Care, Home Care and Retirement Living in our 40 locations. It means training our people to become their best. It means being open to innovation and new technology.

To achieve all this, we need the guidance of a clear Strategic Plan.



## **Our five guiding strategic principles**

These principles and measurable intentions will continue to guide us over the next three years.

- \* **Clients**  
Place our clients at the centre of everything we do
- \* **Workforce**  
Strengthen the capabilities of all our teams
- \* **Services**  
Be where we are needed, with what is needed
- \* **Systems**  
Challenge ourselves to change for the better
- \* **Partners**  
Work with like-minded organisations

# Our Strategic Plan 2021-24

These strategic principles and measurable intentions will continue to guide us over the next three years.

## Our Plan is to enable older people to live life to the full.

### 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.

### 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 journey so far

Our Strategic Plan is an ongoing journey. We are on track, with significant progress already made over the past three years – here are some of the milestones we've achieved.



## Clients Place our clients at the centre of everything we do.

- \* **Implemented** the 2019 Aged Care Standards across our Residential and Home Care Services.
- \* **Modernised** our Nurse Call systems.
- \* **Partnered with a specialist** catering company to create high quality, nutritious food for our clients.
- \* **Introduced** an Engagement and Purposeful Living Manager to improve our lifestyle and spiritual care programs.
- \* **Responded to feedback** by using smart solutions in our homes to help clients and families keep in touch.

## Workforce Strengthen the capabilities of all our teams.

- \* **Undertook a Culture Audit** to ensure our values and culture resonates, and to learn what we can do better.
- \* **Offered pathways** to aged care through entry-level roles.
- \* **Ran monthly clinical training** to increase the knowledge of Registered Nurses.
- \* **Conducted regular surveys** among our teams to assess our response to the pandemic.
- \* **Partnered with TAFEs** and Registered Training Organisations to promote aged care careers.
- \* **Created a cross-functional** COVID-19 taskforce to ensure a continually dynamic response to the pandemic.

## Services Be where we are needed, with what is needed.

- \* **Redeveloped** North Turramurra RAC, winning UDIA Award for Excellence in 2020.
- \* **Received** additional Commonwealth Home Support Places in regional locations.
- \* **Launched** Thornton Park Village in Penrith.
- \* **Commenced redevelopment** of St Catherine's (Grafton) and The Marian (North Parramatta).
- \* **Undertook environmental initiatives** resulting in a 6% reduction in greenhouse emissions per bed.

## Systems Challenge ourselves to change for the better.

- \* **Upgraded wifi services** across our network of homes and introduced cloud computing.
- \* **Won awards** for our 10K Community Program.
- \* **Introduced Power Apps** to improve business efficiency.
- \* **Contributed** to the Aged Care Royal Commission on challenges faced in regional NSW.
- \* **Installed LED lighting** in a quarter of our homes.

## Partners Work with like-minded organisations.

- \* **Partnered with** NICM and Western Sydney University's Chinese Medicine in Vascular Dementia clinical trial.
- \* **Undertook** Dementia Australia Training.
- \* **Established working groups** with Southern Cross Care interstate teams to share information and resources.
- \* **Advocated on key issues** through industry peak bodies.
- \* **Became a member** of the Property Council.
- \* **Piloted intergenerational Learning Australia projects** with local primary schools.

## Our Purpose and Values

Our purpose is:

**To enable older people to live life to the full.**

Our purpose combines with our HEART Values to inform our Strategic Plan and key principles, and guides us in creating supportive environments.

From our founding in 1970 by the Knights of the Southern Cross (a group of socially aware Catholic laymen dedicated to improving the lives of the community, and in particular that of older people) to today, everyone who works with us stands by these commitments.

## Our Heart Values

We're open and truthful in all situations—even when it's hard

**Honesty**

We consider all points of view, and we listen to others carefully

**Empathy**

We welcome and treat all people equally, without judgement

**Acceptance**

We highly value people's wishes, their dignity and their privacy

**Respect**

We don't go it alone—we talk to each other, and we offer and accept help

**Teamwork**



we care  
about  
people